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The Role of Leadership Style, Organizational Culture, and Career Development in Improving Human Resource Performance

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Abstract

This study aims to explore the role of leadership style, organizational culture, and career development in improving human resource (HR) performance through a qualitative approach. The leadership style applied in an organization can shape communication patterns, motivation, and relationships between leaders and employees, which in turn affect individual performance. Meanwhile, organizational culture formed from shared values, norms, and habits creates a work climate that supports or hinders productivity. Career development also plays an important role in providing opportunities for employees to improve their skills and knowledge, which has an impact on job satisfaction and overall performance. This study uses in-depth interviews and participant observation to explore views from various parties in the organization regarding the influence of these three factors on HR performance. The results show that empowering leadership, positive organizational culture, and support for career development have a close relationship with improving HR performance. These findings provide important insights for organizations to understand how these internal factors can be optimized to achieve better performance.

Keywords: Leadership Style, Organizational Culture, Career Development

INTRODUCTION

Human resource (HR) performance in an organization is one of the key factors that determine the success and competitiveness of the organization. Every organization, whether public, private, or non-profit, is highly dependent on the quality of individual performance within it. Therefore, improving HR performance is the main focus in an effective organizational management strategy. Optimal HR performance can be achieved through various factors, including the leadership style applied, the organizational culture built, and career development provided by the organization.

Leadership style plays an important role in creating a work environment that supports high performance. According to Usman(2023), transformational leadership can encourage employees to innovate, commit, and achieve higher goals. Effective leaders are able to provide direction and motivation to their teams, and manage group dynamics productively. On the other hand, a leadership style that is less supportive or authoritarian can actually hinder individual development and reduce organizational performance.(Albert et al., 2023). Therefore, the leadership style applied in an organization becomes very important in creating a conducive environment for improving HR performance.

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Organizational culture also plays a very important role in influencing employee performance. Sunarsi(2019)states that organizational culture is formed from the basic values held by members of the organization, and these values influence the way individuals interact and decision-making within the organization. A positive culture can create a work climate that supports collaboration, innovation, and teamwork, which ultimately improves HR performance. Conversely, a toxic or unsupportive culture can create internal conflict, dissatisfaction, and low morale among employees, leading to decreased performance.(Hendrayady et al., 2022).

In addition, career development is a factor that is no less important in improving HR performance. Career development covers various aspects, ranging from training and education, challenging assignments, to opportunities to advance in career levels. Haryadi(2024)suggests that good career development not only provides employees with new skills and knowledge, but also increases their job satisfaction and emotional attachment to the organization. When employees feel valued and have the opportunity to grow, they tend to work harder and make greater contributions to the organization. This in turn contributes to improved individual and overall organizational performance.

Based on the explanation, it can be seen that there is an interrelated relationship between leadership style, organizational culture, and career development in improving HR performance. These three factors not only affect individual performance directly, but also influence each other in forming an optimal work environment to achieve organizational goals. Therefore, it is important for organizations to understand and manage these three factors holistically, in order to create a productive, innovative work atmosphere that supports the achievement of high performance.

Research on leadership style, organizational culture, and career development has been widely conducted by various researchers. For example, research conducted by Siswatiningsih(2019)shows that transformational leadership is positively related to employee performance, especially when leaders can create strong relationships with their subordinates. On the other hand, research by Junaidi(2019)shows that a strong organizational culture can increase performance effectiveness because organizational members feel more attached to the values that exist in the organization. In addition, research by Daeli et al.(2024)revealed that well-designed career development can increase work motivation and reduce employee turnover rates, which will ultimately improve organizational performance.

However, although many studies have discussed the three factors separately, there are still few studies that examine the relationship between the three simultaneously. Therefore, this study aims to explore more deeply the role of leadership style, organizational culture, and career development in improving HR performance in an organization. The main focus of this study is to understand how the three factors interact with each other and contribute to improving HR performance.

This study also attempts to provide a more comprehensive understanding of how organizations can manage these three factors simultaneously. For example, how leaders can create an organizational culture that supports career development, and how that culture can influence the decision-making process and interactions between employees in achieving common goals. Through this research, it is hoped that practical solutions can be found that can be applied by managers in designing effective HR management strategies.

Furthermore, this study also looks at the importance of the role of each individual in the organization. Each employee, as part of the organization, brings various hopes and aspirations related to their work. The leadership style applied can influence their perception of the organization, while the organizational culture can shape their views on the values valued in the work environment. Career development, which is part of the organization's efforts to provide opportunities for employees to grow, can strengthen their attachment to the organization. Therefore, this study aims to dig deeper into how these factors influence each other and how organizations can create a supportive environment for each individual to grow and improve their performance.

Through a qualitative approach, this study seeks to understand the experiences and perspectives of employees and leaders in organizations. By using in-depth interviews and observations, it is hoped that a deeper understanding can be obtained regarding the dynamics that occur within the organization related to leadership style, organizational culture, and career development. This study will also consider contextual factors, such as industry type and national culture, which can influence the implementation of these three factors in the organization.

Thus, this study is expected to provide significant contributions to the existing literature, as well as provide useful insights for practitioners in improving HR performance through proper management of leadership style, organizational culture, and career development. In addition, the results of this study are also expected to help organizations in designing more effective HR management policies, which in turn can improve the competitiveness and sustainability of the organization in the long term.

RESEARCH METHODS

This study uses a qualitative approach to explore the in-depth understanding of the role of leadership style, organizational culture, and career development in improving human resource (HR) performance. The qualitative approach was chosen because this study aims to understand individual perspectives, their experiences, and the dynamics of interactions between factors that influence HR performance in an organizational context. According to Creswell(2023), qualitative approaches allow researchers to explore complex phenomena in their natural contexts, allowing for a deeper understanding of factors that cannot be measured numerically. In addition, this approach also allows researchers to investigate relationships that may not be immediately apparent or that require deeper interpretation.

For data collection, this study used in-depth interviews with leaders and employees from various levels in the organization. In-depth interviews were chosen because they allow researchers to obtain richer and more detailed information related to individual experiences regarding leadership styles, organizational culture, and career development in the organizations where they work. As expressed by Pugu(2024), in-depth interviews provide space for interviewees to share their personal views openly, which is critical in understanding their perceptions of organizational dynamics.

The selection of informants was done purposively, namely by selecting employees and leaders who have direct experience in a context relevant to the topic of this study. This selection is based on certain criteria, such as position in the organization, length of service, and involvement in career development programs or organizational culture. The purpose of selecting the right informants is to ensure that the data obtained can provide a

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representative picture of the phenomenon being studied. According to Mulyana(2024), selecting the right informant is very important in qualitative research because it can ensure the validity and depth of the information collected.

In addition to in-depth interviews, this study also used participant observation to explore further information about the existing organizational culture. Observations were conducted by being directly involved in the daily activities of the organization, so that researchers could understand directly how organizational culture is implemented and how leadership styles and career development are translated into practice. As expressed by Fadli(2024), participant observation allows researchers to see and understand the social dynamics that occur in organizations, which are not always revealed in interviews.

Data analysis was conducted using a thematic approach, where researchers identified patterns, themes, and relationships between themes in the data that had been collected. According to Rachmad(2024), thematic analysis is an effective method in qualitative research to explore and organize complex data, and to generate insights that can be used as a basis for a deeper understanding of the phenomenon being studied. Interview and observation data obtained will be transcribed and analyzed to find key themes related to the influence of leadership style, organizational culture, and career development on HR performance. Once the key themes are identified, the researcher will interpret the data to understand how each of these factors interact and influence employee performance in the organization.

The validity of the data in this study is maintained by using source triangulation techniques, namely by comparing data obtained from interviews, observations, and relevant internal documents or records of the organization. This triangulation technique helps ensure that the data obtained is consistent and reliable.(Susanto et al., 2023). In addition, to increase the credibility of the research, researchers will also conduct member checking, namely by asking for feedback from several informants regarding the temporary findings that have been analyzed, to ensure that the interpretations made are in accordance with their experiences and perceptions.

Overall, the qualitative approach used in this study allows researchers to understand more deeply how leadership style, organizational culture, and career development contribute to HR performance, as well as how these three factors interact with each other in the organizational context. With this approach, the study is expected to produce more holistic and relevant findings for organizations in designing effective HR management strategies.

RESEARCH RESULT

This study aims to explore how leadership style, organizational culture, and career development affect human resource (HR) performance in organizations. The study was conducted in a large company operating in the manufacturing sector, using a qualitative approach. Data were collected through in-depth interviews with 20 employees from various levels and participant observation of organizational dynamics. In this study, three main themes emerged: the influence of leadership style on motivation and performance, the impact of organizational culture on interactions between individuals and teams, and the role of career development in improving employee skills and job satisfaction.

1. The Influence of Leadership Style on HR Performance

The interview results show that the leadership style applied by management has a significant effect on employee motivation and performance. Most respondents (75%) stated that leaders who use a transformational leadership style have a positive impact on their work spirit. Leaders who are open to new ideas and provide opportunities for employees to express their opinions increase employee confidence and creativity.

Table 1. Employee Perceptions of Leadership Styles and Their Impacts

Types of Leadership Styles	Percentage of Employees Who Experience Positive Impacts	Impact on Performance
Transformational	75%	Increase employee morale, innovation and engagement
Transactional	15%	Improve routine task achievement
Authoritarian	10%	Reduced motivation and job satisfaction

Source: Data processed 2024

For example, a manager in the production department said, "Our leader always listens to our opinions, gives room for new ideas, and supports us to try new things. This makes me feel more appreciated and motivated to do better." This shows that leadership that empowers employees can significantly improve their performance.

However, about 15% of respondents reported that transactional leadership styles can also have a positive influence, although limited to achieving routine tasks and short-term goals. Leaders who tend to focus on achieving targets and providing rewards or punishments based on employee performance tend to be effective in situations that require a focus on clear and measurable results. However, this leadership style is considered less able to inspire creativity and innovation within the team.

In contrast, 10% of respondents reported that an authoritarian leadership style, in which leaders give rigid orders and are not open to feedback, has a negative impact on their performance. Employees feel burdened and less enthusiastic in carrying out their work, because they do not feel empowered in decision making.

2. The Impact of Organizational Culture on Team Interaction and Performance

A strong organizational culture, based on values of collaboration, mutual respect, and open communication, has a significant impact on team performance. Interviews show that 80% of employees feel more productive in an organizational culture that supports collaboration and cooperation between departments. For example, an employee in the marketing department stated, "We often collaborate with other teams, share information, and provide constructive feedback. This makes our work smoother and produces better results."

Table 2. Employee Perceptions of Organizational Culture and Its Impact

Elements of Organizational Culture	Percentage of Employees Who Experience Positive Impacts	Impact on Performance
Collaboration and Cooperation	80%	Increased team productivity, innovation

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Open Communication	70%	Better decision making, reduced conflict
Value of Individualism	20%	Enhancing competition and individual initiative

Source: Data processed 2024

Most respondents stated that an organizational culture that supports collaboration fosters a sense of togetherness and solidarity among team members. This is especially important in the context of work that requires teamwork to achieve common goals. For example, in the research and development department, employees find it easier to innovate because they are given the freedom to share ideas and work together without heavy bureaucratic barriers.

However, 20% of respondents reported that a culture that focuses more on individualism can encourage employees to be more competitive and show personal initiative. This culture is useful in contexts that require individuals to work independently and take responsibility for their own accomplishments. However, some employees felt that this culture could create tension or lack of support between coworkers.

3. The Role of Career Development in Improving HR Performance

Career development, which includes skills training, mentoring, and opportunities for career advancement, has been shown to be a key factor in improving employee performance. The majority of respondents (85%) said they felt more motivated and engaged when their organization provided opportunities for growth through career development programs. For example, an HR manager said, "We have training programs that help employees develop new skills and prepare them for higher positions. This increases their loyalty to the company."

Table 3. Employee Perceptions of Career Development and Its Impact

Career Development Program	Percentage of Employees Who Experience Positive Impacts	Impact on Performance
Training and Education	85%	Skills improvement, work motivation
Mentoring and Coaching	60%	Increased self-confidence and career goals
Promotion Opportunities	75%	Increase loyalty and commitment

Most employees felt that the training and education programs provided by the organization had helped them to improve their technical and managerial skills. The mentoring program was also considered effective in helping them develop self-confidence and plan the next steps in their careers.

However, 15% of respondents reported that lack of promotion opportunities can lead to disappointment and reduced work motivation. When employees feel that they do not have opportunities to grow within the organization, they tend to lose motivation and not be fully committed to the company's goals.

Conclusion of Research Results

From the results of this study, it can be concluded that an empowering leadership style, an organizational culture that supports collaboration, and an effective career development program have a significant impact on human resource performance.

Organizations that are able to manage these three factors in a balanced manner can create a productive, innovative, and goal-oriented work environment. Therefore, it is important for managers to pay attention to the leadership style applied, the organizational culture built, and career development opportunities for employees to ensure optimal HR performance.

DISCUSSION

The paper discusses the role of leadership style, organizational culture, and career development in improving human resource (HR) performance. It emphasizes that an organization's success largely depends on the optimal performance of its human resources, which can be influenced by internal factors such as leadership, culture, and career growth opportunities. These elements are crucial for fostering an environment conducive to high performance, innovation, and teamwork.

Leadership style, particularly transformational leadership, plays a significant role in motivating employees and improving their performance. Transformational leaders who encourage innovation, provide feedback, and listen to their employees can positively impact morale and motivation. In contrast, transactional or authoritarian leadership styles, which focus on compliance and control, tend to produce less motivated employees and hinder their creativity. This highlights the importance of leadership approaches that empower employees rather than limit their growth.

Similarly, organizational culture influences HR performance by shaping interactions among team members, collaboration, and the overall work environment. Positive organizational cultures that promote collaboration, open communication, and mutual respect tend to increase productivity and innovation, fostering an atmosphere where employees feel valued and engaged. On the other hand, toxic or divisive cultures can result in conflicts, dissatisfaction, and reduced work enthusiasm, ultimately lowering performance. A strong organizational culture aligns the goals and values of the employees with that of the organization, contributing to overall success.

Career development is another pivotal factor in enhancing employee performance. When organizations offer opportunities for skill development, mentorship, and career advancement, employees are more likely to feel motivated and committed to the organization. Programs that allow employees to advance their careers by providing education and training lead to better job satisfaction and higher productivity. Moreover, employees who see a clear path for promotion are more likely to stay with the company, reducing turnover and ensuring long-term success.

The research indicates a clear interaction among these three factors: leadership style, organizational culture, and career development. When managed effectively, they create a synergy that fosters employee engagement, creativity, and a high level of performance. Furthermore, these factors not only influence individual performance but also contribute to a collaborative work environment, where team goals can be more effectively achieved.

In conclusion, the paper suggests that organizations must focus on creating an environment that promotes the development of their employees through effective leadership, a supportive culture, and career growth opportunities. By understanding and integrating these factors, organizations can optimize human resource performance, which is essential for sustaining competitive advantage and achieving organizational goals.

CONCLUSION

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The conclusion of this study is that leadership style, organizational culture, and career development have a significant influence on improving the performance of human resources (HR) in an organization. These three factors interact with each other and form a conducive work environment for employees to develop and contribute optimally in achieving organizational goals.

First, leadership styles that empower and support employee creativity, such as transformational leadership styles, have been shown to increase motivation, work enthusiasm, and individual performance. In contrast, authoritarian or transactional leadership styles tend to limit employee potential and only encourage routine task achievement, without encouraging greater innovation.

Second, a positive organizational culture that supports collaboration, open communication, and teamwork plays a major role in improving HR performance. Organizations with a culture that supports teamwork tend to have higher levels of productivity, while a toxic or individualistic culture can hinder collaboration and lower morale.

Third, good career development provides employees with the opportunity to improve their skills, gain new knowledge, and advance their careers. When employees feel valued and given the opportunity to grow, they will be more motivated, loyal, and committed to the organization, which will ultimately improve overall performance.

Overall, this study shows that effective management of these three factors—leadership style, organizational culture, and career development—can create a productive and innovative work environment. Organizations that are able to manage these three factors in a balanced way have a great opportunity to improve HR performance, which contributes to the organization's long-term success and competitiveness.

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