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## The Effect of Career Development, Organizational Culture and Leadership on Performance

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**Abstract:** The Literature Review article The Effect of Career Development, Organizational Culture and Leadership on Employee Performance is an employee performance article that aims to build a research hypothesis of the influence between employee performance variables that will be used in further research on employee performance, within the scope of Human Resource Management science. The method of writing this Literature Review article is by the librar method of Employee Performance research, Employee Performance sourced from online media such as Google Scholar, Mendeley Employee Performance and other academic online media. The results of this literature review article are: 1) Career development affects employee performance; 2) Organizational culture affects employee performance; and 3) Leadership affects employee performance.

**Keywords :** Performance, Career Development, Organizational Culture and Leadership

### INTRODUCTION

Every undergraduate, graduate and postgraduate student must conduct research in the form of a thesis, thesis and dissertation. Likewise, lecturers, researchers and other functional staff are active in conducting research and making scientific articles for publication in scientific journals.

Scientific work is a requirement for students to complete their studies at most universities in Indonesia. This provision applies to all levels of education, namely undergraduate thesis (S1), undergraduate thesis (S2), undergraduate dissertation (S3). Empirically, many students and performance authors have difficulty finding supporting articles for their scientific work as previous research or as relevant research. Relevant articles are needed to strengthen the theory of Employee Performance being researched, to see the relationship or influence between variables and to build hypotheses. This article discusses the influence of career development, organizational culture, and leadership on employee performance, a literature review study in the field of human resource management.

## **LITERATURE REVIEW**

### **Employee Performance**

Employee performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals legally, not against the law and not against morals and ethics. (Afandi, 2018) Dimensions or indicators of Employee Performance are Ability and Motivation Factors (Afandi, 2018). Employee performance is the result of work that a person achieves in carrying out his duties for skills, effort and opportunity. (Abdurrahman, 2019). Dimensions or indicators of employee performance are ability and interest and motivation (Abdurrahman, 2019). Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. (Mngkunegara, 2017). The dimensions or indicators of employee performance are 1. quality, 2. quantity of work, 3. cooperation, 4. responsibility, 5. initiative. (Mangkunegara, 2017). Employee performance has been widely researched by previous researchers including (Y Rivaldo, 2022), (M Abdullah, 2014) and (JS Hasibuan, et al, 2019).

### **Career development**

Career development is an effort carried out by every employee or organization to spur himself to do his best in serving and improving his abilities / skills in carrying out the main tasks and functions of profit and non-profit organizations and all work (Busro, 2018). Dimensions or indicators of career development are promotions, potential abilities, fields of work, awards and competencies (Busro, 2018). Career development is the process of increasing individual work abilities achieved in order to achieve the desired career. (Rivai and Sagala, 2016). Dimensions or indicators of career development are career needs, training, fair treatment in career, career information, promotion, rotation, workforce development (Rivai, 2015). Career development is personal changes that a person makes to achieve a career plan. (Siagian, 2015). Dimensions or indicators of career development are career planning, management, reliability, attitude (Bahri & Zamzam, 2015). This career development has been widely studied by previous researchers (FM Siagian, 2022), (DP Sari, et al, 2020), (H Siallagan, et al, 2020).

### **Organizational Culture**

Organizational Culture is a framework that guides daily behavior and makes decisions for employees and directs their actions to achieve organizational goals. (Greenberg and Baron in Soetopo, 2010) Dimensions or indicators of Organizational Culture are Rules of Behavior that must be obeyed, Norms, dominant values, Rules that must be obeyed, Organizational climate (Luthans in Zaki, 2016). Organizational Culture is a framework that guides daily behavior and makes decisions for employees and directs their actions to achieve organizational goals. (Rivai and Mulyadi, 2012). Dimensions or indicators of Organizational Culture are Ideallistic Elements, Behavioral Elements. (Sobirin, 2007). Organizational Culture is ways of thinking, feeling and reacting based on certain patterns that exist in the organization or that exist in parts of the organization (Munandar in Samsudin, 2013). Dimensions or indicators of Organizational Culture are Values, beliefs, basic principles, management practices, behavior (Mangkunegara, 2009). This Organizational Culture has been widely researched by previous researchers including (A Purwanto, et al, 2016), (A Ainanur, et all, 2018), and (V Rosvita, et al, 2023).

### **Leadership**

Leadership is the nature, character, or way of a person in an effort to foster and move a person or group of people so that they are willing, committed and loyal to carry out activities in accordance with their duties and responsibilities to realize predetermined organizational

goals (Thoha, 2015) Dimensions or indicators of leadership are innovators, communicators, motivators, controllers (Thoha, 2015). Leadership is aspirational power, strength of spirit, and creative moral strength, which is able to influence members to change attitudes, so that they become conform to the wishes of the leader. (Sutrisno, 2015). Dimensions or indicators of leadership are intelligent, conceptually skilled, creative, diplomatic and tactical, fluent in speaking, knowledgeable about group tasks, persuasive, and social skills (Yulk in Hersey and Blanchard, 1998). Leadership is the ability to mobilize, motivate, and influence people to be willing to take actions that are directed at achieving goals through the courage to make decisions about activities that must be carried out (H Nawawi, 1987). Leadership dimensions or indicators are system thinkers, change agents, creators, servants and administrators, polychronic coordinators, instructors and trainers, able to develop organizational vision and inspire employees (Marquardt, 2002). This leadership has been studied by many previous researchers including (Y Rivaldo, et al, 2020), (N Arianty, 2018), and (M Idris, et al, 2019).

## RESEARCH METHOD

The method of writing this Literature Review article is with a descriptive qualitative method and literature review or Library Research, sourced from the online application Google Scholar, Mendeley and other online academic applications. In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions asked by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory, (Ali & Limakrisna, 2013).

## FINDINGS AND DISCUSSION

Based on the relevant theoretical studies and previous research, the discussion of this literature review article is a review of relevant articles, followed by a review of the influence between variables and continued by making a conceptual thinking research plan:

### Review of Relevant Articles

Reviewing relevant articles as a basis for setting research hypotheses by explaining the results of previous research, explaining the similarities and differences with the research plan from relevant research as table 1 below.

**Tabel 1 : Review articles relevant**

No	Author (Tahun)	Hasil Riset Terdahulu	Persamaan Dengan Artikel Ini	Perbedaan Artikel Ini	Dengan	Hipoteis
1	Z Rusby, Z Hamzah (2019)	Career development and Organizational Culture have a positive and significant effect on Employee Performance	Organizational Culture affects Employee Performance1	Career affects performance	development employee	H1
2	Natalia Paila, et al ( 2023)	Career development, organizational culture and leadership have a positive and significant effect on employee performance.	Career development & Organizational Culture affect Employee Performance1	Leadership affects employee performance	affects	H1

3	SK Putri (2023)	Career development and Organizational Culture have a positive and significant effect on Leadership and Employee Performance.	Career development & Organizational Culture affect Employee Performance	Development of career and organizational culture affect employee performance	H1
4	P Putra (2020)	Career development and Organizational Culture have a positive and significant effect on Employee Performance	Organizational Culture affects Employee Performance	Career development affects employee performance	H2
5	Sk Pebdiana (2020)	Career development, organizational culture and leadership have a positive and significant effect on employee performance.	Career development & Organizational Culture affect Employee Performance	Leadership affects employee performance	H2
6	RP Lutfiyanto, et al (2020)	Career development and Organizational Culture have a positive and significant effect on Leadership and Employee Performance.	Career development & Organizational Culture affect Employee Performance	Career development and Organizational Culture affect Employee Performance	H2
7	P Azizi, et al (2021)	Career development and Organizational Culture have a positive and significant effect on Employee Performance	Organizational Culture affects Employee Performance	Career development affects employee performance	H3
8	Mariana(2023)	Career development, organizational culture and leadership have a positive and significant effect on employee performance.	Career development & Organizational Culture affect Employee Performance	Leadership affects employee performance	H3
9	D Agus Kurnianto, et al (2023)	Career development and Organizational Culture have a positive and significant effect on Leadership and	Career development & Organizational Culture affect Employee Performance	Career development and Organizational Culture affect Employee Performance	H3

### **Influence Analysis between Variables**

#### **The effect of career development on employee performance.**

Career development affects employee performance, where the dimensions or indicators of career development (career needs, training, fair treatment in careers, career information, promotion, mutase, workforce development) affect the dimensions or indicators of employee performance (quality ability, quantity, cooperation, responsibility and initiative) (Mangkunegara, 2017). To improve employee performance by paying attention to career development, what management must do is conduct training / capacity building, provide equal opportunities for a career, make mutations according to their competence and billa perform well are given promotions where ability and motivation are also taken into consideration (Afandi, 2018). Career development affects employee performance, if career development is perceived well by customers / consumers then this will be able to increase the quality and quantity of employee performance, (Mangkunegara, 2017). Career development affects employee performance, this is in line with research conducted by: (Y Rivaldo, 2022), (M Abdullah, 2014) and (JS Hasibuan, et al, 2019).

#### **Effect of Organizational Culture on Employee Performance.**

Organizational culture affects employee performance, where the dimensions or indicators of organizational culture (rules of behavior, norms, dominant values, rules that must be obeyed and organizational climate affect the dimensions or indicators of employee performance (quality ability, quantity, cooperation, responsibility and initiative) (Mangkunegara, 2017). To improve employee performance by paying attention to organizational culture, the performance that must be carried out by management is to ensure that employees comply with applicable rules, maintain norms, uphold dominant positive values and maintain an organizational climate that is good and supports employee performance, where employee ability and motivation are taken into consideration (Afandi, 2018). Organizational Culture affects Employee Performance, if the Organizational Culture is perceived well by customers / consumers then this will be able to improve Employee Performance, (Mangkunegara, 2017). Organizational Culture affects Employee Performance, this is in line with research conducted by (A Purwanto, et al, 2016), (A Ainanur, et all, 2018), and (V Rosvita, et al, 2023).

#### **The Effect of Leadership on Employee Performance.**

Leadership affects employee performance, where the dimensions or indicators of leadership (innovator, communicator, motivator and as a controller) affect the dimensions or indicators of employee performance (quality ability, quantity, cooperation, responsibility and initiative) (Mangkunegara, 2017). To improve employee performance by paying attention to leadership, the performance that must be carried out by management is to find leaders who have the ability to innovate in accordance with environmental conditions, can communicate two-way well with employees, as a motivator to maintain employee performance and as a controller of organizational management so as not to deviate from the vision and mission where the ability and motivation of employees are taken into consideration (Afandi, 2018). Leadership affects employee performance, if leadership is perceived well by customers / consumers then this will be able to improve employee performance, (Mangkunegara, 2017).

## Research conceptual framework

Based on the formulation of the problem, theoretical studies, previous research on relevant employee performance and discussion of the influence between variables, the framework of thinking of this article is as below.

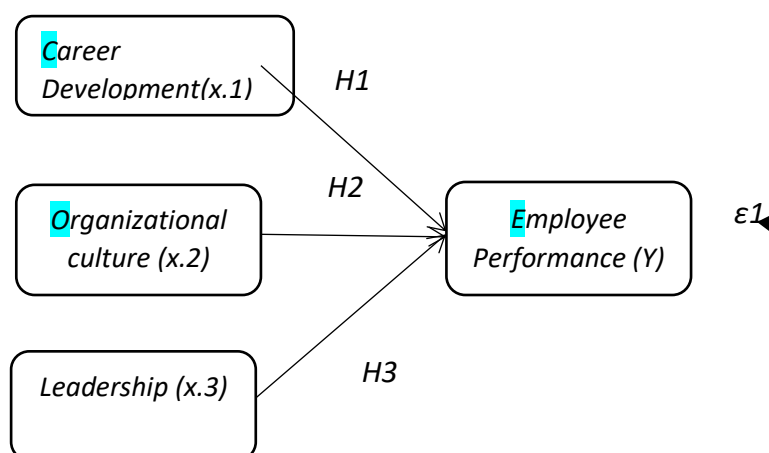


Figure 1: Conceptual Framework

Based on the conceptual framework picture above, then: Career development, Organizational Culture, and Leadership affect Employee Performance. Apart from these three exogenous variables that affect employee performance, there are still many other variables that affect employee performance including:

- 1) Workloads: (D. P. Sari & Ali, 2022)
- 2) Discipline: (Elmi et al., 2016), (Ali, 1926), (Agussalim et al., 2016)
- 3) Governance: (Ansori & Ali, 2017), (No et al., 2017), (Agussalim et al., 2020).

## CONCLUSIONS AND SUGGESTIONS

### Conclusion

Based on theory, relevant employee performance articles and discussion, hypotheses can be formulated for further research on employee performance: Career development affects employee performance; Organizational culture affects employee performance; Leadership affects employee performance.

### Suggestion

Based on the above conclusions, the suggestion for the following authors of Employee Performance is that there are still other factors of Employee Performance that affect Employee Performance, apart from Career Development, Organizational Culture, and Leadership, therefore further Employee Performance studies are still needed to find these other factors. Other factors affecting employee performance apart from the three performance variables examined in this article such as effectiveness, discipline, governance, and leadership.

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