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Analysis of Delegation Leadership and Paternalistic Leadership on Organizational Development Mediated by Organizational Culture

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Abstract: The purpose of this literature research is expected to build a hypothesis regarding the influence between variables that can later be used for further research in the scope of human resource management. The literature review research article on the analysis of delegation leadership and paternalistic leadership on organizational development mediated by organizational culture is a scientific literature article in the scope of human resource management science. The approach used in this literature review research is descriptive qualitative. The data collection technique is to use literature studies or conduct a review of relevant previous articles. The data used in this descriptive qualitative approach comes from previous research that is relevant to this research and is sourced from academic online media such as the Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. In previous studies, 1 relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Delegation Leadership influences Organizational Culture; 2) Paternalistic Leadership influences Organizational Culture; 3) Delegation Leadership influences Organizational Development; 4) Paternalistic Leadership influences Organizational Development; 5) Organizational Culture influences Organizational Development; 6) Delegation Leadership influences Organizational Development through Organizational Culture; and 7) Paternalistic Leadership influences Organizational Development through Organizational Culture.

Keyword: Organizational Development, Organizational Culture, Delegation Leadership, Paternalistic Leadership

INTRODUCTION

The direction, strategy, and success of an organization's development are heavily influenced by its leadership. Currently, numerous leadership models have arisen, including delegation leadership and paternalistic leadership. Delegation leadership focuses on delegating decision-making authority to subordinates, which is seen to encourage innovation, involvement, and individual responsibility within an organization. Paternalistic leadership, on the other hand, takes a more personal and protective approach, with the leader acting as a father figure concerned for his team members' well-being. Both of these leadership models have a substantial impact on organizational development, but how these two styles interact with organizational culture remains a matter for future investigation (Silitonga et al., 2017).

According to Susanto, (2021) the current situation demonstrates that many firms encounter difficulties in selecting a leadership model that fits their internal dynamics and external environment. On the one hand, delegation leadership is growing in popularity, particularly in the creative and technological industries, where innovation and speed are critical to success. However, without a strong and driven corporate culture, ineffective delegation can lead to confusion, a lack of coordination, and poor performance. For example, fast developing startup organizations frequently face this issue when rapid growth is not accompanied by the development of a strong and defined organizational culture. While employees are given flexibility to work, a lack of clear norms and ideals might impair the organization's overall progress.

Paternalistic leadership is still effective in firms with strong cultural values and a focus on collaboration. In Asian culture, for example, paternalistic leadership is frequently regarded as an effective strategy because it helps foster an emotional tie between leaders and subordinates, increasing loyalty and devotion to the organization. However, paternalistic leadership has issues, particularly when firms are attempting to adapt to rapid changes in the global market. An overly defensive attitude might stifle innovation and limit the organization's ability to compete in a changing environment. This issue can be found in traditional companies that struggle to innovate and adapt to technological and market developments (Indartinah et al., 2023).

Organizational culture serves as a critical link between leadership paradigms and organizational development. A strong company culture can assist direct and balance the requirement for both innovation and stability. In delegation leadership, an organizational culture that encourages initiative, responsibility, and collaboration can improve delegation effectiveness and expedite organizational development. In paternalistic leadership, a culture that values togetherness, mutual respect, and loyalty can strengthen emotional bonds between leaders and members, promoting stability and harmony in organizational development (Widodo, 2022).

However, the most difficult task for many firms today is achieving the correct balance between multiple leadership paradigms and organizational culture. It is not uncommon for there to be a mismatch between the leadership style used and the current organizational culture, which can impede organizational development. For example, implementing delegation leadership in an organization with a strong paternalistic culture might produce stress because individuals may feel unprepared or uncomfortable with the tasks assigned to them. In contrast, the use of paternalistic leadership in a company with a culture that values freedom and innovation can be viewed as a step backward and a hindrance to creativity (Kahfi et al., 2022).

As a result, organizations must learn how to effectively mix delegation and paternalistic leadership through the mediation of a strong and adaptable corporate culture. This research is expected to make a significant contribution to identifying the factors that influence the interaction between leadership and organizational culture, as well as how this can be applied in the practice of sustainable organizational development that responds to environmental changes.

Formulation of the Problem

Based on the background of the problem above, the formulation of the problem is obtained to be used as a hypothesis for further research, including: 1) Does Delegation Leadership affect Organizational Culture?; 2) Does Paternalistic Leadership affect Organizational Culture?; 3) Does Delegation Leadership affect Organizational Development?; 4) Does Paternalistic Leadership affect Organizational Development?; 5) Does Organizational Culture affect Organizational Development?; 6) Does Delegation Leadership affect Organizational Development through Organizational Culture?; and 7) Does Paternalistic Leadership affect Organizational Development through Organizational Culture?.

METHOD

This literature review was conducted using descriptive qualitative techniques. The data collection technique is by conducting a literature review or reviewing relevant previous studies. The data used in this descriptive qualitative approach comes from previous studies relevant to this study and is obtained from academic online media such as Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Sage, WoS, Sinta Journal, DOAJ, EBSCO, Publish or Perish, Google Scholar, and digital reference books. Previous studies use one relevant previous publication to review each independent variable. A systematic literature review (SLR) is a careful and deliberate process in which all relevant research materials are found, reviewed, and addressed to provide answers to specific research questions. When conducting qualitative analysis, it is essential to use the literature review consistently and in accordance with methodological assumptions. Due to its investigative nature, qualitative analysis is mostly used for this purpose, (Ali, H., & Limakrisna, 2013);(Susanto, Arini, et al., 2024).

RESULTS AND DISCUSSIONS

The following are research findings taking into account the context and problem formulation:

Organizational Development

Organizational development is a process that seeks to increase an organization's efficiency and effectiveness in meeting its objectives. This process consists of a variety of interventions intended at enhancing the organization's structure, culture, systems, and work processes (Susanto, Sawitri, & Susita, 2023).

Dimensions or indicators that include the Organizational Development variable include: 1) Operational Effectiveness and Efficiency: Determines how effectively a company uses its resources to fulfill its stated objectives. Effectiveness refers to attaining goals, but efficiency refers to employing the fewest resources to get maximum results; 2) Adaptability: An organization's ability to respond to changes in its external environment, such as market, technical, or regulatory developments. Adaptability involves responding rapidly to evolving possibilities and dangers; 3) Innovation and Creativity: The level of innovation in an organization's products, services, or processes. Organizational development frequently inspires people to think creatively and identify innovative ways to boost competitiveness; and 4) Employee Engagement: The amount to which employees are interested and dedicated to the organization's change and development process. This participation is critical to ensuring that the entire organization is headed in the same direction (Elmi et al., 2020).

Organizational Development is relevant to previous research that has been studied by: (Nuraeni et al., 2022), (Saputra et al., 2023), (Nursal et al., 2023), (Rony et al., 2021).

Organizational Culture

Organizational culture is a set of values, conventions, beliefs, and practices that are accepted and followed by members of the organization. This culture represents the organization's identity and character, influencing how members think, behave, and interact with one another. The history, vision, mission, and cumulative experiences of the organization's members all contribute to its culture. A strong culture can be a useful guiding tool for aligning employee behavior with business goals (Saputra et al., 2024).

Dimensions or indicators that include the Organizational Culture variable include: 1) Core Values: The fundamental beliefs and actions of the organization's members. Core principles often encompass work ethic, integrity, and customer attention; 2) Norms and Behaviors: Unwritten standards for how members of an organization should act. This comprises social norms, which regulate what is considered acceptable or inappropriate in the organization; 3) Rituals and Symbols: Practices, rituals, and symbols that serve to strengthen the organization's culture. This could include company events, celebrations of accomplishments, or the employment of special symbols that represent the organization's identity; and 4) Leadership and Communication: The dominant leadership style in the organization, as well as how information is communicated and received at all levels. Effective communication is critical for aligning all members with the intended culture (Putri et al., 2023).

Organizational Culture is relevant to previous research that has been studied by: (Ali et al., 2022), (Susanto, Simarmata, et al., 2024), (Sitanggang et al., 2022).

Delegation Leadership

Delegative leadership is a leadership style in which the leader delegated authority and responsibility for making decisions and carrying out certain tasks. In this paradigm, the leader delegated responsibility for planning and carrying out work to employees while providing them with greater autonomy. Delegative leadership is effective in fostering freedom, creativity, and personal accountability (Mahaputra & Saputra, 2021a).

Dimensions or indicators that include the Delegation Leadership variable include: 1) Employee Empowerment: The degree to which leaders grant employees the authority to make decisions and take actions that affect their careers. This empowerment enhances employee responsibility and engagement in the work process; 2) Trust: The extent to which leaders believe in the abilities and capabilities of their subordinates. This trust is critical for creating a climate in which employees feel secure to take initiative and make decisions; 3) Autonomy and Responsibility: How much autonomy employees are given to complete their jobs and how much responsibility they have for the outcomes of their work; and 4) Support and Coaching: Leaders support and guide employees through the delegation process. This support includes training, feedback, and the resources required to accomplish the desired results (Mahaputra & Saputra, 2021b).

Delegation Leadership is relevant to previous research that has been studied by: (Susanto, Widyastuti, Karsono, et al., 2023), (Siagian et al., 2023), (Susanto, Sawitri, Ali, et al., 2023).

Paternalistic Leadership

Paternalistic leadership is a style in which the leader acts as a father figure, protecting and caring for his team members while maintaining power. The leader demonstrates a strong concern for the well-being of employees, both personally and professionally, and frequently makes decisions that are considered in the best interests of the group. Paternalistic leadership is common in cultures that value reciprocity, loyalty, and hierarchy (Muhammad Irham, 2017).

Dimensions or indicators that include the Paternalistic Leadership variable include: 1) Concern for Employee Well-Being: The level to which the leader is concerned and cares about the physical, emotional, and professional well-being of employees. This involves the leader's actions to ensure that people have a healthy work-life balance; 2) Authority and Discipline:

The leader's level of authority in decision-making and sustaining organizational discipline. Paternalistic executives typically have strong control over decision-making processes; 3) intimate Relationships: The leader-subordinate connection is generally intimate and trusting. Paternalistic CEOs have deep, supportive ties with their employees; and 4) Protection and Security: Actions taken by the leader to protect personnel from internal and external hazards and threats. This involves the leader's efforts to maintain job stability and provide staff job security (Shafi et al., 2021).

Paternalistic leadership is relevant to previous research that has been studied by: (Ugurluoglu et al., 2018), (S. Pratiwi et al., 2021), (Indartinah et al., 2023), (Susanto, Parmenas, Febrian, et al., 2023)

Previous Research

Based on the above findings and previous research, the research discussion is formulated as follows:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Pamungkas et al., 2024)	-Participative Leadership Variables Influence Organizational Culture -Delegation Leadership Variables Influence Organizational Culture -Authorization Variables Influence Organizational Culture	-This article has similarities in examining the variable of Delegation Leadership as the independent variable, and examining the variable of Organizational Culture as the dependent variable.	-The difference with previous research is that there are Participative Leadership and Granting of Authority variables as other Independent variables.
2	(Muhammad Irham, 2017)	-Paternalistic Leadership Variables Influence Organizational Culture --Paternalistic Leadership Variables Influence Employee Performance	-This article has similarities in examining the Paternalistic Leadership variable as its independent variable, and examining the Organizational Culture variable as its dependent variable.	-The difference with previous research is that there is an Employee Performance variable as another Dependent variable.
3	(Siregar, 2022)	-Democratic Leadership Variables Influence Organizational Culture and Employee Performance -Delegation Leadership Variables Influence Organizational Culture and Employee Performance -Participative Leadership Variables Influence Organizational Culture and Employee Performance	-This article has similarities in examining the variable of Delegation Leadership as the independent variable, and examining the variable of Organizational Culture as the dependent variable.	-The difference with previous research is in the Democratic Leadership and Participative Leadership variables as other independent variables.
4	(Indartinah et al., 2023)	-Paternalistic Leadership Variables Influence Organizational Commitment and Development	-This article has similarities in examining the Paternalistic Leadership variable	-This article has similarities in examining the Servant Leadership variable as the

		-Servant Leadership Variables Influence Organizational Commitment and Development	as its independent variable, and examining the Organizational Development variable as its dependent variable.	independent variable, and examining the Organizational Commitment variable as the dependent variable.
5	(Ishiqah Ramadhany Putri & Ningrum Fauziah Yusuf, 2022)	-Cultural Value Variables Influence Organizational Development -Organizational Culture Variables Influence Organizational Development	-This article has similarities in examining the Organizational Culture variable as its independent variable, and examining the Organizational Development variable as its dependent variable.	-This article has similarities in examining the Cultural Values variable as its independent variable.

Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and previous related research:

1. The Influence of Delegation Leadership on Organizational Culture

Delegation leadership is a leadership style in which leaders empower subordinates to make decisions and complete tasks on their own. This leadership style has a significant influence on the formation and evolution of organizational culture. Employee empowerment is a key aspect of delegation leadership. When employees are empowered, they feel more in control of their work, which boosts their sense of responsibility and involvement in the organization. This empowerment enables employees to take a more active role in internalizing and strengthening the organization's core values. When employees feel they have contributed to achieving organizational goals, they are more likely to adopt and maintain these values in their daily behavior, resulting in a stronger and more widespread organizational culture. In addition to empowerment, trust between leaders and subordinates is an important factor in shaping organizational culture. When leaders demonstrate trust in their employees to make decisions, it not only boosts employee confidence but also reinforces positive norms and behaviors within the organization. Trusted employees are more likely to act responsibly and proactively, resulting in a work environment full of behaviors that support organizational goals. The norms and behaviors established through this trust serve as the foundation for interactions among employees and between employees and leaders, resulting in a harmonious and cohesive culture. With a high level of trust, communication becomes more open and effective, allowing the organizational culture to grow more healthily and dynamically.

Delegated leadership gives employees autonomy and responsibility, which has a significant impact on organizational culture, particularly in terms of rituals and symbols. When employees are given autonomy, they feel valued and recognized as integral members of the organization. Employee autonomy allows them to create and implement organizational rituals and symbols that align with shared values and goals. Employee-created rituals and symbols become tangible representations of a participatory and inclusive organizational culture. This strengthens the organization's identity and fosters a sense of community among its members. As a result, autonomy not only improves individual performance but also enriches organizational culture by introducing more diverse and inclusive values.

Finally, support and coaching from leaders in delegated leadership are critical for strengthening organizational culture, particularly in terms of leadership and communication. Leaders' support helps employees develop the skills and knowledge required to carry out their duties effectively. This coaching also fosters closer relationships between leaders and

subordinates, thereby increasing trust and effective communication throughout the organization. Effective communication between leaders and employees leads to clear and well-received information about the organization's vision, mission, and values. This ensures that the organization's culture is understood not only theoretically but also practically.

Overall, effective delegation leadership has a significant influence on organizational culture. Employee empowerment, trust, autonomy, and responsibility, as well as the leader's support and coaching, all help to strengthen the organization's core values, norms and behaviors, rituals and symbols, leadership and communication. Each component of delegation leadership works together to build a strong, adaptable, and sustainable organizational culture. Thus, delegation leadership not only influences individual performance, but it also shapes and directs organizational culture in a positive and productive way.

2. The Influence of Paternalistic Leadership on Organizational Culture

Paternalistic leadership is a leadership style that emphasizes caring for and protecting employees while incorporating elements of authority and discipline. The leadership style has a significant impact on organizational culture, shaping core values and norms that guide employee behavior. One of the most important aspects of paternalistic leadership is concern for employee well-being. Paternalistic leaders are generally concerned with their employees' physical, emotional, and professional well-being. This concern fosters a supportive working environment in which employees feel valued and protected. When employee well-being is prioritized, the organization's core values, such as mutual respect and a commitment to the common good, are strengthened and internalized throughout. These values shape daily behavior and promote a positive organizational culture.

Furthermore, paternalistic leaders' authority and discipline influence organizational norms and behavior. Paternalistic leaders have a strong sense of authority and expect employees to obey them. This authority is frequently used to enforce discipline and ensure that organizational rules and procedures are strictly followed. Discipline that is applied fairly and consistently establishes clear norms for acceptable behavior in the organization. These norms serve as the foundation for an organized, performance-driven organizational culture. When employees understand and accept the leader's authority, they are more likely to follow established norms, which reinforces positive behavior and improves the organization's operational effectiveness.

Another aspect of paternalistic leadership that has an impact on organizational culture is the leader's intimate relationship with employees. In paternalistic leadership, leaders frequently cultivate close personal relationships with their employees based on trust and mutual respect. This relationship fosters a strong bond between the leader and employees, allowing for more open and effective communication. Leaders who have a close relationship with their employees are better able to understand their needs and goals, which can be used to tailor organizational rituals and symbols. These rituals and symbols, such as awards and celebrations of accomplishments, allow leaders to express gratitude and recognition for their employees' contributions, reinforcing an inclusive and supportive organizational culture.

Paternalistic leaders' protection and security contribute significantly to organizational culture, particularly in terms of leadership and communication. Paternalistic leaders frequently act as protectors for their employees, creating a sense of security and stability in the workplace. This protection fosters a trusting environment in which employees feel comfortable expressing their ideas, suggestions, or concerns to the leader. This open, trust-based communication enables the leader to better communicate the organization's vision, mission, and values. Furthermore, this protection ensures that employees feel safe to innovate and take initiative, thereby enriching the organization's culture with new ideas and diverse perspectives.

Overall, paternalistic leadership has a significant impact on organizational culture. Concern for employee well-being, authority and discipline, intimate relationships, and the

leader's protection and security all help to shape and reinforce core values, norms and behaviors, rituals and symbols, and leadership and communication within the organization. This leadership style ensures that the organizational culture evolves in a way that promotes employee well-being, discipline and compliance, and effective relationships and communication at all levels of the organization. Thus, paternalistic leadership has an impact not only on individual performance but also on the development of a strong, welfare-oriented, and long-term organizational culture.

3. The Influence of Delegation Leadership on Organizational Development

Delegation leadership is a leadership style in which employees have the authority to make decisions and take responsibility for their tasks. This leadership has a significant impact on organizational development, particularly operational effectiveness and efficiency. Employee empowerment is a key aspect of delegation leadership. When leaders delegate authority and responsibility to employees, they feel more valued and in control of their jobs. Employees can work more effectively and efficiently when they are trusted to make decisions based on the situation at hand. Operational effectiveness and efficiency improve when employees can make decisions quickly without waiting for instructions from superiors, which ultimately speeds up the work process and boosts the organization's overall productivity. In addition to empowerment, trust between leaders and employees is important for organizational development, particularly in terms of adaptability. When leaders demonstrate trust in their employees, they feel more empowered to take the initiative and innovate in the face of change. This trust fosters a work environment that promotes adaptability to change, whether in technology, the market, or other external environments. Trusted employees are more responsive and flexible in adjusting to change, which improves the organization's ability to respond quickly to new challenges and opportunities. Thus, delegated leadership not only boosts employee confidence, but it also improves the organization's ability to remain relevant and competitive in a changing business environment.

Delegated leadership provides employees with autonomy and responsibility, which contributes to organizational development, particularly in terms of innovation and creativity. Employees who are given autonomy to manage their own tasks have more freedom to experiment with new ideas and creative problem-solving approaches. This autonomy encourages employees to think outside the box and seek innovative solutions that can benefit the organization. This autonomy fosters innovation and creativity, allowing the organization to continue growing and discovering new ways to improve its products, services, and operational processes. Thus, autonomy provided by delegated leadership not only improves individual performance but also fosters continuous innovation within the organization.

Finally, leaders in delegated leadership provide critical support and coaching to increase employee engagement in organizational development. When leaders provide the necessary support and guidance, employees feel supported in their professional and skill development. This coaching fosters a workplace environment that encourages employees to actively participate in achieving organizational goals. This high level of engagement indicates that employees are more enthusiastic about contributing to organizational development and more dedicated to their jobs. Engaged employees are more loyal and perform better, which benefits the organization's overall development efforts.

Overall, delegated leadership has a significant impact on organization development. Employee empowerment, trust, autonomy and responsibility, as well as the leader's support and coaching, all contribute to improved operational effectiveness and efficiency, adaptability, innovation and creativity, and employee engagement. Each component of delegated leadership works together to create a work environment that promotes continuous development, in which employees are empowered to contribute to their full potential and the organization can adapt and thrive in the face of constant change. Thus, delegated leadership is not only a managerial

approach, but also a successful development strategy for creating an adaptive, innovative, and sustainable organization.

4. The Influence of Paternalistic Leadership on Organizational Development

Paternalistic leadership, which combines concern for employee well-being with the exercise of authority and discipline, has a significant impact on organizational development. One of the most important aspects of paternalistic leadership is concern for employee welfare. Paternalistic leaders are concerned with their employees' physical, emotional, and social well-being in addition to their professional development. This concern fosters a supportive and harmonious work environment, improving the effectiveness and efficiency of the organization's operations. When employees feel cared for and supported by their leaders, they are more likely to work hard and efficiently. This concern also reduces stress and burnout, which leads to increased productivity and overall organizational effectiveness.

Authority and discipline are other important aspects of paternalistic leadership that influence organizational development, particularly adaptability. In this leadership model, the leader wields significant authority and enforces discipline firmly but fairly. This authority provides employees with a clear structure and framework, allowing the organization to maintain stability and consistency in its daily operations. Well-implemented discipline ensures that all employees follow established work standards, which is critical for the organization's adaptability to external changes. Organizations that consistently follow rules and procedures are better able to deal with change and adapt their strategies and operations in order to maintain a competitive advantage in a dynamic marketplace.

An intimate relationship between leaders and employees is also an important component of paternalistic leadership, which promotes organizational innovation and creativity. Paternalistic leaders frequently cultivate close, personal relationships with their employees, founded on mutual trust and respect. These relationships allow for more open and in-depth communication, as employees feel comfortable sharing ideas and participating in the innovation process. Employees who feel close to their leaders are more likely to take the initiative and innovate because they understand how important their ideas and contributions are. These strong relationships also encourage better team collaboration, which is essential for developing creative ideas and innovative solutions that add value to the organization.

Paternalistic leaders' ability to provide protection and security has a significant impact on employee engagement in organizational development. Paternalistic leaders frequently act as protectors for their employees, making sure they feel safe and secure at work. This protection is not only physical, but it also covers psychological and professional risks. Employees who feel safe are more likely to fully engage in their work and contribute to the organization's goals. This high level of engagement is critical for organizational development because engaged employees are more loyal, proactive, and enthusiastic about their jobs. Paternalistic leaders provide protection and security, resulting in a stable and supportive work environment in which employees are motivated to perform at their best.

Overall, paternalistic leadership contributes significantly to organizational development by prioritizing employee well-being, authority and discipline, intimate relationships, and protection and security. Concern for employee well-being improves operational effectiveness and efficiency, whereas authority and discipline allow organizations to remain adaptable. Intimate relationships between leaders and employees foster innovation and creativity, whereas safety and security increase employee participation in organizational development. All of these elements work together to create a work environment that promotes organizational growth and development, allowing employees to reach their full potential and fully contribute to the organization's long-term success.

5. The Influence of Organizational Culture on Organizational Development

Organizational culture is critical to organizational development because it provides the foundation for operational effectiveness and efficiency, adaptability, innovation and creativity, and employee engagement. Core values are the guiding principles for behavior and decisions within an organization. Consistently applying these core values creates a strong framework for decision-making and daily tasks. Clear core values can enhance operational effectiveness and efficiency by guiding the organization's priorities and processes. As a result, all members of the organization collaborate to achieve a common goal, reducing confusion and increasing productivity. In addition to core values, the norms and behaviors embedded in organizational culture have a significant impact on an organization's ability to adapt. Norms and behaviors reflect the organization's social expectations for how its members should behave and interact. Norms that encourage openness, collaboration, and adaptability to change improve the organization's ability to respond quickly to external forces. Organizations with cultures that value adaptive norms are more adaptable to new challenges and opportunities because their employees are used to change and are open to new ways of doing their jobs. This allows organizations to remain competitive and relevant in a constantly changing business environment.

Organizational culture includes rituals and symbols that promote innovation and creativity. Rituals and symbols within an organization foster a sense of identity and community among its members, which can strengthen social bonds and boost collective morale. When these rituals and symbols are used to recognize innovative achievements or creative ideas, they encourage employees to think outside the box and look for new ways to improve products, services, or operational processes. Furthermore, rituals and symbols that promote recognition of creativity and individual initiative can foster an environment in which employees feel encouraged to innovate. Thus, an organizational culture rich in rituals and symbols that foster innovation can be a powerful driver of long-term organizational development.

Leadership and communication are also important aspects of organizational culture, influencing employee participation in organizational development. Effective leadership in an organization not only establishes direction and goals, but also fosters an environment that encourages open and transparent communication. Effective communication facilitates the flow of information across all levels of the organization, which increases employee engagement. Employees who feel heard and have clear access to information are more engaged in their jobs and motivated to contribute to organizational development. Leadership that encourages open communication fosters an environment in which employees feel comfortable expressing their ideas, which strengthens their commitment to the organization and boosts overall productivity.

Overall, organizational culture has a significant influence on organizational development. Strong core values support operational effectiveness and efficiency, while adaptive norms and behaviors enhance the organization's ability to adapt to changes. Rituals and symbols that promote innovation and creativity foster groundbreaking achievements, while effective leadership and communication boost employee engagement. When all of these elements of organizational culture work together, they create an environment that promotes the organization's ongoing growth and development. Organizations with strong, positive cultures are not only capable of meeting current challenges, but also of thriving and innovating in the future, ensuring the organization's long-term success and viability.

6. The Influence of Delegation Leadership on Organizational Development Through Organizational Culture

Delegative leadership, which includes employee empowerment, trust, autonomy and responsibility, as well as support and coaching, has a significant impact on organizational development due to the mediating role of organizational culture. In this context, employee empowerment is a critical component of delegative leadership because it allows employees to

take initiative and make decisions. When leaders delegate tasks and authority to employees, they indirectly foster a sense of trust and ownership among team members. This reinforces the organization's core values of active participation and collaboration, leading to increased operational effectiveness and efficiency. Employees who feel empowered are more motivated to work efficiently, waste less time and resources, and produce higher-quality results.

Trust, as an important aspect of delegative leadership, influences norms and behaviors in organizational culture. When leaders believe in their employees' abilities, it fosters a positive work environment in which employees feel valued and supported. This trust motivates employees to take calculated risks and be more proactive in adapting to change. These norms and behaviors in an organizational culture that value initiative and trust increase the organization's adaptability to external dynamics. This adaptability is critical in a rapidly changing business environment, where an organization's long-term success is determined by its ability to respond and adjust.

Delegated leadership provides autonomy and responsibility, which has an impact on organizational development, particularly innovation and creativity. Leaders give employees autonomy so that they can think creatively and develop innovative solutions without relying on direct direction. In an autonomous organizational culture, rituals and symbols that celebrate innovative achievements and creative ideas reinforce an environment in which creativity is valued. Employees who are free to experiment with new ideas and respond to challenges in novel ways ultimately contribute to the organization's ability to remain competitive and thrive in a changing industry.

Leaders' support and coaching are also essential for increasing employee engagement through an inclusive organizational culture. Leaders who offer support and coaching not only help employees improve their skills, but they also foster a strong emotional bond with the organization. This caring and supportive leadership fosters open, two-way communication, which is essential for a healthy organizational culture. This effective communication ensures that employees feel heard and valued, increasing their involvement in decision-making and the implementation of organizational strategies. This high level of engagement is critical for organizational development, as fully engaged employees are more loyal, motivated, and eager to contribute fully to the organization's long-term objectives.

Overall, delegated leadership, which includes employee empowerment, trust, autonomy and responsibility, as well as support and coaching, has a direct impact on organizational development by strengthening its culture. The work environment fosters growth and progress by promoting empowerment and trust, encouraging adaptability, celebrating innovation, and strengthening employee engagement through leadership and communication. In this context, organizational culture serves as both the foundation and the primary driver for organizations to achieve high operational effectiveness and efficiency, strong adaptability, continuous innovation, and high employee engagement. This demonstrates that an organization's long-term success is heavily dependent on the effective implementation of delegated leadership through a strong and positive organizational culture.

7. The Influence of Paternalistic Leadership on Organizational Development Through Organizational Culture

Paternalistic leadership, which includes concern for employee well-being, authority and discipline, intimate relationships, and protection and security, has a significant impact on organizational development by shaping core values, norms and behaviors, rituals and symbols, leadership and communication. Concern for employee welfare is a critical component of paternalistic leadership, which fosters a supportive and harmonious work environment. When leaders show concern for their employees' well-being, they increase their loyalty and commitment to the organization. Embracing core values like caring and solidarity can improve

operational effectiveness and efficiency. Employees who feel cared for are more productive and motivated to achieve organizational goals.

Paternalistic leadership uses authority and discipline to provide clear structure and consistency in organizational management. Leaders who enforce discipline firmly but fairly establish norms and behaviors that promote high performance and compliance with organizational standards. Norms governing employee behavior in organizational culture will aid in the maintenance of order and operational efficiency. When rules and policies are consistently followed, organizations can reduce operational disruptions and ensure that all team members work within a structured framework. Discipline, when used wisely, also supports an organization's ability to adapt, as clarity in structure and processes allows for easier and more effective change.

Another important aspect of paternalistic leadership is the close relationship between leaders and employees, which influences innovation and creativity. A close, trusting relationship encourages employees to share their ideas and opinions. An organizational culture that encourages open communication and recognizes individual contributions promotes creativity and innovation. Rituals and symbols that recognize innovative achievements and creative contributions can help to foster a culture that values and encourages innovation. Employees who feel close to their leaders and have open access to ideas are more likely to participate in the creative process and seek out new solutions to improve organizational performance.

Paternalistic leaders provide significant protection and security, which contributes to increased employee engagement. Leaders foster a stable and supportive work environment by ensuring employees' physical and emotional safety. An organizational culture that emphasizes protection and security fosters a sense of security among employees, which increases their engagement in their jobs. Employees who feel safe and valued are more motivated to reach their full potential and are dedicated to the organization's objectives. Leadership that cares about employees' well-being and provides adequate protection fosters trust and loyalty, both of which are required for high employee engagement levels.

Overall, paternalistic leadership, which prioritizes concern for well-being, authority and discipline, intimate relationships, and protection and security, has a significant impact on organizational development. This influence is mediated by organizational culture, which consists of core values, norms and behaviors, rituals and symbols, leadership, and communication. Core values of care and support enhance operational effectiveness, while discipline norms and behaviors promote adaptability. Intimate relationships and rituals that celebrate innovation encourage creativity, whereas safety and security increase employee engagement. Thus, paternalistic leadership not only fosters a positive organizational culture but also promotes long-term organizational development by ensuring that all elements work together to achieve long-term goals.

Conceptual Framework

The conceptual framework is determined based on the formulation of the problem, research objectives and previous research that is relevant to the discussion of this literature research:

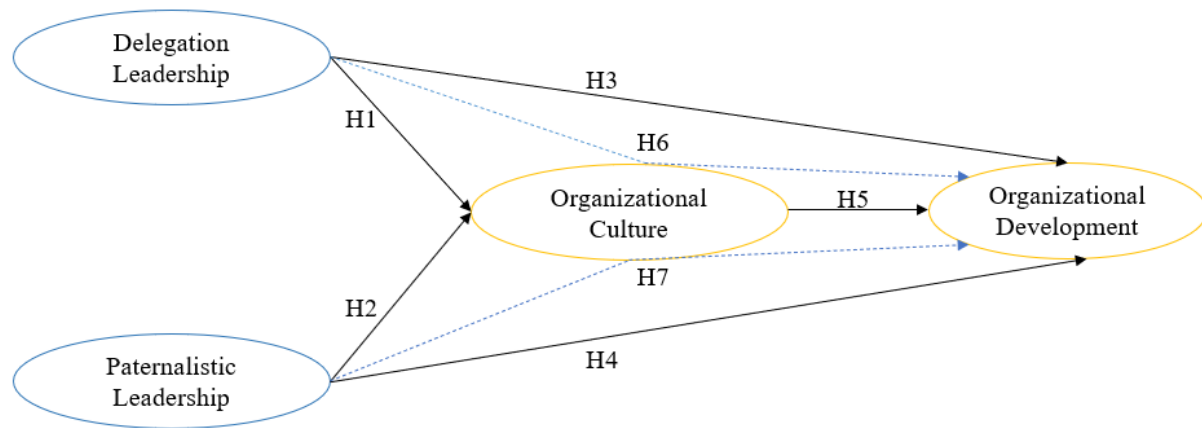


Figure 2. Conceptual Framework

Based on Figure 2 above, Delegation Leadership and Paternalistic Leadership have an effect on Organizational Culture and Organizational Development. However, in addition to the variables of Delegation Leadership and Paternalistic Leadership that affect Organizational Culture and Organizational Development, there are other variables that affect, including:

- 1) Communication: (Saputra, 2022), (Susanto et al., 2021), (D. Pratiwi et al., 2023), (Saputra, 2021), (Nursal et al., 2023).
- 2) Training: (Susanto, Soehaditama, & Benned, 2023), (AR, Muhammad Thamrin Saribanon et al., 2023), (Susanto, Setiawan, et al., 2024), (Jumawan et al., 2023).
- 3) Employee Satisfaction: (Susanto, Syailendra, & Suryawan, 2023), (Widodo et al., 2019), (Susanto, Sawitri, & Suroso, 2023), (Widodo, 2023), (Susanto, Sawitri, & Susita, 2023).

CONCLUSION

Based on the formulation of the problem, the results and discussion above, the conclusion of this study is that:

- 1) Delegation Leadership influences Organizational Culture.
- 2) Paternalistic Leadership influences Organizational Culture.
- 3) Delegation Leadership influences Organizational Development.
- 4) Paternalistic Leadership influences Organizational Development.
- 5) Organizational Culture influences Organizational Development.
- 6) Delegation Leadership influences Organizational Development through Organizational Culture.
- 7) Paternalistic Leadership influences Organizational Development through Organizational Culture.

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