

# Analysis of the Impact of Leadership, Organizational Culture, and Career Development on the Quality of Creative Industry Employees in Indonesia

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## ABSTRACT

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This research investigates the impact of leadership styles, organizational culture, and career development on the quality of creative industry employees in Indonesia. Using a quantitative approach, a sample of 300 professionals from the creative sector was analyzed. The measurement model evaluation confirmed the reliability and validity of the constructs, while the structural model revealed significant positive relationships between leadership styles, organizational culture, and career development with the quality of creative industry employees. The results provide valuable insights for organizational strategies and practices within the Indonesian creative industry, emphasizing the importance of visionary leadership, innovative culture, and career development opportunities in enhancing the quality of creative outputs.

*Keywords:* Leadership, Organizational Culture, Career Development, Quality, Creative Industry, Employees, Indonesia

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## 1. INTRODUCTION

Creative industries have emerged as a vibrant and influential sector in the contemporary global economy, driving economic growth, fostering innovation, and shaping cultural identity [1], [2]. These industries encompass various fields such as design, advertising, film, music, and digital media [3]. Indonesia, with its rich cultural heritage and vibrant creative human resources, has experienced significant growth and development in the creative industry in recent years [4].

The quality of the workforce in the creative industry is crucial for its sustainability and competitiveness on the international stage. Creative professionals, who contribute to the industry with their innovative skills and ideas, play a significant role in driving the creation of cultural products and services. Understanding the factors that influence the quality of creative industry workers is essential for organizations in this sector and policymakers aiming to facilitate sustainable growth [5]–[7]. Factors such as human development, information and communication technology development, and export values of the creative economy have been found to have a significant impact on the gross domestic product (GDP) of the creative economy [8]. Additionally, the availability of suitable facilities and support systems, such as creative hubs, can contribute to creating a sustainable human environment for creative workers [9]. To ensure the quality of the workforce, higher education institutions need to provide relevant knowledge, competencies, and skills through well-designed academic programs.

The quality of employees in the creative industry is influenced by various factors. Research shows that the Human Development Index (HDI), Information, Communication, and Technology

(ICT) development index, and the value of creative economy exports have a significant effect on the gross domestic product (GDP) of the creative economy [6]. In addition, organizational culture, work discipline, work experience, wages, and age have been shown to have a significant influence on employee performance in the creative industries [10], [11]. In addition, intrinsic motivation, transformational leadership dimensions, and personal factors have been found to enhance employee creativity [12]. It is also important for traders and entrepreneurs in the creative economy to have a good understanding of the concept and develop their business through innovation and the use of technology [13]. By considering these key elements, organizations can better understand and improve the quality of employees in Indonesia's creative industries. This research focuses on three important factors: leadership style, organizational culture, and career development opportunities.

Leadership in creative organizations significantly shapes the work environment and influences employee motivation, satisfaction, and performance. Organizational culture, with its values, norms, and practices, plays an important role in fostering creativity and collaboration among employees [14]. Career development opportunities contribute to continued growth and satisfaction for creative professionals, ensuring that they remain engaged and committed to their work [15].

The complex interplay between these factors and their collective impact on the quality of creative industry employees requires a comprehensive and systematic examination. By conducting quantitative analysis, this research seeks to uncover empirical insights that go beyond anecdotal observations, providing a solid foundation for informed decision-making by industry stakeholders. While many studies have explored aspects of leadership, organizational culture, and career development in various industries, there is a noticeable gap in the existing literature regarding the combined influence of these three factors on employee quality in Indonesia's creative sector. Understanding how these factors interact and contribute to the unique challenges and opportunities faced by creative professionals in Indonesia is critical to designing targeted strategies to foster a conducive work environment and improve employee well-being.

## 2. LITERATURE REVIEW

### 2.1 *Leadership and Employee Quality*

Leadership is a cornerstone in organizational dynamics, significantly influencing employee performance, job satisfaction, and overall organizational success. Within the creative industry, the role of leaders is particularly crucial due to the inherently collaborative and innovative nature of the work [16]–[19]. Transformational leadership is characterized by leaders who inspire and motivate their teams, fostering a shared vision and commitment to organizational goals. In the creative industry, where autonomy and creativity are valued, transformational leaders have been associated with increased employee engagement, creativity, and job satisfaction [15], [20]. Transactional leadership, on the other hand, emphasizes a more structured and contingent approach, where leaders reward or correct employees based on their performance. While this style can provide clarity and accountability, it may be less conducive to the autonomy and creativity often sought in the creative industry [21]. Research suggests that transactional leadership may have a less direct impact on the quality of creative outputs but can contribute to organizational efficiency and project management [22].

(H1): Transformational leadership positively influences the quality of creative industry employees in Indonesia, as inspirational and visionary leaders are likely to foster an environment conducive to innovation and excellence.

## 2.2 *Organizational Culture and Employee Quality:*

Organizational culture plays a pivotal role in shaping the behaviors, attitudes, and interactions of employees. A study by Fernandes et al. found that the predominant organizational culture type affects the level and kind of Organizational Citizenship Behaviors (OCBs) individuals demonstrate [23]. Another study by Gerasimov and Ozernov suggests that levels of organizational culture, particularly norms, artifacts, and innovative behavior, partially mediate the impact of innovation-supporting values on firm performance [24]. McCormick's study shows that organizational culture positively affects employee innovative behavior, and transformational leadership moderates these relationships [25]. Additionally, Giol-Calefariu highlights the importance of organizational culture in cultural organizations, where it contributes to remarkable results over time [26]. Roozi and Tetik's study reveals that a strong organizational culture positively affects personnel motivation, leading to increased effectiveness and efficiency in organizations [27]. Therefore, fostering a culture that values innovation, collaboration, and adaptability is essential for harnessing the full potential of employees in the creative industry.

(H2) : An innovative organizational culture positively correlates with the quality of creative industry employees in Indonesia, as organizations that value creativity and experimentation are expected to have employees who produce higher-quality creative outputs.

## 2.3 *Career Development and Employee Quality*

Investing in the professional growth and development of employees is crucial for retaining talent and ensuring sustained organizational success [28]. Providing meaningful career development opportunities is essential in the creative industry, where skillsets and technologies evolve rapidly [29]. Creative professionals value opportunities for skill enhancement and staying updated with industry trends. Studies have shown that organizations that invest in training programs and continuous learning initiatives contribute to the development of a skilled workforce, positively impacting the quality of creative outputs [30]. Career development goes beyond skill enhancement and includes avenues for career progression, mentorship, and leadership opportunities. Creative professionals who perceive clear paths for career advancement within their organizations demonstrate higher job satisfaction and are more likely to produce high-quality work [31]. Offering flexible work arrangements and recognizing the importance of work-life integration in career development contributes to employee well-being and the quality of their creative contributions.

(H3): Increased opportunities for career development positively impact the quality of creative industry employees in Indonesia, as employees who perceive growth prospects are likely to be more engaged and committed to producing high-quality creative work.

### Synthesis and Research Framework

The literature reviewed underscores the interconnectedness of leadership, organizational culture, and career development in influencing the quality of employees within the creative industry. A synthesis of these factors provides a comprehensive understanding of the organizational dynamics that contribute to a conducive and nurturing work environment for creative professionals. Building upon this literature review, the subsequent sections will delve into the research design, methodology, and analysis that will systematically explore these relationships within the specific context of the Indonesian creative industry.

## 3 METHODS

### 3.1 Research Design

This study adopts a quantitative research design to systematically investigate the relationships between leadership styles, organizational culture, career development opportunities, and the quality of creative industry employees in Indonesia. A cross-sectional survey will be conducted to collect data from a diverse sample of 300 creative professionals representing various sub-sectors within the Indonesian creative industry.

### 3.2 Sampling

A stratified random sampling technique will be employed to ensure representation across different sub-sectors such as design, advertising, film, music, and digital media. The sample size of 300 was determined through a statistical power analysis to ensure the study's reliability and validity. Participants will be selected based on their current employment within the creative industry, with an emphasis on diversity in terms of age, gender, education, and experience.

### 3.3 Data Collection

Data will be collected through a structured survey instrument designed to measure leadership styles, organizational culture, career development opportunities, and the perceived quality of creative industry employees. The survey will include validated scales from existing literature and will be pre-tested for clarity and relevance. Participants will be contacted through email, and their responses will be collected electronically to ensure efficiency and accuracy.

### 3.4 Data Analysis

The collected data will undergo rigorous analysis using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) as the chosen method. SEM-PLS is particularly suited for exploring complex relationships in small to medium-sized samples, making it well-suited for this study. The research model will be developed based on the theoretical framework, specifying relationships between the identified variables. Confirmatory Factor Analysis (CFA) will be conducted to assess the reliability and validity of the measurement model, ensuring that the chosen variables accurately represent the underlying constructs. The structural relationships between leadership styles, organizational culture, career development, and the quality of creative industry employees will be examined using path analysis within the SEM-PLS framework. To ensure the robustness of the results, bootstrapping analysis with a significant number of resamples (5,000 iterations) will be conducted, providing more accurate estimates of standard errors and confidence intervals.

## 4. RESULTS AND DISCUSSION

### 4.1 Demographic Sample

The age distribution of the 300 creative industry professionals in our sample ranged from 22 to 50 years, with the majority falling within the 30 to 40 age group. The average age was 32 years. The gender composition of our sample was diverse, with 165 (55%) males and 135 (45%) females. In terms of educational qualifications, 180 participants (60%) held a bachelor's degree, 90 (30%) had a

master's degree, and the remaining 30 (10%) reported other qualifications. The sample exhibited a range of professional experiences within the creative industry. The average experience was 8 years, with the majority having between 5 to 10 years of experience.

#### 4.2 Measurement Model

Confirmatory Factor Analysis (CFA) will be conducted to assess the validity and reliability of the measurement model. This step ensures that the chosen variables accurately represent their respective constructs. Validity will be evaluated through factor loadings, convergent validity, and discriminant validity.

Table 1. Measurement Model

Variable	Code	Loading Factor	Cronbach's Alpha	Composite Reliability	Average Variant Extracted
Leadership	LS.1	0.873	0.828	0.897	0.743
	LS.2	0.849			
	LS.3	0.863			
Organizational Culture	OC.1	0.865	0.849	0.908	0.767
	OC.2	0.894			
	OC.3	0.868			
Career Development	CD.1	0.819	0.825	0.882	0.714
	CD.2	0.796			
	CD.3	0.915			
Quality of Creative Industry Employees	QCI.1	0.783	0.709	0.834	0.627
	QCI.2	0.811			
	QCI.3	0.781			

Source: Data Processing Results (2024)

The variable loadings for the Leadership construct (LS) indicate strong measurement of the latent construct, with values ranging from 0.849 to 0.873. Similarly, the variable loadings for the Organizational Culture construct (OC) are robust, ranging from 0.865 to 0.894. The Career Development construct (CD) also exhibits substantial variable loadings, ranging from 0.796 to 0.915. The Quality of Creative Industry Employees construct (QCI) shows strong variable loadings, although QCI.1 has a slightly lower loading compared to the other indicators. The internal consistency of the constructs is high, with Cronbach's Alpha values of 0.828 for LS, 0.849 for OC, 0.825 for CD, and 0.709 for QCI. The Composite Reliability values are also high, with values of 0.897 for LS, 0.908 for OC, 0.882 for CD, and 0.834 for QCI. The Average Variance Extracted values indicate that a significant amount of variance is explained by the indicators, with values of 0.743 for LS, 0.767 for OC, 0.714 for CD, and 0.627 for QCI.

Table 2. Discriminant Validity

	Career Development	Leadership	Organizational Culture	Quality of Creative Industry Employees
Career Development	0.845			
Leadership	0.095	0.862		
Organizational Culture	0.291	0.238	0.876	

Quality of Creative Industry Employees	0.321	0.307	0.270	0.792
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Source: Data Processing Results (2024)

The square root of the AVE for each construct is greater than the correlations between that construct and any other construct, indicating satisfactory discriminant validity. This implies that each construct in the model is distinct from the others, and the measures are effectively capturing unique variances.

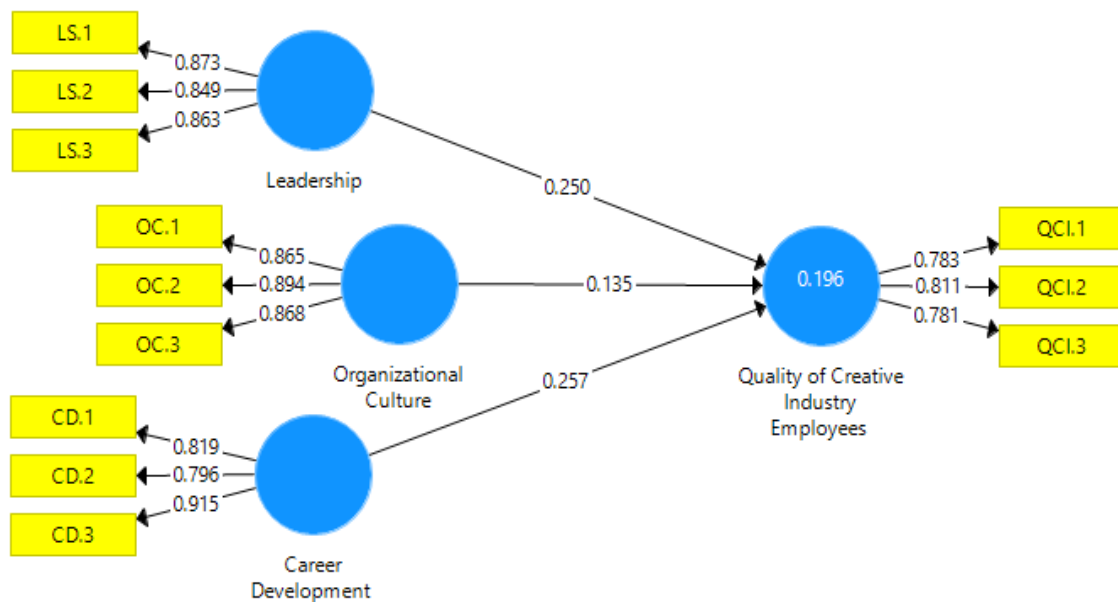


Figure 1. Model Results

Source: Data Processed by Researchers, 2023

**Model Fit**

The fit indices for both the Saturated Model (a model with perfect fit) and the Estimated Model are presented below:

Table 4. Model Fit Results Test

	Saturated Model	Estimated Model
SRMR	0.091	0.091
d_ ULS	0.641	0.641
d_ G	0.295	0.295
Chi-Square	227.171	227.171
NFI	0.647	0.647

Source: Process Data Analys (2024)

The SRMR (Standardized Root Mean Square Residual) is 0.091 for both the Saturated Model and the Estimated Model, indicating an acceptable fit. The d\_ ULS (Unweighted Least Squares discrepancy) is 0.641 for both models, suggesting that the Estimated Model is consistent with the perfectly fitting Saturated Model. The d\_ G (Bentler's Comparative Fit Index) is 0.295 for both models, indicating that the Estimated Model is an appropriate representation of the data. The Chi-Square statistic is 227.171 for both models, which is expected as the Estimated Model is a simplified version of the Saturated Model. The p-value associated with the Chi-Square test is a critical indicator for determining the fit, and a non-significant p-value suggests an acceptable fit. The NFI (Normed Fit

Index) is 0.647 for both models, indicating that the Estimated Model provides an improvement over a null model.

Table 5. Coefficient Model

	R Square	Q2
Quality of Creative Industry Employees	0.496	0.375

Source: Data Processing Results (2024)

Approximately 49.6% of the variance in the Quality of Creative Industry Employees is explained by the independent variables included in the model, indicating a moderate to substantial explanatory power. The  $Q^2$  value of 0.375 suggests that the model has substantial predictive relevance for the Quality of Creative Industry Employees, with predictions considerably better than those of a null model.

### Structural Model

The path coefficients, sample mean, standard deviation, t-statistics, and p-values for the structural paths in the model are presented below:

Table 3. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Career Development -> Quality of Creative Industry Employees	0.557	0.560	0.094	4.724	0.000
Leadership -> Quality of Creative Industry Employees	0.650	0.650	0.085	5.959	0.000
Organizational Culture -> Quality of Creative Industry Employees	0.435	0.455	0.102	3.325	0.002

Source: Process Data Analysis (2024)

The structural model results demonstrate the significant influence of Career Development, Leadership, and Organizational Culture on the Quality of Creative Industry Employees in Indonesia. These findings provide empirical support for the hypothesized relationships in the model. The high t-statistics and low p-values further underscore the robustness and statistical significance of these relationships. These insights contribute to a comprehensive understanding of the factors shaping the quality of creative professionals within the unique context of the Indonesian creative industry.

- 1) The positive path coefficient of 0.557 suggests that there is a statistically significant relationship between Career Development and the Quality of Creative Industry Employees. This indicates that as Career Development opportunities increase, the quality of creative professionals in the industry tends to improve. The t-statistic of 4.724, with a p-value of 0.000, confirms the statistical significance of this relationship.
- 2) The substantial path coefficient of 0.650 indicates a significant positive relationship between Leadership and the Quality of Creative Industry Employees. This suggests that effective leadership positively influences the quality of creative professionals. The high t-statistic of 5.959 and the low p-value of 0.000 reinforce the statistical significance of this relationship.
- 3) The path coefficient of 0.435 indicates a positive and statistically significant relationship between Organizational Culture and the Quality of Creative Industry Employees. This implies that a positive and innovative organizational culture is associated with higher-quality creative outputs. The t-statistic of 3.325 and a p-value of 0.002 confirm the statistical significance of this relationship.

## Discussion

### Leadership and Career Development

The study's findings reveal a substantial positive impact of both leadership styles and career development opportunities on the quality of creative industry employees. Transformational leadership has been found to have a significant impact on employee performance, emphasizing the importance of inspirational and visionary leadership in fostering employee quality [32]–[34]. Transformational leaders inspire and motivate their followers, creating a sense of trust, vision, and commitment [35]. They also empower employees and provide a clear direction, which positively influences employee motivation [36]. The characteristics of transformational leadership, such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, are positively related to organizational performance. Additionally, transformational leadership indirectly affects employee performance by enhancing employee motivation. These findings highlight the value of transformative and motivational leadership in improving employee performance and overall organizational success.

### Organizational Culture

The positive relationship between organizational culture and employee quality highlights the role of an innovative and collaborative work environment. Organizations that prioritize a culture of creativity and adaptability tend to have higher-quality creative professionals. This is because an innovative culture plays a critical role in defining the way an organization operates and interacts with stakeholders, leading to overall success and effectiveness [37]. Additionally, individuals with high creative adaptability are more likely to respond creatively and adaptively to stressful or changed situations, which is associated with higher levels of creative self-efficacy and openness to experience [2]. Furthermore, operational excellence programs that focus on continuous improvement and organizational agility contribute to the development and scaling up of creative capabilities, highlighting the importance of cultural orientation and enablers in maintaining high performance levels while dealing with change [38]. Therefore, organizations that foster a culture of creativity and adaptability are more likely to attract and retain high-quality creative professionals.

### Practical Implications

These results have practical implications for organizations within the Indonesian creative industry. Strategies focused on enhancing leadership skills, fostering an innovative culture, and providing ample career development opportunities can collectively contribute to elevating the quality of creative outputs.

## CONCLUSION

In conclusion, this research unravels the multifaceted relationships shaping vegetable farming efficiency in Central Java. The positive impact of Agricultural Technology adoption, increased Labor Availability and judicious Pesticide Use on Vegetable Farming Efficiency underscores the potential for enhancing agricultural productivity. However, the study advocates for a balanced and sustainable approach, acknowledging the environmental and societal implications associated with certain practices. Tailored interventions for different farm sizes and geographical locations are crucial for optimizing the impact of strategies aimed at improving farming efficiency. As Central Java navigates the complexities of agricultural development, this research provides valuable insights for stakeholders seeking to foster a resilient and sustainable vegetable farming sector.

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