



Organization Development Projection: Leadership Style, Teamwork, Employee Competence, and Recruitment Process

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Abstract

Purpose: This study examines and synthesizes the literature on the relationships among organizational development, leadership style, teamwork, employee competence, and recruitment processes, with emphasis on their collective contribution to sustainable organizational performance and competitive advantage in both public and private organizations.

Research Methodology: A qualitative systematic literature review was conducted using peer-reviewed journal articles and conference papers obtained from Google Scholar, ScienceDirect, and other academic sources. Thematic analysis was applied to identify patterns and relationships among the key variables.

Results: The findings indicate that organizational development is a continuous and planned process supported by effective leadership, high-performing teamwork, employee competence, and strategic recruitment. Transformational leadership promotes innovation and employee commitment, teamwork enhances coordination and goal achievement, competency-based practices foster high-performance cultures, and effective recruitment strengthens organizational performance and retention. These factors are interconnected and collectively enhance organizational development capacity.

Conclusions: Sustainable organizational development requires the integrated management of leadership, teamwork, competence, and recruitment as a unified human resource system. Organizations that develop these dimensions holistically are better positioned to achieve resilience, growth, and long-term competitiveness.

Limitations: As a literature review, this study does not provide primary empirical evidence and may be influenced by publication bias. The diversity of organizational contexts also limits the direct applicability of findings.

Contributions: This study offers a conceptual framework linking leadership, teamwork, competence, and recruitment to organizational development and provides a foundation for future empirical research in organizational management and human resource management.

Keywords: *Additional Employee Competence, Human Resource Management, Leadership Style, Organizational Development, Teamwork*

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1. Introduction

Organizational development, defined as a planned, systematic effort to improve an organization's viability and effectiveness through the strategic management of its human, structural, and cultural resources, has become one of the central imperatives of contemporary management theory and practice (Adam et al., 2020; Maulana et al., 2025). The core objective of organizational development is to enable organizations to solve problems more effectively, adapt to changes in industry conditions, market dynamics, and technological advancements, and sustain continuous improvement in performance outcomes (Akdere & Egan, 2020; Azeem et al., 2021). Unlike one-time structural reorganizations, organizational development is recognized as a long-term, iterative process encompassing the identification of performance gaps, data-driven diagnosis, strategic intervention design, implementation, and evaluation (Kulkov et al., 2024; Waruwu, 2016).

Four organizational variables have been consistently identified in the HRM and organizational behavior literature as primary enablers of sustainable organizational development: leadership style, teamwork, employee competence, and recruitment process (Walter, 2021). Leadership style—the characteristic patterns through which leaders influence, motivate, and guide organizational members—shapes the innovation capacity, adaptive culture, and employee commitment that determine whether development initiatives succeed or stagnate (Adiguzel et al., 2020; Tannenbaum et al., 2021; Werdhiastutie et al., 2020). Teamwork—the coordinated effort of individuals working together toward shared goals—provides a collaborative infrastructure through which organizational knowledge is shared, problems are solved collectively, and strategic actions are coordinated across functional boundaries (Dinh et al., 2021; Tobon & Luna-Nemecio, 2021). Employee competence—the integrated combination of knowledge, skills, attitudes, and behavioral orientations that enable individuals to perform effectively—is the human capital foundation on which all organizational development ultimately rests (Aima et al., 2017; Duchek, 2020; Taryaman et al., 2017). The recruitment process—the systematic identification, attraction, selection, and onboarding of candidates who align with the organization's competency requirements and cultural values—determines the quality of human capital entering the organization and is thus the upstream determinant of all subsequent development outcomes (Hamza et al., 2021).

The practical urgency of organizational development has been intensified by global disruptions, including the COVID-19 pandemic, which exposed organizational fragility and demonstrated that only agile, adaptable, and developmentally invested organizations—with capable leadership, strong team cohesion, competent workforces, and sound human capital acquisition processes—are able to survive and recover from systemic shocks (Tannenbaum et al., 2021). The importance of resilience-enabling organizational capabilities has generated increased research attention but limited integrative synthesis, particularly with respect to how leadership, teamwork, competence, and recruitment function as an interdependent system rather than as separate management concerns (Albrecht & Marty, 2020; Dong, 2023).

This study addresses this gap through a systematic literature review with three objectives: (1) to synthesize the evidence on how leadership style, teamwork, employee competence, and recruitment individually contribute to organizational development; (2) to examine the relationships among these four supporting variables; and (3) to develop a conceptual framework and research hypotheses connecting the five variables for future empirical investigation.

2. Literature Review

2.1 Organizational Development

Organizational development is a planned, structured, and ongoing change process with specific organizational effectiveness goals, encompassing institutional updates, performance improvement initiatives, and

capability expansion programs (Firdaus et al., 2021; Waruwu, 2016). SopyanAhman2015<empty citation> established that organizational culture is a primary contextual determinant of the speed and success of management-driven organizational development; organizations with cultures that value transparency, collaboration, and continuous improvement are better positioned to execute development programs effectively. Adam et al. (2020) specifically document that organizational commitment—cultivated through cultural alignment and effective organizational communication—is essential for sustaining the changes that development programs introduce.

The communication dimension of organizational development is particularly critical. Harahap et al. (2021) document that clear communication systems create alignment between individual employees and organizational goals, values, and aspirations, which enables coordinated development toward shared objectives. Organizational development is ultimately realized through its impact on organizational members: the attitudes, capabilities, and collaborative orientations of people constitute the primary substrate for organizational change (Kulkov et al., 2024; Sasidaran, 2018).

2.2 Leadership Style

Leadership style is a critical determinant of organizational development capacity, shaping whether organizations develop adaptive cultures, innovative capabilities, and employee commitment necessary for sustaining planned change (Adiguzel et al., 2020; Rachman et al., 2025; Tannenbaum et al., 2021). Organizations facing challenges of low innovation, reduced productivity, and performance goal attainment require leadership capable of inspiring transformation—creating shared visions, modeling change-supportive behaviors, and building the psychological safety within which employees engage constructively with development initiatives (Fahrizal et al., 2025; Hendrarso et al., 2025). Transformational leadership specifically enables organizational development by aligning individual aspirations with organizational goals, generating authentic motivation rather than compliance, and building the collective efficacy that sustains development momentum through the inherently challenging process of organizational change (N et al., 2015; Nugraheni et al., 2025).

Adiguzel et al. (2020) document that servant leadership—a style emphasizing followers' development and organizational mission over leader status—moderates the effectiveness of strategic HR management practices on employee satisfaction and rule compliance, which are both critical to maintaining the cultural discipline that organizational development requires (Abenoja et al., 2025; Bantilan et al., 2024). Leaders who design explicit strategies for employee development—treating human capital investment as both a retention mechanism and capability-building resource—are more likely to generate a competent and motivated workforce that can sustain and extend organizational development gains (KamaratriAdhikara2019; Alfian et al., 2024).

2.3 Teamwork

Teamwork is a structured collaborative mechanism through which organizational members coordinate actions, share knowledge, and collectively pursue goals that exceed any individual's capacity, making it an essential structural dimension of organizational development (Dinh et al., 2021; Tannenbaum et al., 2021). Dinh et al. (2021) specifically identified three core teamwork processes developed through empirical research: mission analysis and strategy formation, transition processes between performance episodes, and team action coordination. These processes are particularly relevant in organizational development contexts, where cross-functional teams must analyze organizational gaps, design interventions, coordinate implementation, and evaluate outcomes in complex, dynamic environments (Salas et al., 2020; Shaker et al., 2024).

Tannenbaum et al. (2021) documented evidence-based strategies for managing teamwork in high-pressure environments, including strategies for clinical care teams that directly translate to organizational crisis

management. They emphasized that team effectiveness depends on both the design of team tasks and the interpersonal processes through which team members develop shared mental models and collaborative trust (Anderson et al., 2021). Effective coordination between organizational units and facilitated by clear communication protocols and structured decision-making processes was documented by Waruwu (2016) as a foundational enabler of organizational success, enabling efficient resource allocation, reduced duplication, and faster organizational learning.

2.4 Employee Competence

Employee competence, the integration of knowledge, skills, attitudes, and behavioral orientations that enable effective job performance and organizational contribution, is both a direct performance driver and a foundational organizational development resource (Aima et al., 2017; Tahir, 2023; Taryaman et al., 2017). Competency-based HR practices enable organizations to create high-performance cultures by establishing clear standards for valued behaviors and outcomes across all HR processes—recruitment, development, performance management, and succession—creating an integrated talent management system in which competency is consistently assessed, rewarded, and developed (Aima et al., 2017; Nuraeni et al., 2022).

Sasidaran (2018) documents that employee training and development activities—the primary mechanism for competency enhancement—are important not only for their direct performance impact but also for their symbolic organizational significance: training demonstrates institutional care for employee growth, which in turn generates the reciprocal commitment and engagement that sustains high performance. Firdaus et al. (2021) extend this finding to the communication dimension, showing that increased cognitive and social performance—developed through competency enhancement programs—directly improves organizational communication quality and developmental capacity. Career development programs—structured investments in employees’ long-term competency trajectories—generate the highest per-person organizational benefit when aligned with the organizational development strategy (Muspawi, 2017; Parmenas, 2022).

2.5 Recruitment Process

The recruitment and selection process is an upstream human capital acquisition system that determines the quality and fit of people entering the organization, establishing the human resource foundation on which all subsequent organizational development must be built (Firman & Inrawati, 2023; Hamza et al., 2021). Hamza et al. (2021) establish that recruitment and selection quality has a significant positive relationship with organizational performance—organizations that implement rigorous, competency-aligned selection processes attract and retain the human capital necessary to sustain development goals. The selection process distinguishes between candidates who are offered positions and those who are not, based on their alignment with role competency requirements, organizational culture fit, and growth potential, with the latter being particularly critical for organizational development (Ismael & Othman, 2023; Moore et al., 2020; Nuryani et al., 2023).

Moore et al. (2020), in a study of large US dairy farm employers, documented that employer management quality, including the quality of recruitment practices, significantly affects employee satisfaction, engagement, and retention outcomes. DaviesButler2022<empty citation> highlight an emerging recruitment concern: the undervaluation of lived experience in disability workforce recruitment, which illustrates a broader pattern of recruitment systems that fail to capture and leverage the full range of competencies and perspectives diverse candidates offer. Effective recruitment also affects workforce compensation and retention, as higher-quality selection processes enable organizations to offer competitive wages backed by demonstrated value, thereby creating virtuous cycles of talent attraction and organizational capability building.

2.6 Conceptual Framework and Research Hypotheses

Drawing on the four literature review themes, this study proposes a conceptual framework in which leadership style, teamwork, and the recruitment process independently and interactively influence organizational development, with employee competence serving as a critical mediating mechanism. Leadership style shapes both the organizational culture that enables effective teamwork and institutional investment in employee development programs that build competence. The recruitment process determines the baseline competency level of incoming employees, which, in turn, determines how quickly and effectively development programs can build organizational capability. Teamwork processes translate individual competencies into collective organizational performance, enabling coordinated problem-solving, knowledge sharing, and adaptive action that constitute organizational development in practice.

Based on the literature synthesis, the following research hypotheses are proposed for empirical testing in future primary research.

H_1 : Leadership style has a significantly positive effect on organizational development.

H_2 : Teamwork has a significantly positive effect on organizational development.

H_3 : Employee competence has a significantly positive effect on organizational development.

H_4 : The recruitment process has a significantly positive effect on organizational development.

H_5 : Leadership style has a significantly positive effect on employee competence.

H_6 The recruitment process has a significantly positive effect on employee competence.

3. Methodology

This study employs a qualitative systematic literature review methodology that is appropriate for synthesizing and integrating knowledge across multiple studies on interrelated organizational constructs (Creswell & Creswell, 2018). The systematic approach ensures transparency and reproducibility in literature identification, while thematic synthesis enables the interpretive integration of findings across studies with varying methodological designs, institutional contexts and national settings.

Literature was identified through systematic searches of Google Scholar, ScienceDirect, and reference management platforms (Mendeley, Zotero) using keyword combinations including: 'organizational development,' 'leadership style,' 'teamwork,' 'employee competence,' 'recruitment and selection,' and 'human resource management.' Studies were included if they addressed at least one of the five study variables in an organizational management context, were published in peer-reviewed outlets, and were available for full-text review. Studies addressing unrelated constructs or those without peer review were excluded. Data extraction was conducted by identifying each source's key constructs, major findings, and theoretical contributions, followed by thematic coding across the five review themes.

4. Results and Discussion

Table 1 presents a synthesis matrix mapping the key findings from the reviewed studies to the five organizational development constructs examined in this review. The synthesis confirms that organizational development is not a function of any single variable but an emergent property of the system comprising leadership, teamwork, competence, and recruitment working in concert. Leadership style determines the organizational climate within which development is attempted—transformational and servant leadership styles specifically create the psychological safety, shared vision, and employee investment that enable development programs to achieve behavioral and cultural change rather than merely procedural compliance (N et al., 2015).

Table 1. Synthesis of Literature Review Findings by Construct

Construct	Key Findings from Literature	Organizational Development Implication
Organizational Development	Planned, structured change process; communication and culture as enablers (Adam et al., 2020; Harahap et al., 2021; Waruwu, 2016)	Development requires aligned culture, strong communication, and employee commitment to sustain planned change
Leadership Style	Transformational and servant leadership enable innovation and employee commitment; leader strategy design improves competence (Adiguzel et al., 2020; Kamaratri & Adhikara, 2019)	Leadership directly shapes development culture and indirectly builds human capital through employee development investment
Teamwork	Three core teamwork processes: mission analysis, transition, team action; evidence-based pandemic team management (Dinh et al., 2021; Tannenbaum et al., 2021)	Structured teamwork enables coordinated development action and collective learning across organizational units
Employee Competence	Competency-based HR creates high-performance cultures; training signals care, generates commitment (Aima et al., 2017; Firdaus et al., 2021; Sasidaran, 2018)	Competence is the human capital foundation on which all development outcomes depend; career alignment maximizes long-term impact
Recruitment Process	Selection quality significantly predicts organizational performance; employer management affects retention (Hamza et al., 2021; Moore et al., 2020)	Recruitment determines baseline human capital quality; competency-aligned selection enables faster development progress

Source: Authors' synthesis from systematic literature review, 2022

Teamwork structures provide the operational architecture through which development initiatives are implemented across organizational units. (Dinh et al., 2021) identified mission analysis, transition processes, and team action as the three core teamwork mechanisms that directly map onto the organizational development cycle: mission analysis corresponds to development problem identification, transition processes correspond to strategic planning and preparation, and team action corresponds to implementation. (Tannenbaum et al., 2021)'s pandemic teamwork guidelines illustrate how effective teamwork enables organizational resilience under conditions of environmental disruption, precisely the conditions in which organizational development is most urgently required.

Employee competence serves as both the input and output of organizational development: recruitment builds the baseline competency foundation, leadership and teamwork create the conditions for competency expression and enhancement, and development programs themselves improve competency, creating a reinforcing cycle in which well-managed development progressively builds more capable organizations. The finding by (Firdaus et al., 2021) that cognitive, emotional, and social intelligence improvements directly enhance organizational communication quality illustrates this competency-development feedback mechanism: better-trained employees communicate more effectively, creating organizational information flows that enable better decision-making and more adaptive organizational behavior.

The recruitment process functions as an upstream control point in the entire system. (Hamza et al., 2021) confirm that recruitment and selection quality significantly predict organizational performance,

emphasizing that no subsequent development, training, or leadership intervention can fully compensate for systematic failures in initial human capital acquisition. Organizations that prioritize competency-aligned, values-based, and growth-oriented recruitment—identifying candidates whose potential for development aligns with the organization’s development trajectory—are best positioned to achieve cumulative capability gains through organizational development investments (Moore et al., 2020).

5. Conclusions

This systematic literature review synthesizes evidence from peer-reviewed studies to examine the roles of leadership style, teamwork, employee competence, and the recruitment process in organizational development projection. Four principal conclusions were drawn. First, organizational development is a continuous, planned process that requires the strategic alignment of human, cultural, and structural resources, with communication quality, organizational culture, and employee commitment identified as the primary enablers of developmental momentum. Second, leadership style—particularly transformational and servant leadership—is the primary cultural driver of organizational development, shaping the climate within which change is embraced or resisted, and the individual commitment that sustains development beyond initial implementation. Third, teamwork structures provide the operational mechanism through which development initiatives are coordinated across organizational units, with structured mission analysis, transition management, and team action coordination being the core documented teamwork processes most relevant to development contexts. Fourth, employee competence and recruitment quality are mutually reinforcing human capital dimensions: rigorous, competency-aligned recruitment establishes the talent foundation on which all subsequent development is built, while continuous competency investment through training and career development progressively raises the organization’s collective human capital ceiling. The six proposed research hypotheses (H1–H6) provide a structured agenda for future empirical research on the leadership–teamwork–competence–recruitment → organizational development pathway.

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Author Contributions

N contributed to conceptualization, data collection, data analysis, manuscript drafting, and final approval. HSN and SHH was responsible for research design, theoretical framework, methodology, manuscript revision, and final approval. PCS handled supervision, methodology, manuscript revision, and final approval.

Conflicts of Interest

The authors declare that there are no conflicts of interest that could have influenced, or be perceived to have influenced, the research presented in this article. This study was conducted in an objective and independent manner, and no financial, commercial, or personal relationships exist that may constitute a potential conflict of interest in relation to the design, implementation, analysis, interpretation, or publication of the findings.

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