

Relationship between leadership behavior and cultural factors in hierarchical organizations

What is the relationship between individual (psychological) and contextual factors and leadership behavior in the Swiss Armed Forces / Defense Sector. The complex interactions between personal and contextual factors in the military environment are analyzed in two studies. The first study focuses on the subjective career success of civilian and military talents and the influencing factors such as career resources, career orientations and the psychological competitive climate. The second study examines the interactions between the influence of the psychological safety of subordinates and peers on leadership in military leadership situations and thus on learning in the group.

The *first study* on subjective career success focuses on career resources, career orientations and the psychological competitive climate. It is assumed that career resources have a positive correlation with subjective career success in both military and civilian talents, whereby this effect is more pronounced under conditions of a competitive psychological climate. Furthermore, it is assumed that career orientation moderates the relationship between career resources and subjective career success, with traditional career orientations showing a higher degree of congruence due to their conformity with the existing organizational system.

The investigation of psychological safety and leadership quality in military leadership research in the *second study* is based on hypotheses that illuminate the reciprocal influence of psychological safety and leadership quality. It is assumed that the psychological safety of subordinates and peers influences the leaders' own psychological safety and that this in turn influences the leaders' leadership quality and thus the learning of subordinates.

This research provides insights into the complex mechanisms that influence career success and learning in military organizations. Identifying the importance of career resources, career orientations, psychological safety and leadership quality enables the targeted development of measures to promote individual and collective professional growth in similar environments.