



# Literature Review: Leadership And Culture Organization on Employee Performance (Qualitative Descriptive Approach)

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## Abstract

**Purpose:** This study aims to investigate the influence of leadership style and organizational culture on employee performance. The focus is to understand how transformational and transactional leadership, along with supportive organizational culture, contribute to employee motivation, commitment, and overall performance.

**Research Methodology:** A qualitative literature review approach was adopted. Relevant studies, journal articles, and books were analyzed to synthesize findings on leadership styles, organizational culture, and their combined impact on employee performance. The study examined both theoretical and empirical evidence across diverse organizational contexts.

**Results:** Findings indicate that transformational leadership enhances intrinsic motivation, creativity, and long-term engagement, while transactional leadership ensures achievement of measurable goals and short-term performance. Organizational culture that prioritizes open communication, collaboration, and recognition of individual contributions significantly improves employee performance. The combined effect of leadership style and organizational culture fosters a conducive environment for high employee engagement, loyalty, and productivity.

**Conclusions:** Effective leadership, complemented by a positive organizational culture, is crucial for enhancing employee performance. Organizations that integrate transformational and transactional leadership approaches within a supportive culture achieve better long-term outcomes and sustainable success.

**Limitations:** The study is limited to insights derived from literature reviews and does not include primary empirical data. Future research could employ quantitative or mixed-method approaches to validate and generalize these findings across specific organizational settings.

**Contributions:** This study provides comprehensive insights into how leadership and organizational culture jointly influence employee performance, offering guidance for practitioners and researchers in designing interventions to boost productivity and commitment.

**Keywords:** *Employee Performance, Leadership, Motivation*

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## 1. Introduction

A factor important in the success or failure of a company is the performance of its employees. In today's competitive business climate, companies rely heavily on their human resources to achieve long-term goals. Leadership style and organizational culture are two important variables that should

be considered to guarantee that people can work optimally and achieve optimal performance (Ananda et al., 2024). Both are crucial for creating a workplace that encourages and facilitates peak employee performance. A leader's leadership style is their approach to guiding, inspiring, and influencing followers to achieve company goals (Bayudhiringantara & Hidayat, 2022). A better work environment, higher levels of employee engagement, and increased productivity can all be produced by an effective leader. Employee performance is known to improve dramatically under transformational leadership, which prioritizes employee empowerment, open communication, and attention to individual wellbeing (Cahyani et al., 2023). Conversely, less effective leadership styles, such as authoritarian or transactional leadership, which focus solely on rewards and punishments, can lead to dissatisfaction, low motivation, and decreased employee performance (Dewi & Wibowo, 2020).

Leadership style is not the only factor that influences employee productivity; organizational culture is equally important (Evi & Tine, 2022). Organizational culture is shaped by the beliefs, conventions, and behaviors accepted and practiced by employees. A supportive work environment can be fostered by a culture that values employees and emphasizes collaboration. team, communication openness, creativity, and sense accept love. However, a poor organizational culture, one filled with conflict, unclear communication, and a lack of appreciation for employees, can hinder employee performance and increase turnover rates (Handoko, 2024).

Understanding the interaction between leadership style and organizational culture and its impact on employee performance is crucial in this context (Hernawan et al., 2022). Although there is a strong correlation between both of them and employee performance, the mechanism used to interact with the maximum output has not yet been investigated (Hasan, 2022). Therefore, the purpose of this literature review is to distill the various conclusions drawn from research on how leadership style and organizational culture affect productivity. in place work. Through this study, we can gain a better understanding of how businesses can foster an environment that encourages employees to perform at their best.

Table 1. Study Previously

No	Author (Year)	Title Research	Results Study
1	Laia, 2023	"The Influence Leadership Style and Culture Organization on Employee Performance in Community Health Center"	Leadership style and organizational culture have a positive and significant influence to employee performance.
2	Cahyani et al., 2021	"Influence Culture Organization, Leadership Style, and Training on Performance Employees at the Manpower Office Work and Provincial Transmigration in Yogyakarta"	Organizational culture, leadership style, and job training have a positive influence on employee performance.
3	Sultan, 2023	"The Influence Style Leadership, Motivation and Culture Organization Against Employee Performance at PT. Son Superior Kupang"	Leadership style, motivation and organizational culture have a positive and significant influence on performance employee.
4	Anggrainy et al., 2024	"The Influence of Organizational Culture, Style Transformational Leadership, and Organizational Commitment on Employee Performance in PT. Crown of	Culture organization, transformational leadership style and organizational commitment have a positive and significant influence to employee performance.

No	Author (Year)	Title Research	Results Study
		Indonesia Jakarta"	
5	<a href="#">Latif and Sunarto, 2024</a>	"The Influence Culture Organization and Leadership Style towards Employee Performance at PT. Sinergi Komindo Fokustama Indonesia Branch BSD South Tangerang City"	The cultural organization And Leadership style have a positive and significant influence on employee performance.
6	<a href="#">Syafuruddin and Nurdiansyah, 2023</a>	"Factors That Influence Performance Government Employees: Leadership Style, Organizational Culture and Discipline Work"	Leadership style, motivation, organizational culture and work discipline have a positive and significant influence on work performance.

## 2. Literature Review

### 2.1 Leadership Style

Leadership style is a crucial determinant of employee performance, encompassing the approaches leaders take to guide, motivate, and influence their subordinates. Transformational leadership emphasizes inspiring employees, fostering creativity, and encouraging personal and professional growth, leading to higher engagement and intrinsic motivation. Leaders employing this style focus on communication, recognition, and empowerment, resulting in increased productivity and loyalty ([Hudaya, 2022](#); [Hutabarat et al., 2024](#)). In contrast, transactional leadership concentrates on structured tasks, clear objectives, and reward or sanction mechanisms, ensuring compliance with performance standards and short-term goal achievement ([Indrasari, 2017](#)).

While transformational leadership promotes innovation, transactional leadership ensures operational efficiency and consistency. Studies show that combining these leadership styles allows organizations to achieve both creativity and measurable outcomes, tailoring leadership approaches to situational needs ([Anggrainy et al., 2024](#); [Janizar et al., 2023](#)). Effective leadership requires an understanding of employee needs, providing feedback, and creating a positive work environment that encourages engagement. By integrating both transformational and transactional approaches, leaders can enhance employee motivation, commitment, and overall organizational performance ([Kending et al., 2022](#)).

### 2.2 Organizational Culture

Organizational culture represents the shared values, beliefs, norms, and practices that shape behavior within an organization. A positive and supportive culture fosters collaboration, transparency, and recognition, significantly influencing employee motivation, job satisfaction, and productivity ([Lubis et al., 2024](#); [Mochklas, 2022](#)). Strong cultures promote adherence to organizational goals, facilitate knowledge sharing, and encourage continuous learning. Conversely, cultures characterized by ambiguity, conflict, or lack of recognition hinder engagement and reduce performance ([Latif & Sunarto, 2024](#); [Niken et al., 2022](#)).

Organizational culture impacts both individual and team performance by guiding social interactions, decision-making, and adaptability ([Yasin & Julita, 2022](#)). Research demonstrates that employees perform optimally when they perceive that the organization values their contributions and provides opportunities for growth. Leadership plays a pivotal role in cultivating culture, as leaders model desired behaviors and reinforce values that align with organizational objectives ([Nunuh & Wulandari, 2021](#)). Effective culture fosters innovation, commitment, and resilience, which are critical in achieving long-term organizational

success.

### ***2.3 Interaction of Leadership Style and Organizational Culture***

Leadership style and organizational culture are interdependent factors that collectively influence employee performance. Leaders are instrumental in shaping organizational culture, embedding values, and establishing norms that guide employee behavior (Cahyani et al., 2021; Sultan, 2023). Transformational leaders can instill a culture of creativity, accountability, and engagement, while transactional leaders maintain clarity and efficiency. The synergy between leadership and culture ensures that employees receive both motivation and structure, enabling optimal performance.

Studies indicate that when leadership approaches and cultural practices are aligned, organizations experience enhanced innovation, higher productivity, and increased employee satisfaction (Nurcahyo & Indradewa, 2022). Leaders who implement value-based decision-making, provide recognition, and encourage collaboration reinforce cultural norms, which, in turn, sustain performance improvements. This integrated perspective emphasizes that leadership effectiveness is magnified when supported by a conducive organizational culture, creating an environment where employees feel valued, empowered, and committed.

### ***2.4 Employee Performance***

Employee performance is the measurable outcome of an individual's work, influenced by skills, motivation, and the organizational environment. Performance is enhanced when employees are guided by effective leadership and supported by a positive culture that values innovation, collaboration, and recognition (Anggrainy et al., 2024; Nurhaedah et al., 2021). Transformational leadership boosts intrinsic motivation and creativity, whereas transactional leadership ensures adherence to standards and achievement of operational targets.

Similarly, a culture that fosters clarity, fairness, and support enables employees to fully utilize their skills and contribute effectively to organizational goals. Empirical studies confirm that high performance results from the combined effect of competent leadership and a supportive culture, enhancing productivity, loyalty, and job satisfaction (Pawirosumarto et al., 2017; Sultan, 2023). Moreover, employee performance is critical for organizational competitiveness, influencing efficiency, innovation, and sustainability. Organizations that invest in cultivating leadership capabilities and nurturing a strong organizational culture are more likely to achieve superior employee outcomes and long-term strategic success.

## **3. Methodology**

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Writing work scientific This study adopts a qualitative approach, which aims to obtain more comprehensive information about the phenomenon being studied. In this context, the study used a literature review to explore various relevant previous studies as the primary method (Sugiyono, 2016). Literature review research refers to the process of collecting data and information from various relevant literature references, including books, journals, articles, study reports, and other sources that can provide insights into the research topic. Through this approach, researchers can evaluate existing theories and analyze the relationships or impacts between variables found in existing literature.

## **4. Results and Discussion**

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### ***4.1 Influence Style Leadership to Performance Employee***

A healthy and productive workplace, where employees are respected, given responsibility, and inspired to give their all, is the result of strong leadership. Good leaders not only direct work but also inspire, listen to concerns, and provide opportunities for employee growth. Leaders who can connect with their

staff on a personal level and provide meaningful feedback will see an increase in employee engagement and, consequently, productivity (Rostina et al., 2023). Transformational leadership, a highly effective leadership approach, can increase employees' intrinsic motivation by offering meaningful challenges, recognizing achievements, and providing opportunities for personal development.

Research shows that leadership style often increases creativity, innovation, and Employee productivity. Leaders who can provide a clear vision, pay attention to employees' personal needs, and recognize individual achievements can foster employee loyalty and commitment to the organization (Simanjuntak et al., 2024). This shows that transformational leadership prioritizes employee growth, which can produce long-term beneficial results rather than focusing solely on short-term gains. Leadership transactional more focus on achievement results Which measurable and fulfil standard Which has determined. Leaders who use this style give awards or sanctions based on performance. This style is more suitable for contexts where clear tasks and target achievement are top priorities and is often applied in situations that require quick results and close supervision. Although transactional leadership does not always inspire creativity and innovation, it is effective in ensuring that employees stay on track and meet established performance targets in the short term.

Thus, despite their different focuses, these two leadership styles complement each other in influencing employee performance. Transformational leadership pushes innovation, creativity, and long-term engagement, while transactional leadership emphasizes measurable objectives and short-term goals. Therefore, effective leaders often combine these two styles according to the needs of the organization and the conditions faced to create sustainable success for the organization (Anggrainy et al., 2024).

#### ***4.2 Influence Culture Organization To Performance Employee***

As organizational culture determines the work environment, which in turn influences employee behavior, mindset, and work style, it is a major factor in determining employee performance. Organizational culture comprises a series of assumptions, practices, and common values that govern how people work together and complete tasks. In other words, culture influences not only social interaction between employees but also the methods they innovate, adapt to change, and get the job done (Sultan, 2023). A study conducted by (Anggrainy et al., 2024) found that both individual and group performance can be improved by a strong and well-organized organizational culture. Employees are more willing to perform better in companies with strong and consistent cultures.

A positive and supportive organizational culture can significantly enhance employee performance. Workers tend to be more energized, enthusiastic, and productive when their organizational culture prioritizes principles such as open communication, transparency, and collaboration. A culture that focuses on recognizing individual achievements and contributions encourages employees to achieve higher levels, increases intrinsic motivation, and strengthens their loyalty and commitment to the organization. Research also confirms that organizational performance can be enhanced by fostering a culture that supports open communication and recognizes and rewards achievements. The further away employees are, the more they feel that they own the chance to grow and give their best in a culture that supports self-development through mentoring, training, and opportunities for creativity. Organizations that value innovation and creativity also create dynamic environments in which employees are encouraged to continuously improve their skills and find creative solutions to challenges.

However, when the culture organization has no support or is even full of conflict and ambiguity, this can lower employee performance. When values are organized, contradictory or unclear information confuses employees and creates uncertainty regarding their roles and responsibilities. This ambiguity causes employees to feel alienated, resulting in low commitment to their work and reduced involvement in achieving organizational goals. Research by Latif and Sunarto, 2024 revealed that "a culture full of uncertainty and a lack of diversity values can cause employees to feel frustrated and unappreciated,

which ultimately reduces their loyalty to the organization and lowers their performance." A culture that does not prioritize diversity and respect for individual contributions makes employees feel unappreciated and ultimately lowers their motivation. In such cases, employees tend to feel frustration and loss of loyalty to the organization, which can ultimately lead to increased turnover and decreased productivity.

The impact of overall organizational culture on employee performance is to push or hinder engagement and productivity in the workplace. Better performance, higher creativity, and greater employee loyalty are the results of companies with strong culture and support. On the other hand, a negative culture is associated with low morale, lack of dedication, and mediocre results. Therefore, companies must strive to create and maintain a supportive work environment that encourages individuals to develop their skills and think creatively (Syafuruddin & Nurdiansyah, 2023).

#### **4.3 Influence Style Leadership and Culture Organization to Performance Employee**

There is no way to separate the impact of leadership style and organizational culture on employee performance; the two go hand in hand. Together, these two factors contribute to an efficient workplace and help the company achieve its goals. Through their choices and actions, effective leaders contribute significantly to creating and maintaining a positive organizational culture. In this regard, Cahyani et al., 2021 assert that "leaders are not merely task directors, but also culture shapers who directly influence the behavior of organizational members." According to them, the leader's role is key in implanting cultural values, which strengthens the norms that underlie the organization's operations. Leaders who demonstrate good examples, concern for employee welfare, and implement values aligned with the organization's objectives will be capable of strengthening the organizational culture, fostering cooperation, innovation, and appreciation for individual achievement.

A leader who effectively introduces and implements a values-based leadership style creates an atmosphere in which employees feel valued and have a sense of belonging. impact substantial in reaching common goals. Both intrinsic motivation And Employee engagement in the workplace are boosted when leaders encourage personal growth, provide space for innovation, and recognize and reward success. Furthermore, employees will be more invested in the company and its success if they Work The environment that values work, gives them authority over their work, and recognizes and appreciates their efforts (Wiansyah, 2024).

Organizations can foster a work environment that prioritizes employees' personal and professional growth over short-term results by combining strong leadership with a supportive culture. Resilient companies, in which employees are actively invested in and dedicated to the company's goals and vision, are the result of leaders who can strike a balance between these two aspects. A company's capacity to thrive in today's competitive business climate can be enhanced by a combination of a strong leadership style and a positive organizational culture, which in turn leads to better long-term performance. Sultan, 2023 mention "A healthy organizational culture, fostered by the right leadership, creates harmony between the individual and the organization's objectives, thereby producing maximum results in the long term".

Employee performance is influenced by their approach to tasks and responsibilities, as well as leadership style and organizational culture. Leaders who demonstrate compassion and integrity, alongside a culture that fosters creativity and empowerment, will grow an organization that not only achieves immediate success but also sustainable growth and development. This is a fundamental component that must be included to achieve outstanding performance and ensure a company's long-term prosperity.

## **5. Conclusions**

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A leader's ability to inspire team members and create an environment that supports their growth is crucial in increasing productivity. Leaders who can inspire, empower, and offer support can create an

inspiring and motivating work environment. emotional and intellectual to people. Culture organization Valuing teamwork, creativity, and recognizing individual effort go a long way toward boosting morale and productivity. When these two factors complement each other, a company can create an atmosphere that cares about its employees' professional growth and long-term viability, not just about meeting short-term goals. If a company wants to succeed in the long term, it needs a leader with a positive attitude and a culture that supports its employees in reaching their full potential.

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## **Author Contributions**

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Both authors contributed collaboratively to this study. UAS led the conceptualization, methodology design, literature review, data analysis, and preparation of the original draft, while MIR provided validation, critical review, supervision, editing, and refinement of the manuscript to enhance its quality. Together, both authors have read, approved, and finalized the manuscript for publication.

## **Conflicts of Interest**

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The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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