

ORGANIZATIONAL CULTURE, LEADERSHIP, AND ORGANIZATIONAL PERFORMANCE : SYSTEMATIC LITERATURE REVIEW



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ABSTRACT

This study systematically reviews existing literature to examine how organizational culture and leadership style affect organizational performance. Adopting a descriptive design and qualitative approach, it compiles studies from multiple sources, particularly the Scopus database using the keywords “organizational culture, leadership, and organizational performance” for the period 2019–2024. The synthesis of 17 selected articles shows that a strong organizational culture combined with adaptive, effective, and responsive leadership substantially enhances employee engagement and productivity. The review further indicates that transformational and situational leadership styles are especially effective in aligning employees with organizational cultural values, thereby improving overall performance. Accordingly, the study argues that organizations that invest in a supportive culture and inclusive leadership are more likely to achieve superior performance outcomes, while also providing useful insights for practitioners and leaders in designing strategies to strengthen performance.

Keywords: *Organizational Culture; Leadership; Organizational Performance.*

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INTRODUCTION

How a manager leads a company affects the company's performance. The effective communication process between leaders and subordinates produces subordinate characteristics (Meng & Berger, 2019). To continue to develop and survive in the current era of globalization, businesses must be able to improve all aspects. This is especially true for human resources. A central challenge concerns finding effective ways to guide employees to enhance their performance so that organizational goals can be achieved and results maximized (Adha et al., 2023).

Company performance is influenced by a number of variables, including company culture and leadership style (Ferine et al., 2021; Mandasari, 2023). Leaders must consider their leadership style if they want to improve company performance (Fauzi et al., 2023; Suleja & Iqbal, 2022). This leadership style will influence, direct, and coordinate organizational members so that they can complete their work and achieve company goals (Sinaga, 2021; Nguyen et al., 2023). So, the work is completed in accordance with established procedures. Leaders will give harsh warnings to employees if they do not achieve targets (Fauzi et al., 2023).

If an organization does not have clear rules, leaders cannot maximize their potential. As a result, they improvise less to tolerate disagreements, irregularities, or unexpected events. Leaders often fail to understand subordinates who differ in their abilities, knowledge, attitudes, and behaviors, which makes it difficult for them to recognize each individual properly (Rotjanakorn et al., 2020). However, leaders also help their employees solve problems in a reasonable way (Suifan, 2021).

Organizational culture is very important in addition to leadership style (Puspita & Maylazahira, 2023; Istikhola & Gunawan, 2023). Organizational culture is part of organizational theory and human resource management (Suifan, 2021). Behavior determines how organizational culture management is carried out. All workers unconsciously learn about organizational culture. Additionally, as new employees, they try to learn etiquette, things that are prohibited and required, and things that are right and wrong (Istikhola & Gunawan, 2023; Puspita & Maylazahira, 2023). They also think about what they must and must not do at work (Istikhola, 2023).

The success of an organization consists of its cultural components, such as norms, values, morals, and beliefs (Istikhola & Gunawan, 2023). Employee attitudes and performance can be influenced by these cultural elements so that they can successfully achieve company goals (Melisa & Subarto, 2021). Employees who have an understanding of the culture of an organization will act in the same way in their workplace (Mandasari, 2023).

Organizational culture influences employee behavior and performance (Melisa & Subarto, 2021; Ferine et al., 2021). This is caused by a competitive work culture that focuses on output which ignores worker readiness and capacity (Mandasari & Safrizal, 2023). As a result, job satisfaction, or employee satisfaction, is fulfilled by social interactions with coworkers and the work itself (Melisa & Subarto, 2021).

Therefore, leadership style and organizational culture need to be improved in order to enhance company performance. Building on this rationale, this study aims to systematically review empirical research published between 2019 and 2024 that examines the relationships between organizational culture, leadership, and organizational performance. Specifically, this review seeks to identify the dominant types of organizational culture and leadership styles associated with high performance, to explore the mechanisms and mediating variables that explain these relationships, and to map the contexts and sectors in which they have been studied. The contribution of this

study is to provide an integrated synthesis of recent evidence, clarify how culture and leadership jointly shape organizational performance, and offer practical insights for managers as well as directions for future research.

LITERATURE REVIEW

Organizational Culture

Organizational culture, also known as “corporate culture,” is the collection of principles, beliefs, and ways an organization acts (Puspita & Maylazahira, 2023; Suifan, 2021). Organizational culture determines the environment workers work in and how they should behave so that goals are achieved in the organizational environment (Istikhola & Gunawan, 2023; Puspita & Maylazahira, 2023). In addition, organizational culture shows how the company makes decisions, centralization, authority, and employee responses to problems (Puspita & Maylazahira, 2023; Suifan, 2021). As a result, this company element is influential and interesting for assessing capabilities related to improving employee performance. Employee and organizational performance is influenced by the organizational culture built within it (Melisa & Subarto, 2021; Ferine et al., 2021). Employees can be more engaged, loyal, and committed to the organization if they agree with the organization's goals. This can improve their work results (Puspita & Maylazahira, 2023).

Leadership

When building an organization's workflow towards goals, a leader must be able to demonstrate his leadership qualities (Rotjanakorn et al., 2020; Sinaga, 2021). "Activities that influence humans or art influence human behavior, both individuals and groups." is the definition of leadership (Adha et al., 2023; Fauzi et al., 2023). A leader's leadership influences organizational strategy, long term or short term (Juliana et al., 2021; Nguyen et al., 2023). The leadership model applied still takes into account their responsibility to coordinate and integrate various parts of the organization (Garengo & Betto, 2024; Sinaga, 2021). To address employees with lazy backgrounds, managers use a fair and equitable approach to dividing work, the job selection process is open, and each staff member is allowed to speak up to discuss the actions they should take (Rotjanakorn et al., 2020; Sinaga, 2021). Employees with staff positions can also submit suggestions and have their rights recognized so that all parties can reach a consensus (Rotjanakorn, 2020).

Because they have significant influence on the direction and decision making of an organization, leadership positions within an organization are extremely important (Juliana et al., 2021; Nguyen et al., 2023). To improve social relations between superiors and subordinates, leader behavior focuses on employee development (Meng & Berger, 2019; Suifan, 2021). Humble leaders not only care about their employees, but they also have the courage to admit their own shortcomings (Sinaga, 2021; Meng & Berger, 2019). This leadership style, combined with SET, has the ability to create good interactions and increase employee satisfaction levels (Meng & Berger, 2019; Suifan, 2021).

Previous researchers, on the other hand, have agreed that leadership plays an important role in influencing employee satisfaction and their performance at work. Various leadership models have emerged in leadership research, such as authentic leadership, servant leadership, and humble leadership (Sinaga, 2021).

a. Transformational Leadership

The type of leadership known as transformational leadership focuses on developing the skills of employees or subordinates. The focus is to help subordinates change

their perspective on problems in a new way and make them motivated and motivated to work better than before (Suleja, 2022). Innovative leaders must be distinguished from other leaders by the following four characteristics: charm: Inspiration: communicate high standards, emphasize efforts with symbols, and state significant goals concisely. Intellectual Stimulation: Increases intelligence, logic, and the ability to solve problems carefully. Personal considerations: social interactions, training, helping employees directly, and counseling (Tamimi et al., 2022).

b. Transactional Leadership

Without trying to change the relationship between the leader and his subordinates, transactional leadership prioritizes that relationship. The four characteristics of leaders are recognition of achievements, contracts that provide rewards in exchange for effort, rewards for good performance, and contingent rewards. If rules and standards are violated, exception-based management (active) makes improvements and exception-dependent management (passive). In addition, they avoid making decisions and only act when requirements are not met (Tamimi et al., 2022).

c. Situational Leadership

The leadership theory known as situational leadership is primarily based on the level of subordinates' readiness or maturity, which determines how much direction and support leaders should provide (Fauzi et al., 2023; Suleja & Iqbal, 2022). Some influencing factors include notification, which provides clear direction to subordinates; selling, which means there is two-way communication between the leader and his subordinates; participation, which means leaders can help their subordinates even though they don't always give orders; and declaration, which means the leader participates in activities that are not his responsibility to give orders (Fauzi et al., 2023).

Organizational Performance

Every organization has challenges that can affect employee performance (Ferine et al., 2021; Demir et al., 2023). Considering increasingly fierce business competition, employee performance in this organization is very important (Adha et al., 2023; Ahsan, 2024). The success of an organization in meeting community needs and achieving goals is called organizational performance (Ahsan, 2024). How resources are influenced by company performance According to the KBBI, "performance" can be defined as something that is achieved, an achievement that appears, or the ability to work (Adha et al., 2023).

Organizational performance is defined as the level of achievement of an organization in carrying out its duties in achieving the organization's goals, objectives, vision and mission (Ahsan, 2024). The quality of human resources and the way human resources respond to organizational culture influences organizational performance (Ferine et al., 2021; Melisa & Subarto, 2021). Thus, every organization must optimize the performance of its employees to achieve its main business goals. Good employee performance will indirectly affect business progress, while poor employee performance will hinder business achievements (Ferine et al., 2021; Melisa & Subarto, 2021). Therefore, organizations must pay attention to employee performance by implementing a good work culture, because work culture also determines employee performance (Mandasari, 2023).

METHOD

Descriptive research is used as this research method with a qualitative approach using the internet to conduct literature studies or systematic literature reviews. The Scopus database was used to collect data because it indexes many high-quality, peer-reviewed journals in management and organizational studies and provides up-to-date articles relevant to this topic. The literature search employed the keywords “organizational culture, leadership, and organizational performance”. The inclusion criteria comprised research articles, both original empirical studies and review papers, whose central theme was “organizational culture, leadership, and company performance: a systematic literature review” and which were published between 2019 and 2024.

The results of the article selection can be depicted in the Figure 1.

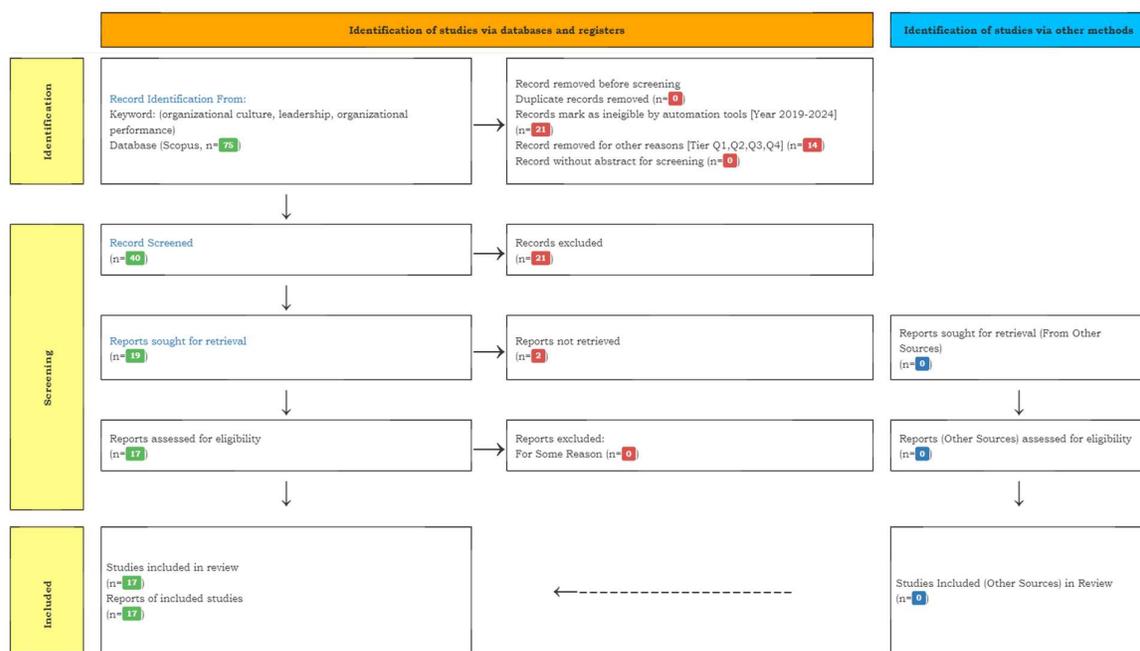


Figure 1. PRISMA Flow Chart

Source: Watase UAKE

RESULTS AND DISCUSSION

The research results showed that 17 articles met the criteria set for the literature review topic. The results of study characteristics from the Scopus database (Q1-Q4) are depicted in table 1:

**Table 1
 Journal Description**

No	Author and year	Research Title	Citation	Journal Rankings	Research result
1	Golden and Shriner (2019)	Examining Relationships between Transformationa	36	Q1	This study examines the link between transformational leadership and employees' creative performance by investigating organizational culture as

		l Leadership and Employee Creative Performance The Moderator Effects of Organizational Culture			a moderating variable. The sample consists of 147 professionals from 109 Fortune 500 companies who evaluated their organizational culture, their managers' leadership styles, and their own creative performance. The results show that an adhocracy-oriented culture significantly conditions the link between transformational leadership and employees' creative performance, while a market-oriented culture does not exert a meaningful moderating effect on this relationship. Taken together, these findings imply that an organizational culture that nurtures creativity strengthens the capacity of transformational leadership to stimulate employees' creative output.
2	Khaddage-Soboh et al. (2024)	Sustainable practices in Malaysian manufacturing The influence of CSR, transformational leadership, and green organizational culture on environmental performance	0	Q1	This article analyzes environmental performance in Malaysia's manufacturing industry in relation to Corporate Social Responsibility (CSR), transformational leadership, and green organizational culture. Grounded in the Resource-Based View and the Ability-Motivation-Opportunity frameworks, the study examines how green organizational culture mediates the links between CSR, transformational leadership, and environmental outcomes. Drawing on survey responses from 375 manufacturing professionals in Malaysia and using Structural Equation Modeling, the results demonstrate that CSR, transformational leadership, and a green organizational culture all contribute significantly to improving environmental performance. The study highlights the pivotal contribution of transformational leadership to advancing sustainability initiatives and emphasizes the beneficial role of a green-oriented organizational culture.
3	Ferine et al. (2021)	An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia s education authority	23	Q1	This study focuses on the influence of conflict, leadership, company culture, and work ethics on employee work performance at the North Sumatra Education Authority, Indonesia. Through the use of the PLS-SEM model, this research found that conflict has a negative influence on employee work performance. Conversely, leadership, company culture, and work ethics have a positive impact on work performance.
4	Nguyen et al. (2023)	Does transformational leadership	1	Q2	Employing Structural Equation Modeling (SEM), this study investigates the impact of transformational

		influence organisational culture and organisational performance Empirical evidence from an emerging country			leadership on organizational culture and performance in Vietnam's manufacturing industry. Based on survey responses from 903 employees, the findings show that transformational leadership exerts a substantial influence on both organizational culture and overall organizational performance. In addition, the results indicate that organizational culture functions as an important intermediary mechanism linking transformational leadership to organizational performance.
5	Lee et al. (2024)	Paradoxical organizational culture, authoritarian leadership, and international firm performance evidence from international firms in China	0	Q1	This research examines how paradoxical organizational cultures shape the performance of international firms in China. Using cluster analysis, it identifies distinct paradoxical culture prototypes and evaluates how these cultural patterns relate to firms' international performance. Based on survey data from 2,256 respondents across 394 Chinese multinational companies, the results show that, contrary to the traditional emphasis on a single, unified culture, paradoxical cultures can markedly improve company performance. The study also explores whether authoritarian leadership positively moderates the link between paradoxical organizational culture and firm performance.
6	Al-Swidi et al. (2021)	The joint impact of green human resource management, leadership and organizational culture on employees green behaviour and organisational environmental performance	148	Q1	This research analyzes how green human resource management (GHRM), environmentally oriented leadership behaviors, and a green organizational culture jointly shape employees' pro-environmental behavior and organizations' environmental performance. Data were collected from 614 employees working in public and private organizations in Qatar and were evaluated using a PLS-SEM analytical framework.. The main finding of the resulting study is that there is a significant positive relationship between green human resource management and green organizational culture, which in turn has an impact on employee green behavior and organizational environmental performance. The relationship between environmental concerns, GHRM, and green leadership behavior with employee green behavior is mediated by green organizational culture.

7	Meng and Berger (2019)	The impact of organizational culture and leadership performance on PR professionals job satisfaction Testing the joint mediating effects of engagement and trust	117	Q1	This study analyzes how organizational culture and leadership performance shape job satisfaction among public relations (PR) professionals. It focuses on the joint mediating roles of work engagement and trust in explaining this relationship. PR practitioners from various organizations across the country participated in an online survey. The findings show that a supportive organizational culture and strong leadership performance significantly enhance work engagement, trust, and, ultimately, PR professionals' job satisfaction. The results also indicate that engagement and trust together serve as important mediators between positive corporate culture, effective leadership, and professional job satisfaction.
8	Garengo and Betto (2022)	The role of organisational culture and leadership style in performance measurement and management a longitudinal case study	4	Q1	This study explores how performance measurement and management systems in Italian courts are shaped by organizational culture and leadership style using a longitudinal case study approach. It focuses on how an initial transition from passive-avoidant to transactional leadership supports the introduction of a performance measurement system, which is later reinforced by a shift toward transformational leadership that cultivates a results-oriented culture and encourages participative performance management practices.
9	Bomm et al. (2022)	Unravelling t-KIBS performance leadership, organisational culture, and learning as boosters of service innovation	4	Q1	This article analyzes how transformational leadership, organizational culture, and organizational learning capabilities affect service innovation and, in turn, organizational performance. This study uses a quantitative survey of 242 companies engaged in technology-intensive knowledge-based services (t-KIBS) in Brazil. Based on the findings obtained, transformational leadership has a significant positive influence on organizational culture and organizational learning capabilities, both of which support service innovation. These service innovations, in turn, improve organizational performance.
10	Juliana et al. (2021)	Performance implications of misalignment among business strategy, leadership style,	8	Q1	This research investigates the impact on the performance of manufacturing companies listed on the Indonesian Stock Exchange. The results indicate that when business strategy is misaligned with contextual factors

		organizational culture and management accounting systems			such as leadership style, organizational culture, and the management accounting or performance measurement system (MAS), both the firm's financial and non-financial performance tend to deteriorate.
11	Alkhadr a et al. (2022)	Relationship of ethical leadership, organizational culture, corporate social responsibility and organizational performance a test of two mediation models	2	Q1	This research explores how ethical leadership, organizational culture, corporate social responsibility (CSR), and organizational performance are interconnected. Drawing on survey responses from 371 middle- and senior-level managers in the Jordanian service industry, the study finds that ethical leadership has a positive effect not only on organizational performance but also on the development of organizational culture and CSR initiatives. In addition, organizational culture and CSR act as important mediating variables in the relationship between ethical leadership and organizational performance, indicating that ethical leadership, a robust culture, and a strong emphasis on CSR are essential for improving organizational effectiveness.
12	Siddique et al. (2020)	Linking authoritarian leadership to employee organizational embeddedness, LMX and performance in a high-power distance culture: a mediation-moderated analysis	22	Q2	This study investigates how authoritarian leadership affects job satisfaction and employee performance via the quality of Leader-Member Exchange (LMX) and employees' organizational embeddedness in high power distance settings, such as the United Arab Emirates. The findings show that authoritarian leadership diminishes job satisfaction and performance by undermining LMX quality and weakening employees' attachment to the organization. Moreover, a low power distance orientation intensifies these negative effects on LMX and organizational embeddedness, meaning that in cultures less accepting of power inequality, the harmful impact of authoritarian leadership is even more pronounced.
13	Ahsan (2023)	Unlocking sustainable success exploring the impact of transformational leadership, organizational culture, and CSR performance on	1	Q1	This journal discusses corporate social responsibility (CSR) performance and financial performance in the Italian manufacturing sector influenced by organizational culture and transformational leadership. This research uses data from 260 employees and there is a significant positive relationship related to CSR performance and financial

		financial performance in the Italian manufacturing sector			performance. This study emphasizes the importance of integrating CSR initiatives into core business practices and developing a strong organizational culture to improve performance. It also highlights that transformational leadership can motivate CSR activities and ultimately influence financial performance positively.
14	Suifan (2020)	How Innovativeness Mediates The Effects Of Organizational Culture And Leadership On Performance	8	Q2	This article shows that innovation links organizational culture and leadership to performance, based on survey data from 288 managers in Jordan's aviation sector. It finds that organizational culture encourages innovation, and that transformational leadership improves performance through innovation. Bureaucratic culture is not clearly related to how organizational performance is perceived, but it is clearly linked to how market performance is perceived.
15	Demir et al. (2023)	Ethical Performance in Local Governments An Empirical Study of Organizational Leadership and Ethics Culture	2	Q1	This study examines how leadership and ethical culture influence ethical performance in local governments. It uses survey data from U.S. local government agencies to test a model that combines both elements. The results show that leadership encourages ethical behavior directly and also indirectly by strengthening an ethical culture. Ethical culture therefore acts as an important mediator, showing that leadership and ethical culture together shape ethical performance.
16	Sindakis et al. (2022)	The effect of organizational culture and leadership on performance A case of a subsidiary in Colombia	1	Q2	This study examines the performance of a subsidiary in Colombia as influenced by organizational culture and leadership, using the Organizational Culture Assessment Instrument (OCAI) to measure aspects of organizational culture. This research found that there is a gap between the existing state of organizational culture and the desired one, especially in a clan culture that prioritizes teamwork and employee participation. These results suggest that effective leadership is critical to creating and supporting an organizational culture in which employees can work together effectively.
17	Shin et al. (2023)	Sustainability and Organizational Performance in South Korea The Effect of Digital	25	Q1	This study examines how digital leadership influences digital culture and employee engagement in companies in South Korea, as well as its impact on sustainability and organizational performance. This

Leadership on Digital Culture and Employees Digital Capabilities	research uses quantitative data from a survey of employees in various industries in South Korea. The results show that effective digital leadership can improve the digital culture within an organization, which in turn increases employee engagement. This higher employee engagement contributes to better organizational performance and long-term sustainability.
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From the 17 selected articles, the literature shows that organizational culture and leadership style are closely linked and together play a vital role in determining organizational performance. Organizational culture encompasses the values, norms, and beliefs that underpin members' behavior, whereas leadership style determines how these shared values are interpreted and translated into practice within the organization (Ahsan, 2024).

This section examines how organizational culture and leadership style interact and how this interaction shapes overall organizational performance. When a positive organizational culture is aligned with an effective leadership style, organizational performance typically improves substantially (Nguyen et al., 2023; Suifan, 2021). Employees feel more motivated, engaged, and contribute optimally when they feel the organization's values and goals are in line with their personal vision and values (Meng & Berger, 2019; Golden & Shriner, 2019). Additionally, organizations with a strong culture and adequate leadership have a better ability to overcome external challenges and adapt to market changes, which is critical in maintaining competitiveness and long-term sustainability (Ahsan, 2024; Shin et al., 2023).

CONCLUSION AND SUGGESTION

Organizational culture and leadership style play an important role in determining organizational performance. This research shows that culture influences employee motivation and engagement. A supportive culture, which includes positive values, norms and morals, provides a framework for employees to understand and how they should behave.

Effective leadership styles, such as transformational leadership, play a crucial role in influencing organizational performance. Transformational leadership, which involves inspiring and motivating employees to exceed standard expectations, has proven effective in increasing innovation and creativity. Leaders who are able to inspire and direct employees not only create a more satisfying work environment but also help in steering the organization through change and challenges.

This subsection highlights the critical interplay between leadership and organizational culture. An effective leadership style can reinforce or even reshape organizational culture, which subsequently affects overall organizational performance. Conversely, a strong organizational culture can shape the effectiveness of specific leadership styles, rendering the relationship between culture and leadership cyclical and mutually dependent.

This review therefore concludes that, across different sectors and countries, organizational culture and leadership style jointly play a central role in shaping organizational performance. The study's aims to pinpoint dominant cultural and leadership types associated with performance, clarify the mechanisms linking them, and

synthesize recent empirical findings have been fulfilled through the integration of 17 Scopus-indexed articles. Future research is advised to incorporate additional mediating and moderating factors, such as employee engagement, innovation capability, digital culture, and corporate social responsibility, and to extend the scope to diverse organizational settings, including small and medium-sized enterprises and public sector institutions. Such work would deepen insight into how particular configurations of culture and leadership can be intentionally crafted to enhance organizational performance in an increasingly dynamic environment.

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