

The Influence of Leadership and Organizational Culture on Employee Performance

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Abstract

This study aims to analyze the influence of leadership and organizational culture on employee performance based on the latest literature review from 2020 to 2025. The method used is a systematic literature review by collecting and examining ten academic articles that meet the inclusion criteria from Google Scholar. The selected articles are evaluated based on their relevance and feasibility in supporting the research objectives. The analysis results show that effective leadership and positive organizational culture significantly contribute to improving employee performance, both directly and indirectly. These findings emphasize the important role of leaders and the organizational environment in driving productivity and achieving company goals.

Keywords: Leadership, Organizational Culture, Employee Performance, Systematic Literature Review

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INTRODUCTION

Employee performance is a crucial factor determining the success and competitiveness of an organization. In an era of increasingly dynamic business competition, organizations are required not only to have a superior business strategy but also to be able to create a work environment that supports the improvement of human resource performance. Two important aspects frequently studied in this context are leadership style and organizational culture. Effective leadership can direct, motivate, and empower employees to achieve organizational goals. Meanwhile, organizational culture serves as a framework of values and norms that shape employee work behavior.

Numerous studies have shown that leadership and organizational culture not only influence individuals but also have a synergistic relationship in driving employee performance. However, the ever-evolving dynamics of organizations necessitate a continually updated understanding of how these two factors operate in the current context. Therefore, this literature review was conducted to analyze the latest findings regarding the influence of leadership and organizational culture on employee performance.

This study uses a systematic literature review approach, examining ten relevant scientific articles published between 2020 and 2025 that met the inclusion criteria. The results are expected to provide a comprehensive overview of emerging trends, patterns, and conclusions related to this topic, while also providing a basis for consideration for managers and organizational practitioners in improving leadership effectiveness and fostering a positive work culture.

METHODOLOGY

This study employed a systematic literature review method, aimed at analyzing and synthesizing findings from various previous studies on the influence of transformational leadership and organizational culture on employee performance. This method was chosen to gain a comprehensive understanding of the development of these concepts in the context of today's organizations.

The literature used in this study was derived from scientific articles published between 2020 and 2025. The articles were sourced through a trusted database, Google Scholar. Only peer-reviewed articles published in academic journals, research articles, and relevant scientific publications were selected for analysis to ensure the quality and validity of the findings.

During the selection process, researchers only considered articles that explicitly discussed transformational leadership and organizational culture and their relationship to employee performance. The selected articles also came from various organizational and industrial contexts, and were written in both Indonesian and English. Articles that were irrelevant to the research focus, only discussed leadership or organizational culture in general without linking them to employee performance, or were not fully accessible were excluded from this review.

Data from the selected articles were then analyzed using a thematic synthesis approach. Findings from various studies were categorized and organized based on specific themes related to the influence of transformational leadership and organizational culture on employee performance. This analysis aimed to identify common patterns, research gaps, and relationships between variables studied in previous literature.

RESULTS AND DISCUSSION

Penelitian ini menggunakan metode systematic literature review untuk menelaah pengaruh kepemimpinan dan budaya organisasi terhadap kinerja karyawan berdasarkan 10 artikel ilmiah terpilih yang dipublikasikan antara tahun 2020 hingga 2025. Proses penelusuran dilakukan melalui platform Google Scholar dengan menggunakan kata kunci seperti "kepemimpinan", "budaya organisasi", dan "kinerja karyawan". Artikel yang dianalisis merupakan publikasi yang telah melalui proses peer-review dan dianggap relevan dengan fokus kajian.

Studies show that leadership has a consistent and significant influence on employee performance. Leaders who are able to establish good communication, provide clear direction, and support employees in carrying out their duties have been shown to increase motivation and productivity. The various forms of leadership discussed in the article, including strategic, democratic, and other leadership styles, generally have a positive impact on individual and organizational performance.

Furthermore, organizational culture also plays a significant role in influencing performance. A work environment characterized by strong organizational values, open communication, and mutual respect has been shown to create a conducive work environment. A healthy organizational culture encourages emotional employee engagement and increases loyalty to the company. Several articles emphasize that the influence of leadership and organizational culture can complement each other, where success in improving employee performance depends not on a single factor but on the synergy of both. When leaders implement the right leadership style and

the organization supports it with a positive work culture, employee productivity and performance tend to increase significantly.

By analyzing 10 relevant scientific articles, this review strengthens the understanding that both leadership and organizational culture are essential foundations for human resource management. These findings can serve as a reference for practitioners and researchers in developing comprehensive strategies for improving employee performance.

Table 1. Summary of Articles in the Literature Review: Leadership, Organizational Culture, and Employee Performance

No.	Judul Penelitian	Peneliti	Hasil dan Penelitian
1.	Pengaruh Gaya Kepemimpinan dan Budaya Organisasi terhadap Kinerja Karyawan PT Hadji Kalla	(Bahar et al., 2025)	Leadership and organizational culture simultaneously have a significant influence on employee performance..
2.	Pengaruh Kepemimpinan Strategis, Budaya Organisasi dan Inovasi terhadap Kinerja Organisasi	(Fahrizi & Ali, 2025)	Strategic leadership and organizational culture have a positive impact on organizational performance.
3.	The Influence of Organizational Culture and Leadership Style on Employee Performance Through Job Satisfaction	(Rifai & Haryoto, 2025)	Organizational culture and leadership have a direct and through influence on job satisfaction on performance.
4.	Pengaruh Kepemimpinan dan Budaya Organisasi Terhadap Kinerja Karyawan	(Afina Khoirunnisa et al., 2025)	The combination of supportive leadership and a strong organizational culture significantly improves performance.
5.	Pengaruh Kepemimpinan Transformasional, Budaya Organisasi dan Lingkungan Kerja terhadap Kinerja Karyawan	(Nurlaela et al., 2025)	Transformational leadership and organizational culture are significant to performance.
6.	Pengaruh Motivasi, Gaya Kepemimpinan dan Budaya Organisasi terhadap Kinerja pada Karyawan PT Karya Sari Murni	(Putri, R. N., & Setyaning, 2025)	Organizational culture is significant, leadership and motivation are not significant to performance..
7.	Pengaruh Budaya Organisasi dan Gaya Kepemimpinan Transformasional terhadap Kinerja	(Sahdatul Jumaiyang et al., 2025)	Organizational culture and transformational leadership have a significant influence

	Karyawan		simultaneously.
8.	Pengaruh Kepemimpinan, Lingkungan Kerja, dan Budaya Organisasi terhadap Kinerja Karyawan	(Kepemimpinan et al., 2025)	Organizational culture has the most dominant influence on performance, followed by leadership; all three have a significant influence.
9.	Pengaruh Budaya Organisasi dan Kepemimpinan terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening	(Putri et al., 2020)	Organizational culture and leadership have an indirect influence through job satisfaction on performance.
10.	Pengaruh Gaya Kepemimpinan dan Budaya Organisasi terhadap Kinerja Karyawan PT Algerindo Prima Nusantara	(Ali Haidar et al., 2025)	Leadership style and organizational culture have a significant influence (50.9%) on employee performance.

The Influence of Leadership on Employee Performance

Of the 10 articles analyzed, nine stated that leadership has a positive and significant influence on employee performance. Leadership styles such as strategic, democratic, and transformational have been shown to increase motivation, discipline, and work productivity. Leaders who provide clear direction, build effective communication, and support employee development tend to improve individual and team performance. One article showed an insignificant influence, likely due to other, more dominant variables within the organizational context, such as motivation or the work environment.

The Influence of Organizational Culture on Employee Performance

Meanwhile, all articles (10 out of 10) stated that organizational culture has a positive effect on employee performance. A strong organizational culture that reflects positive collective values, norms, and behaviors fosters a supportive work environment and encourages achievement. Several articles also found that organizational culture can serve as an intervening variable that strengthens the relationship between leadership and performance.

CONCLUSION

Based on a literature review of ten scientific articles published between 2020 and 2025, it can be concluded that leadership and organizational culture have a significant influence on employee performance. Most articles state that effective leadership styles, such as strategic and democratic leadership, can increase employee motivation, productivity, and engagement.

Furthermore, a positive organizational culture, characterized by supportive values, norms, and a supportive work environment, has been shown to create a conducive work environment and increase employee loyalty and overall performance.

In general, the results of this literature review indicate that both variables— leadership and organizational culture—are not only important individually but also

complement each other in creating a productive and competitive organization. Therefore, organizations are advised to develop adaptive leadership styles and build a work culture aligned with the company's vision and goals to maximize and sustain employee performance.

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