

Leadership Styles and Organizational Culture in Enhancing Employee Performance: A Systematic Review

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ABSTRACT

This study examines the relationship between leadership styles, organizational culture, and employee performance in the digital economy. The study employs a Systematic Literature Review (SLR) to synthesize findings from 20 quantitative studies published between 2020 and 2025. The literature was identified through Google Scholar using predefined keywords and selection criteria focusing on leadership style, organizational culture, and employee performance. The findings indicate that leadership style and organizational culture generally have positive relationships with employee performance, although the strength and direction of these relationships vary across organizational contexts. Transformational, adaptive, and digital-oriented leadership can support employee motivation, learning, collaboration, innovation, and adaptation to organizational change. Organizational culture also contributes to performance by fostering learning, openness, collaboration, engagement, and adaptability. However, several studies demonstrate that leadership does not always have a significant direct effect on performance. Motivation, job satisfaction, organizational learning culture, discipline, employee engagement, and organizational commitment may function as intervening mechanisms. Overall, the findings indicate that employee performance in the digital economy is shaped by the interaction between leadership, organizational culture, and employee-related factors.

Keywords: *Digital Economy, Employee Performance, Leadership Styles, Organizational Culture.*

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1. | INTRODUCTION

In the era of intense global competition and rapid digital economic growth, effective leadership and adaptive organizational culture are increasingly important for improving employee performance and organizational sustainability. Recent empirical studies indicate that leadership style and organizational culture are associated with employee performance, although their effects may depend on motivational and organizational conditions (Dewi & Wibowo, 2020; Ferine et al., 2021; Pangarso et al., 2022). In digital transformation, leadership also plays an important role in organizational agility, digital adaptation, and the integration of digital strategies into organizational processes (AlNuaimi et al., 2022; Alakaş, 2024).

Employee performance remains a critical indicator of organizational success because productivity increasingly depends on employees' ability to adapt, collaborate, and use digital technologies effectively. Evidence from Indonesian organizations shows that leadership style, organizational culture, and motivation can jointly influence employee performance (Dewi & Wibowo, 2020; Evi & Tine, 2022). In digitally transformed workplaces, digital leadership capability is also associated with employee and organizational performance through changes in work practices and digital workplace development (Chatterjee et al., 2023). These findings highlight the importance of aligning leadership practices with cultures that support adaptation, learning, collaboration, and innovation.

Transformational and digital leadership are particularly relevant in this context. Transformational leadership can enhance employee performance through organizational culture and engagement, while digital leadership supports innovation and organizational adaptation (Widyaningrum & Amalia, 2023). Organizational culture is similarly important because shared values, norms, and practices influence how employees respond to change and perform their work. Positive relationships between culture and performance have also been identified through mechanisms such as person–organization fit, organizational commitment, and employee engagement (Basuki et al., 2024). However, leadership effects are not uniform across organizational contexts and may operate through intervening variables rather than direct effects alone (Juhaeni et al., 2023; Udin, 2023; Murniawati & Achmad, 2024).

Despite extensive research, gaps remain in understanding the interaction between leadership and organizational culture and the mechanisms underlying their effects on performance. Recent studies show that organizational learning culture can mediate or moderate the relationship between transformational leadership and employee performance, while digital culture and digital strategy can shape the relationship between digital transformational leadership and organizational agility (Udin, 2023; Alakaş, 2024). Employee engagement and organizational commitment may also mediate the relationship between organizational culture and performance (Basuki et al., 2024). Thus, employee performance should be viewed as an outcome of interconnected leadership, cultural, motivational, and digital factors.

This study therefore aims to provide a comprehensive synthesis of how leadership styles and organizational culture contribute to employee performance in the digital economy. Using a Systematic Literature Review (SLR), the study identifies patterns across previous quantitative research, examines contextual factors affecting leadership and cultural effectiveness, and highlights performance-related mechanisms. The findings contribute to research in leadership, organizational culture, human resource management, and digital transformation, while providing practical insights for leadership development, collaborative work cultures, and performance management in the digital age.

2. | LITERATURE REVIEW

Leadership Style

Leadership is a crucial organizational factor influencing employee behavior, motivation, collaboration, and performance. In the digital era, leadership extends beyond directing employees toward organizational goals to include managing technological change, encouraging innovation, and facilitating organizational adaptation. Employees therefore require leaders who can support competency development and respond effectively to dynamic work environments (Dewi & Wibowo, 2020; Ferine et al., 2021). Transformational leadership is particularly relevant because it emphasizes vision, inspiration, intellectual stimulation, and employee development. It can enhance employee performance and organizational learning by encouraging continuous improvement (Udin, 2023). Furthermore, research involving 903 employees in Vietnam's manufacturing sector demonstrates that transformational leadership influences organizational culture and performance, with culture partially mediating this relationship (Nguyen et al., 2023). Digital leadership also plays an important role by facilitating digital workplaces, virtual collaboration, technological adoption, and organizational adaptation. Evidence indicates that digital leadership capabilities contribute to digital workplace transformation and organizational performance (Chatterjee et al., 2023). Accordingly, transformational, adaptive, and digital leadership perspectives provide complementary explanations of how leadership supports employee performance in technology-driven environments.

Organizational Culture

Organizational culture encompasses shared values, beliefs, norms, and behavioral expectations that shape employee interactions, decision-making, knowledge sharing, and responses to change. In digital transformation, culture becomes increasingly important because technological implementation requires employees to adopt new practices, collaborate, and continuously develop their capabilities (Basuki et al., 2024). Research also indicates that organizational culture contributes positively to employee performance through person–organization fit, organizational commitment, and employee engagement (Basuki et al., 2024). Digital organizational culture emphasizes flexibility, collaboration, learning, and openness to innovation, enabling employees to utilize digital technologies effectively. Martínez-Caro et al. (2020) found that digital

organizational culture facilitates technology utilization and contributes to organizational performance. Evidence from Indonesian government organizations also demonstrates an association between digital organizational culture and employee performance, highlighting the role of empowering leadership in developing such culture. Organizational culture can evolve alongside technological changes, simultaneously facilitating and being reshaped by digital transformation. Cultural orientations emphasizing learning, agility, knowledge sharing, collaboration, and innovation are therefore particularly relevant to strengthening organizational adaptability and sustaining employee performance in the digital economy.

Employee Performance

Employee performance refers to the extent to which employees accomplish assigned responsibilities and contribute to organizational objectives. It encompasses work quality, quantity, timeliness, effectiveness, and relevance. In the digital economy, performance also involves adaptability to technological changes, digital collaboration, and innovation. Research in Indonesian organizations indicates that leadership, organizational culture, and work-related conditions significantly influence employee performance (Dewi & Wibowo, 2020; Ferine et al., 2021). Performance is shaped by individual factors, including motivation, competence, commitment, and adaptability, as well as organizational factors such as leadership, culture, work environment, and organizational support. These relationships may operate indirectly. Udin (2023) found that organizational learning culture is associated with employee performance and mediates and moderates the relationship between transformational leadership and performance. Digital workplaces also facilitate communication, collaboration, and flexible working arrangements, while digital leadership supports effective technological adaptation. Chatterjee et al. (2023) demonstrated that digital workplace transformation contributes to employee and organizational outcomes, with digital leadership playing a significant moderating role. Consequently, employee performance should be understood as an outcome of interactions among leadership, organizational culture, employee capabilities, motivation, and digital working conditions.

3. | RESEARCH METHOD

This study employs a Systematic Literature Review (SLR) to identify, evaluate, and synthesize previous research on the relationships among leadership styles, organizational culture, and employee performance in the digital economy era. The SLR approach provides a structured process for identifying and integrating relevant evidence (Tranfield et al., 2003), while the reporting and selection process considers the transparency principles of PRISMA 2020 (Page et al., 2021). The review focuses on quantitative studies published between 2020 and 2025, reflecting recent developments in digital transformation, leadership, organizational culture, and human resource management. Data were collected through a systematic search of Google Scholar using Boolean combinations of the keywords: (“leadership style” OR “organizational culture”

OR “employee performance” OR “digital economy”). The search was limited to studies published between January 2020 and January 2025.

Studies were included if they: (1) were published within the specified period; (2) appeared in peer-reviewed academic journals; (3) were written in English; (4) employed quantitative methods, such as regression, structural equation modelling (SEM), or correlation analysis; and (5) examined at least two of the three main variables. Conference papers, conceptual articles, theses, and studies focusing on only one variable without examining its relationship with employee performance were excluded. Following identification and screening, 20 studies meeting the criteria were selected for analysis. The studies were analyzed descriptively and thematically by comparing research variables, leadership approaches, organizational culture dimensions, and their reported relationships with employee performance. The findings were organized according to researcher, publication year, journal, research variables, main findings, and direction of the reported relationship, providing a basis for identifying consistent, indirect, and non-significant relationships.

4. | RESULTS

The Systematic Literature Review identified and synthesized 20 quantitative studies examining the relationships among leadership style, organizational culture, and employee performance. The reviewed studies covered different organizational contexts and examined leadership and organizational culture either as direct predictors of employee performance or through intervening variables such as motivation, job satisfaction, discipline, employee engagement, organizational commitment, and work-life balance. The results of the reviewed studies are presented in Table 1, which summarizes the researchers, publication years, journal sources, research variables, main findings, and direction of the reported relationships.

Table 1. Summary of Quantitative Studies Included in the Systematic Literature Review

No	Researcher (Year)	Journal	Research Variables	Method / Sample	Main Findings	Result
1	Ferine et al. (2021)	<i>Heliyon</i>	Leadership, organizational culture, conflict, work ethic → employee performance	Quantitative; PLS-SEM; 180 employees	Leadership, organizational culture, and work ethic positively affect employee performance, while conflict has a negative effect.	(+)
2	Pangarso et al. (2021)	<i>Jurnal Manajemen dan Kewirausahaan</i>	Transformative leadership & organizational culture → employee performance	Quantitative survey; 69 employees; multiple	Transformative leadership and organizational culture influence employee performance.	(+)

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3	Evi & Tine (2022)	<i>Journal Research of Social Science, Economics, and Management</i>	Organizational culture, work motivation, transformational leadership → employee performance	Quantitative; SEM-PLS; 179 respondents	Organizational culture and motivation positively affect employee performance, while transformational leadership shows a significant negative effect.	Mixed
4	Niken et al. (2022)	<i>Economic Education Analysis Journal</i>	Leadership style & organizational culture → motivation → employee performance	Quantitative; SEM-PLS; 48 employees	Leadership style positively affects motivation and performance; organizational culture affects motivation but has no significant direct effect on performance. Motivation mediates both relationships.	Indirect
5	Sutia et al. (2022)	<i>Priviet Social Sciences Journal</i>	Leadership style, organizational culture, job satisfaction → employee performance	Quantitative; 250 respondents	Leadership style, organizational culture, and job satisfaction show significant relationships with employee performance.	(+)
6	Fatahuddin & Tanuwijaya (2022)	<i>Jurnal Ilmiah MEA</i>	Leadership style & organizational culture → job satisfaction → employee performance	Quantitative; SEM-PLS; 300 employees	Leadership affects performance directly; organizational culture does not have a significant direct effect, but job satisfaction mediates the relationships.	Indirect
7	Fauzi et al. (2022)	<i>Journal of Indonesian Management</i>	Leadership style & organizational culture → employee performance	Quantitative	Leadership style and organizational culture significantly influence employee performance.	(+)
8	Juhaeni et al. (2023)	<i>RISSET: Jurnal Aplikasi Ekonomi Akuntansi dan Bisnis</i>	Leadership style & organizational culture → work motivation → performance	Quantitative; 65 specialist doctors	Leadership style, organizational culture, and work motivation positively and significantly affect performance.	(+)
9	Widyani ngrum & Amalia (2023)	<i>Jurnal Multidisiplin Madani</i>	Transformational leadership, organizational culture, employee engagement →	Quantitative; SEM; 192 flight-school	Transformational leadership contributes to organizational culture and employee performance; culture and engagement are	(+)

			employee performance	employees	also examined as performance-related factors.	
10	Vidhia (2023)	<i>Enrichment: Journal of Management</i>	Transformational leadership & organizational culture → employee performance	Quantitative; 100 respondents	Transformational leadership and organizational culture significantly affect employee performance.	(+)
11	Lusiana (2023)	<i>International Journal of Economics, Business and Accounting Research</i>	Organizational culture & transformational leadership → employee performance	Quantitative; 37 employees	Organizational culture and transformational leadership significantly affect employee performance.	(+)
12	Aristarini et al. (2023)	<i>International Journal of Economics</i>	Transformational leadership, organizational culture, work environment → employee performance	Quantitative survey	Transformational leadership and organizational culture are examined as determinants of employee performance, with work environment as a mediating variable.	(+)
13	Udin (2023)	<i>International Journal of Professional Business Review</i>	Transformational leadership → organizational learning culture → employee performance	Quantitative; PLS-SEM	Transformational leadership significantly relates to employee performance and organizational learning culture; learning culture mediates and moderates the relationship.	Indirect / (+)
14	Chatterjee et al. (2023)	<i>Journal of Innovation & Knowledge</i>	Digital workplace, digital leadership capability → employee/organizational performance	Quantitative; PLS-SEM; 335 respondents	Digital workplace transformation improves employee and organizational outcomes, while digital leadership plays a significant moderating role.	(+)
15	Basuki et al. (2024)	<i>International Journal of Science, Technology & Management</i>	Organizational culture → employee performance; P-O fit, commitment, engagement	Quantitative	Organizational culture is examined as a determinant of employee performance, with person–organization fit, organizational commitment, and employee engagement as mediating mechanisms.	(+)

16	Murniawati & Achmad (2024)	<i>Jurnal Ilmiah Manajemen Kesatuan</i>	Transformational leadership, organizational culture, work-life balance → employee performance	Quantitative; 90 respondents; PLS	Organizational culture has a positive effect, while transformational leadership does not significantly affect employee performance or organizational commitment.	Mixed
17	Sukarno & Rosmawati (2024)	<i>Formosa Journal of Multidisciplinary Research</i>	Situational leadership, organizational culture, work environment → motivation → performance	Quantitative; PLS; 35 employees	Situational leadership and work environment directly affect performance; indirect effects through motivation were not significant.	Mixed / Indirect
18	Amalina et al. (2024)	<i>International Journal of Applied Finance and Business Studies</i>	Leadership style & organizational culture → employee performance	Quantitative; 61 respondents; regression	Leadership style and organizational culture significantly affect employee performance, both individually and simultaneously.	(+)
19	Azi et al. (2024)	<i>Jurnal Mantik</i>	Digital leadership → digital culture & innovation behavior → employee performance	Quantitative; SEM	Digital leadership is examined through digital culture and innovation work behavior as pathways to employee performance.	Indirect / (+)
20	Qiao et al. (2024)	<i>Systems</i>	Digital leadership → digital transformation → employee performance & organizational commitment	Quantitative; 579 participants	Digital leadership significantly enhances employee outcomes, with digital transformation functioning as an intermediary mechanism.	Indirect / (+)

The findings indicate a predominantly positive relationship between leadership style, organizational culture, and employee performance. Of the 20 studies reviewed, 17 reported positive and significant relationships, whereas 3 reported indirect or non-significant relationships. This pattern indicates that leadership and organizational culture are frequently associated with higher employee performance, although the strength and directness of these relationships vary across organizational settings. The predominance of positive findings is consistent with recent empirical research showing that transformational leadership and organizational culture can jointly contribute to employee performance (Vidhia, 2023; Amalina et al., 2024).

Several studies demonstrate a direct positive relationship between organizational culture and employee performance. Basuki et al. (2024) found that organizational culture positively affects employee performance, with person–organization fit,

organizational commitment, and employee engagement representing relevant mechanisms. Similarly, the studies included in Table 1 generally indicate that cultures characterized by collaboration, learning, openness, and supportive work practices are associated with improved employee performance. This pattern is also supported by research examining organizational culture and transformational leadership, which reports significant relationships with employee performance (Lusiana, 2023).

The review also identifies transformational leadership as one of the leadership approaches most frequently associated with employee performance. Its influence may occur directly or through organizational mechanisms. Udin (2023), for example, found significant relationships between transformational leadership, organizational learning culture, and employee performance, demonstrating that organizational learning culture can function as both a mediating and moderating mechanism. This finding corresponds with the broader pattern that leadership effects are not necessarily limited to direct relationships with employee performance.

The reviewed studies further show that leadership and organizational culture can operate simultaneously in influencing employee performance. Evi and Tine (2022) examined organizational culture, work motivation, and transformational leadership in relation to employee performance, while Aristarini et al. (2023) examined transformational leadership and organizational culture together with work environment as a mediating variable. These findings indicate that employee performance is associated with a combination of leadership and organizational conditions rather than with a single organizational factor.

Nevertheless, the synthesis does not demonstrate that leadership consistently produces a significant direct effect on employee performance. Several studies reported indirect or non-significant relationships. Evi and Tine (2022), for example, found positive effects of organizational culture and motivation, while transformational leadership was not significant. Murniawati and Achmad (2024) similarly reported a positive influence of organizational culture, whereas transformational leadership did not have a significant direct effect. These findings demonstrate that leadership may influence employee performance through intervening organizational or employee-related variables.

This pattern is particularly evident in studies incorporating motivation, organizational learning culture, job satisfaction, employee engagement, or organizational commitment. Udin (2023) provides evidence of the role of organizational learning culture, while the reviewed studies also indicate pathways through motivation and job satisfaction. The original Table 1 further shows that organizational culture can enhance motivation and job satisfaction, which subsequently contribute to employee performance.

Another important finding is the recurring role of organizational culture as an organizational condition accompanying leadership. Basuki et al. (2024), for example, demonstrate the relevance of organizational culture through person–organization fit,

organizational commitment, and employee engagement. Across the reviewed studies, organizational culture appears either as a direct predictor of employee performance or as part of a mediating pathway.

The findings also demonstrate the relevance of leadership and culture in organizational environments experiencing technological and organizational change. Research on digital leadership emphasizes the importance of leadership capabilities in supporting digitally transformed workplaces, extending the discussion beyond traditional leadership–performance relationships toward contexts characterized by digitalization and changing work practices.

Overall, the synthesis demonstrates three main patterns. First, leadership style and organizational culture are predominantly and positively associated with employee performance. Second, organizational culture frequently accompanies or strengthens the relationship between leadership and performance. Third, the relationship is not always direct because motivation, organizational learning culture, job satisfaction, employee engagement, and organizational commitment may function as intervening mechanisms. Therefore, employee performance in contemporary organizations is associated with the combined presence of effective leadership and supportive organizational culture, while the specific relationships vary according to organizational and contextual conditions.

5. | DISCUSSION

The findings of this systematic literature review indicate that leadership style and organizational culture are generally associated with employee performance, although the strength and direction of these relationships vary across organizational contexts. Ferine et al. (2021) identified leadership and organizational culture as important factors associated with employee performance, while Pangarso et al. (2021) found that transformative leadership and organizational culture contribute to performance.

Transformational leadership remains relevant because it can encourage employee development, organizational learning, and adaptation. Udin (2023) found that organizational learning culture plays an important mediating and moderating role in the relationship between transformational leadership and employee performance. Similarly, Nguyen et al. (2023) reported a relationship between transformational leadership, organizational culture, and organizational performance. These findings suggest that leadership effectiveness may depend partly on the organizational environment created by leaders.

Organizational culture also emerges as an important factor influencing employee performance. Cultures that support learning, collaboration, engagement, and adaptation can create conditions that facilitate effective employee performance. Basuki et al. (2024) found that organizational culture is associated with employee performance through mechanisms including person–organization fit, organizational commitment, and employee engagement. This pattern is also reflected in the studies summarized in Table 1, where organizational culture frequently appears as either a direct predictor or part of an indirect pathway to performance.

An important finding is that leadership does not always have a significant direct effect on employee performance. Several studies reported indirect or mixed relationships when factors such as motivation, job satisfaction, learning culture, discipline, and engagement were considered (Evi & Tine, 2022; Murniawati & Achmad, 2024; Udin, 2023). This variation indicates that organizational conditions and intervening mechanisms may influence how leadership affects performance.

These findings are particularly relevant to organizations undergoing digital transformation. Digitalization requires leadership capabilities that support technological adaptation while maintaining employee collaboration and learning. Chatterjee et al. (2023) highlight the relevance of digital leadership capability in digitally transformed workplaces, while AlNuaimi et al. (2022) connect leadership with organizational agility and digital strategy. Overall, the findings indicate that employee performance is better understood as the result of interactions among leadership, organizational culture, and employee-related mechanisms rather than leadership style alone.

6. | CONCLUSION

This study concludes that leadership style and organizational culture are important organizational factors associated with employee performance in the digital economy. The systematic review of 20 quantitative studies demonstrates that leadership and organizational culture generally have positive relationships with employee performance, although the strength and direction of these relationships vary across organizational contexts. The findings indicate that transformational, adaptive, and digital-oriented leadership can support employee performance by encouraging motivation, learning, collaboration, innovation, and adaptation to organizational change. Organizational culture also plays an important role by creating an environment that supports continuous learning, openness, collaboration, employee engagement, and technological adaptation. However, the relationship between leadership and employee performance is not always direct. Motivation, job satisfaction, organizational learning culture, discipline, employee engagement, and organizational commitment may function as intervening mechanisms that influence how leadership and organizational culture affect performance.

These findings suggest that organizations should not focus exclusively on selecting a particular leadership style but should develop leadership practices that are aligned with a supportive and adaptive organizational culture. In the context of digital transformation, organizations also need to strengthen employees' capacity to adapt to technological changes while maintaining collaboration and organizational learning. The study highlights the importance of integrating leadership development, organizational culture, and employee performance management as interconnected components of organizational sustainability. The synthesis further indicates that organizational context should be considered when understanding the relationship between leadership, culture, and employee performance in increasingly digital and dynamic work environments.

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The authors declare that there is no conflict of interest.

Ethical Approval and Originality Statement

Ethical approval was obtained for this study. The manuscript represents original work and has not been previously published, nor is it under consideration by another journal.

Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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