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# Organizational Culture, Leadership Style, and Organizational Communication on Organizational Performance: A Systematic Literature Review

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**Abstract:** This study systematically investigates the influence of organizational culture, leadership style, and organizational communication on organizational performance using a Systematic Literature Review (SLR) approach. These three dimensions are widely acknowledged as crucial for effectiveness and productivity. Organizational culture establishes shared values and norms that guide behavior and collaboration, while organizational communication connects structures, processes, and individuals, enabling coordination. Leadership style reflects how leaders inspire and direct subordinates toward common goals. The findings show that a strong, adaptive organizational culture, transformational leadership, and open, participatory communication are positively associated with enhanced organizational performance. The integration of these variables generates synergy in decision-making, employee engagement, and achievement of strategic objectives. Transformational leadership fosters innovation and motivation, whereas culture and communication provide the foundation for collaboration, cohesion, and sustainable outcomes. Methodologically, the study applies to a structured SLR combining bibliometric mapping and in-depth content analysis. Seventy peer-reviewed articles published between 2010 and 2024 were rigorously selected from indexed databases such as Scopus and Web of Science. The results emphasize that culture, leadership, and communication interact as reinforcing mechanisms that collectively strengthen organizational performance across diverse contexts.

**Keywords:** Organizational Culture, Leadership Style, Organizational Communication, Organizational Performance, Systematic Literature Review.

## INTRODUCTION

In the current era of globalization and digital disruption, organizations are required to enhance their competitiveness through continuous improvement of organizational

performance. Organizational performance reflects an organization's ability to achieve its goals efficiently and effectively (Daft, 2015; Richard et al., 2009). Several internal factors have been identified as key determinants of organizational performance, including organizational culture, leadership style, and organizational communication (Robbins & Judge, 2019; Cameron & Quinn, 2011; Schein, 2010).

Organizational culture is a system of values, beliefs, and practices developed and sustained by members of the organization (Schein, 2010). A strong culture fosters collective identity and enhances cohesion within the organization (Denison, 1990; Kotter & Heskett, 1992). Organizations with adaptive cultures are proven to be more responsive to environmental changes and exhibit higher levels of innovation and performance (Zohar & Hofmann, 2012; Hartnell et al., 2011).

Meanwhile, leadership style plays a crucial role in driving behavioral change and enhancing work motivation. Leaders who adopt a transformational leadership style are able to inspire, articulate a compelling vision, and foster extraordinary achievement (Bass & Avolio, 1994; Yukl, 2013; Northouse, 2018). Prior studies have shown that effective leadership styles directly contribute to improvements in both individual and organizational performance (Judge & Piccolo, 2004; Wang et al., 2011).

Organizational communication is also an essential component in coordination, decision-making, and employee engagement (Clampitt, 2013; Kreps, 1990). Clear, open, and participatory communication enhances a sense of ownership and strengthens trust among organizational members (Men & Stacks, 2014; Tourish, 2014). Thus, organizational culture, leadership, and communication are closely linked to the achievement of optimal organizational performance (Alvesson, 2016; Robbins & Judge, 2019).

Although numerous studies have addressed these three variables individually, research integrating their combined impact on organizational performance within a single conceptual framework remains limited. This study seeks to fill this gap through a Systematic Literature Review (SLR) to provide a holistic and integrative understanding. The findings are expected to contribute both theoretically and practically to strengthening organizational management in a dynamic era.

Based on prior theoretical and empirical studies, various approaches and research results highlight the relationship between organizational culture, leadership style, and organizational communication with performance (Denison, 1990; Bass & Avolio, 1994; Clampitt, 2013). Some studies suggest that organizational culture is the most dominant factor influencing performance (Cameron & Quinn, 2011), while others emphasize the central role of leadership style (Yukl, 2013; Judge & Piccolo, 2004), or the significance of effective communication (Tourish, 2014; Men & Stacks, 2014). However, few studies have comprehensively combined all three factors into an integrative analytical model. The diversity of methodological approaches and organizational contexts also makes it difficult to draw strong generalizations. Therefore, a systematic review is required to map how these three factors, both individually and collectively, affect organizational performance. This study aims to integrate them into a systematic and comprehensive conceptual framework through the SLR method.

The objectives of this study are to systematically analyze the influence of organizational culture on performance achievement, identify the impact of leadership style on organizational performance through a comprehensive literature review, explain the role of organizational communication in fostering efficiency, engagement, and productive collaboration, and develop an integrative conceptual framework combining organizational culture, leadership style, and organizational communication as key determinants of organizational performance. Accordingly, this study addresses the following research questions (RQ):

1. RQ1: How does organizational culture influence organizational performance based on literature?

2. RQ2: To what extent does leadership style, particularly transformational leadership, affect organizational performance?
3. RQ3: How does organizational communication impact effectiveness and efficiency within organizations?
4. RQ4: How do the interactions of organizational culture, leadership style, and organizational communication simultaneously contribute to enhancing organizational performance?

This study is grounded in a conceptual framework that integrates three main variables—organizational culture, leadership style, and organizational communication—which are believed to significantly influence organizational performance. Each variable has a unique role but remains interconnected in shaping organizational processes and outcomes (Robbins & Judge, 2022; Cameron & Quinn, 2011).

Organizational culture provides the values and norms that guide collective behavior (Schein, 2010), while leadership acts as the driving force that directs vision and motivation (Bass & Avolio, 1994). Organizational communication functions as the medium to convey vision, align objectives, and coordinate activities (Clampitt, 2010). When these three variables work synergistically, they create a conducive work environment for achieving high performance (Denison, 2000; Yukl, 2013).

Organizational culture is a system of shared values, beliefs, and norms that develops within an organization and shapes the way its members think, act, and behave (Schein, 2010). Culture consists of three levels: artifacts (observable behaviors), espoused values, and underlying assumptions (belief systems) that, though invisible, strongly influence actions. According to Cameron and Quinn (2011), the Competing Values Framework identifies four types of organizational culture: (1) Clan Culture, emphasizing collaboration and participation; (2) Adhocracy Culture, oriented toward innovation and creativity; (3) Market Culture, focusing on competition and results; and (4) Hierarchy Culture, centered on stability and control. Research has shown that adaptive cultures, responsive to changes in the business environment, significantly enhance organizational agility (Denison & Mishra, 1995; Hartnell et al., 2011). Furthermore, culture contributes to employee motivation, job satisfaction, and organizational loyalty (O'Reilly et al., 1991).

Leadership style refers to how leaders influence, guide, and motivate organizational members to achieve common goals. Two leadership styles most frequently studied are transformational and transactional leadership (Bass & Avolio, 1994). Transformational leadership emphasizes inspiration, idealized influence, intellectual stimulation, and individualized consideration. This style is strongly associated with innovation, job satisfaction, and organizational commitment (Judge & Piccolo, 2004; Avolio & Bass, 2004). In contrast, transactional leadership focuses on rewarding performance and strict supervision, proving effective in structured situations that demand short-term results (Yukl, 2013). Other leadership approaches such as servant leadership (Greenleaf, 1977), authentic leadership (Walumbwa et al., 2008), and situational leadership (Hersey & Blanchard, 1982) have also been highlighted, with positive contributions depending on the organizational context. Effective leadership is not merely about giving instructions but about creating meaning, building trust, and empowering subordinates (Goleman et al., 2002; Tourish, 2014).

Organizational communication is the process of exchanging information within the structures and workflows of an organization to coordinate activities and achieve shared goals (Clampitt, 2010). Effective communication improves role clarity, accelerates problem-solving, and strengthens interpersonal relationships. According to Goldhaber (1993), organizational communication consists of three main aspects: (1) vertical communication (between superiors and subordinates), (2) horizontal communication (among peers), and (3) external communication (with stakeholders). Open and honest communication fosters trust (Thomas et

al., 2009), whereas poor communication is often the primary cause of conflict, miscommunication, and low productivity (Tourish & Robson, 2006). Research also shows that communication effectiveness mediates the relationship between leadership and job satisfaction (Men, 2014). In modern organizations, the ability to adapt to digital communication technologies also determines the success of internal communication (Mazzei, 2014).

The three variables examined in this study are interrelated and collectively exert a significant impact on organizational performance. Organizational culture, leadership, and communication jointly shape outcomes: a healthy culture fosters team cohesion, innovation, and resilience to external pressures (Hartnell et al., 2011); effective leadership aligns structure with strategy and creates a productive work environment (Bass & Avolio, 1994; Judge & Piccolo, 2004); and efficient communication strengthens coordination, accelerates decision-making, and enhances employee engagement (Clampitt, 2010; Tourish, 2014). Organizational performance thus emerges as the dynamic result of the interaction among these variables (Yukl, 2013; Robbins & Judge, 2022), where the balance of a strong culture and values-based leadership enhances ROI, productivity, and customer satisfaction (Denison & Mishra, 1995)

## METHODS

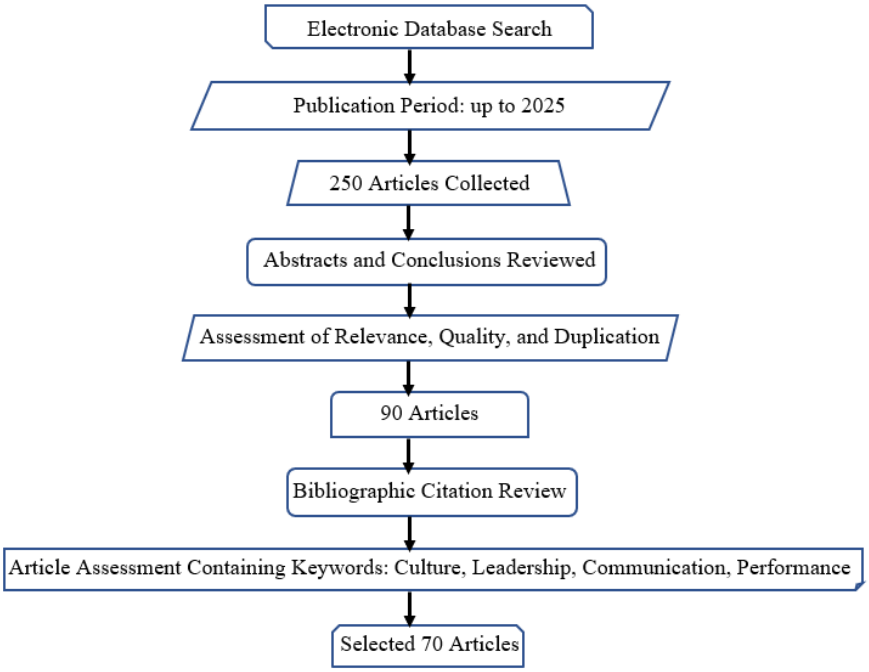
This study employs a qualitative research design with a Systematic Literature Review (SLR) approach. Articles were selected based on predefined inclusion and exclusion criteria, using standardized keywords and a multi-layered screening process. Data analysis was conducted thematically and narratively.

A Systematic Literature Review (SLR) is a research method used to systematically identify, evaluate, and synthesize all relevant scientific evidence related to a specific research question by following an explicit and transparent protocol. The primary aim of SLR is to identify, evaluate, and interpret all available studies relevant to a given research question, topic area, or phenomenon of interest (Kitchenham, 2004). It is also a method to synthesize findings across a large body of information and integrate results from multiple studies (Tranfield, Denyer, & Smart, 2003).

The inclusion criteria were designed to capture only literature that met requirements of relevance, quality, and methodological rigor. In contrast, the exclusion criteria were established to eliminate articles that were irrelevant, of low quality, or inconsistent with the scope of the study.

The data collection process in this study was conducted systematically, adhering to the methodology of SLR to ensure accuracy, transparency, and replicability of the findings. The initial stage involved an electronic search of reputable scientific databases such as Scopus, Web of Science, ScienceDirect, Emerald Insight, ProQuest, and Google Scholar. Keywords used included organizational culture, leadership, organizational communication, and organizational performance, combined with Boolean operators. The publication period was limited up to 2025, capturing studies from the past two decades.

From an initial pool of 250 articles, a selection process based on abstracts, conclusions, language, relevance, and journal credibility reduced the number to 90 articles. Following thematic and methodological assessment, 70 articles were ultimately selected as the primary sources for systematic synthesis, as they fully met the inclusion criteria and were directly aligned with the research focus.



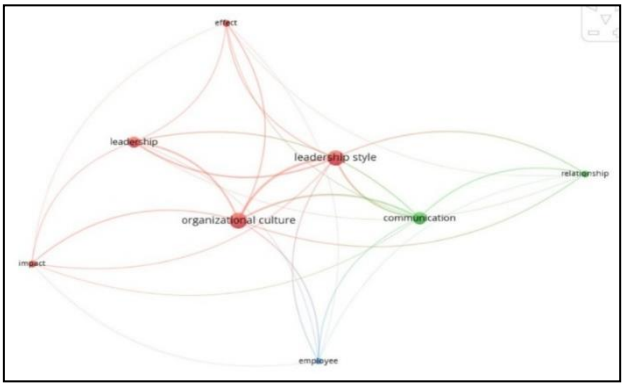

Source: Processed Data

**Figure 1. Workflow Mapping**

## RESULTS AND DISCUSSION

This study established systematic and explicit inclusion and exclusion criteria to ensure that the analyzed articles met both scientific quality standards and thematic relevance to the research topic. These criteria were applied during the selection and screening stages, following the initial identification process using database search engines such as Scopus, Web of Science, ScienceDirect, and Google Scholar. This step aimed to enhance the internal and external validity of the study while minimizing selection bias.

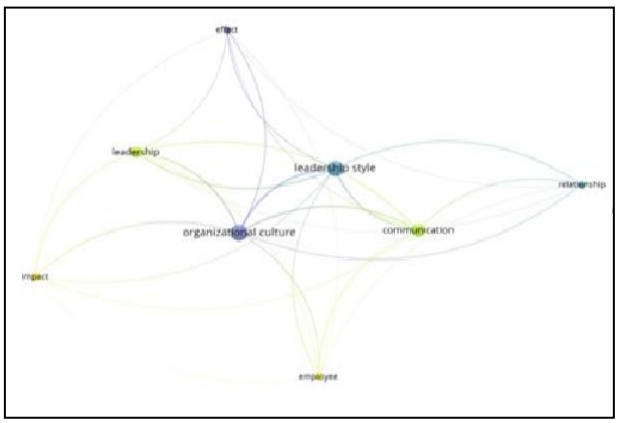
Network visualization illustrates the interconnections among keywords within the analyzed articles. In Figure 2, nodes represent the most frequently occurring keywords in the literature, while the lines connecting them indicate the frequency of co-occurrence between concepts. Different colors denote thematic clusters that naturally emerge based on co-terminology relationships. For instance, the red cluster may represent the close association between “organizational culture,” “leadership,” and “performance,” while the blue cluster indicates the linkages among “communication,” “employee engagement,” and “trust.” This visualization highlights that the literature in this field is concentrated in several conceptually interrelated subthemes.




Source: Processed Data

**Figure 2. Network Visualization**

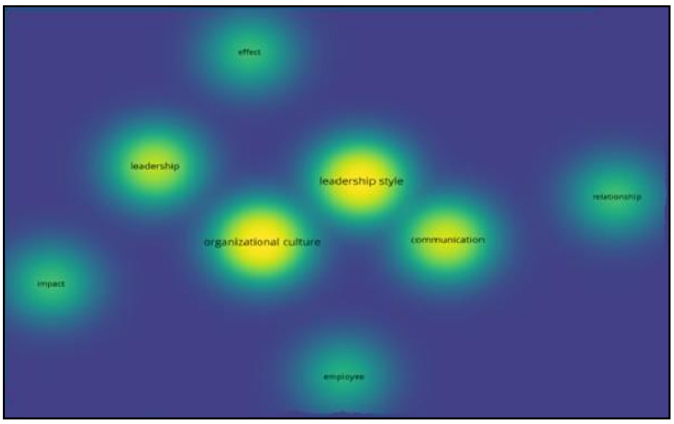
Figure 3 presents the temporal dimension of keyword distribution. Brighter colors (yellow to light green) denote keywords that appeared in more recent publications, whereas darker colors (dark blue or purple) represent those found in earlier studies. The visualization indicates that keywords such as "transformational leadership," "organizational communication," and "employee performance" have increasingly become the focus of recent research. This suggests a shift toward modern leadership issues, strategic communication approaches, and performance-based organizational outcomes in the past decade.




Source: Processed Data

**Figure 3. Overlay Visualization**

Figure 4 illustrates the intensity of keyword occurrences through a heat map. Bright yellow to orange areas indicate high keyword concentration, representing dominant themes within the literature. Keywords such as "organizational culture," "leadership," and "performance" appear in highlighted zones, signifying their role as the central focus of the analyzed literature. In contrast, green or blue areas reflect lower density, pointing to less-explored themes that hold potential as future research agendas.




Source: Processed Data

**Figure 4. Density Visualization**

## Co-Occurrence Network of Authors

### RQ1: How does organizational culture influence organizational performance based on the literature review?

Based on the reviewed literature, organizational culture has a positive and significant impact on improving organizational performance in terms of effectiveness, productivity, loyalty, and innovation. Bogale and Debela (2024) demonstrated that an adaptive culture strengthens organizational agility in facing change and directly enhances performance. This

indicates that organizations with high cultural adaptability are better prepared to respond to dynamic business environments. Tsai (2011) found that organizational culture and leadership influence job satisfaction and productivity, emphasizing the importance of culture in creating a healthy and productive work environment. Hartnell et al. (2011), through a meta-analysis, found that Clan Culture and Adhocracy Culture significantly contribute to organizational effectiveness, suggesting that certain cultural types are more conducive to achieving organizational goals. Clampitt (2013), in his conceptual review, stated that culture and communication reinforce each other in building organizational synergy, which forms the foundation for achieving sustainable performance. The Organizational Culture Review (2021) concluded that a strong organizational culture fosters employee loyalty and positively affects long-term performance, particularly in developing country contexts. Wiese et al. (2024) demonstrated that a development culture supports technology adoption and organizational innovation, contributing to enhanced corporate performance, especially in Swiss companies competing in Industry 4.0. Saif Ghaleb (2024) emphasized that a positive and adaptive culture creates a work environment that supports innovation and job satisfaction, indirectly enhancing overall organizational performance.

Organizational culture plays a central role in enhancing performance. Adaptive cultures promote agility and responsiveness to environmental dynamics (Bogale & Debela, 2024) and are positively correlated with effectiveness, particularly in clan and adhocracy types (Hartnell et al., 2011). Positive culture also enhances job satisfaction, which impacts employee performance (Tsai, 2011), and serves as a value framework uniting shared goals, which requires support from open communication (Clampitt, 2013). Moreover, development culture strengthens readiness for new technology adoption, enhances competitiveness, and drives performance (Wiese et al., 2024).

**RQ2: To what extent does leadership style, particularly transformational leadership, affect organizational performance?**

Based on scholarly sources ranging from conceptual, systematic, to empirical studies, it can be concluded that transformational leadership is a key determinant in driving organizational performance improvement. A synthesis of findings reveals that transformational leadership affects performance both directly and indirectly through innovation, creativity, dynamic capabilities, and employees' intrinsic motivation.

Transformational leadership has been proven to have the strongest influence on organizational performance compared to other leadership styles (Judge & Piccolo, 2004), with more sustainable long-term impacts through the formation of shared vision and values (Bass & Avolio, 1994). This influence operates by strengthening dynamic capabilities and innovation, enabling organizations to adapt flexibly to complex environments (Agazu et al., 2025; Ogonegbu & Kyongo, 2023). The ambidextrous leadership approach, which combines transformational and transactional elements, also reinforces innovation and adaptive performance, particularly in organizations requiring simultaneous exploration and exploitation (Rosing et al., 2011). Consistently, cross-study findings indicate that transformational leadership significantly contributes to various organizational outcomes, including creativity, job satisfaction, adaptability, and performance, both in corporate sectors and SMEs (Clarke et al., 2022; Frontiers in Psychology, 2022).

The SLR results confirm that transformational leadership positively and significantly impacts organizational performance. Judge & Piccolo's (2004) meta-analysis revealed that this style improves team performance, productivity, and job satisfaction. Bass & Avolio (1994) found that transformational leadership exerts stronger long-term impacts than transactional leadership. Clarke et al. (2022) highlighted the linkage of this style with organizational effectiveness, creativity, and innovation. Agazu et al. (2025) showed that combining

transformational leadership with dynamic capabilities drives innovation and enhances performance. Meanwhile, Rosing et al. (2011), through the concept of ambidextrous leadership, emphasized the importance of balancing exploration and exploitation to reinforce innovation and performance outcomes.

**RQ3: How does organizational communication affect effectiveness and efficiency at work?**

Analyses from various empirical studies, conceptual papers, and global literature reviews show that organizational communication is a central mechanism in building trust, strengthening participation, and improving the effectiveness of teams and organizations.

Open internal communication has been proven to strengthen reputation, build trust, and serve as a prerequisite for organizational effectiveness (Men & Stacks, 2014). As a strategic bridge between vision and performance implementation (Clampitt, 2013), communication enhances participation, unifies direction, and strengthens collaboration (Thomas et al., 2009; Mazzei, 2014). Leadership communication styles greatly influence team learning, coordination, and decision-making (Fifty Years of Leader Communication, 2023), while hierarchical and informal communication patterns shape collaboration structures and network effectiveness (Josephs et al., 2022). Communication also serves as a linkage between organizational culture and leadership, creating alignment and execution efficiency (Kelmendi et al., 2024). Additionally, effective internal communication fosters creativity, innovation, and process efficiency within organizations (Frontiers in Psychology, 2022).

Organizational communication has been shown to act as both a mediating and catalytic variable in supporting effectiveness and efficiency. Mazzei (2014), in a case study in Italy, stated that strategic internal communication empowers employees, enhancing engagement and accountability. Thomas et al. (2009) highlighted the role of communication in building trust and involvement, which ultimately impacts team performance. Men & Stacks (2014), in a U.S. corporate context, demonstrated that open communication enhances reputation, transparency, and trust. Josephs et al. (2022) revealed that overly hierarchical communication structures can hinder collaboration and efficiency, thus requiring more adaptive communication governance. The Fifty Years of Leader Communication (2023) also reinforced that effective communication is a primary determinant of organizational learning and sustainable performance.

**RQ4: How do the interactions among organizational culture, leadership style, and organizational communication simultaneously contribute to improved organizational performance?**

Findings from the selected articles indicate that the interaction of organizational culture, leadership style, and organizational communication forms an integrated and mutually reinforcing system that drives organizational performance.

Tsai (2011) demonstrated that a positive organizational culture and effective leadership together increase job satisfaction, which directly impacts performance (hospital study). Clan and adhocracy cultures combined with transformational leadership foster innovative and cooperative work environments (Hartnell et al., 2011), while open internal communication builds trust and organizational reputation (Men & Stacks, 2014). Conceptually, Clampitt (2013) emphasized that communication serves as a strategic bridge between vision (leadership) and performance execution (culture and organizational structure). Transformational leadership has also been shown to transform culture into being more adaptive and innovative, with long-term impacts on performance (Bass & Avolio, 1994). The integration of culture, communication, and leadership creates synergy that enhances organizational effectiveness (Kelmendi et al., 2024), where strategic communication aligned with leadership empowers employees and boosts productivity within an open culture (Mazzei, 2014).

Several studies indicate that these three variables mutually reinforce each other in creating superior performance. Cultural change is only effective if supported by proper leadership and adaptive communication (Dong, 2023), while sound culture and communication can shape leadership style and improve organizational effectiveness (Kelmendi et al., 2024).

Studies in Pakistan show that transformational leadership, supported by an innovative culture and effective communication, fosters creativity and team performance (Frontiers in Psychology, 2022). Similarly, PMC (2021) emphasized that leadership style is shaped by culture and reinforced by internal communication, which together determines managerial psychological well-being and organizational success.

## CONCLUSION

This study highlights the critical role of organizational culture, leadership style, and organizational communication as key determinants of organizational performance. Findings from the systematic review suggest that a strong and adaptive organizational culture fosters shared values, team cohesion, and readiness for change. Transformational leadership enhances performance by providing inspiration, intellectual stimulation, and individualized support, thereby strengthening employee motivation and commitment. Meanwhile, open and strategic communication functions as a catalyst to align vision, reinforce cultural values, and facilitate collaboration. Together, these three variables generate synergistic effects that contribute significantly to organizational effectiveness, efficiency, innovation, and productivity.

Theoretically, this study enriches management literature by offering an integrative conceptual framework that connects culture, leadership, and communication as interconnected factors influencing performance. Practically, it provides strategic insights for managers, leaders, and policymakers to cultivate adaptive cultures, exercise inspiring leadership, and design effective communication systems to achieve sustainable competitive advantage.

Nonetheless, several limitations should be acknowledged. The review was restricted to English and Indonesian publications accessible in full text, with most studies focusing on Asia and Europe, which may limit cross-cultural generalization. In addition, the study employed a qualitative thematic synthesis without a meta-analytic quantitative approach, which could have provided stronger empirical weight.

Future research is recommended to adopt multilevel quantitative models to empirically test causal relationships among these variables. Expanding the scope to cross-sectoral and cross-cultural contexts would also deepen understanding of organizational dynamics in diverse environments. Moreover, further exploration of digital communication technologies is needed to examine their role in reinforcing leadership effectiveness and organizational culture in the post-pandemic era.

In sum, the synergy between organizational culture, leadership, and communication is fundamental in shaping high-performing organizations, making their integration essential for sustainable organizational success.

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