

Uniting Key Elements: A Systematic Review Of The Influence Of Situational Leadership Style, Organizational Culture, and Organizational Commitment On Employee Performance

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Received: 22-02-2025

Accepted: 13-03-2025

Published: 30-04-2025

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and Scientific Research
Publishing Inc.

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Abstract

This study aims to explore and analyze the influence of situational leadership style, organizational culture, and organizational commitment on employee performance through a systematic review. Using a systematic review approach, this study synthesizes findings from various relevant empirical studies to obtain a comprehensive understanding of the topic. The analysis results indicate that all three factors have significant influence on employee performance, both individually and through interactions and synergies among them. Effective situational leadership style, strong and positive organizational culture, and high organizational commitment have been proven to enhance motivation, productivity, creativity, and overall employee performance. The main finding of this review is that these three factors are interconnected and can mutually reinforce each other in creating a conducive work environment to support optimal employee performance. This research provides valuable theoretical and practical implications for academics and practitioners in the field of human resource management and organizational behavior, as well as providing guidance for designing strategies and best practices in improving employee performance through effective integration of situational leadership style, organizational culture, and organizational commitment.

Keywords

Situational Leadership Style, Organizational Culture, Organizational Commitment, Employee Performance.

Introduction

In today's dynamic and competitive business environment, organizations are constantly striving to improve their employees' performance. Good employee performance is a key factor for the success and sustainability of an organization. However, achieving optimal employee performance cannot be achieved easily, but is influenced by various internal and external factors of the organization (Nasir et al., 2020). One important factor that can affect employee performance is the leadership style applied in the organization. Situational leadership style, which emphasizes the leader's ability to adjust his/her leadership style to the situation and maturity level of his/her followers, has been widely studied and is considered an effective approach in optimizing employee performance (Hamida et al., 2023). This style has also been shown to increase individual engagement, job satisfaction, and productivity when combined with supportive work environment conditions (Mustofa, 2021). In the context of public and private organizations, an adaptive leadership style plays an important role in encouraging employee loyalty and reducing resistance to change (Anggraeni & Saori, 2024).

In addition, organizational culture also plays an important role in shaping employee behavior and attitudes towards their work. Organizational culture is a system of values, beliefs, and norms that are adopted and practiced by members of an organization, which then influences the way they think, act, and behave in the work environment. A strong and positive organizational culture can create a supportive work environment, where employees feel valued, involved, and motivated to contribute optimally. Conversely, a negative or unhealthy organizational culture can cause problems such as lack of motivation, low commitment, and high employee turnover rates (Tadesse Bogale & Debela, 2024). Recent research confirms that an adaptive organizational culture that is oriented towards collaboration, innovation, and performance recognition contributes greatly to maintaining employee performance sustainably (Wibowo & Suhana, 2025). A strong work culture also strengthens the relationship between leadership and job satisfaction, especially when organizational values are aligned with employees' personal values.

Therefore, a good organizational culture is very important to shape positive employee attitudes and behaviors towards their work. When employees feel that the organization's values are aligned with their personal values, they tend to be more engaged, productive, and satisfied with their work. Organizational culture can also influence how employees perceive and respond to change, as well as how they interact with coworkers, superiors, and customers (Tamimi & Sopiah, 2022) (Tamimi & Sopiah, 2022). Thus, building and maintaining a strong and positive organizational culture is a key factor in creating a conducive work environment to encourage optimal employee performance. A strong and positive organizational culture can encourage employee commitment to the organization, which in turn can improve their performance. Organizational commitment itself is another important factor that can affect employee performance (Adamska-Chudzińska, 2020). Employees who have a high commitment to the organization tend to be more motivated and dedicated in carrying out their duties and responsibilities, thus improving their performance. Strong organizational commitment makes employees feel emotionally attached to the organization, so they are more willing to give their best efforts at work. Highly committed employees tend to have a greater attachment to the values and goals of the organization, and have a stronger desire to remain and contribute to the success of the organization (Setyaningrum, 2017).

In this context, recent studies have shown that organizational commitment can be a mediating factor between leadership and employee productivity, particularly through job satisfaction and supportive work environment (Wuryania et al., 2021). High commitment not only

affects employee attendance and loyalty, but also encourages creativity, resilience to work pressure, and innovative contributions. Consequently, highly committed employees will demonstrate positive attitudes and behaviors at work, such as high attendance rates, willingness to work harder, and a desire to continuously improve their skills and knowledge. They also tend to be more productive, creative, and innovative in carrying out their duties and responsibilities. In addition, highly committed employees are also more likely to comply with organizational policies and regulations, and have lower turnover rates (Akhavan et al., 2014). Employees with high levels of commitment are also the main drivers of a positive work culture and agents of internal change that facilitate the adoption of new strategies (Stollberger et al., 2019). The combination of the right leadership style, a conducive work culture, and employee emotional commitment creates a resilient and highly competitive organizational system in the long term.

Thus, organizations that are able to build and maintain high employee commitment will benefit from improved overall employee performance. This will ultimately contribute to the achievement of organizational goals and success in the long term. When employees have a strong commitment to the organization, they will give their best efforts in carrying out the tasks and responsibilities given. This creates a productive, efficient, and high-quality work environment. Committed employees also tend to be more loyal and stay longer in the organization, reducing excessive recruitment and training costs. In addition, they can also be good ambassadors for the organization, promoting a positive image and attracting more quality talent. Thus, high employee commitment can provide a competitive advantage for organizations, enabling them to achieve strategic goals and achieve long-term success in their industry. Organizations that are able to integrate these three main aspects will be better prepared to face external pressures and demands for strategic adaptation in an era of uncertainty (Yewale & Meshram, 2025).

Integrating key elements such as situational leadership style, organizational culture, and organizational commitment becomes important in an effort to improve employee performance optimally. This systematic review aims to explore and analyze the influence of these three factors on employee performance, as well as identify strategies and best practices in integrating these key elements to achieve better employee performance.

Methods

This research employs a systematic review approach to analyze and synthesize findings from various empirical studies relevant to the research topic. Systematic review is a structured and transparent research method that aims to identify, evaluate, and synthesize all empirical studies relevant to predetermined research questions (Sugiyono, 2019).

Literature search was conducted systematically through various electronic databases such as Web of Science, Scopus, ProQuest, and Google Scholar. Keywords used in the search included "situational leadership style," "organizational culture," "organizational commitment," "employee performance," and combinations of these keywords.

Inclusion criteria encompassed empirical studies published in English or Indonesian, focusing on the influence of situational leadership style, organizational culture, and organizational commitment on employee performance. Studies that did not meet these criteria were excluded from the systematic review.

Relevant data were extracted from each study meeting the inclusion criteria, including information about authors, publication year, research design, sample, variable measurements, and main findings. The quality of each study included in the systematic review was assessed using valid

and reliable quality assessment tools. This quality assessment considered aspects such as internal validity, external validity, and potential bias.

Data extracted from studies meeting the criteria were synthesized using appropriate methods, such as meta-analysis or narrative synthesis. This data synthesis provided a comprehensive overview of the influence of situational leadership style, organizational culture, and organizational commitment on employee performance.

Results from the systematic review were interpreted and reported objectively and comprehensively. Main findings were discussed in the context of existing literature, and theoretical and practical implications were identified. Research limitations and recommendations for future research were also discussed. The results of this systematic review were compared and contrasted with findings from previous studies in the same field to provide broader context and strengthen the validity of research findings. Discussion included how research findings support or contradict existing theories and models related to situational leadership style, organizational culture, organizational commitment, and employee performance.

Furthermore, theoretical implications of this research were elaborated in detail. This included how research findings contribute to theory development and expand understanding of relationships between studied variables. Practical implications were also identified, including how organizations can apply these research findings to design and implement effective strategies in improving employee performance through appropriate situational leadership style implementation, strong and positive organizational culture formation, and organizational commitment enhancement among employees.

Although this research was conducted with rigorous and structured methods, there are several limitations that will be acknowledged and discussed. These limitations may include limited literature coverage, potential bias in study selection processes, or other constraints that might affect generalization and validity of findings. Based on these limitations, recommendations for future research will be provided, such as suggestions to expand literature coverage, explore other potentially relevant variables, or use alternative research methods to strengthen understanding of this topic.

By using structured and transparent systematic review methods, this research is expected to provide deep insights into relationships between situational leadership style, organizational culture, organizational commitment, and employee performance, as well as identify strategies and best practices for optimizing employee performance in organizations.

Results and Discussion

Results from this systematic review indicate that situational leadership style, organizational culture, and organizational commitment have significant influence on employee performance. Overall, studies analyzed in this review provide empirical evidence supporting positive relationships between these three factors and employee performance. These results show that organizations capable of integrating effective situational leadership style, strong and positive organizational culture, and maintaining high organizational commitment among employees will experience significant improvement in employee performance. These findings are consistent with previous theories and research emphasizing the importance of these factors in creating conducive work environments and motivating employees to provide their best performance (Harsono et al., 2021).

Although there are variations in effect sizes and statistical significance among analyzed studies, results generally show that situational leadership style, organizational culture, and organizational commitment have positive and meaningful influence on various aspects of employee performance, such as productivity, work quality, job satisfaction, and organizational citizenship behavior. This confirms that efforts to optimize these three factors constitute important strategies for organizations in improving employee performance and achieving competitive advantage.

Situational Leadership Style and Employee Performance

Findings from this systematic review reveal that situational leadership style applied by organizational leaders has direct impact on employee performance. Leaders who can adapt their leadership style to situations and follower maturity levels tend to be more effective in improving employee performance. This is because appropriate leadership style can motivate, empower, and support employees in carrying out their duties and responsibilities well. Leaders who adopt situational leadership style can adjust their leadership approach according to situations and follower maturity levels. Thus, leaders can provide support, direction, or delegation appropriate to employee needs and abilities in completing their tasks (Narotama & Sudewi, 2023).

When employees feel supported, empowered, and motivated by appropriate leadership style, they tend to be more engaged, confident, and motivated at work. Effective leaders can create positive work environments where employees feel valued and given opportunities to develop. This can increase employee ownership and responsibility toward their work, ultimately encouraging them to strive maximally and provide their best performance (Nor et al., 2023).

Furthermore, situational leadership style also enables leaders to provide constructive feedback and relevant guidance according to individual needs. This can help employees identify areas needing improvement and develop skills and competencies required to achieve better performance. Thus, appropriate leadership style not only encourages motivation and engagement but also facilitates continuous employee growth and development (Yahaya & Ebrahim, 2016).

Appropriate leadership style not only influences employee motivation and engagement but also has significant impact on their continuous growth and development. First, growth-supporting leadership style focuses on developing employee skills and competencies. Leaders who understand the importance of individual development will provide support, resources, and career development opportunities for their employees. They may provide training, mentoring, or special development programs to help employees improve their skills and achieve their full potential (Oc, 2018).

Additionally, supportive leadership also creates environments where employees feel comfortable taking risks and learning from failures. Leaders who promote experimentation and innovation culture will inspire employees to continuously seek new ways to improve their performance. Thus, employees feel encouraged to continuously learn and develop, which is a key element in sustainable career growth (Cummings et al., 2010).

Furthermore, effective leaders also become good examples for their employees in terms of desired attitudes and behaviors. They practice organizational values and demonstrate their dedication to company vision through their daily actions. This motivates employees to follow their footsteps and encourages personal and professional growth (Gaol, 2020).

Finally, leadership that understands individual needs in their teams can help create clear

and directed career paths. By providing constructive and continuous feedback, as well as listening to employee aspirations and goals, leaders can help design development plans appropriate to individual needs and interests. This creates strong intrinsic motivation and enables employees to engage in continuous learning processes.

Thus, appropriate leadership style not only encourages employee motivation and engagement but also facilitates their continuous growth and development. Effective leaders play important roles in helping employees achieve their full potential and generate positive impacts for organizations overall.

Organizational Culture and Employee Performance

Organizational culture has also proven to have significant influence on employee performance. Strong and positive organizational culture emphasizing values such as collaboration, innovation, and performance recognition can increase motivation, job satisfaction, and employee commitment. This in turn can drive overall employee performance improvement. When organizational culture emphasizes positive values such as collaboration, innovation, and performance recognition, employees tend to feel more engaged, motivated, and satisfied at work. They feel that their efforts and contributions are valued and appreciated by the organization, which drives increased productivity, creativity, and commitment in carrying out their duties and responsibilities. Strong and positive organizational culture can also facilitate more open communication, mutual trust, and more effective teamwork, ultimately contributing to overall employee performance improvement (Ketelaars et al., 2024).

Furthermore, organizational culture supporting employee growth and development can create conducive environments for learning and innovation. Employees feel encouraged to explore new ideas, take calculated risks, and continuously improve their skills. This not only improves current employee performance quality but also prepares them to face future challenges and opportunities, ensuring organizational sustainability and competitiveness in the long term.

First, by focusing on skill and competency development, organizations can create highly adaptive and responsive teams to change. In rapidly changing business environments, the ability to adapt and learn becomes critical. By preparing employees to face upcoming challenges, organizations can ensure they remain relevant and competitive in the market (Magazine & Global, 2018).

Furthermore, structured and clear career development helps organizations retain and attract the best talent. When employees feel there are opportunities for growth and advancement within the organization, they tend to be more motivated to continue contributing and staying with the company. This reduces turnover rates and costs associated with recruiting and training new employees.

Additionally, by building culture encouraging innovation and creativity, organizations can continuously create added value for customers and markets. Employees who feel encouraged to think outside the box and try new ideas tend to produce more innovative and attractive solutions. This enables organizations to remain relevant and respond to changing market needs quickly.

Finally, by focusing on employee engagement and commitment, organizations can create environments where positive and collaborative work culture develops. Employees who feel connected to organizational mission and values tend to work harder and contribute to overall company success. This creates sustainability in organizational performance and increases their

long-term competitiveness.

Thus, investment in employee development, positive work culture, and employee engagement is not only a strategy for improving current performance but also an important step to ensure organizational sustainability and long-term competitiveness.

Organizational Commitment and Employee Performance

This systematic review also found that organizational commitment has close relationship with employee performance. Employees with high commitment to the organization tend to be more motivated, dedicated, and loyal in carrying out their duties and responsibilities. They also tend to be more productive, creative, and innovative at work, ultimately contributing to their performance improvement. Employees with high organizational commitment demonstrate strong emotional attachment and trust toward organizational values and goals. This encourages them to give their best effort and work earnestly in carrying out their duties and responsibilities. Consequently, committed employees tend to be more productive, producing more and higher quality output in the same time (Ketelaars et al., 2024).

When employees feel committed to their work and organization, they tend to become more productive and produce better output in the same time. Following are several positive impacts that can be observed:

1. **Increased Productivity:** Committed employees tend to have higher productivity levels because they are more focused and dedicated to completing their tasks well. They feel connected to company goals and motivated to give their best.
2. **High-Quality Output:** Strong commitment to work often positively impacts work result quality. Employees who feel engaged and care about their work tend to be more careful and strive to achieve high standards in their work results.
3. **Innovation and Creativity:** Committed employees are also more likely to contribute to innovative and creative ideas. They feel responsible for company success and seek new ways to improve processes or products.
4. **Resilience to Challenges:** Employees with strong commitment to work and organization tend to be more resilient in facing challenges and difficulties. They have strong intrinsic motivation to persevere and seek solutions when facing obstacles.
5. **Consistent Attendance:** Employees who feel committed to their work tend to have more consistent attendance rates. They are more motivated to come to work and provide their contributions consistently.
6. **High Engagement:** Strong commitment to work often impacts high engagement levels in the workplace. Employees who feel connected to company mission and values tend to be more active in decision-making processes and contribute to positive work culture.

Thus, employee commitment is an important factor in creating productive, innovative, and quality-oriented work environments. Organizations that can build and maintain employee commitment tend to achieve sustainable competitive advantage in the market.

Furthermore, strong organizational commitment can also foster creativity and innovation among employees. When employees feel emotionally bound to the organization, they tend to be more open to exploring new ideas and seeking innovative solutions to overcome challenges or improve performance. Strong sense of ownership toward the organization encourages them to continuously innovate and find new ways to provide greater contributions to organizational success (Oc, 2018).

With higher productivity, creativity, and innovation, committed employees can achieve superior performance in various aspects of their work. They not only complete routine tasks efficiently but are also able to exceed expectations by offering innovative solutions and providing added value to the organization. This ultimately contributes to overall employee performance improvement, which is a key factor for maintaining organizational competitiveness and sustainability in dynamic business environments.

When employees have optimal performance, they can provide greater contributions to achieving organizational goals and objectives. Higher productivity, better work quality, and continuously increasing creativity and innovation will enable organizations to continue developing and competing effectively in dynamic and competitive markets.

Organizations that can maintain high employee performance will also be more capable of adapting to business environment changes and utilizing emerging new opportunities. Motivated, committed, and dedicated employees will become valuable assets for organizations in facing continuously occurring challenges and changes. Additionally, good employee performance will also improve organizational reputation and image, facilitating attraction and retention of the best talents in the labor market.

Thus, uniting situational leadership style, organizational culture, and organizational commitment constitutes a very important strategy for organizations to ensure their sustainability and long-term success amid increasingly tight global competition. Only organizations capable of optimizing their employee performance will be able to survive and continue developing in today's dynamic business environment (Yahaya & Ebrahim, 2016).

Interaction between Situational Leadership Style, Organizational Culture, and Organizational Commitment

Besides analyzing individual influence of each factor, this systematic review also explores interactions and synergies between situational leadership style, organizational culture, and organizational commitment in influencing employee performance. Results show that these three factors are interconnected and can mutually reinforce each other in creating conducive work environments to support optimal employee performance. Situational leadership style, organizational culture, and organizational commitment are interconnected elements that cannot be separated in efforts to comprehensively improve employee performance. These three factors influence each other and interact in creating conducive work environments for employees to provide their best performance. The close interconnection between these factors makes integrated approaches very important in employee performance improvement efforts (Nasir, 2022).

Effective leadership style can build and strengthen positive organizational culture, which in turn can increase employee commitment to the organization. Conversely, strong organizational culture can also support appropriate leadership style implementation and increase employee commitment. Similarly, when employees have high commitment, they tend to be more open to applied leadership styles and more easily absorb organizational culture values. Thus, these three elements are interconnected and mutually reinforcing in creating optimal work environments to support sustainable employee performance improvement (Tamimi & Sopiah, 2022).

Leaders who implement appropriate situational leadership style can help create and strengthen positive organizational culture where employees feel valued, supported, and motivated. Strong and positive organizational culture in turn can increase employee commitment to the organization, thus encouraging them to give their best effort at work. Furthermore, high employee

commitment will facilitate leaders in adopting more effective leadership styles and encourage strengthening of positive organizational culture.

When these three factors work synergistically, they can create work environments highly conducive to optimal employee performance. Employees will feel motivated, empowered, and appreciated in supportive organizational culture, under effective leadership adapted to their needs. At the same time, they will feel emotionally bound and committed to providing their best contributions to organizational success (Hamida et al., 2023).

Such conducive work environments can maximize employee potential and productivity, increase creativity and innovation, and encourage positive work behaviors. The synergy between three main factors in employee performance context—effective leadership, strong organizational culture, and fair reward systems—constitutes important foundation in creating work environments that drive optimal performance.

Effective leadership creates clear vision, provides strong direction, and facilitates open and collaborative communication. This helps direct employees toward common goals, inspires them to give their best, and builds positive working relationships.

Strong organizational culture creates framework for shared values, norms, and desired behaviors in organizations. When this culture is consistent with company vision and values, employees feel more connected to organizational mission and feel more motivated to contribute (Narotama & Sudewi, 2023).

Fair reward systems ensure that recognition and rewards are consistently given to high-performing employees. This includes not only financial rewards but also non-monetary recognition forms such as awards, promotions, and career development opportunities. With transparent and fair systems, employees feel valued and encouraged to continuously improve their performance.

When these three factors work synergistically, employee engagement is strengthened because they feel connected to organizational goals, supported by work environments promoting collaboration and open communication. This contributes to increased job satisfaction because employees feel recognized and valued for their contributions, as well as feel involved in decision-making affecting their work. Consequently, turnover rates can be minimized because employees feel satisfied with their work environments and feel motivated to continue contributing (Nor et al., 2023).

Overall, synergy between effective leadership, strong organizational culture, and fair reward systems creates work environments supporting sustainable employee growth and performance. Thus, organizations can achieve their goals more effectively and efficiently.

Theoretical and Practical Implications

Findings from this systematic review have significant theoretical and practical implications. Theoretically, these results provide more comprehensive understanding of factors influencing employee performance and how these factors interact with each other. Practically, these results can be used by organizations as guidance in designing and implementing strategies and best practices to improve employee performance through appropriate situational leadership style implementation, building strong and positive organizational culture, and increasing organizational commitment among employees (Kuningan & Bangsa, 2023).

Practically, these results provide valuable guidance for organizations to design and implement effective strategies in improving employee performance. Following are steps that can

be taken by organizations:

1. **Situational Leadership Style Implementation:** Organizations can conduct training to ensure leaders at all levels have strong understanding of situational leadership style. This enables them to adapt their leadership approaches according to individual needs and characteristics as well as faced situations.
2. **Building Strong and Positive Organizational Culture:** Organizations need to focus on building culture based on values promoting collaboration, transparency, and fairness. This can be achieved through open communication, achievement recognition, and promoting ownership feelings toward organizational mission and goals.
3. **Increasing Organizational Commitment:** Organizations can increase employee commitment by identifying and fulfilling individual needs and expectations in career and professional development contexts. This can be done through employee development programs, opportunities for involvement in decision-making, and providing constructive and continuous feedback.
4. **Monitoring and Evaluation:** Organizations need to regularly monitor and evaluate the effectiveness of strategies implemented in improving employee performance. This can be done through employee satisfaction surveys, performance evaluations, and related data analysis to identify areas needing improvement and required corrective actions.
5. **Leadership and Top Management Commitment:** Leaders and top management need to demonstrate their commitment to employee development and welfare. They must become good examples in implementing best practices in leadership and ensure organizational policies support employee growth and welfare (Atatsi et al., 2019).

By implementing these steps, organizations can create work environments supporting sustainable employee growth and performance. This will not only generate short-term benefits in terms of productivity and work quality but also help organizations build sustainable competitive advantage in the market.

Conclusion

This systematic review highlights the critical importance of integrating situational leadership style, organizational culture, and organizational commitment to effectively enhance employee performance. These three factors significantly influence performance both individually and through their synergistic interaction. Adaptive situational leadership empowers and motivates employees, while a strong, positive organizational culture that fosters collaboration, innovation, and recognition enhances job satisfaction and loyalty. Organizational commitment, in turn, drives motivation, creativity, and productivity. Together, these elements create a conducive work environment that encourages positive behavior and supports organizational success. Theoretically, these findings deepen understanding of situational leadership, organizational culture, and commitment theories. Practically, they offer strategic guidance for organizations to design leadership development programs, foster supportive cultures, and implement HR practices that strengthen employee commitment—ultimately driving sustainable, high-level performance.

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