

The Influence of Transformational Leadership on Organizational Culture

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Abstract

This study aims to examine the influence of transformational leadership on organizational culture using a Systematic Literature Review (SLR) approach. The main focus is on how the dimensions of transformational leadership, namely motivation, can be enhanced through training and contribute to forming an adaptive, innovative, and collaborative organizational culture in various sectors. This review follows the PRISMA guidelines and analyzes peer-reviewed articles sourced from Scopus, ScienceDirect, and ProQuest databases within the 2020–2025 publication range. The final results show that only a limited number of articles met all inclusion criteria. Nevertheless, the findings consistently indicate a positive relationship between transformational leadership and the development of organizational culture. Transformational leadership is considered effective in cultivating a positive organizational culture. However, its success is highly influenced by contextual factors such as organizational type, industry sector, and readiness for change. The limited number of studies meeting the inclusion criteria suggests a need to relax selection standards or broaden methodological approaches in future research to yield more comprehensive insights.

Keywords

Motivation, Organizational Culture, Training, Transformational Leadership.

1. Introduction

In an increasingly dynamic era of global competition, organizations are required to continuously adapt and transform. One of the critical factors driving successful organizational transformation is leadership style particularly transformational leadership. Transformational leadership is recognized as a leadership style capable of inspiring, motivating, and guiding organizational change through long-term vision, shared values, and employee empowerment. On the other hand, organizational culture reflects a system of values, beliefs, norms, and practices that shape the behavior of organizational members and serve as the foundation for decision-making and strategy implementation (Chunhui et al., 2024).

A number of empirical studies have shown the positive influence of transformational leadership on organizational culture. However, these findings often vary depending on sectoral context, research methodology, and measurement indicators. Several studies have found that transformational leaders can significantly shape adaptive, innovative, and participative cultures. For example, a study by Suareski and Nawangsari (2021) found that transformational leadership and organizational culture positively and significantly influence employees' innovative behavior through knowledge management as a mediating variable. Other studies, however, suggest that this influence is moderate and context-dependent, shaped by factors such as organizational structure, company size, or task complexity.

Similarly, research by Amiruddin and Kurniawati (2024) highlights that transformational leadership defined as a leadership style that drives change through inspiration, motivation, and intellectual stimulation has a significant impact on organizational culture formation. Coaching or training is considered as one of the methods to develop or improve the dimensions of transformational leadership, one of the dimensions that can be improved through training is motivation. In terms of organizational culture, Vassiliki Diamantidou & Petros Galanis (2024) emphasizes that it emerges through the processes of adapting to external challenges and integrating internal operations. Meanwhile, Lasrado and Kassem (2021) classify organizational culture into four types: hierarchy, innovation, task, and clan (relationship-oriented).

Despite the abundance of existing research, several gaps remain. First, most studies focus on specific sectors, such as healthcare, limiting the generalizability of the findings to other organizational contexts. Second, while many studies employ either quantitative or qualitative approaches, few explore this relationship in depth using a Systematic Literature Review (SLR) methodology. Third, limited research has examined potential mediating or moderating factors—such as motivation or training that may influence the effect of transformational leadership on organizational culture.

This systematic review aims to: (1) collect research findings on the influence of transformational leadership on organizational culture across various sectors and

organizational contexts; (2) identify studies that use the SLR methodology to explore this relationship; and (3) investigate whether existing studies examine the role of factors such as motivation and training in shaping the influence of transformational leadership on organizational culture, based on evidence from cross-sector and cross-country studies. Based on these objectives, the following research questions are formulated:

RQ 1: How do research findings on the influence of transformational leadership on organizational culture vary across different sectors and organizational contexts?

RQ 2: What do studies reveal about the influence of transformational leadership on organizational culture when analyzed using the Systematic Literature Review (SLR) methodology?

RQ 3: How do research findings on transformational leadership and organizational culture differ based on sector, research methodology, or organizational context?

2. Literature Review

Organizational culture refers to the shared patterns of values, norms, beliefs, and assumptions that shape the behavior and identity of an organization. In the context of healthcare and manufacturing organizations, organizational culture significantly influences effectiveness, innovation, and overall performance. The study by Hasan et al. (2025) highlights the role of organizational culture in supporting digital transformation and modern accounting practices in Jordanian SMEs, where an adaptive and innovative culture facilitates technology adoption and improves the quality of accounting information. Meanwhile, Pelayo-Díaz and Tovar-García (2025) found that an adhocracy culture characterized by innovation and flexibility in Spanish hospitals enhances knowledge management and operational efficiency compared to the more rigid hierarchical culture.

Saranya and Anbu (2025) also emphasize that the dimensions of transformational leadership such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration significantly influence Organizational Citizenship Behavior for the Environment (OCBE) in the Indian manufacturing sector. Additionally, Faza and Moko (2025) demonstrate that transformational leadership acts as a mediating factor in the relationship between organizational culture and strategic planning on the performance of local government organizations in Indonesia. Saranya and Anbu (2025) further reinforce that transformational leadership dimensions influence organizational culture by enhancing employees' voluntary behaviors that support environmental sustainability. Moreover, Pelayo-Díaz and Tovar-García (2025) found that transformational leadership has the greatest positive impact on knowledge management and hospital efficiency within organizations that adopt an adhocracy culture, underscoring the synergy between culture and leadership in healthcare contexts.

Saranya and Anbu (2025) also affirm that the dimensions of transformational leadership namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration significantly influence Organizational Citizenship Behavior for the Environment (OCBE) in the Indian manufacturing sector. Furthermore, Faza and Moko (2025) demonstrate that transformational leadership serves as a mediating factor in the relationship between organizational culture, strategic planning, and the performance of local government organizations in Indonesia. Saranya and Anbu (2025) further reinforce that the dimensions of transformational leadership affect organizational culture by promoting voluntary employee behaviors that support environmental sustainability. In addition, Pelayo-Díaz and Tovar-García (2025) found that transformational leadership has the most substantial positive impact on knowledge management and hospital efficiency within organizations characterized by an adhocracy culture, highlighting the synergy between organizational culture and leadership in the healthcare sector.

Training also plays a crucial role in supporting cultural and leadership transformation, as highlighted in several studies. For instance, Saha et al. (2024) emphasized the importance of Lean Six Sigma (LSS) training in reducing pharmaceutical waste and enhancing a culture of quality in the healthcare sector, with strong leadership identified as a key factor in the success of both training and cultural change implementation. Similarly, Hasan et al. (2025) stressed the significance of employee skill development in the context of digital accounting transformation in Jordanian SMEs, where training and an innovative organizational culture were found to support the adoption of new technologies and the improvement of information quality. In the Indonesian context, Udin (2023) highlighted the importance of continuous training and the development of a learning-oriented organizational culture to support employee performance and the effectiveness of transformational leadership.

3. Methods

This study employs a Systematic Literature Review (SLR) approach, which provides a rigorous and structured process for analyzing literature relevant to the impact of transformational leadership on organizational culture. The SLR process began with the formulation of clear research questions to guide the literature search. We then conducted searches in major academic databases Scopus, ScienceDirect, and ProQuest using keywords related to motivation, organizational culture, training, and transformational leadership in Indonesian or non-Western contexts, and limited the publication window to the years 2020–2025.

After retrieving the initial set of articles, we implemented a multi-stage screening procedure. Titles and abstracts were first reviewed to ensure alignment with the predefined inclusion and exclusion criteria, such as a focus on empirical studies and formal organizational settings. Articles that passed this stage underwent full-text

screening to confirm their relevance. From the selected studies, data were systematically extracted, including information on research methodology, sample characteristics, key findings, and any examined mediating or moderating factors. Study quality was assessed based on internal and external validity as well as reporting transparency.

Data analysis was conducted thematically to identify patterns in how transformational leadership influences organizational culture, encompassing both direct and indirect mechanisms and the contextual factors that shape these relationships. The entire SLR process adhered to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines to ensure transparency, accountability, and reproducibility of the review. By adopting this methodology, the study provides a comprehensive and reliable overview of the role transformational leadership plays in shaping organizational culture.

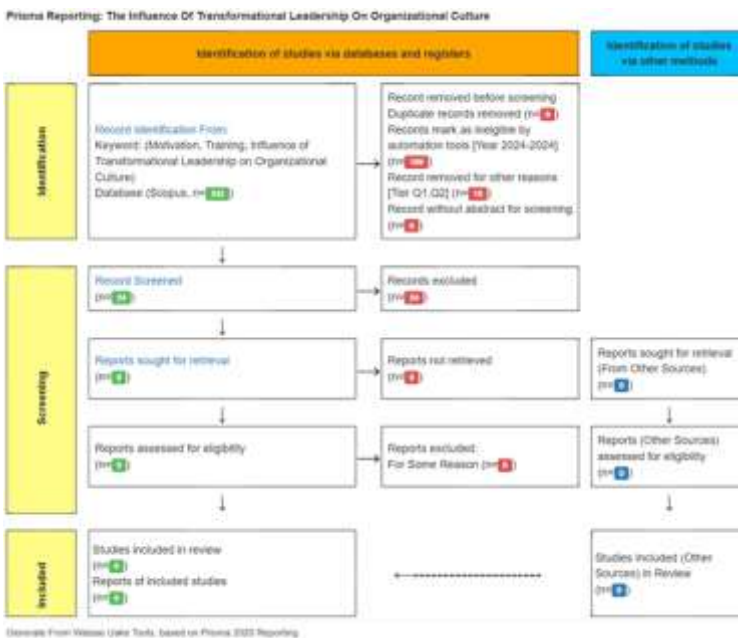


Figure 1: PRISMA Flow Diagram

The Figure presents a PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) flow diagram that illustrates the literature selection process in a systematic review titled "The Influence of Transformational Leadership on Organizational Culture." The diagram outlines the stages from identification and screening to the final inclusion of studies deemed relevant for further analysis.

In the Identification stage, the researchers conducted a literature search in the Scopus database using the keywords: Motivation, Training, Transformational

Leadership, and Organizational Culture. The initial search yielded a total of 242 articles. Before moving on to the screening process, 218 articles were excluded based on initial eligibility criteria. Of these, 199 were automatically marked as ineligible possibly due to irrelevance to the topic or publication dates that fell outside the designated range. An additional 19 articles were removed for being published in journals outside the Q1-Q2 quartile rankings. No articles were excluded due to duplication or lack of abstract. As a result, 24 articles proceeded to the next stage.

During the Screening phase, all 24 articles were reviewed in more detail. However, none of them met the researchers' predefined inclusion criteria, leading to the exclusion of all 24 articles. Furthermore, no additional records were identified through other sources outside the Scopus database, and no reports were retrieved or assessed from external repositories. At the Eligibility and Included stages, no studies were deemed suitable, resulting in zero articles being included in the final review. Thus, the outcome of this systematic review indicated that no articles sufficiently aligned with the specified scope and criteria to warrant further analysis regarding the influence of transformational leadership on organizational culture.

This diagram reflects the transparency and methodological rigor of the literature selection process, despite yielding no eligible studies. Such an outcome is essential in demonstrating that the review was conducted objectively and comprehensively. The image above presents a PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) flow diagram that illustrates the literature selection process in a systematic review titled "The Influence of Transformational Leadership on Organizational Culture." The diagram outlines the stages from identification and screening to the final inclusion of studies deemed relevant for further analysis.

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4. Results

The image above is a bar chart illustrating the results of an article search using the keyword “The Influence of Transformational Leadership on Organizational Culture” over the period from 2020 to 2025. The chart displays the number of articles published each year based on search results from databases such as Scopus.

The chart reveals an overall upward trend in the number of publications, peaking in 2023. In 2020, approximately 15 articles were found, with a slight increase to around 17 in 2021. A more noticeable rise occurred in 2022, with about 35 articles identified. This trend continued with a sharp increase in 2023, reaching a peak of approximately 78 articles. However, in 2024, the number of articles declined to around 40, followed by a rebound in 2025 with about 55 articles published.

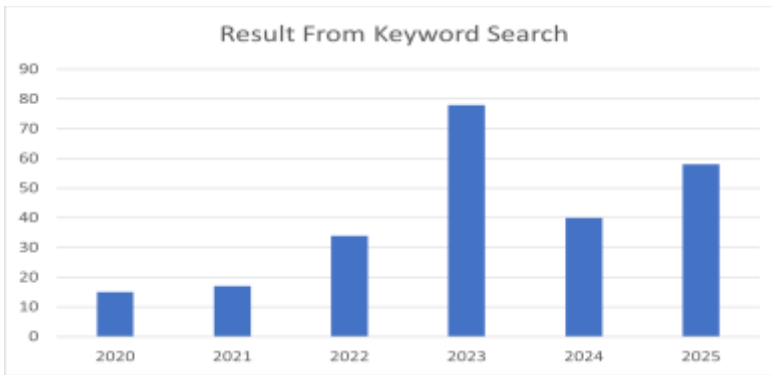


Figure 2: Result From Keyword Search

This trend indicates growing academic and research interest in the topic of transformational leadership's influence on organizational culture, particularly in 2023. The surge in publications that year may reflect an increased organizational focus on adaptive and inspirational leadership styles in response to global challenges, such as post-pandemic shifts and digital transformation. Although there was a slight dip in 2024, the renewed rise in 2025 suggests that this topic remains relevant and continues to be a significant area of study in the context of modern organizational dynamics.

Table 1. Journal Publications

Journal Name	Rank	H-Index	Publisher
Leadership Quarterly	Q1	230	Elsevier
World Development	Q1	219	Elsevier B.V.
Energy for Sustainable Development	Q1	83	Elsevier B.V.
International Journal of Ethics and Systems	Q1	31	Emerald Group Publishing Ltd.
Journal of Management History	Q1	27	Emerald Group Publishing Ltd.
Higher Education	Q1	127	Springer Netherlands
Research in Science Education	Q1	67	Springer Netherlands
Economies	Q2	34	Multidisciplinary Digital Publishing Institute (MDPI)
International Journal of Financial Studies	Q2	30	Multidisciplinary Digital Publishing Institute (MDPI)
Cogent Business & Management	Q2	44	Cogent OA
Australasian Accounting, Business and Finance Journal	Q2	21	University of Wollongong
Development Studies Research	Q2	18	Taylor and Francis Ltd.
International Journal of Environmental Research and Public Health	Q2	158	MDPI
Journal of Risk and Financial Management	Q2	28	MDPI
International Journal of Rural Management	Q2	15	Sage Publications India Pvt. Ltd
Sustainability	Q2	169	Multidisciplinary Digital Publishing Institute (MDPI)
UCJC Business and Society Review	Q2	35	UCJC
Australasian Accounting, Business and Finance Journal	Q2	21	University of Wollongong
International Journal of Diplomacy and Economy	Q3	9	Inderscience
Journal of Social and Political Sciences	Q3	5	Gadjah Mada University - Faculty of Social and Political Sciences
Indonesian Journal of Cultural and Community Development	Q3	46	Universitas Muhammadiyah Sidoarjo
IIMB Management Review	Q3	25	Elsevier
International Journal of Research in Business and Social Science	Q3	55	SSBFNET
IIMB Management Review	Q3	25	Elsevier

Based on the Table 1, the article selection process was conducted using the PRISMA 2020 method, which includes the stages of identification, screening, and inclusion. Out of a total of 242 articles retrieved from the Scopus database, 218 were eliminated during the initial phase for not meeting the inclusion criteria. These eliminations were due to factors such as irrelevance as determined by automated tools, publication in journals outside the Q1-Q3 quartile rankings, and other reasons. The remaining 24 articles were manually screened but were also excluded due to not meeting the eligibility requirements. As a result, no articles were ultimately included in the final systematic review.

Nevertheless, the attached file contains a table listing journals identified during the initial screening phase that are relevant to the topic of transformational leadership and organizational culture. This table presents 24 journals across various quartile rankings (Q1 to Q3), with diverse H-index scores. Notable journals include *Leadership Quarterly* (Q1, H-index 230), *World Development* (Q1, H-index 219), and *Sustainability* (Q2, H-index 169). The publishers of these journals include prominent names such as Elsevier, Springer, Emerald, and MDPI, indicating that the topic has garnered attention from reputable international publications.

Although none of the articles explicitly met the final inclusion criteria for the systematic review, the search and analysis process still provides valuable insights into current research trends in the field of transformational leadership and organizational culture. This outcome highlights the potential need for a more flexible methodological approach or a broader set of inclusion criteria in future studies to better capture relevant literature within this area.

5. Discussion

The findings of this review reveal that transformational leadership plays a crucial role in shaping and strengthening an adaptive, innovative, and collaborative organizational culture. These results align with existing literature that emphasizes how transformational leaders through dimensions such as inspirational motivation, intellectual stimulation, idealized influence, and individualized consideration can drive behavioral and value-based changes within organizations (Anbu, 2025).

A key implication of these findings is that the reinforcement of organizational culture is inherently linked to the leadership style adopted by top management. Transformational leadership not only serves as a guide for long-term vision but also acts as a catalyst for shifting organizational values and norms. In the context of rapid globalization and digitalization, organizations led by transformational leaders are better equipped to adapt to external changes, as the culture they foster encourages continuous learning, risk-taking, and active participation from all members.

Several previous studies, such as Pelayo-Díaz and Tovar-García (2025), also highlight that this leadership style significantly contributes to organizational effectiveness, particularly when paired with an adhocracy culture characterized by

flexibility and innovation. On the other hand, research by Suareski and Nawangsari (2021) underscores that the influence of transformational leadership on organizational culture may be mediated by factors such as knowledge management, which strengthens the link between leadership and employees' innovative behavior.

Another important implication is that transformational leadership can serve as a central framework in cultural change initiatives, especially in sectors traditionally marked by bureaucratic structures and strong hierarchical cultures. For example, in sectors such as healthcare or local government, the application of transformational leadership has the potential to shift conservative mindsets toward greater openness to innovation and cross-functional collaboration, as found by Faza and Moko (2025).

However, it is important to note that the effectiveness of this influence is also shaped by contextual factors such as organizational readiness for change, the availability of training support (Saha et al., 2024), and the level of employees' intrinsic motivation. Therefore, leadership interventions cannot be uniformly applied but must consider the unique dynamics of each organization. The findings of this review suggest that the implementation of transformational leadership is a strategic approach to fostering an organizational culture that supports sustainability, innovation, and long-term performance. Organizations are encouraged to embed transformational leadership values into human resource development systems and managerial training programs to ensure the creation of an organizational culture that aligns with the evolving demands of the external environment.

6. Conclusion

This systematic review highlights the critical role of transformational leadership in shaping an adaptive, innovative, and collaborative organizational culture. Based on the literature analyzed, transformational leaders possess the ability to instill new values, enhance intrinsic motivation, and drive behavioral change through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration toward organizational members.

However, several notable limitations emerged in this study. First, the systematic literature review (SLR) process resulted in a limited number of articles reaching the final inclusion stage due to strict selection criteria such as the requirement for journals to fall within Q1-Q3 rankings and the use of highly specific keywords. This narrow scope limits the validity and generalizability of the findings and raises concerns about whether the selection approach or tools used may have been overly restrictive. The researchers acknowledge that this limitation does not stem from a fundamental methodological flaw, but rather from the stringent selection criteria that excluded many potentially relevant studies.

Second, the lack of diversity in sectoral contexts within existing studies also limits the comprehensive assessment of transformational leadership's impact across different types of organizations. Most prior research has focused primarily on the

healthcare and education sectors, while public administration, manufacturing, and startups remain underexplored in this context. Third, mediating and moderating factors such as training and motivation have not been deeply investigated in existing studies. These factors could significantly influence the strength and direction of the relationship between leadership and organizational culture. Recommendations for future research include:

1. Broadening the inclusion criteria to allow for a greater number of studies to be analyzed without compromising scientific rigor.
2. Further exploration of underrepresented sectors.
3. In-depth investigation into mediating and moderating factors, such as training, knowledge management, and motivation, in the relationship between transformational leadership and organizational culture.
4. Employing a combination of quantitative and qualitative methods to provide a more comprehensive and holistic understanding.

Overall, although the findings of this SLR are limited, the research process underscores the critical need for transformational leadership approaches in cultivating a strong and sustainable organizational culture amid the ongoing dynamics of global change.

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