

# LEADER COMMUNICATION STYLE AND WILLINGNESS TO WORK: SYSTEMATIC LITERATURE REVIEW

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**Abstract:** *This study aims to evaluate the relationship between communication styles adopted by leaders and employee work ethic levels, using a systematic literature review (SLR) approach. In contemporary organizational dynamics, the role of leadership communication effectiveness has become crucial foundations in determining performance quality, motivation levels, and the extent to which employees are actively engaged in their work. Although numerous previous studies have addressed the relationship between leadership and motivational aspects and employee performance, in-depth exploration of the influence of leader communication styles on work ethics remains limited. Therefore, this study aims to systematically map the literature to identify discourse patterns, thematic trends, and research gaps with potential for future development in the future. The study subjects included scientific articles published in reputable journals, both national and international, between 2018 and 2025. The article selection process employed strict inclusion and exclusion criteria, with an emphasis on topics related to leadership, organizational communication, work culture, motivation, and human resource performance. For data analysis, VOSviewer software was used with bibliometric methods, including density visualization, network visualization techniques. This analysis provides a basis for researcher to identify the most prominent keywords, construct interrelated thematic clusters, and observe changes in research trends over period. The main findings of this analysis revealed that the terms employee performance and work motivation were the two most frequently encountered keywords, reflecting the dominance of these two topics in the relevant academic literature. Three main clusters were formed: a green cluster focusing on motivation and performance, a red cluster addressing organizational commitment, work culture, and internal communication, and a blue cluster reflecting studies on leadership styles. The overlay visualization results indicate a shift in the study's focus toward employee engagement, internal communication, and transformational leadership in a digital context. This demonstrates that a leader's communication style has a broad impact, encompassing performance, emotional engagement, organizational culture, and psychological well – being. Thus, leadership communication is a strategic element linking employee motivation, culture, engagement, and performance. These findings also open up opportunities for further research, particularly in the context of digital organizations, multicultural work environments, and mental health issues in the workplace.*

**Keywords:** *leader communication style, work motivation, employee performance, organizational culture, systematic literature review*

**Abstrak:** *Penelitian ini bertujuan untuk mengevaluasi keterkaitan antara gaya komunikasi yang diterapkan oleh pemimpin dengan tingkat kemauan bekerja karyawan, melalui pendekatan Systematic Literature Review (SLR). Dalam dinamika organisasi kontemporer, peran kepemimpinan dan efektivitas komunikasi telah menjadi fondasi penting dalam menentukan kualitas kinerja, tingkat motivasi, serta sejauh mana karyawan terlibat secara aktif dalam*

pekerjaan mereka. Meskipun sejumlah studi sebelumnya telah banyak membahas relasi antara kepemimpinan dengan aspek motivasional dan performa karyawan, eksplorasi mendalam mengenai pengaruh gaya komunikasi pemimpin terhadap kemauan bekerja masih terbilang terbatas. Oleh karena itu, penelitian ini diarahkan untuk memetakan literatur secara sistematis guna mengidentifikasi pola diskursus, tren tematik, dan celah-celah penelitian (*research gap*) yang berpotensi dikembangkan lebih lanjut di masa depan. Objek kajian dalam penelitian ini mencakup artikel-artikel ilmiah yang diterbitkan di jurnal bereputasi, baik nasional maupun internasional, selama periode 2018 hingga 2025. Proses seleksi artikel dilakukan dengan menggunakan kriteria inklusi dan eksklusi yang ketat, dengan penekanan pada topik yang berkaitan dengan kepemimpinan, komunikasi organisasi, budaya kerja, motivasi, serta kinerja sumber daya manusia. Untuk analisis data, digunakan perangkat lunak VOSviewer dengan metode bibliometrik, mencakup teknik *density visualization*, *network visualization*, dan *overlay visualization*. Analisis ini memungkinkan peneliti untuk mengidentifikasi kata kunci dominan, membentuk klaster tematik, serta menelusuri pergeseran tren penelitian lintas waktu. Temuan utama menunjukkan bahwa *employee performance* dan *work motivation* merupakan dua kata kunci yang paling sering muncul, menandakan dominasi isu-isu tersebut dalam lanskap literatur. Terdapat tiga klaster utama yang berhasil dibentuk: klaster hijau yang berfokus pada motivasi dan kinerja, klaster merah yang mengangkat isu komitmen organisasi, budaya kerja, dan komunikasi internal, serta klaster biru yang mencerminkan studi tentang gaya kepemimpinan. Hasil *overlay visualization* juga menunjukkan adanya pergeseran arah penelitian menuju topik keterlibatan karyawan (*employee engagement*), komunikasi internal, dan kepemimpinan transformasional, terutama dalam konteks digital. Temuan ini mempertegas bahwa gaya komunikasi yang diterapkan oleh pemimpin memiliki pengaruh yang luas, tidak hanya terhadap kinerja karyawan, tetapi juga terhadap keterlibatan emosional, pembentukan budaya organisasi, hingga kesejahteraan psikologis tenaga kerja. Dengan demikian, dapat disimpulkan bahwa gaya komunikasi pemimpin memainkan peran strategis sebagai penghubung antara budaya organisasi, motivasi, keterlibatan, dan performa karyawan. Temuan ini juga membuka peluang bagi penelitian lanjutan, khususnya dalam konteks organisasi digital, lingkungan kerja multikultural, dan isu kesehatan mental di tempat kerja.

**Kata kunci:** gaya komunikasi pemimpin, motivasi kerja, kinerja karyawan, budaya organisasi, *systematic literature review*

## INTRODUCTION

Global environmental changes and the development of digital technology require organizations to adapt through effective leadership, a strong organizational culture, and communication that can increase employee engagement and willingness to work. Leadership is no longer viewed solely as a managerial process, but rather as a determining factor in motivation, work culture, and organizational innovation. Smith, Minor, and Brashen (2018) emphasize that spiritual leadership can foster intrinsic values and motivation, while Lam et al. (2021) highlight the role of organizational culture in strengthening innovation capabilities. In the educational realm, Lubis and Hanum (2019) demonstrate that school organizational culture influences discipline and motivation, while Asnella and Adrian (2025) and Lee, Fan, and Tsai (2025) demonstrate that corporate culture and ESG practices can improve performance and sustainability. Job satisfaction is seen as an important mediator in the relationship between leadership, culture, and organizational behavior. Aldrin and Yunanto (2019) and Wikaningrum et al. (2018) show that transformational leadership and leader communication skills significantly influence job satisfaction. Open communication has been shown to increase Trust (Id 2025), while formal and informal communication patterns in large organizations like Microsoft influence coordination and decision-

making (Josephs, Peng, and Crawford 2024). In the context of digital transformation, Gren and Ralph (2022) emphasize that leadership in agile teams is collective and collaboration-based, while Ganiyu (2025) shows that the implementation of Zero Trust Architecture has implications for organizational culture.

Furthermore, the development of AI brings both new opportunities and challenges. Bucher et al. (2024) assert that Generative AI can enhance organizational learning experiences, but Sadeghi (2024) emphasizes transparency and employee well-being. Jayashankar and Balan's (2024) using Cellular Automata shows that leadership influences employee collective behavior, while Bai and Vahedian (2023) highlight the importance of organizational commitment in mitigating the negative impact of digital dependency on mental health. Various leadership styles have also emerged in contemporary contexts, such as servant leadership, which positively impacts work ethic with burnout as a mediator (Wiyono et al. 2024), transactional and transformational leadership in sales (Depita Tamba and Wijayanti 2025), and adaptive leadership, which improves retention during market disruption (Corrales 2025).

Other studies have also shown that leadership, culture, compensation, communication, and work environment factors influence employee performance and motivation. Setiawan et al. (2023) emphasized the influence of leadership style, motivation, and compensation on work performance, while Putra and Abadiyah (2025) and Rusmanto and Supartini (2025) emphasized the role of culture, organizational climate, and rewards in increasing productivity. Digital transformation in HR practices, including remote working and digital HR, also plays a role in increasing job satisfaction (Singh and Singh 2025). In the local context, communication and the work environment have been shown to improve performance, while work stress decreases it (Riaztantyo and Firdaus 2023).

Work discipline is influenced by leadership and Communications (Damayanti and Firdaus 2023), miscommunication and a non-conducive environment reduce performance (Saputra and Ubaidillah 2023), and organizational culture and commitment play a positive role in PLN employees (Rahmawati and Kusuma 2023). Furthermore, transformational leadership has been shown to increase productivity, while transactional leadership is more strongly influenced by organizational culture (Zulfa and Abadiyah 2023). In the cross-cultural realm, the effectiveness of transformational leadership varies, being more optimal in innovative cultures than collectivist ones (Poturak et al. 2020), while leaders' cultural intelligence *has* both direct and indirect effects on the performance of multikultural Organization (Nosratabadi et al. 2020). In nonprofit organizations, supportive management practices through open communication, mentoring, and empowerment have also been shown to increase employee engagement and strengthen performance (Wechuli, Rintari, and Moguche 2025).

Based on the above explanation, it is clear that leadership style, communication patterns, organizational culture, and employee psychological dynamics are closely interrelated factors in shaping work willingness and performance. However, the diverse findings indicate the need for a comprehensive synthesis to understand the interrelationships between these factors. Thus, this study aims to conduct a Systematic Literature Review (SLR) to explore the influence of a leader's communication style on the level of employee work willingness in various organizational environment.

## LITERATURE REVIEW

### Theoretical Background

Employee performance is essentially the final output that is influenced by a number of interacting factors, including leadership style, organizational culture, communication patterns, motivation levels, and work environment conditions. According to leadership theory, leadership style not only influences the direction of an organization but also shapes work culture, employee satisfaction, and behavior. Spiritual leadership, for example, can foster moral and intrinsic values that drive motivation (Smith et al. 2018). Meanwhile,

transformational leadership emphasizes inspiration, individual attention, and intellectual stimulation, which have been shown to be effective in increasing employee commitment and performance, although the effects vary across cultures (Poturak et al. 2020).

Organizational culture is also a crucial element in influencing employee behavior and performance. A culture that supports knowledge sharing has been shown to strengthen an organization's innovation capabilities (Alattas and Kang 2015; Lam et al. 2021). In the educational context, school organizational culture influences discipline and motivation (Lubis and Hanum 2019). In the hospitality sector, a strong corporate culture enhances service quality and collaboration (Asnella and Adrian 2025), while Environmental, Social, and Governance (ESG) practices support industry sustainability (Lee et al. 2025).

Organizational communication plays a significant role in building trust, engagement, and work effectiveness. Participatory and open communication can increase employee engagement (Id 2025), while formal and informal communication patterns in large organizations influence decision-making (Josephs et al. 2024). Leader-Member Exchange (LMX) theory also emphasizes that the quality of the relationship between leaders and subordinates has implications for motivation, satisfaction, and performance (Wechuli et al. 2025).

As digital technology advances, modern management theory adds new dimensions, such as shared leadership in agile teams (Gren and Ralph 2022), the integration of AI in organizational learning (Bucher et al. 2024), and the application of Zero Trust Architecture in cybersecurity, which influences collaboration patterns (Ganiyu 2025). Adaptive theory asserts that flexible and communicative leaders are better able to maintain employee retention during disruptions (Corrales 2025). Furthermore, organizational psychology theory suggests that commitment, an ethical environment, and mental health are interrelated with employee motivation and productivity (Bai and Vahedian 2023). Judul subbab ditulis dengan huruf pertama besar semua, rata tengah/center.

### **Previous Research**

Aldrin and Yunanto (2019) found that job satisfaction mediated the influence of transformational leadership and organizational culture on OCB. Wikaningrum et al. (2018) added that leader communication skills significantly influenced employee satisfaction. Research by Riaztantyo & Firdaus (2023) confirmed that communication and the work environment improve performance, while job stress decreases it. Similar results were supported by Damayanti & Firdaus (2023), who showed that leadership, culture, and communication influence work discipline.

Saputra & Ubaidillah (2023) found that miscommunication and a non-conducive work environment reduced performance, while Rahmawati & Kusuma (2023) emphasized the positive role of organizational culture, commitment, and communication on PLN employee performance. Research by Zulfa & Abadiyah (2023) differentiated the influence of transformational leadership, which directly increases productivity, from a stronger transactional style through organizational culture.

A study by Singh & Singh (2025) showed that digital HR practices such as AI recruitment and virtual performance appraisal systems can increase employee engagement. Rusmanto & Supartini (2025) found that rewards are the dominant factor motivating employees, stronger than leadership or communication. Setiawan et al. (2023) emphasized that leadership, motivation, and compensation significantly influence work performance, while Putra & Abadiyah (2025) highlighted that work culture and organizational climate increase productivity.

From a psychological perspective, Bai & Vahedian (2023) demonstrated that organizational commitment and an ethical environment can mitigate the negative impacts of digital dependency. Wiyono et al. (2024) emphasized that servant leadership positively impacts work ethic, with burnout acting as a mediator. Tamba et al. (2025) found a dominant transactional communication style in achieving sales targets, but transformational

elements are still necessary. Corrales (2025) demonstrated that adaptive leadership can improve employee retention. Wechuli et al. (2025) added that supportive management in nonprofit organizations is positively related to institutional performance.

## **RESEARCH METHODOLOGY**

This research is a qualitative study using a Systematic Literature Review (SLR) approach. This method was used to review, analyze, and synthesize various previous research findings regarding leader communication styles and employee work motivation. The selection of the SLR method was based on the research objective of obtaining a comprehensive overview of the existing literature, while simultaneously identifying consistent and divergent patterns of findings, and identifying research gaps that can serve as the basis for further research. The data used in this study are secondary, obtained from scientific articles published in reputable journals, proceedings, and relevant dissertations. The subjects of this study were articles examining leadership, organizational communication, organizational culture, work motivation, job satisfaction, mental health, and employee performance. The research focused on the relationship between leaders' communication styles and work willingness, as reflected in previous research findings. The articles used for analysis were obtained from international databases such as Scopus, Web of Science, Google Scholar, and ProQuest. The publication period used was 2018 to 2025, with publications in both English and Indonesian. Articles that did not meet the inclusion-exclusion criteria, such as non-scientific, popular, or articles outside the specified timeframe, were excluded from the analysis.

### **Operational Variable Definition**

In qualitative research, data validity and reliability are crucial aspects that must be maintained. Data validity in this study is reinforced by the principle of credibility, which ensures that article sources originate from trusted, internationally indexed databases. Transferability is ensured by detailing inclusion and exclusion criteria so that findings can be applied to similar research contexts. Dependability is ensured through consistent, documented research stages, from data identification, selection, extraction, and analysis. Confirmability is maintained by ensuring that research conclusions are based on traceable literature, not the researcher's subjective opinion.

### **Data Analysis Method**

Data analysis was conducted through several systematic stages. The first stage was identification, which involved determining search keywords such as leadership communication, organizational communication, employee willingness to work, leadership style, and organizational culture. Articles were then selected based on their titles, abstracts, and content relevant to the research criteria. Selected articles were then extracted to record key information such as author, year, variables, methods, and key findings. The data was then reduced and grouped into general themes such as transformational leadership, communication styles, organizational culture, work motivation, burnout, and mental health.

The next step was a bibliometric analysis using VOSviewer software, which included keyword mapping, clustering, and network and overlay visualization. The goal was to examine relationships between variables and research trends over time. The results of this analysis helped identify frequently studied topics, under-researched areas, and research gaps that could be further developed. All results were presented in narrative form and visual maps to clarify data interpretation.

## **DATA ANALYSIS AND DISCUSSION**

## Data analysis

This research used a systematic literature review (SLR) approach combined with bibliometric analysis using VOSviewers software. The articles analyzed were sourced from reputable national and international journals published between 2018 and 2025. The analysis process consisted of three main stages: density visualization, network visualization, and overlay visualization. The results of the density visualization indicate that the keywords “employee performance” and “work motivation” are the most dominant and occupy a central position in the literature map reflecting that motivation remains a key factor in improving performance. Furthermore, keywords such as organizational commitment, employee engagement, leadership approach, and work discipline also frequently appear, indicating that these themes remain relevant in leadership and organizational communication studies.

The network analysis revealed three main clusters. The green clusters focuses on the relationship between motivation, work discipline, and employee performance. The red cluster highlights organizational commitment, work culture, internal communication, and employee engagement, illustrating the importance of cultural dimensions and psychosocial factors in supporting workforce performance. The red cluster highlights organizational commitment, work culture, internal communication, and employee engagement, illustrating the importance of cultural dimensions and psychosocial factors in supporting workforce performance. Meanwhile, the blue cluster discusses leadership style and its influence on performance, particularly in the context of the role of leader communication as a mediator between organizational culture and performance. The overlay visualization results show a shift in trends from 2022 to 2023. Initially, the primary focus of research revolved around motivation and performance, but later shifted to more contextual issues such as employee engagement internal communication, and transformational leadership. The yellow color on the overlay map highlights current emerging topics in the literature.

This shift indicates increased attention to the role of internal communication and leadership style in addressing modern challenges such as digitalization, globalization, and employee psychological well-being. Overall, the analysis results show that although the relationship between motivation and performance has been widely discussed, there remains a research gap related to leader communication style, particularly in the context of digital organizations, multicultural environments, and mental health issues. This gap opens up important opportunities for further, more in-depth research.

## Discussion

The results of this bibliometric analysis further support previous studies that highlighted the crucial role of a leader’s communication style in driving employee motivation, engagement, and performance. A study by Aldrin and Yunanto (2019) revealed that a transformational leadership approach supported by effective communication can increase job satisfaction and encourage organizational citizenship behavior (OCB). These findings are supported by Wikaningrum et al. (2018) , who found that leader communication skills significantly influence employee satisfaction. In the context of large organizations, J-SIME (2025) and Josephs, Peng, & Crawford (2024) confirm that open and informal communication patterns can increase trust and effective decision-making.

In a disruptive situation, Corrales (2025) demonstrated that adaptive leadership supported by flexible and transparent communication can maintain employee retention. Research by Bai & Vahedian (2023) added that an ethical and committed work environment can mitigate the negative impact of digital dependency on mental health, emphasizing the importance of empathetic leadership communication. This finding aligns with Wiyono et al. (2024) who demonstrated that servant leadership contributes to a healthy work culture with burnout as a mediating variable.

The findings of the overlay visualization are also consistent with the view of Gren & Ralph (2022) , who stated that in agile teams, leadership is not just an individual role, but a collective phenomenon born from social communication. Similarly, research by Bucher et al. (2024) and Sadeghi (2024) shows that digitalization

through AI brings new challenges that require more transparent, fair, and humanistic leadership communication. Therefore, it can be concluded that a leader's communication style is not merely a coordination instrument but also a strategic tool for building organizational culture, increasing engagement, and maintaining employee mental health.

### **The Implication of the Research**

This research offers several important implications. Theoretically, the analysis enriches leadership studies by confirming that leader communication style plays a key role in linking organizational culture, motivation, job satisfaction, and employee performance. Recent literature also adds the dimensions of mental health and burnout, broadening the scope of leadership studies in the digital age.

Practically, this research provides guidance for organizational leaders to develop an adaptive, participatory, and empathy-based communication style. Leaders need to pay greater attention to transparency, fairness, and psychological aspects of communication, especially when facing the challenges of digitalization, globalization, and economic uncertainty. Effective leadership communication can increase employee engagement, reduce turnover, and strengthen organizational sustainability.

Finally, this study also opens up opportunities for further research focusing more on leaders' communication styles in the context of digital transformation, multicultural organizations, and mental health issues. This is crucial for strengthening modern leadership literature and providing an empirical basis for more humanistic and sustainable management practices.

Based on the data analysis and discussion, it can be concluded that a leader's communication style plays a very strategic role in building employee motivation, engagement, and performance. Bibliometric analysis using VOSviewer shows that motivation and performance remain central to research, but recent trends indicate a shift in focus toward leader communication, engagement, and employee psychological health in the digital era. These findings also highlight a research gap that needs to be filled through further research, particularly regarding the role of leadership communication in the context of digitalization and multicultural organizations.

Thus, the discussion in this chapter provides a strong foundation for drawing conclusions and developing more applicable recommendations. In Chapter V, this study summarizes the main conclusions obtained from the systematic review and provides practical recommendations for organizations and future research directions.

## **CONCLUSION AND SUGGESTION**

### **Conclusion**

This study uses a Systematic Literature Review (SLR) approach with bibliometric analysis assisted by VOSviewer to examine the relationship between leader communication style and employee work willingness. The analysis shows that leadership literature in the past decade has been dominated by discussions of employee motivation and performance. Keywords such as employee performance and work motivation emerged as key areas in the bibliometric map, indicating that motivation remains a key factor in improving performance.

However, findings from network and overlay visualizations indicate a shift in research trends. While previous research emphasized the classic relationship between motivation and performance, recent trends have shifted toward issues of leadership communication, employee engagement, and psychological well-being in the digital age. This confirms that a leader's communication style is not merely a coordination tool but also a strategic tool for building organizational culture, increasing commitment, and maintaining organizational sustainability through attention to employee psychological well-being.

Furthermore, cluster analysis shows that leader communication acts as a link between organizational culture, motivation, and performance. The green cluster highlights the relationship between motivation and performance; the red cluster emphasizes commitment and organizational culture; and the blue cluster highlights the influence of leadership style . Synthesis across clusters shows that leader communication style is the common thread that unites these variables.

Thus, the main conclusion of this study is that leader communication style has a significant influence on employee willingness to work, both directly and through the mediation of organizational culture, job satisfaction, burnout, and mental health. Although extensive research has been conducted, the aspect of leader communication style in the context of digitalization, multicultural organizations, and employee psychological well-being remains a research gap that needs to be addressed in future research.

### **Suggestion and Limitation of the Research**

Based on these conclusions, several recommendations can be put forward. First, for future researchers, more specific empirical research is needed on leader communication styles in the context of digital and multicultural organizations. Both quantitative and qualitative research can be directed to more in-depth examination of the role of leader communication in addressing issues of burnout, mental health, and employee engagement in the remote work era.

Second, for organizational practitioners, the results of this study emphasize the need for leaders to develop an adaptive, participatory, and empathy-based communication style . Leaders cannot simply use a transactional style to achieve goals; they need to integrate elements of transformational and servant leadership to build healthy, transparent, and sustainable relationships with employees.

Third, for organizational policymakers, it's crucial to formulate an internal communications strategy that supports a collaborative and open work culture. Policies that encourage knowledge sharing, transparency, and attention to employee psychological well-being can increase employee performance and strengthen the organization's long-term sustainability.

Thus, these suggestions are expected to provide practical contributions to organizations in developing more effective leadership communication patterns while enriching academic research in the field of leadership and organizational communication.

This study has several limitations that should be considered. First, the data scope was limited to scientific articles published between 2018 and 2025 and sourced from specific academic databases such as Scopus, Web of Science, Google Scholar, and ProQuest. This limitation allows for relevant research outside of this timeframe or beyond these databases that was not included in the analysis.

Second, the Systematic Literature Review (SLR) method using bibliometric analysis is only capable of displaying keyword relationships, publication trends, and research cluster maps. This approach does not directly explore empirical data from organizations or employees, so the interpretation of the results is more of a synthesis of existing literature, rather than a factual picture of the field.

VOSviewer software as an analysis tool has technical limitations, for example, in terms of keyword mapping, which is highly dependent on the consistency of the terminology used by the article authors. Differences in terms or synonyms can result in some concepts not being grouped into the same cluster, thus affecting the breadth of the analysis.

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## LAMPIRAN

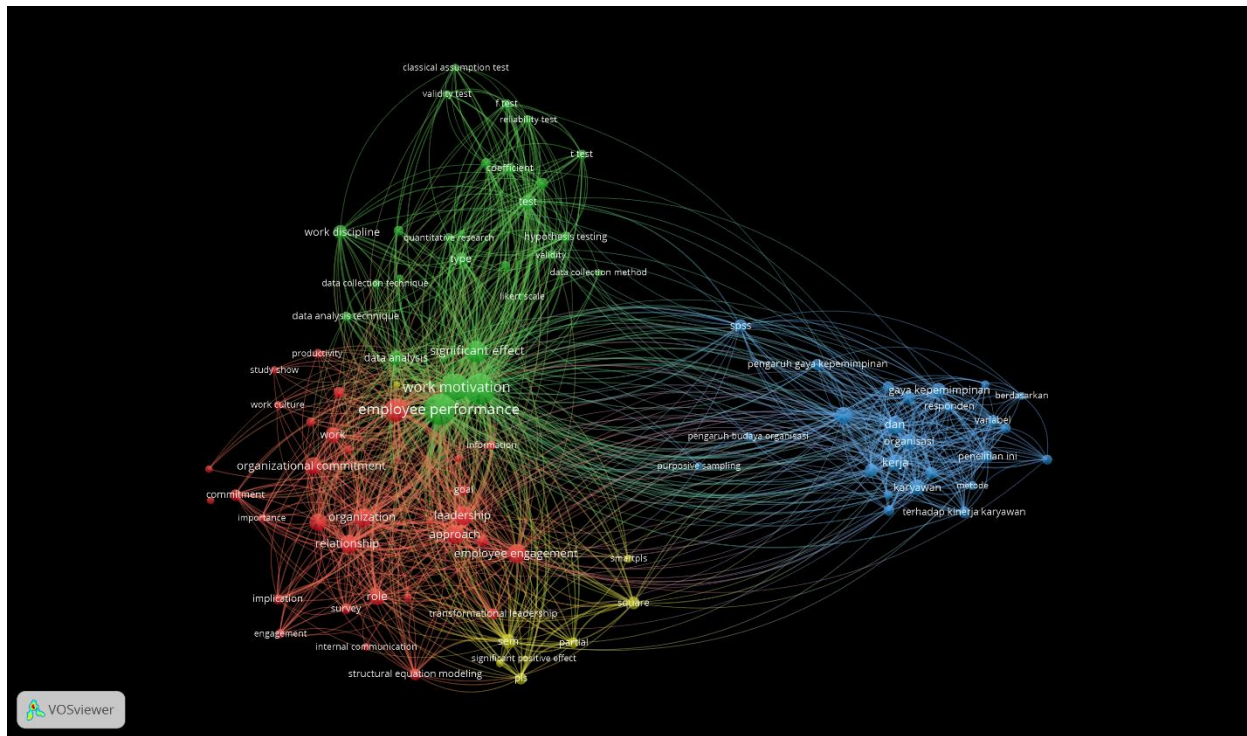


Figure 1. Visualization of Keyword Network

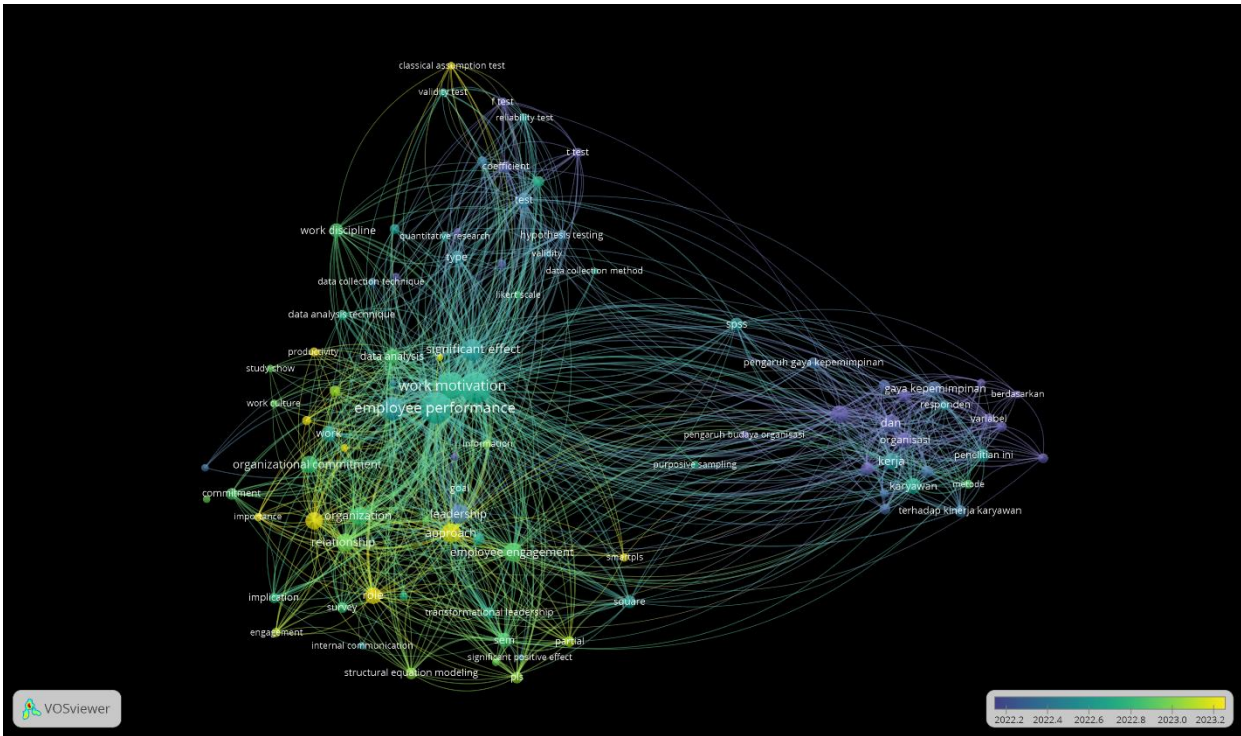


Figure 2. Overlay Visualization Based on Publication Year

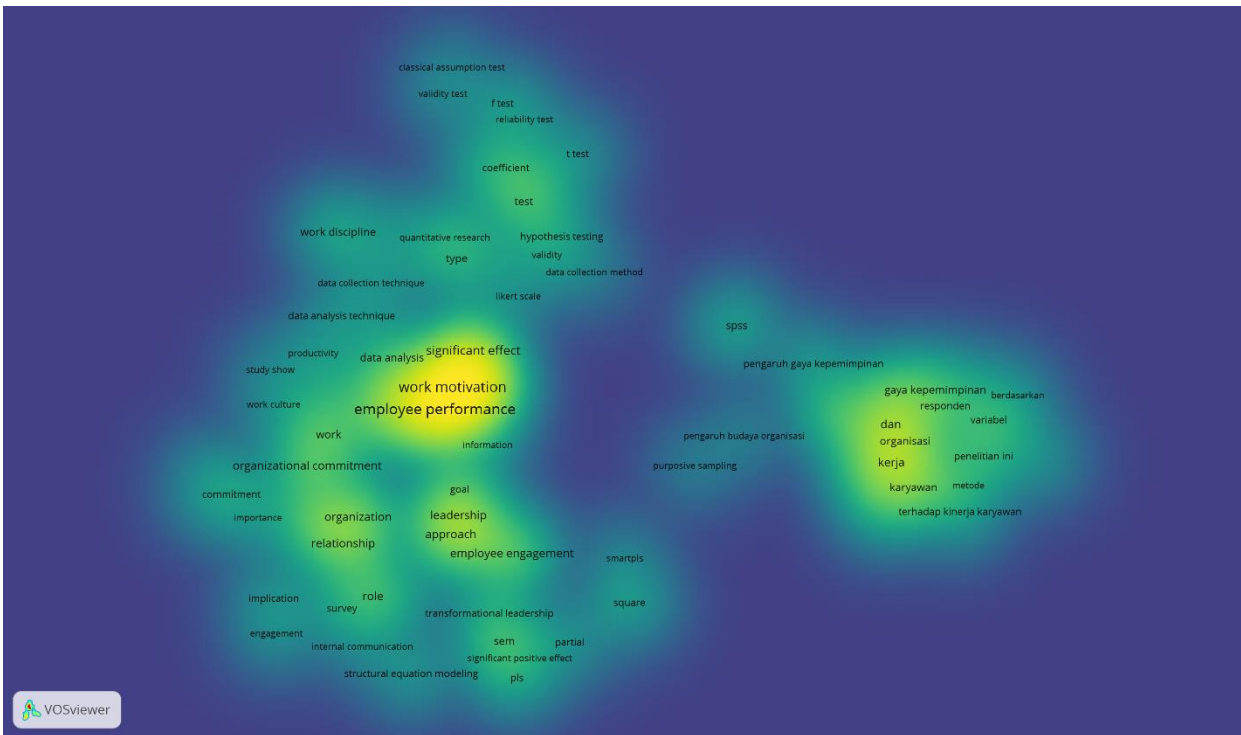


Figure 3. Keyword Density Visualization

