



DOI: <https://doi.org/10.38035/sncsr.v1i1>  
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## The Influence of Organizational Culture, Employee Loyalty, and Employee Commitment on Leadership Style at Higher Education Institutions

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**Abstract:** The Effect of Organizational Culture, Employee Loyalty and Employee Commitment on Leadership Style is a scientific publication that falls within the scope of a literature review in the scientific domain. The purpose of this article is to develop hypotheses about the relationship between factors that will be applied in future research. Research items are found on academic internet media such as Mendeley, Google Scholar, and online libraries. Electronic journals and open access e-books are sources of research methodology used in the research library. The results of this research: 1) Organizational Culture affects Leadership Style; 2) Employee Loyalty affects Leadership Style; and 3) Employee Commitment affects Leadership Style.

**Keyword:** Leadership Style, Organizational Culture, Employee Loyalty, Employee Commitment.

### INTRODUCTION

Research projects in the form of theses, dissertations, and theses must be carried out by all students, regardless of their status in Strata 1, 2, or 3. The same also applies to academics, researchers, and other functional staff who are actively involved in the field of science. scientific research and writing articles for scientific journals.

The majority of universities in Indonesia require their students to conduct scientific work as one of the prerequisites for graduation. This clause includes dissertations (S3), theses (S2), and theses (S1) at all levels of education.

Based on real experience, many authors and students have difficulty finding relevant research or previous research that can be used as evidence for their scientific work. To support the hypothesis under study, determine the relationship or influence between variables, and

develop hypotheses, relevant papers are needed. This article discusses the influence of Organizational Culture, Employee Loyalty, and Employee Commitment on Leadership Style, a literature review study in the field of Education Management.

Looking at this background, the purpose of writing this article is to develop a hypothesis for additional studies, namely formulating: 1) Effect of Organizational Culture on Leadership Style; 2) Effect of Employee Loyalty on Leadership Style; and 3) The effect of Employee Commitment on Leadership Style;

## **METHOD**

Systematic Literature Review (SLR) and Library Research procedures were used to write the Literature Review article. These approaches are qualitatively assessed and can be found in online academic applications such as Mendeley and Google Scholar. The process of finding, evaluating and interpreting all available research data with the aim of responding to a specific research question is known as Systematic Literature Review (SLR) (Kitchenham et al., 2009). The literature review should be used consistently with methodological assumptions in qualitative analysis. The exploratory nature of the research is one of the justifications for using qualitative analysis (Ali, H., & Limakrisna, 2013).

## **RESULT AND DISCUSSION**

### **Result**

Given the background, objectives, and techniques, here are the results of this article:

#### **Leadership Style**

Leadership style can be seen as the way leaders use their power and authority to influence the behavior and results of others (Abawari et al., 2024). It is the responsibility of a leader to advise his subordinates on what is good and proper to do in daily business (Dipranta et al., 2023). The task of a leader according to Sihite and Saleh (2019) is to motivate his followers to achieve goals (Nurjanah, 2023). Thoha (2010) suggests that leadership can determine the success or even failure of an organization (Razak et al., 2016). Leadership styles such as Supportive Leader, Participative Leader, and Achievement Oriented Leader are significantly different from Directive Leader (Rompis, 2011).

In accordance with Fahmi's (2016) statement, Leadership Style includes understanding the basic principles of motivating, directing, and supervising all staff members to ensure that they complete tasks in accordance with established guidelines. According to a different point of view put forward by Umam (2018), a leader's style refers to the authority they have to persuade subordinates or others to perform tasks voluntarily. Leadership style according to Hakim et al. (2023), is the way a leader persuades, guides, inspires, and organizes his followers so that followers can carry out tasks successfully and efficiently (Hakim et al., 2023).

Leadership style according to Sudirno and Utama (2017) is the normal behavior applied by someone when that person will influence the behavior of others (Sudiantini & Saputra, 2022). From the above definitions, it can be synthesized that leadership style is a way or approach used by a leader in interacting with others to achieve organizational goals.

Indicators of leadership style variables are taken from several previous studies, namely as follows: 1) leaders include their employees when making decisions, 2) leaders control their employees, 3) leaders build good communication relationships with their employees, 4) leaders provide directions and instructions regarding procedures for doing work, and 5) leaders convey information clearly and in detail (Ayu & Wulandari, 2017). Meanwhile, the indicators of a person's Leadership Style according to Kartono (2008) are as follows: 1) Motivating Ability; 2) Communication Skills; 3) Ability to Make Decisions; 4) Ability to Control Emotions; and 5) Responsibility (Sudiantini & Saputra, 2022).

This leadership style has been widely researched by previous researchers including (Abawari et al., 2024), (Ayu & Wulandari, 2017), (Hakim et al., 2023), (Rompis, 2011), (Setyawan & Rahmawati, 2021), (Sudiantini & Saputra, 2022).

### **Organizational Culture**

Organizational Culture is part of the social interactions that occur and are carried out by humans every day, where these interactions are closely related to Organizational Culture factors such as symbols, interactions within the family, values, language adopted by individuals (Irawanto, 2009). The opinion of Daniels, Radebaugh and Sullivan (2013) Organizational Culture is the values, behaviors and beliefs shared by individuals in a group (Ayu & Wulandari, 2017).

Robbins and Judge (2015), who explain that organizational culture is a shared meaning system held by members to distinguish their organization from other organizations (Tiyanti et al., 2021). Busro (2020) Organizational culture refers to the general view shared by members of an organization regarding the value system implemented by the organization. This value system has an influence on the actions and behavior of organizational members, and is a factor that distinguishes one organization from another (Herlambang et al., 2024). From some of the definitions above, it can be synthesized that organizational culture is a characteristic of an organization that shapes the way people think, behave, and interact within the organization.

Robbin and Judge (2015) suggest that there are seven indicators of organizational culture, including: innovation and risk taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness and stability (Tiyanti et al., 2021). There are several indicators of organizational culture according to Busro (2020), as follows: 1. Belief in oneself. 2. Assertive attitude. 3. Proficiency in managing emotions. 4. Ability to take initiative. 5. Skills in supervising (Herlambang et al., 2024)

This organizational culture has been studied by many previous researchers, including (Nurjanah, 2023), (Abawari et al., 2024), (Tiyanti et al., 2021), (Herlambang et al., 2024), (Rompis, 2011).

### **Employee Loyalty**

Employee Loyalty according to Valentino and Haryadi (2016) is the loyalty of an employee to an organization or company which can be seen in his commitment to giving his best effort to his organization or company (Sudiantini & Saputra, 2022). According to Iqbal, Tufail, & Lodhi (2015) that Loyalty signifies a person's devotion or sense of attachment to a particular object and employee loyalty can be defined as employees' commitment to the success of the organization and believe that working for this organization is their best choice (Tomic et al., 2018). Employee loyalty is also the willingness of employees to obey every rule or dedicate their time to the company (Hamisah & Nawawi, 2023).

Decreased employee loyalty has been linked to absenteeism according to Berry, Lelchook, & Clark (2012) and intention to quit according to Boroff & Lewin (1997) (Apergis & Georgellis, 2018). From the above definitions, it can be synthesized that employee loyalty is an attitude of a person who accepts all situations against him and is willing to give his best for the achievement of organizational goals.

indicators of Employee Loyalty according to Jun Cai & Shin (2006), as follows: Obedience and compliance, dedication, responsibility, ability to obey and honesty (Sudiantini & Saputra, 2022). Meanwhile, according to Tomic et al (2018) employee loyalty indicators are: intention to stay, willingness to do work, extra sense of belonging and willingness for more responsibility (Tomic et al., 2018).

Employee Loyalty has been widely researched by previous researchers including (Sudiantini & Saputra, 2022), (Tomic et al., 2018), (Hamisah & Nawawi, 2023) (Apergis & Georgellis, 2018), (Saputra & Rizky Mahaputra, 2022), (Abd-El-Salam, 2023).

### Employee Commitment

Employee Commitment according to Arifin (2020) is an attitude that shows the desire to help the organization achieve goals and improve organizational performance (Hendrawan et al., 2023). Commitment according to Triatna (2015) is the degree of employee devotion to an organization which is characterized by the desire to remain part of the business and always uphold the organization's positive reputation. Without the support of individual beliefs in the company, employee commitment will not develop by itself (Tiyanti et al., 2021).

Hidayat et al. (2020) state that work experience, job features, and personal traits all have an impact on employee commitment in an organization. There are three factors that shape employees' commitment to the organization: a person's strong belief and acceptance of the organization's goals; their readiness to make a lot of effort to rely on the organization; and their desire to set boundaries so that they can continue to be members (Damayanti et al., 2023). From some of the definitions above, it can be synthesized that the encouragement from within a person to provide the best for the company in improving organizational performance.

Triatna (2015) provides indicators of employee commitment, namely: 1) a strong desire to remain as a member of the organization, 2) the desire to take action on behalf of the organization, 3) acceptance of company values and goals and 4) high and low levels of absenteeism (Tiyanti et al., 2021).

Employee commitment has been researched by many previous researchers, including (Tiyanti et al., 2021), (Hendrawan et al., 2023), (Jabbar et al., 2020), (Rabiul et al., 2021), (Hamisah & Nawawi, 2023), (Damayanti et al., 2023).

### Review Relevant Articles

Reviewing related publications as a basis for formulating research hypotheses by describing previous research findings, highlighting similarities and differences with the proposed research, as illustrated in table 1 below:

**Table 1: Relevant Research Results Table 1: Relevant Research Results**

No	Author (Tahun)	Hasil Riset Terdahulu	Persamaan Dengan Artikel Ini	Perbedaan Dengan Artikel Ini	H
1	(Abawari et al., 2024)	Budaya Organisasi berpegaruh positif dan signifikan terhadap Gaya Kepemimpinan	Budaya Organisasi berpegaruh terhadap Gaya Kepemimpinan	Loyalitas Pegawai dan Komitmen Pegawai terhadap Gaya Kepemimpinan	H1
2	(Rompis, 2011)	Budaya berpegaruh positif dan signifikan terhadap Gaya Kepemimpinan	Budaya berpegaruh terhadap Gaya Kepemimpinan	Loyalitas Pegawai dan Komitmen Pegawai berpegaruh terhadap Gaya Kepemimpinan	H1
3	(Saputra & Rizky Mahaputra, 2022)	Loyalitas Pegawai dan Kepuasan Kerja berpegaruh positif dan signifikan terhadap Gaya Kepemimpinan	Loyalitas Pegawai berpegaruh terhadap Gaya Kepemimpinan	Budaya Organisasi berpegaruh terhadap Gaya Kepemimpinan	H2

4	(Sudiantini & Saputra, 2022)	Loyalitas Pegawai dan kepuasan kerja berpegaruh positif dan signifikan terhadap Gaya Kepemimpinan	Loyalitas Pegawai berpegaruh terhadap Gaya Kepemimpinan	Budaya Organisasi terhadap Gaya Kepemimpinan	H2
5	(Tiyanti et al., 2021)	Komitmen Pegawai berpegaruh positif dan signifikan terhadap Kinerja Pegawai	Komitmen Pegawai sebagai variabel Independen	Komitmen Pegawai berpegaruh terhadap Gaya Kepemimpinan	H3
6	(Damayanti et al., 2023)	Komitmen Pegawai berpegaruh positif dan signifikan terhadap Kinerja Pegawai	Komitmen Pegawai sebagai variabel Independen	Komitmen Pegawai berpegaruh terhadap Gaya Kepemimpinan	H3
7	(Sudiantini & Saputra, 2022)	Komitmen Pegawai, Loyalitas Pegawai dan Kepuasan Kerja berpegaruh positif dan signifikan terhadap Gaya Kepemimpinan	Komitmen Pegawai berpegaruh terhadap Gaya Kepemimpinan	Budaya Organisasi berpegaruh terhadap Gaya Kepemimpinan	H3

### Discussion

This literature review article discusses related papers, examines relationships between variables, and develops a conceptual thinking research plan based on the theoretical review:

The purpose of this article discussion is to evaluate related literature, examine relationships between factors, and develop a conceptual study strategy based on research findings:

#### The Effect of Organizational Culture on Leadership Style.

Organizational Culture is the characteristic of an organization that shapes the way it thinks, behaves, and interacts within the organization. Some of the Principles or concepts of Organizational Culture are like 1) Core Values: These are the basic principles that the organization believes in and values. For example, integrity, teamwork, and quality. These values guide all members of the organization in their actions. 2) Vision and Mission: Vision is a picture of the future that the organization wants to achieve, while mission is the short-term goals that must be achieved to realize the vision. The vision and mission provide a clear direction and purpose for all members of the organization. 3) Expected Behavior: Organizational culture also defines the expected behavior of each member of the organization. For example, how to communicate, dress, and interact with coworkers and customers. 4) Leadership: Strong leadership is essential in shaping and sustaining organizational culture. Leaders must be role models for organizational values and be able to inspire and motivate organizational members to achieve common goals.

Organizational Culture affects the Leadership Style in higher education, if the Organizational Culture is perceived well, the Leadership Style will be perceived well and vice versa. That organizational culture and leadership style are closely interrelated, forming a cycle that influences each other. If the organizational culture is perceived positively by employees, then the leadership style applied will likely also be assessed positively. Conversely, if the leadership style applied by a leader is considered good, then employees will have a positive view of the overall organizational culture. This happens because the leader acts as a role model for organizational values, and his leadership style will reflect the existing culture. Thus, a

healthy organizational culture will encourage leaders to apply an appropriate leadership style, and conversely, an effective leadership style will reinforce a positive organizational culture.

Organizational culture is formed from various internal factors such as espoused values, leadership style, organizational structure, and the reward system implemented. These factors interact with each other and form the unique characteristics of each organization. In addition to internal factors, organizational culture is also influenced by external factors such as economic conditions, business competition, government regulations, and technological developments. Changes in the external environment can encourage organizations to adapt and change their culture.

To improve leadership styles by paying attention to organizational culture, what management must do is conduct an in-depth mapping of the values and norms that have been embedded in the organization. By deeply understanding the existing organizational culture, management can align the leadership style with these values. Where the leader must be a role model in realizing organizational values and creating a work environment that supports employee growth and development. In addition, management also needs to provide training and development to leaders so that they have the necessary skills to implement an effective leadership style. Thus, the applied leadership style will be more in line with the organizational culture, so as to increase employee motivation, performance, and satisfaction.

Organizational Culture affects Leadership Style, this is in line with research conducted by: (Abawari et al., 2024), and (Rompis, 2011).

### **The Effect of Employee Loyalty on Leadership Style.**

Employee Loyalty is an attitude of a person who accepts all situations against him and is willing to give his best for the achievement of organizational goals. The principles or concepts of Employee Loyalty are the foundation of a strong relationship between individuals and organizations. Employee loyalty reflects an individual's loyalty, commitment, and dedication to the company he or she works for. It involves a sense of belonging to the organization's goals, willingness to make the best contribution, and maintaining the company's good reputation. High loyalty will have a positive impact on employee productivity, innovation and retention. By applying the principles of loyalty, organizations can create a positive work culture, improve performance, and achieve long-term business goals.

Employee loyalty affects leadership style in higher education, if employee loyalty is perceived well, the leadership style will be perceived well too, and vice versa. It can be explained that high employee loyalty creates a positive and supportive work atmosphere. Loyal employees tend to be more productive, proactive, and have higher initiative. When leaders see a high level of loyalty from their team, they tend to be more confident and apply a more participative and collaborative leadership style. Conversely, if employee loyalty is low, leaders may feel the need to adopt a more authoritarian or micromanaging leadership style to maintain team performance. Thus, there is a strong reciprocal relationship between employee loyalty and leadership style.

The factors that influence employee loyalty are diverse. Within organizations, factors such as job satisfaction, organizational justice, development opportunities, and inspirational leadership play a significant role. When employees feel valued, have the opportunity to grow, and work in a positive environment, their loyalty to the company will be stronger. In addition to internal factors, external conditions also influence employee loyalty. Economic conditions, industry competition, and technological developments can create uncertainty and affect employees' perceptions of the company's future. If employees feel insecure or worried about their future, their loyalty can be eroded.

Employee Loyalty plays a role in Leadership Style, this is in line with research conducted by: (Sudiantini & Saputra, 2022) and (Saputra & Rizky Mahaputra, 2022).

### The Effect of Employee Commitment on Leadership Style.

Employee Commitment is the urge from within a person to give their best for the company in improving organizational performance. The principles or concepts of employee commitment are the foundation for a strong relationship between individuals and organizations. Employee commitment reflects the loyalty, dedication, and involvement of an individual towards the company where he works. It involves a sense of belonging to the organization's goals, willingness to make the best contribution, and maintaining the company's good reputation. High employee commitment will have a positive impact on productivity, innovation and employee retention. By applying the principles of commitment, organizations can create a positive work culture, improve performance, and achieve long-term business goals.

Employee commitment affects leadership style in higher education, if employee commitment is perceived well, the leadership style will be perceived well too, and vice versa. It can be explained that high employee commitment creates a positive and supportive work atmosphere. Committed employees tend to be more productive, proactive, and have higher initiative. When leaders see a high level of commitment from their team, they tend to be more confident and apply a more participative and collaborative leadership style. Conversely, if employee commitment is low, leaders may feel the need to adopt a more authoritarian or micromanaging leadership style to maintain team performance. Thus, there is a strong reciprocal relationship between employee commitment and leadership style.

The factors that influence employee commitment are diverse. Within the company, factors such as job satisfaction, fairness in the organization, self-development opportunities, and inspirational leadership play a significant role. When employees feel valued, have the opportunity to grow, and work in a positive environment, their commitment to the company will be stronger. In addition to internal factors, external conditions also influence employee commitment. Economic conditions, industry competition, and technological developments can create uncertainty and affect employees' perceptions of the company's future. If employees feel insecure or worried about their future, their commitment can be eroded.

### Conceptual Framework of Research

The conceptual framework of this article has been established based on the topic definition, discussion, and related research, as illustrated in Figure 1 below:

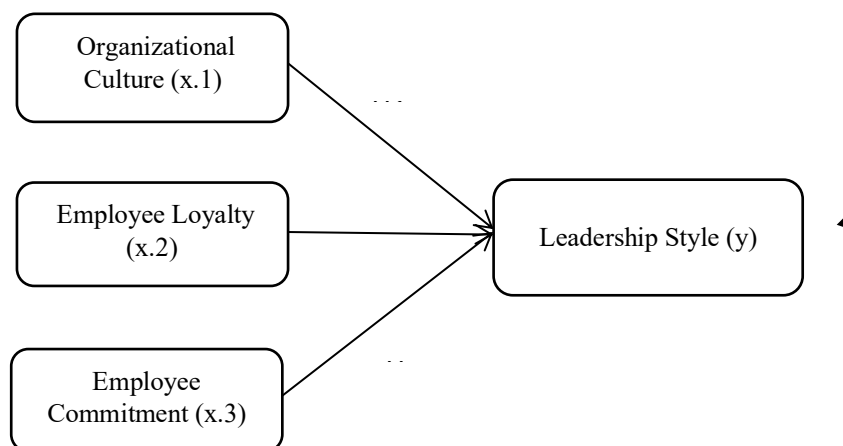


Figure 1: Conceptual Framework

Based on the conceptual framework image above, then: Organizational Culture, Employee Loyalty, and Employee Commitment influence Leadership Style. In addition to the three exogenous variables above that influence Leadership Style, there are still many other variables, including:

- 1) Work Environment: (Tiyanti et al., 2021) dan (Saputra & Rizky Mahaputra, 2022)
- 2) Salary: (Hanifah, 2024), (Sudiantini & Saputra, 2022) dan (Hanifah, 2024).

## CONCLUSION

Based on the objectives, results and discussion, the conclusion of this article is to formulate a hypothesis for further research, namely:

- 1) Organizational Culture influences Leadership Style;
- 2) Employee Loyalty influences Leadership Style. and
- 3) Employee Commitment influences Leadership Style.

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