SYSTEMATIC LITERATURE OF THE INFLUENCE OF LEADERSHIP STYLE ON ORGANIZATIONAL BEHAVIOR THROUGH MOTIVATION

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Abstract

Studi This study systematically analyzes the relationship between leadership styles and organizational behavior, with work motivation as an intervening variable. The method employed is a Systematic Literature Review (SLR) based on the PRISMA protocol, analyzing 50 scholarly articles published in Scopus-indexed journals over the last five years (2020–2025). The analysis reveals that transformational, authentic, entrepreneurial, paternalistic, and inclusive leadership styles significantly influence organizational behavior. Work motivation—whether intrinsic, extrinsic, or prosocial—serves as the primary psychological mechanism bridging the impact of leadership styles on such behavior. A theoretical synthesis is constructed through the integration of Full Range Leadership Theory, Self-Determination Theory, and Expectancy Theory, which is then formulated into an interactive conceptual model. This study contributes theoretically by expanding the multidimensional understanding of the relationships among organizational variables while offering practical implications for developing value-based leadership strategies and work motivation systems. The research also uncovers several gaps, including methodological limitations in longitudinal studies, geographic biases, and insufficient exploration of contemporary leadership styles. Recommendations are directed toward strengthening multilevel research designs, expanding the scope to informal sectors, and integrating interdisciplinary approaches.

Keyword: Leadership Styles, Work Motivation, Organizational Behavior.

INTRODUCTION

In the increasingly dynamic, adaptive, and collaborative landscape of modern organizations, leadership styles play a strategic role in shaping organizational behavior—ranging from constructive forms such as Organizational Citizenship Behavior (OCB) and innovation to dysfunctional ones like expediency and silence behavior (Sirait et al., 2022; Sitthiwarongchai & Wichayanuparp, 2020). This influence can be either direct or indirect, mediated by work motivation as a critical psychological factor. Recent studies indicate that leadership styles—whether transformational, authentic, paternalistic, or entrepreneurial—possess distinct mechanisms for eliciting intrinsic motivation, which in turn drives organizational behavior (Prayogi & Lesmana, 2021; Atikah & Qomariah, 2020). In this framework, work motivation functions as a vital mediating variable. However, existing literature still exhibits theoretical and empirical fragmentation, lacking systematic mapping of the relationships among these variables.

Most research has been sector-specific, focusing on a single leadership type without cross-sectoral synthesis or interdisciplinary approaches (Al Rahbi et al., 2017; Lavanya & Kalliath, 2015). Conversely, some studies tend to overlook motivation's mediating role (Almansour, 2012; Buble et al., 2014) and adopt linear analytical methods that fail to capture the complexity of relationships in contemporary organizations (Chaudhry & Javed, 2012). Thus, a systematic review is necessary to consolidate scattered findings, identify patterns, reveal contradictions, and open avenues for further theoretical development. This study aims to synthesize empirical evidence on the relationship between leadership styles and organizational behavior, with work motivation as an intervening variable. Three key research questions are addressed: 1) What is the relationship between leadership styles and organizational behavior? 2) How does work motivation mediate this relationship? and 3) What conceptual and empirical gaps remain unresolved? The scholarly contribution of this study lies in its integration of literature to produce a more systematic and conceptual understanding. Beyond reinforcing the theoretical foundations of leadership and organizational behavior, this article provides a strategic basis for developing more contextual, adaptive, and evidence-based human

resource management practices. By employing a Systematic Literature Review (SLR), this research is expected to map conceptual dynamics and offer new directions for future leadership research and practice.

RESEARCH METHOD

This study adopts a Systematic Literature Review (SLR) approach to comprehensively analyze the interrelationships among leadership styles, work motivation, and organizational behavior. SLR was selected for its ability to systematically and objectively filter, analyze, and synthesize literature (Karim et al., 2023) while constructing an evidence-based conceptual foundation. The review procedure follows the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol, encompassing identification, screening, eligibility assessment, and inclusion stages (Mustapha et al., 2023). A PRISMA flowchart ensures transparency and accountability in the selection process (McPherson & Clarke, 2024). Data sources were retrieved from ScienceDirect and Emerald databases, limited to publications from 2020–2025 to ensure recency. Inclusion criteria comprised peer-reviewed empirical or theoretical articles in English, indexed in ScienceDirect or Emerald, and directly relevant to the research topic. Non-peer-reviewed articles, editorials, and those lacking empirical or conceptual data were excluded. Selection was conducted in four stages: 1) Identification: Initial search using structured keywords; 2) Screening: Removal of duplicates and metadata verification; 3) Eligibility: Assessment of topical and methodological relevance; and 4) Inclusion: Final selection based on validity criteria. The entire process was facilitated by reference management tools and evaluative spreadsheets (Anuar et al., 2022).
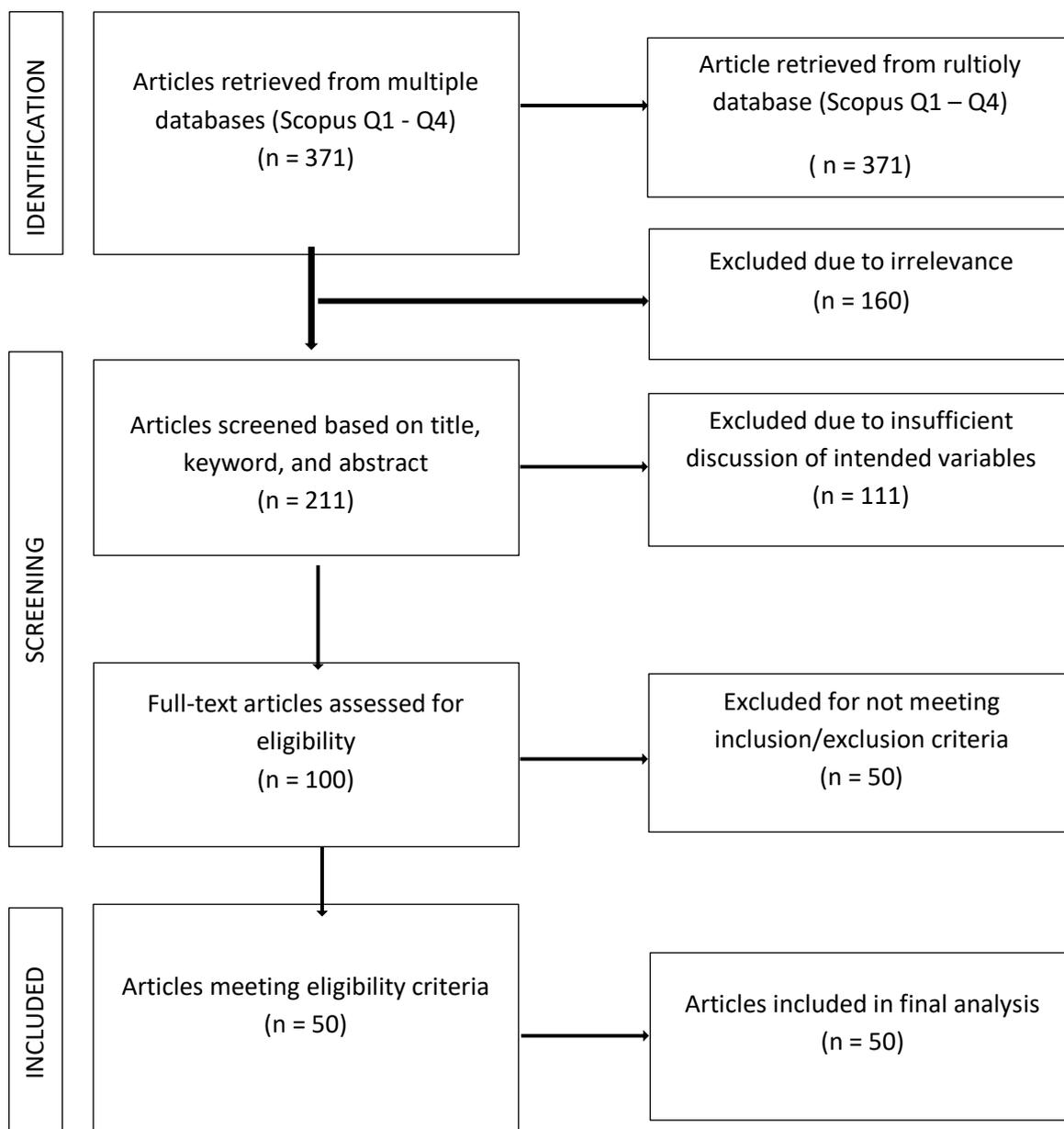
Data analysis combined thematic analysis to identify keyword patterns and central themes (Razak et al., 2022) with content analysis to evaluate theoretical, conceptual, and core findings from each article. This approach ensures the review is not merely descriptive but also analytical and reflective of theoretical advancements and practical applications in leadership and human resource management..

RESUL AND DISCUSSION
General Desccription of Literature
Them 1: Leadership Style and Organizational Behavior

Over the past five years, academic interest in the relationship between leadership styles and organizational behavior has increased significantly. Of the 20 articles analyzed, the primary focus was on the influence of various leadership styles on behaviors such as Organizational Citizenship Behavior (OCB), innovation, constructive deviance, and other extra-role behaviors. All publications fall within the 2020–2025 timeframe, highlighting the urgency of this issue in contemporary leadership contexts. Geographically, most studies were conducted in developing countries, including Pakistan, India, Uganda, Ghana, and China (Siddiquei et al., 2024; Hussain et al., 2025; Nanjundeswaraswamy & Bharath, 2025; Kyambade & Tushabe, 2025; Adu et al., 2024; Wang et al., 2025). Research spanned both public and private sectors, reflecting the global relevance of leadership and organizational behavior (Schneider et al., 2024; Latif et al., 2025; Rovelli & Balconi, 2025).

Methodologically, the majority of studies employed quantitative approaches, such as regression, PLS-SEM, and multilevel analysis (Siddiquei et al., 2024; Lee, 2025), along with experimental neuroscience methods (Rovelli & Balconi, 2025). Transformational and authentic leadership emerged as the most dominant styles studied, consistently strengthening OCB and mitigating deviant behaviors (Nanjundeswaraswamy & Bharath, 2025; Umrani et al., 2025; Wang et al., 2025). Meanwhile, entrepreneurial leadership demonstrated a positive influence on innovative and proactive behaviors (Adu et al., 2024; Latif et al., 2025). Paternalistic, inclusive, and socially responsible leadership styles were found to enhance trust and service-oriented behaviors, particularly in collectivist cultures and service-based sectors (Hussain et al., 2025; Islam et al., 2025; Sönmez et al., 2024). Overall, the literature confirms that selecting contextually appropriate leadership styles is key to fostering adaptive, ethical, and collaborative organizations (Zhang et al., 2024; Albacete-Saez et al., 2024).

Theme 2: Motivation and Organizational Behavior

Work motivation plays a crucial role in shaping adaptive and productive organizational behaviors. Based on 30 articles published between 2020–2025 in the Scienditect and Emerald databases, which explicitly position motivation as a mediating variable for behaviors such as OCB, innovation, job crafting, voice behavior, and ecological actions, the urgency of this topic is evident amid organizational transformations toward digital and sustainable eras. Publications appeared in reputable international and regional journals, including the Asian Journal of Business Ethics and the International Journal of Hospitality Management. Geographically, research predominantly originated from Asia (China, India, Indonesia) and industrialized nations such as Germany and Latin America–Europe regions (Qin et al., 2025; Siddiqui et al., 2024; Bento & Tontini, 2024). Various sectors, from services to manufacturing and construction, were represented (Liu et al., 2024; Gao & Thomas, 2025; Kuang et al., 2024), reinforcing the generalizability of findings across industries.

Publication trends rose significantly post-pandemic (2023–2025), reflecting organizational needs for agile and resilient performance (Choi, 2024; Pan et al., 2025). Motivation was proven to be a strategic driver of organizational behavior, mediating the relationship between ethical leadership and CSR (Iqbal & Parray, 2025), as well as between institutional structures and ecological behaviors (Qi et al., 2024; Gao & Thomas, 2025). All studies adopted quantitative approaches, predominantly PLS-SEM and mediation/moderation analyses (Jun et al., 2024; Uzum et al., 2025). Most were cross-sectional, indicating a need for longitudinal or experimental designs to deepen causal understanding. Thematically, motivational approaches have evolved from unidimensional models to classifications of intrinsic, extrinsic, and prosocial motivations. Prosocial motivation mediated the relationship between leadership and knowledge sharing (Hijazi & Al-Ajlouni, 2025), while self-interest motivation correlated with expediency behaviors (Yuan et al., 2025). Additionally, intrinsic motivation contributed to green OCB (Priatna et al., 2025; Zheng et al., 2025). Thus, work motivation not only serves as an intermediary between organizational variables but also as a psychological catalyst for innovative, collaborative, and sustainability-oriented behaviors, the effectiveness of which is heavily determined by organizational context and underlying values.

Thematic Findings

Theme 1: Leadership Styles and Organizational Behavior

The literature indicates that leadership styles play a pivotal role in shaping a spectrum of organizational behaviors, ranging from prosocial actions like OCB and innovation to dysfunctional behaviors such as expediency and knowledge sabotage. A synthesis of 20 articles published between 2020–2025 suggests that the influence of each leadership style depends heavily on context and the intended organizational behavior. Transformational leadership consistently enhances OCB and innovative behaviors by strengthening commitment, team trust, and perceived psychological safety (Nanjundeswaraswamy & Bharath, 2025; Liu et al., 2024; Kyambade & Namatovu, 2025; Aleksić et al., 2025). Meanwhile, authentic leadership effectively fosters creative work behavior and reduces dysfunctional behaviors like expediency by reinforcing integrity and interpersonal trust (Umrani et al., 2025; Wang et al., 2025). In dynamic, high-risk project environments, entrepreneurial leadership encourages initiative, proactivity, and knowledge sharing (Adu et al., 2024; Latif et al., 2025). Conversely, paternalistic leadership in collectivist cultures strengthens trust and service behavior through affective and cognitive trust-based psychological mediation (Hussain et al., 2025; Lee, 2025).

Inclusive and socially responsible leadership also proved effective in building OCB and employee engagement, particularly in post-pandemic organizations requiring structural fairness and psychological safety (Islam et al., 2025; Kyambade & Tushabe, 2025; Sönmez et al., 2024). In an innovative approach, Rovelli & Balconi (2025) used neuroscience to demonstrate that leaders' decision-making styles influence subordinates' cognitive behavioral responses, with avoidance styles negatively impacting organizational behavior quality. Additionally, quantum and empowering leadership styles were found to stimulate constructive deviance, which is relevant for learning and innovative organizations (Kruesi et al., 2025; Zhang et al., 2024; Albacete-Saez et al., 2024). Overall, the literature reveals that each leadership style has distinct pathways of influence, contingent on organizational context, sector, and targeted behaviors. Contextual understanding is essential in formulating adaptive, targeted, and sustainable leadership strategies.

Theme 2: Motivation and Organizational Behavior

An analysis of 30 articles published between 2020–2025 confirms that work motivation plays a central role in shaping various organizational behaviors. Motivation is understood as a strategic psychological mechanism bridging the influence of organizational systems on employees' behavioral responses. Three primary motivational orientations were identified: intrinsic, extrinsic, and prosocial. Intrinsic motivation was the most dominant, significantly contributing to proactive, innovative, and green behaviors (Qin et al., 2025; Choi, 2024; Priatna et al., 2025). Extrinsic motivation, as shown by Zheng et al. (2025), becomes relevant under ESG pressures. Prosocial motivation effectively fosters knowledge sharing and employee collaboration (Hijazi & Al-Ajlouni, 2025; Yu et al., 2024). Motivation consistently serves as a mediating variable between organizational factors and behaviors, including in contexts of participative leadership, career attitudes, and high-performance work practices (Agaoglu et al., 2025; Siddiqui et al., 2024; Gautam & Gautam, 2024). As explained by Ma et al. (2025), Pan et al. (2025), and Jun et al. (2024), OCB and thriving emerge through motivation's mediation in relation to organizational structures and individual psychological conditions.

In the context of green OCB, environmentally conscious leadership requires value-based motivational mediation to be effective (Qi et al., 2024; Gao & Thomas, 2025; Priatna et al., 2025). However, not all motivational forms yield positive outcomes. Self-interest orientation, for instance, may encourage expediency and silence behaviors (Yuan et al., 2025; Koodamara & Rai, 2025). Motivation also plays a critical role in promoting safety behaviors, particularly in high-risk industries like manufacturing and construction (Liu et al., 2024; Kuang et al., 2024; Chong et al., 2024). Furthermore, motivation supports lean practices and sustainable HRM in fostering employee well-being and eco-friendly organizational behaviors (Bento & Tontini, 2024; Al Mamun et al., 2024). The literature collectively highlights motivation's role as a nexus connecting organizational structure, leadership styles, value systems, and workplace culture. It serves as the foundation for helping behaviors, voice behaviors, and other OCB forms that foster participatory work environments (Lu et al., 2025; Peng et al., 2024). Thus, cultivating motivation rooted in values, autonomy, and meaningful work is crucial. The direction and quality of motivation ultimately determine whether organizational behaviors evolve adaptively or stagnate. A synthesis of 50 articles reveals a consistent interrelation among leadership style, work motivation, and organizational behavior. This relationship can be explained through three foundational theoretical frameworks: full range leadership theory, self-determination theory, and expectancy theory. The findings of Siddiquei et al. (2024), Liu et al. (2024), and Kruesi et al. (2025) reinforce the full range leadership theory, where transformational and transactional leadership styles influence organizational behavior through motivational mechanisms. The study by Nanjundeswaraswamy & Bharath

(2025) further substantiates this by demonstrating that transformational leadership fosters commitment and organizational citizenship behavior (OCB). Support for self-determination theory emerges in the studies by Umrani et al. (2025), Wang et al. (2025), and Zhang et al. (2024), which emphasize the importance of autonomy and intrinsic motivation in shaping creative behavior, constructive deviance, and voice. Wang et al. (2025) also note that authentic leadership suppresses expediency by strengthening personal integrity. Meanwhile, expectancy theory is supported by Zheng et al. (2025), Ma et al. (2025), and Hijazi & Al-Ajlouni (2025), illustrating how motivation mediates the relationship between work expectations and extra-role behavior. Ma et al. (2025) specifically highlight the role of motivation in linking OCB and thriving. Several studies also expand the theoretical framework through contextual approaches. Adu et al. (2024) and Latif et al. (2025) demonstrate that entrepreneurial leadership promotes proactive behavior and knowledge sharing. Conversely, Yuan et al. (2025) underscore the risk that self-serving motivation may trigger expediency. The dimensions of ethics and organizational justice are further reinforced in the findings of Sönmez et al. (2024), Islam et al. (2025), and Kyambade & Tushabe (2025), which affirm the importance of trust and psychological safety as foundations for healthy motivation and ethical behavior. This strengthens the relevance of value-based leadership styles, such as servant and responsible leadership.

The conceptual model resulting from the literature synthesis illustrates the pathways as follows:

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┌──────────────────┐      ┌─────────────────────────────────────────────────┐
│   Leader Style   │ ───► │ Transformational, Authentic, Paternalistic,     │
└────────┬─────────┘      │ Entrepreneurial, Inclusive, Socially Responsible │
         │                └─────────────────────────────────────────────────┘
         ▼
┌──────────────────┐      ┌─────────────────────────────────────────────────┐
│  Work Motivation │ ───► │ (Intrinsic, Extrinsic, Prosocial) as            │
└────────┬─────────┘      │ intervening variables                           │
         │                └─────────────────────────────────────────────────┘
         ▼
┌──────────────────────┐  ┌─────────────────────────────────────────────────┐
│ Organizatinal Behavior│─►│ (OCB, Innovation, Job Crafting, Helping        │
└──────────────────────┘  │ Behavior, Expediency, Green Behavior,           │
                          │ Proactive Behavior, Silence)                    │
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Model This model is formed by several contextual factors including organizational justice, personal values, psychological safety, team culture, and organizational structure. Functionally, leadership style triggers specific types of motivation, which in turn shape particular work behaviors. Within this framework, motivation serves not only as a mediator but also as a transformer of behavioral orientation. Leadership effectiveness is determined by the extent to which there is alignment between leader characteristics, organizational context, and the form of motivation established. The synthesis results in this study make significant contributions to strengthening the theoretical foundation and formulating practical strategies for understanding the interconnection between leadership style, work motivation, and organizational behavior. From a conceptual-theoretical perspective, these literature findings reinforce three main frameworks. The full range leadership theory is validated through the role of transformational leadership in shaping OCB and work commitment, as demonstrated by Liu et al. (2024), Kruesi et al. (2025), and Nanjundeswaraswamy & Bharath (2025). Support for self-determination theory emerges in the findings of Umrani et al. (2025), Wang et al. (2025), and Hijazi & Al-Ajlouni (2025), which show that meaning-based and autonomy-supportive leadership effectively stimulates intrinsic motivation and ethical behavior. Meanwhile, expectancy theory is expanded by Zheng et al. (2025), Siddiqui et al. (2024), and Yuan et al. (2025), with emphasis on motivation as a bridge between organizational factors and organizational behavior.

Additional theoretical contributions come from studies on green behavior (Gao & Thomas, 2025; Qi et al., 2024; Priatna et al., 2025), as well as the integration of cross-disciplinary approaches such as neuro-leadership and responsible leadership (Rovelli & Balconi, 2025; Kyambade & Tushabe, 2025), which open new spaces in the development of contemporary organizational behavior theory. At the practical level, these findings confirm the urgency of implementing transformative and adaptive leadership styles to strengthen modern work dynamics (Liu et al., 2024; Kyambade & Namatovu, 2025; Zhang et al., 2024), as well as the importance of managerial interventions that build intrinsic motivation (Jun et al., 2024; Choi, 2024). Organizations also need to avoid exploitative leadership styles that can generate dysfunctional motivation and opportunistic behavior (Yuan et al., 2025; Islam et al., 2025). Enhancing values of justice and psychological safety, particularly in the service and public sectors, becomes an important foundation for creating a healthy work environment (Schneider et al., 2024; Kuang et al., 2024; Sönmez et al., 2024). In innovative and technology-based organizational contexts, risk-taking courage must be accompanied by protection of employees' psychological well-being (Latif et al., 2025; Adu et al., 2024). Additionally, the internalization of ecological motivation is needed to support sustainability agendas and environmentally friendly

organizational behavior (Priatna et al., 2025; Qi et al., 2024; Ma et al., 2025). Although this Systematic Literature Review provides meaningful contributions, there are several thematic, methodological, and contextual limitations that create opportunities for more in-depth and interdisciplinary research exploration. First, most studies still rely on linear relationships and have not developed complex mediation models, especially those considering moderators such as organizational culture or formal structure (Liu et al., 2024; Nanjundeswaraswamy & Bharath, 2025; Siddiqui et al., 2024). Therefore, multilevel and interactive approaches should be prioritized in future research agendas. Second, the dominance of cross-sectional quantitative approaches (Pan et al., 2025; Sharma & Kumra, 2024; Hijazi & Al-Ajlouni, 2025) limits understanding of the evolutionary dynamics of organizational behavior. Longitudinal and mixed methods designs are needed to capture long-term changes more holistically. Third, the geographical context of research tends to be concentrated in South and East Asia (Zheng et al., 2025; Yuan et al., 2025; Priatna et al., 2025), with limited cross-cultural validation. Broader testing is required on the effectiveness of leadership styles in egalitarian regions such as Scandinavia and Latin America.

Fourth, study focus remains dominated by conventional leadership styles (Kyambade & Tushabe, 2025; Hussain et al., 2025), while contemporary leadership such as digital, hybrid, and neuro-leadership has not been extensively explored. The study by Rovelli & Balconi (2025) represents an important exception in this regard. Fifth, approaches to the motivation concept remain aggregate and unidimensional. Dimensions such as prosocial or opportunistic motivation have not been clearly differentiated (Yuan et al., 2025; Hijazi & Al-Ajlouni, 2025), requiring more granular psychological approaches across sectors. Sixth, positive bias emerges due to limited attention to leadership paradoxes. For example, transformational style can trigger excessive expectations that actually produce expediency (Wang et al., 2025). Future studies need to critically explore this ambiguity. Seventh, research on organizational behavior in informal sectors such as SMEs and digital communities remains limited, despite their increasingly crucial role in the platform economy ecosystem (Islam et al., 2025; Adu et al., 2024). Eighth, opportunities for integrating interdisciplinary approaches remain wide open, including through collaboration with neuroscience, information technology, and sustainability studies (Gao & Thomas, 2025), to expand theoretical relevance and enhance practical contributions in future studies of leadership and work motivation.

CONCLUSION

This study confirms that leadership style has a significant influence on organizational behavior, particularly through strengthening psychological elements such as trust, commitment, and perceptions of fairness. An appropriate leadership style not only fosters a conducive work climate but also encourages the emergence of constructive extra-role behaviors within the organizational environment. Work motivation has been proven to serve as the primary mediator in the relationship between leadership and organizational behavior. The effectiveness of leadership influence largely depends on the type of motivation cultivated—whether intrinsic, extrinsic, or prosocial. Healthy motivation can amplify the positive impact of leadership, while dysfunctional motivation may weaken or even divert this influence toward opportunistic behaviors. Although theoretical and practical contributions have been convincingly demonstrated, several conceptual and empirical gaps remain. These limitations include the scarcity of longitudinal studies capable of capturing long-term dynamics, the dominance of quantitative approaches that overlook phenomenological depth, and geographical biases that restrict the generalizability of findings. Additionally, exploration of contemporary leadership styles such as digital and hybrid remains limited, as do cross-cultural studies and research in informal sectors—areas that are becoming increasingly relevant in today's digital economy. Subsequent studies are advised to: 1) Develop multilevel and multicultural models; 2) Adopt longitudinal and mixed-methods approaches; 3) Integrate digital leadership and neuro-leadership perspectives; 4) Expand research to informal sectors and digital communities.

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