

Impact of Leadership Styles on Organizational Effectiveness and Efficiency: An Empirical Study

Dr. Deepa Bhindora¹, Niranjana majithia college of commerce, Mumbai University
Shriya Pandit², Niranjana majithia college of commerce, Mumbai University, Email: shriyajoshi94.sj@gmail.com



Journal of Applied Management
and Multisectoral Research

ISSN:

Pp: 16-28

ISSN:

Volume 1, Issue 1

Received: 22, July, 2025

Revised: 3 September, 2025

1 December, 2025

Accepted: 10 December 2025

Published: 20 December 2025

Abstract

Leadership plays a critical role in enhancing organizational effectiveness and efficiency across diverse sectors. This theoretical study synthesizes contemporary literature to examine the multifaceted nature of leadership, including transformational, strategic, ambidextrous, ethical, and agile approaches. The review highlights how leadership influences employee engagement, innovation, operational processes, and organizational performance, with organizational culture and technological integration serving as key mediating factors. Ethical and educative leadership further ensures sustainable and socially responsible practices, reinforcing both efficiency and effectiveness. Ambidextrous and strategic leadership approaches allow organizations to balance exploration and exploitation, adapting to dynamic environments while optimizing resources. The study offers a conceptual framework that underscores the mutually reinforcing relationship between leadership effectiveness and organizational efficiency. Future research may empirically validate these theoretical insights, explore sectoral differences, and examine the role of emerging technologies and sustainability initiatives in shaping leadership outcomes.

Keywords: Leadership Effectiveness, Organizational Efficiency, Ambidextrous Leadership, Organizational Culture

Introduction

Leadership plays a pivotal role in shaping organizational effectiveness and efficiency, influencing both employee outcomes and overall performance. Theoretical perspectives on leadership emphasize its multifaceted nature, encompassing transformational, transactional, and situational dimensions, which directly impact organizational processes and success. Recent studies have highlighted the critical interplay between leadership styles and organizational culture in driving performance outcomes. For instance, Almaamari et al. (2025) underscore the importance of organizational culture as a mediating factor linking total quality management practices to performance, suggesting that effective leadership operates within and adapts to cultural contexts to optimize outcomes.

Similarly, Ametefe et al. (2025) provide a systematic review of leadership's influence on small and medium-sized enterprises (SMEs), emphasizing that strategic leadership practices enhance enterprise performance by fostering innovation, employee engagement, and operational efficiency. Leadership effectiveness, therefore, is not isolated but integrally connected to broader organizational mechanisms, including decision-making structures, motivational strategies, and performance management systems. Helalat et al. (2023) further extend this view by demonstrating that transformational leadership significantly enhances employee psychological empowerment, particularly when moderated by organizational culture. This highlights that leadership effectiveness is both a direct and an indirect determinant of organizational efficiency, mediated by internal structures and human capital development.

The emergence of flexible work arrangements has introduced new challenges for leadership, as explored by Kyambade et al. (2025), who identify that transformational leadership mitigates potential distractions associated with teleworking, such as cyber-slacking. This indicates that effective leadership is critical in sustaining productivity and ensuring efficiency in dynamic work environments. Swart et al. (2025) complement this perspective by demonstrating that changes in organizational structure influence perceived leadership, emphasizing the adaptive nature of leadership in complex institutional settings. Moreover, studies focusing on job satisfaction and organizational performance, such as those by Syrio Callefí et al. (2025) and Tran et al. (2024), confirm that leadership practices, combined with supportive organizational systems and top management support, are essential drivers of both efficiency and overall performance outcomes.

Finally, the integration of technology and positive organizational psychology, as discussed by van Zyl et al. (2024), underscores the evolving role of leadership in the digital era. Leaders are increasingly required to leverage technological tools and foster a culture of positivity to sustain engagement, motivation, and efficiency. Collectively, these theoretical insights highlight the centrality of leadership in orchestrating organizational effectiveness and efficiency, positioning it as a critical area of study for understanding performance optimization in contemporary organizational contexts.

Literature Review

Leadership has long been recognized as a cornerstone of organizational effectiveness and efficiency, shaping strategic direction, employee engagement, and performance outcomes.

Contemporary research underscores the multifaceted nature of leadership, which includes transformational, strategic, ambidextrous, and ethical approaches, each contributing uniquely to organizational performance. Altassan (2025) emphasizes the role of technology in enhancing leadership effectiveness within educational institutions, arguing that technological integration supports decision-making, collaboration, and communication, thereby facilitating organizational efficiency. In line with this, Rožman et al. (2023) highlight the importance of artificial intelligence and organizational culture in maximizing employee engagement, indicating that digital tools, when guided by effective leadership, can significantly improve performance metrics in contemporary organizations.

Organizational culture emerges as a recurring mediating factor in leadership effectiveness. Demastus, Ohsowski, and Landrum (2025) reveal the nexus between organizational culture and sustainability, showing that leadership that aligns with cultural values fosters green innovation and sustainable economic performance. Similarly, Fadhel and Alqurs (2025) demonstrate that strategic leadership enhances occupational health and safety outcomes through the mediating influence of total quality management (TQM), underscoring the complex interplay between leadership practices, organizational culture, and efficiency in the healthcare sector. These studies collectively suggest that leadership effectiveness is contingent not only on the leader's actions but also on their capacity to integrate organizational systems and values.

Strategic leadership has also been linked with organizational adaptability and economic performance. Hutahayan et al. (2025) explore how leadership styles impact purchasing efficiency and sustainable economic performance, revealing that fiscal terms can moderate this relationship. This suggests that leaders must navigate both internal and external contingencies to optimize efficiency outcomes. Complementing this, Le and Ngoc-Khuong (2025) highlight that SMEs achieve enhanced effectiveness when leaders employ strategic orientations, learning capabilities, and innovation-driven practices. Their findings reinforce the view that leadership effectiveness extends beyond directive management to fostering organizational learning and adaptive capabilities.

Ambidextrous leadership, which balances exploration and exploitation, is increasingly recognized as critical for innovation and operational efficiency. Nyamboga (2025) demonstrates that ambidextrous leadership models drive both innovation and operational efficiency in technology-driven industries, while Alo (2023) identifies reflective conversations

and ambidextrous HR practices as enablers for developing team-level ambidexterity. These findings indicate that effective leadership must harmonize competing organizational demands, promoting both short-term performance and long-term innovation. Moreover, studies by Wei and Tang (2024) and Hughes (2018) reinforce that ambidexterity, when supported by shared leadership frameworks, improves R&D outcomes and firm performance, highlighting leadership's strategic and adaptive role in dynamic business environments.

Ethical and moral dimensions of leadership further enrich the discussion on effectiveness. Abdi, Hashi, and Latif (2024) find that ethical leadership improves public sector performance by mediating corporate social responsibility initiatives and organizational politics, moderated by social capital. Similarly, Macpherson (2025) argues that educative leadership in diverse organizational contexts requires the integration of moral philosophies with metaphysical paradigms, positioning leadership as both an ethical and cognitive function essential for sustaining performance across complex environments. These insights collectively suggest that leadership effectiveness is a multidimensional construct, shaped by technological, strategic, cultural, and ethical factors that jointly influence organizational outcomes.

Building on the foundations of leadership effectiveness, research highlights the critical role of leadership in enhancing organizational efficiency and performance outcomes. Liu, Tsui, and Kianto (2022) demonstrate that knowledge management leadership significantly contributes to organizational performance, emphasizing that leaders who facilitate knowledge sharing, learning, and innovation foster both operational efficiency and strategic growth. Similarly, Liu et al. (2021) explore organizational efficiency within smart-logistics ecosystems, showing that e-commerce platform leadership enables better coordination, resource allocation, and responsiveness, ultimately enhancing efficiency in complex supply chains. These studies indicate that leadership effectiveness is closely intertwined with efficiency, particularly when operational and technological processes are optimized.

The public and educational sectors provide additional contexts where leadership shapes performance and organizational effectiveness. Vivona (2024) asserts that new-era leadership in public organizations integrates entrepreneurial thinking, democratic principles, and performance-oriented strategies, enhancing both effectiveness and stakeholder satisfaction. Altassan (2025) similarly highlights that technological tools in educational institutions augment leadership effectiveness, fostering innovation, engagement, and institutional efficiency. Tran (2025) explores academic libraries, demonstrating that leadership behaviors

influence work engagement and organizational citizenship behaviors, suggesting that effective leadership extends to shaping workplace norms, culture, and discretionary employee contributions. Sarid (2022) adds a theoretical perspective by advocating a dilemmatic approach to educational effectiveness, emphasizing the interplay between leadership strategies, organizational objectives, and contextual variables in fostering high-performance educational outcomes.

Organizational efficiency is also impacted by leadership's ability to manage change, innovation, and uncertainty. Ferede, Endawoke, and Tessema (2024) highlight that strategic leadership enhances change management in public organizations through accountability, knowledge management, and organizational culture, confirming that leadership is instrumental in translating strategic intent into operational performance. Syamsir, Saputra, and Mulia (2025) further note that leadership agility in VUCA (volatile, uncertain, complex, ambiguous) environments is essential, underscoring the need for adaptive and flexible leadership approaches that sustain efficiency under uncertainty. Nyamboga (2025) and Alo (2023) reinforce this perspective, emphasizing ambidextrous leadership's role in balancing exploration and exploitation to drive operational efficiency while fostering innovation.

Leadership also interacts with organizational politics, human resource mechanisms, and behavioral dimensions to influence efficiency and effectiveness. Nkrumah, Ledi, and Peprah-Yeboah (2025) demonstrate that transformational leadership mitigates the negative impacts of organizational politics on healthcare supply chain performance, with organizational support serving as a key enabler. Bijalwan et al. (2024) highlight that leadership strategies can reduce workplace incivility and enhance productivity, indicating that organizational culture and leadership interventions jointly shape operational efficiency. Moreover, Smith and Fatorachian (2025) illustrate how leadership, combined with behavioral economics insights, helps manage supply chain disruptions, showcasing leadership's role in operational decision-making under uncertainty.

Reflective and ethical leadership frameworks further enrich understanding of leadership's role in efficiency. Wei (2024) emphasizes reflective learning as a driver of engineering innovation, while Macpherson (2025) and Abdi et al. (2024) highlight ethical and educative leadership as essential for achieving sustainable organizational outcomes. These theoretical contributions suggest that effective leadership is not merely about directive authority but involves cognitive,

ethical, strategic, and technological competencies that collectively enhance organizational effectiveness and efficiency.

Finally, the integration of ambidextrous, strategic, and technologically mediated leadership underscores a central theme: leadership effectiveness and organizational efficiency are mutually reinforcing. Theoretical studies by Hughes (2018), Messersmith and Chang (2017), and Gao et al. (2016) illustrate that aligning leadership behaviors with organizational objectives, cultural norms, and innovation imperatives enhances performance outcomes, while also building adaptive capacity for future challenges. Collectively, these insights provide a comprehensive theoretical understanding of how leadership drives both effectiveness and efficiency across diverse organizational contexts.

Research Methodology

This study adopts a theoretical research approach to explore the role of leadership in enhancing organizational effectiveness and efficiency. Unlike empirical research, which relies on primary data collection, this paper synthesizes and critically analyzes existing scholarly literature to develop conceptual insights. The methodology involves a systematic review of recent literature (2015–2025) from peer-reviewed journals, focusing on leadership theories, organizational culture, strategic management, technological integration, and efficiency frameworks. Key databases and sources include Cogent Business & Management, Journal of Small Business Management, Public Management Review, and other reputable journals cited in this study.

The selection of literature followed specific **inclusion criteria**: studies addressing leadership styles, organizational effectiveness, efficiency outcomes, technological interventions, and ethical or strategic leadership in diverse organizational contexts. Both qualitative and quantitative theoretical insights were considered to provide a comprehensive understanding of leadership mechanisms. Key constructs such as transformational leadership, ambidextrous leadership, strategic leadership, ethical leadership, and leadership agility were examined for their conceptual relationships with organizational effectiveness and efficiency.

A content analysis technique was employed to identify recurring themes, relationships, and gaps in the literature. This involved categorizing studies based on leadership type, sector context, and reported outcomes related to effectiveness and efficiency. The findings were then synthesized to develop a conceptual framework illustrating how leadership drives performance

and efficiency through organizational culture, technological integration, strategic orientation, and ethical practices. By adopting this theoretical methodology, the study provides a comprehensive, literature-driven understanding of leadership's role in organizational performance, offering insights for scholars and practitioners to guide future research and practical implementation in organizational management.

Discussion

Leadership is widely recognized as a critical determinant of organizational effectiveness and efficiency, acting as both a strategic and operational driver. The theoretical literature reviewed in this study underscores the multifaceted nature of leadership, encompassing transformational, strategic, ambidextrous, ethical, and agile dimensions, each contributing to organizational performance in distinct yet complementary ways. Transformational leadership, for instance, not only motivates and empowers employees but also aligns organizational goals with individual aspirations, fostering engagement and innovation (Helalat et al., 2023; Nkrumah, Ledi, & Peprah-Yeboah, 2025). This alignment enhances effectiveness by improving employee output and promoting discretionary effort, while efficiency benefits from optimized processes facilitated by motivated teams.

Organizational culture is repeatedly highlighted as a key mediating factor in the leadership-effectiveness relationship. Almaamari et al. (2025) and Demastus, Ohsowski, and Landrum (2025) emphasize that leaders who adapt to and shape organizational culture can better implement total quality management practices, foster sustainability initiatives, and encourage green innovation. By embedding leadership strategies within cultural norms, organizations can achieve both higher efficiency—through streamlined operations—and enhanced effectiveness, as employees are more aligned with organizational objectives. Similarly, Fadhel and Alqurs (2025) demonstrate that leadership effectiveness in healthcare settings is amplified when supported by robust organizational systems, highlighting the importance of institutional context in achieving performance outcomes.

Strategic and ambidextrous leadership approaches are particularly effective in dynamic and uncertain environments. Hutahayan et al. (2025) and Nyamboga (2025) show that leaders who balance exploration and exploitation drive operational efficiency while simultaneously fostering innovation. Ambidextrous leadership ensures that organizations remain adaptive and resilient, capable of responding to short-term challenges without compromising long-term

strategic goals. This is reinforced by Alo (2023) and Hughes (2018), who emphasize the importance of shared leadership frameworks and reflective practices in maintaining efficiency alongside innovation. In essence, effective leadership integrates multiple roles—strategist, innovator, and facilitator—to achieve both performance dimensions.

Technological integration further enhances leadership effectiveness. Altassan (2025) and Rožman et al. (2023) illustrate that digital tools, including artificial intelligence, enhance decision-making, employee engagement, and operational monitoring. Leaders leveraging technology can optimize resource allocation, improve communication, and accelerate workflow processes, thereby increasing efficiency while maintaining high organizational effectiveness. Similarly, Tran (2025) and Wei (2024) demonstrate that technology-driven reflective learning and leadership interventions improve innovation and work engagement, which are critical for sustained performance outcomes in both public and private sector organizations.

Ethical and educative leadership frameworks also significantly influence effectiveness and efficiency. Abdi, Hashi, and Latif (2024) argue that ethical leadership enhances public sector performance by integrating corporate social responsibility initiatives, reducing organizational politics, and leveraging social capital. Macpherson (2025) extends this argument to diverse organizational contexts, emphasizing the cognitive and moral dimensions of leadership that promote sustainable decision-making. Together, these findings suggest that leadership effectiveness cannot be understood purely through operational or strategic lenses; ethical and cultural considerations are equally critical for achieving holistic organizational performance.

Finally, the discussion highlights that leadership effectiveness and organizational efficiency are mutually reinforcing constructs. Leaders who adopt a multidimensional approach—combining transformational, strategic, ambidextrous, ethical, and technologically mediated practices—create synergies between employee motivation, operational efficiency, innovation, and cultural alignment (Le & Ngoc-Khuong, 2025; Liu, Tsui, & Kianto, 2022). By integrating these elements, organizations can navigate complex environments, optimize resources, and achieve sustainable effectiveness. These theoretical insights provide a nuanced understanding of how leadership functions as a central driver of both organizational effectiveness and efficiency, offering valuable implications for theory development and practical application across sectors.

Conclusion

This theoretical study underscores the pivotal role of leadership in enhancing organizational effectiveness and efficiency. Across diverse organizational contexts, leadership has emerged as a multidimensional construct, encompassing transformational, strategic, ambidextrous, ethical, and agile approaches. The literature demonstrates that effective leadership not only motivates and empowers employees but also aligns organizational goals, fosters innovation, and optimizes operational processes. Transformational and strategic leadership models facilitate employee engagement and organizational learning, contributing to higher effectiveness, while ambidextrous leadership ensures the balance between exploration and exploitation, supporting both innovation and operational efficiency (Helalat et al., 2023; Nyamboga, 2025; Hutahayan et al., 2025).

Organizational culture is consistently identified as a mediating factor that amplifies the impact of leadership. Leaders who adapt to and shape cultural norms are better positioned to implement total quality management, drive sustainability initiatives, and enhance job satisfaction, which in turn improves organizational performance (Almaamari et al., 2025; Demastus, Ohsowski, & Landrum, 2025). Additionally, technological integration and digital tools, as highlighted by Altassan (2025) and Rožman et al. (2023), strengthen leadership effectiveness by improving decision-making, communication, and resource optimization, ultimately enhancing efficiency. Ethical and educative leadership further enrich organizational outcomes by embedding moral and cognitive dimensions into strategic decision-making, thereby fostering sustainable and socially responsible practices (Abdi, Hashi, & Latif, 2024; Macpherson, 2025).

The theoretical synthesis indicates that leadership effectiveness and organizational efficiency are mutually reinforcing. Leaders who adopt a holistic approach—combining ethical, technological, strategic, and adaptive practices—create synergies that enable organizations to navigate complex environments, optimize resources, and sustain high performance. These insights contribute to the ongoing theoretical discourse by providing a comprehensive framework linking leadership practices to organizational outcomes.

Future research can extend this theoretical investigation through empirical studies across sectors, examining how specific leadership styles influence measurable indicators of effectiveness and efficiency. Comparative analyses between industries, such as healthcare,

education, and technology, can provide contextual insights on leadership's impact. Moreover, exploring the interplay between leadership, emerging technologies, and sustainability practices offers promising avenues for understanding leadership in the digital and green economy. Longitudinal studies on leadership development programs, ambidextrous practices, and ethical frameworks can provide evidence on sustainable organizational performance. Additionally, integrating behavioral and psychological perspectives can further enrich understanding of leadership's influence on employee engagement, decision-making, and efficiency. In conclusion, this study reinforces that effective leadership is central to organizational success, bridging the gap between strategic intent, operational efficiency, and human capital development. By synthesizing contemporary theoretical perspectives, it provides a roadmap for scholars and practitioners seeking to enhance organizational performance through leadership excellence.

References

- Almaamari, Q. A., Al-Mekhlafi, A.-B. A., Kanwal, N., & Dawwas, M. I. F. (2025). Organizational culture role in linking TQM practices to performance in the Yemen oil and gas sector. *Cogent Business & Management*, 12(1), 2492842. <https://doi.org/10.1080/23311975.2025.2492842>
- Ametefe, M. D., Adamu, A. G., Umaru, F. A., & Ametefe, F. G. (2025). Leadership's impact on SME performance: A systematic review of its role in enterprise. *Journal of the International Council for Small Business*, 6(4), 811–842. <https://doi.org/10.1080/26437015.2024.2443764>
- Helalat, A., Sharari, H., Qawasmeh, R., Bani-Mustafa, A., & Alkhazali, Z. (2023). Revisiting the relationship between transformational leadership and employee psychological empowerment: A more holistic view using organisational culture. *Cogent Business & Management*, 10(3), 2254023. <https://doi.org/10.1080/23311975.2023.2254023>
- Kyambade, M., Namatovu, A., Ssentumbwe, A. M., & Tushabe, M. (2025). Work from home can be distracting: Exploring the moderation role of transformational leadership on teleworking and cyber-slacking. *Cogent Education*, 12(1), 2450115. <https://doi.org/10.1080/2331186X.2025.2450115>
- Swart, R. R., Jacobs, M. J. G., van Merode, F., & Boersma, L. J. (2025). Change in Organizational Structure Influences Perceived Leadership in a Dutch Radiotherapy Center. *Journal of Healthcare Leadership*, 17(null), 297–314. <https://doi.org/10.2147/JHL.S516923>
- Syrio Callefi, J., Duarte, D. A., Nocera Alves Junior, P., & Costa Melo, I. (2025). Organizational culture and job satisfaction: identifying key drivers through efficiency analysis. *Total Quality Management & Business Excellence*, 36(11–12), 1208–1227. <https://doi.org/10.1080/14783363.2025.2533180>
- Tran, Y. T., Nguyen, N. P., Thi Bao Nhu, L., & Thi Thu Hao, N. (2024). Enhancing Public Organizational Performance in Vietnam: The Role of Top Management Support, Performance Measurement Systems, and Financial Autonomy. *Public Performance &*

Management Review, 47(5), 1192–1227.
<https://doi.org/10.1080/15309576.2024.2358839>

- van Zyl, L. E., Dik, B. J., Donaldson, S. I., Klibert, J. J., di Blasi, Z., van Wingerden, J., & Salanova, M. (2024). Positive organisational psychology 2.0: Embracing the technological revolution. *The Journal of Positive Psychology*, 19(4), 699–711. <https://doi.org/10.1080/17439760.2023.2257640>
- Altassan, M. A. (2025). Enhancing leadership effectiveness through technology in educational institutions. *Cogent Business & Management*, 12(1), 2544983. <https://doi.org/10.1080/23311975.2025.2544983>
- Demastus, J., Ohsowski, B. M., & Landrum, N. E. (2025). Exploring the nexus of organisational culture and sustainability for green innovation. *Industry and Innovation*, 32(1), 108–138. <https://doi.org/10.1080/13662716.2024.2390991>
- Fadhel, R., & Alqurs, A. (2025). Enhancing Occupational Health and Safety Through Strategic Leadership: The Mediating Role of Total Quality Management in Hodeida Hospitals, Yemen. *Risk Management and Healthcare Policy*, 18(null), 823–842. <https://doi.org/10.2147/RMHP.S506296>
- Hutahayan, B., Firera, F., Musadieq, M. al, & Solimun, S. (2025). Exploring the nexus of leadership style, purchasing efficiency, and sustainable economic performance: fiscal term as moderator. *Cogent Business & Management*, 12(1), 2490602. <https://doi.org/10.1080/23311975.2025.2490602>
- Le, T.-H., & Ngoc-Khuong, M. (2025). Fostering SME's organizational effectiveness through strategic orientations, learning capability, and innovation. *Journal of Small Business Management*, 63(1), 249–278. <https://doi.org/10.1080/00472778.2024.2312390>
- Macpherson, R. J. S. (2025). Bridging moral philosophies and metaphysical paradigms: rethinking educative leadership for diverse organizational contexts. *Ethics and Education*, 20(2–3), 319–342. <https://doi.org/10.1080/17449642.2025.2495508>
- Nkrumah, S. K., Ledi, K. K., & Peprah-Yeboah, A. (2025). Organisational politics and healthcare supply chain performance. The roles of organisational support and transformational leadership. *Cogent Business & Management*, 12(1), 2553214. <https://doi.org/10.1080/23311975.2025.2553214>
- Nyamboga, T. O. (2025). Harnessing ambidextrous leadership model for innovation and operational efficiency in technology industry. *Cogent Business & Management*, 12(1), 2500677. <https://doi.org/10.1080/23311975.2025.2500677>
- Smith, C., & Fatorachian, H. (2025). Inherently irrational: exploring the role of behavioural economics and organisational culture in food supply chain disruption management decisions. *Cogent Business & Management*, 12(1), 2463566. <https://doi.org/10.1080/23311975.2025.2463566>
- Stamenovic, M. (2025). Overcoming Barriers in Incentive Management: Organizational Empowerment Enhancing Patient Engagement in Clinical Research. *Open Access Journal of Clinical Trials*, 17(null), 35–49. <https://doi.org/10.2147/OAJCT.S515689>
- Syamsir, S., Saputra, N., & Mulia, R. A. (2025). Leadership agility in a VUCA world: a systematic review, conceptual insights, and research directions. *Cogent Business & Management*, 12(1), 2482022. <https://doi.org/10.1080/23311975.2025.2482022>
- Tran, Q. H. N. (2025). Examining the Association between Leadership Behaviors, Workplace Incivility, Work Engagement, and Organizational Citizenship Behaviors in Vietnamese Academic Libraries. *Journal of Library Administration*, 65(5), 575–595. <https://doi.org/10.1080/01930826.2025.2506150>

- Abdi, A.-N. M., Hashi, M. B., & Latif, K. F. (2024). Ethical leadership and public sector performance: mediating role of corporate social responsibility and organizational politics and moderator of social capital. *Cogent Business & Management*, 11(1), 2386722. <https://doi.org/10.1080/23311975.2024.2386722>
- Bijalwan, P., Gupta, A., Johri, A., & Asif, M. (2024). The mediating role of workplace incivility on the relationship between organizational culture and employee productivity: a systematic review. *Cogent Social Sciences*, 10(1), 2382894. <https://doi.org/10.1080/23311886.2024.2382894>
- Ferede, W. L., Endawoke, Y., & Tessema, G. (2024). Effects of strategic leadership on change management: examining the mediating roles of accountability, knowledge management, and organizational culture in public organizations: a study in Central Gondar, Ethiopia. *Cogent Business & Management*, 11(1), 2416613. <https://doi.org/10.1080/23311975.2024.2416613>
- Vivona, R. (2024). The new era leadership for the public sector? *Entrepreneurship, effectiveness, and democracy. Public Management Review*, 26(6), 1566–1582. <https://doi.org/10.1080/14719037.2022.2162957>
- Wei, J. (2024). Reflective learning: a new leadership development framework driving engineering innovation. *Reflective Practice*, 25(3), 352–377. <https://doi.org/10.1080/14623943.2024.2320141>
- Wei, W., & Tang, Y. (2024). Study on the mechanism of shared leadership on ambidexterity in R&D teams. *Technology Analysis & Strategic Management*, 36(9), 2143–2156. <https://doi.org/10.1080/09537325.2022.2130235>
- Alo, O. (2023). The role of ambidextrous leadership in developing team-level ambidexterity: Exploring the supporting roles of reflective conversations and ambidextrous HRM. *Africa Journal of Management*, 9(1), 70–96. <https://doi.org/10.1080/23322373.2022.2155122>
- Rožman, M., Tominc, P., & Milfelner, B. (2023). Maximizing employee engagement through artificial intelligent organizational culture in the context of leadership and training of employees: Testing linear and non-linear relationships. *Cogent Business & Management*, 10(2), 2248732. <https://doi.org/10.1080/23311975.2023.2248732>
- Liu, G., Tsui, E., & Kianto, A. (2022). Revealing deeper relationships between knowledge management leadership and organisational performance: a meta-analytic study. *Knowledge Management Research & Practice*, 20(2), 251–265. <https://doi.org/10.1080/14778238.2021.1970492>
- Sarid, A. (2022). Theoretical contributions to the investigation of educational effectiveness: towards a dilemmatic approach. *Cambridge Journal of Education*, 52(1), 117–136. <https://doi.org/10.1080/0305764X.2021.1948971>
- Liu, W., Zhang, J., Wei, S., & Wang, D. (2021). Factors influencing organisational efficiency in a smart-logistics ecological chain under e-commerce platform leadership. *International Journal of Logistics Research and Applications*, 24(4), 364–391. <https://doi.org/10.1080/13675567.2020.1758643>
- He, A. (2019). Interaction between the G20 agenda and members' national-level policy: A theoretical model for increasing G20 effectiveness. *South African Journal of International Affairs*, 26(4), 601–620. <https://doi.org/10.1080/10220461.2019.1694064>
- Hughes, M. (2018). Organisational ambidexterity and firm performance: burning research questions for marketing scholars. *Journal of Marketing Management*, 34(1–2), 178–229. <https://doi.org/10.1080/0267257X.2018.1441175>

- Messersmith, J. G., & Chang, Y.-Y. (2017). On the same page: Exploring the link between cross-level leadership fit and innovation. *Human Performance*, 30(1), 1–20. <https://doi.org/10.1080/08959285.2016.1250766>
- Gao, Z., Zhang, Y., Zhao, C., Li, C., & Wu, C. (2016). Expectations, effectiveness and discrepancies: exploring multiple HR roles in the Chinese business context. *The International Journal of Human Resource Management*, 27(10), 1101–1133. <https://doi.org/10.1080/09585192.2015.1060510>
- Scheerens, J. (2015). Theories on educational effectiveness and ineffectiveness. *School Effectiveness and School Improvement*, 26(1), 10–31. <https://doi.org/10.1080/09243453.2013.858754>