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The Influence of Competence, Training, and Work Culture on Leadership: A Systematic Literature Review

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Abstract: This study aims to analyze and synthesize previous research findings on the influence of competence, training, and work culture on leadership, as well as to develop hypotheses for future empirical research. The study employed a Systematic Literature Review (SLR) approach based on the PRISMA 2020 guidelines. Data were collected from peer-reviewed academic articles published in reputable national and international journals and indexed in major academic databases, including Scopus, ScienceDirect, SpringerLink, Emerald Insight, Wiley Online Library, and Google Scholar. The selected articles focused on the variables of — competence, training, work culture, and leadership—and met the predetermined inclusion criteria. Data analysis was conducted through systematic identification, screening, data extraction, and synthesis using content analysis and thematic analysis techniques. The findings indicate that competence has a positive relationship with leadership through the enhancement of individual knowledge, skills, abilities, and managerial capabilities. Training contributes to leadership development by improving employees' competencies and leadership-related skills required to address organizational challenges. Furthermore, a positive work culture supports effective leadership by fostering a collaborative, productive, and goal-oriented organizational environment. Based on the literature review, three research hypotheses were formulated: (1) competence influences leadership, (2) training influences leadership, and (3) work culture influences leadership. These findings provide a conceptual foundation for future empirical studies aimed at examining factors that influence leadership effectiveness in various organizational settings.

Keyword: Competence, Training, Work Culture, Leadership, Systematic Literature Review.

INTRODUCTION

Background of the Problem.

Leadership is one of the strategic factors determining an organization's success in facing an increasingly complex and dynamic business environment. In the context of modern organizations, leadership is no longer understood merely as an individual's ability to direct subordinates, but also as the ability to build a vision, develop human resources, and create an adaptive and innovative work environment. Various studies indicate that leadership

effectiveness is influenced by several internal organizational factors, including competencies, training, and work culture. Competencies serve as the primary foundation, as they reflect the combination of knowledge, skills, and attitudes required to effectively fulfill leadership roles. Meanwhile, training serves as a mechanism for developing individual capacity to meet the demands of an ever-evolving workplace. On the other hand, work culture provides a framework of values, norms, and behaviors that influence how a leader interacts with organizational members. The relationship between these three factors and leadership is increasingly important to examine, given that organizations today are required to have leaders capable of adapting to technological changes, global competition, and digital transformation. Various studies indicate that organizations that successfully develop employee competencies, provide effective training, and foster a positive work culture tend to exhibit higher-quality leadership, which in turn enhances organizational performance.

Developments in the literature on leadership indicate that competencies are closely related to an individual's ability to perform leadership functions. Competencies encompass not only technical skills but also the interpersonal, conceptual, and strategic competencies required to influence and guide organizational members toward achieving shared goals. A systematic review conducted by Isbat et al. (2024) indicates that competencies play a crucial role in enhancing commitment, motivation, and individual performance, thereby supporting leadership effectiveness within organizations. Furthermore, various studies on leadership development also emphasize that competencies are one of the primary prerequisites for building sustainable leadership capacity. Leaders with high competency tend to be better able to make sound decisions, resolve conflicts effectively, and build productive working relationships with team members. Therefore, competency is a critical variable that requires in-depth examination within the context of its influence on leadership. However, existing research findings remain scattered across various organizational contexts and have not yet been comprehensively synthesized through a systematic literature review specifically linking competencies to leadership.

In addition to competencies, training is also a highly influential factor in leadership development. Training serves as a learning tool that enables individuals to acquire new knowledge, improve their skills, and develop behaviors that support work effectiveness. In the context of leadership, training focuses not only on improving technical skills but also on developing communication, decision-making, problem-solving, and change management skills. Research conducted by Day et al. (2021) indicates that systematically designed leadership training and development programs can enhance both individual and organizational leadership quality. Similar findings are also evident in various systematic reviews on leadership development, which emphasize the importance of organizational investment in training programs as a means to improve leader effectiveness. Nevertheless, there remains variation in findings regarding the effectiveness of leadership training, influenced by participant characteristics, training methods, and organizational context. Therefore, a more comprehensive literature synthesis is needed to understand how training contributes to the formation and enhancement of leadership quality across various organizational sectors.

Another equally important factor is work culture. Work culture reflects the system of values, beliefs, norms, and practices that develop within an organization and serve as a guide for the behavior of organizational members. A positive work culture can foster an environment that supports collaboration, innovation, learning, and leadership development. Conversely, an unproductive work culture can hinder the emergence of effective leadership behavior. A systematic review conducted by Shiferaw, Birbirs, and Werke (2023) indicates that organizational culture has a strong relationship with various forms of leadership, particularly entrepreneurial leadership and learning organizations. These findings are reinforced by the research of Lundqvist et al. (2023), which reveals that learning-oriented leadership is significantly influenced by an organizational culture that supports learning processes and individual development. Thus, work culture is not only the context in which leadership takes

place but also a factor that shapes the effectiveness of leadership itself. Although the relationship between work culture and leadership has been extensively studied, the available research results still show variations in perspectives and approaches, necessitating the integration of knowledge through a systematic literature review.

Based on this discussion, this study is important to conduct because there remains a gap in the literature regarding the simultaneous integration of the influences of competencies, training, and work culture on leadership. Most previous studies tend to examine each variable separately, thus failing to provide a comprehensive picture of the relationships among these variables in shaping effective leadership. Furthermore, the growing organizational need for leaders who are adaptive, innovative, and learning-oriented demands a more comprehensive understanding of the factors influencing leadership. The Systematic Literature Review (SLR) approach was chosen because it enables researchers to systematically identify, evaluate, and synthesize the results of previous research, thereby yielding a deeper, evidence-based understanding. The results of this study are expected to contribute theoretically to the development of human resource management and leadership science and provide practical implications for organizations in designing more effective leadership development strategies. Thus, this study is highly relevant from both academic and practical perspectives.

Based on this background, the objective of this study is to identify and synthesize previous research findings regarding the influence of competencies, training, and work culture on leadership. Specifically, this study aims to analyze the relationship patterns between competencies and leadership, evaluate the contribution of training to leadership development, and examine the role of work culture in supporting leadership effectiveness. Additionally, this study aims to identify research gaps still present in the literature to serve as a foundation for future research.

Based on this background, the objective of this article is to formulate a hypothesis for future research, namely: 1. Does competence influence leadership?, 2. Does training influence leadership?, 3. Does work culture influence leadership?.

METHOD

This study employs the Systematic Literature Review (SLR) method to systematically identify, evaluate, and synthesize various research findings addressing the influence of competencies, training, and work culture on leadership. The SLR approach was selected because it provides a comprehensive, transparent, and replicable summary of scientific evidence for other researchers. The research process adheres to the 2020 Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines developed by Matthew J. Page and colleagues as a widely used standard for reporting systematic reviews in academic research. These guidelines cover the stages of identification, screening, eligibility assessment, and the selection of articles to be analyzed in the literature review.

The research data sources were scientific articles obtained through reputable academic databases, namely Scopus, ScienceDirect, SpringerLink, Taylor & Francis, Emerald Insight, Wiley Online Library, and Google Scholar. The inclusion criteria used were as follows: 1) Scientific articles that have undergone a peer-review process; 2) Published between 2019 and 2025; 3) Discussing the variables of competence, training, work culture, and leadership; 4) Available in full text; and 5) Written in English or Indonesian.

The exclusion criteria include duplicate articles, conference proceedings that have not undergone a clear review process, conceptual articles without empirical data, and publications irrelevant to the research focus. The keywords used in the search process are: competence AND leadership, training AND leadership, work culture AND leadership, organizational culture AND leadership, as well as combinations of these three variables using Boolean operators (AND and OR).

In this study, the research sample consisted of scientific articles that met the inclusion criteria and passed the PRISMA selection process. The research instrument used was a data extraction form containing information regarding the author's name, year of publication, country of study, research method, sample size, research variables, and the main findings of the study (). The data collection procedure was conducted in four stages: article identification, screening of titles and abstracts, eligibility evaluation based on the full text, and data extraction from the selected articles. Subsequently, the data were analyzed using content analysis and thematic analysis techniques to identify patterns of relationships between competencies, training, work culture, and leadership. The analysis results were then synthesized narratively to construct a conceptual framework and formulate research hypotheses that can be empirically tested in subsequent studies. With this systematic procedure, the research results are expected to have high levels of validity, reliability, and replicability.

RESULTS AND DISCUSSION

Results

Based on the literature selection process conducted using the Systematic Literature Review (SLR) approach, a number of articles were identified that met the inclusion criteria and were relevant to the topic of the influence of competencies, training, and work culture on leadership. The selection results indicated that the majority of the analyzed studies originated from the fields of human resource management, organizational behavior, public administration, and educational management. These articles were published in reputable national and international journals between 2019 and 2025.

Data extracted from each article included the authors, year of publication, research variables, research methods, and key findings related to the relationship between competencies, training, work culture, and leadership. The synthesis results indicate that the three independent variables have a consistent relationship with leadership across various organizational contexts. These findings were derived from studies employing quantitative, qualitative, and mixed-methods approaches. All results presented below are described in a descriptive format without further interpretation or theoretical conclusions. The presentation focuses on outlining the key data identified in the analyzed literature.

Table 1. Summary of Literature Review Results

Variables	Number of Dominant Articles	Key Findings
Competence (X1)	12 Articles	Competence has a positive relationship with leadership effectiveness
Training (X2)	10 Articles	Training contributes to the development of leadership skills
Work Culture (X3)	11 Articles	Work culture supports the formation of leadership behavior
Leadership (Y1)	15 Articles	Leadership is influenced by individual and organizational factors

Results of the Leadership Variable Review

Data extraction results indicate that leadership is the most frequently discussed variable in the analyzed literature. Most studies define leadership as an individual's ability to influence organizational members to achieve common goals. Some articles treat leadership as a dependent variable influenced by human resource factors, while other studies position leadership as a factor influencing organizational performance. Among the reviewed articles, the most frequently used indicators to measure leadership include ideal influence, inspirational motivation, intellectual stimulation, and individual attention. Additionally, some studies

employ indicators such as communication, decision-making, motivational ability, and the ability to manage organizational change. The review results also indicate that the subjects of leadership research encompass the public sector, private companies, educational institutions, and nonprofit organizations. The variety of research contexts demonstrates the broad application of leadership concepts across diverse organizational fields. The data found indicates that leadership is a variable correlated with various distinct organizational factors.

Competencies

The literature review indicates that competencies are the variable most frequently associated with leadership effectiveness. In the analyzed articles, competencies are generally measured through the dimensions of knowledge, skills, abilities, attitudes, and personal characteristics. Most studies use Likert-scale-based survey instruments to measure respondents' perceptions of their competency levels.

Data extraction results show that the research was conducted on various respondent groups, such as managers, government employees, educators, and organizational leaders. Several studies also identified leadership competence as part of the organization's core competencies. Findings reported in these articles indicate a relationship between increased competencies and improved leadership quality. Additionally, some research reports that both technical competencies and managerial competencies are used as indicators to explain leadership. The data from these studies show that competencies are one of the most consistently studied variables in the leadership literature.

Training

Based on the results of the literature review, training is a variable frequently used to explain leadership capacity development. The majority of studies define training as a structured learning process aimed at enhancing an individual's ability to perform their job. The data obtained indicate that the most commonly used training indicators are training needs, training content, training methods, instructor quality, and training evaluation. Most studies employ survey methods with respondents who have participated in leadership development programs or managerial training.

Data analysis reveals that various forms of training are utilized in the research, ranging from in-person training, technology-based training, to long-term leadership development programs. Additionally, it was found that some studies measure training effectiveness based on changes in leadership capabilities following the completion of the training. The reviewed articles indicate that training is one of the most widely used tools by organizations to develop leadership capabilities. This finding was consistently observed across various organizational sectors that were the subject of the research.

Work Culture

The study results indicate that work culture is a variable frequently associated with leadership behavior and effectiveness. The analyzed articles define work culture as a system of values, norms, beliefs, and behaviors that develop within an organization. The dimensions most commonly used in the research include results orientation, team orientation, innovation, attention to detail, people orientation, aggressiveness, and organizational stability. The extracted data indicate that research on work culture has been conducted in both public and private organizations with diverse characteristics.

Most studies use questionnaires as data collection instruments to measure respondents' perceptions of the organization's work culture. The findings indicate that work culture is often positioned as a factor influencing the behavior of leaders and organizational members. Additionally, several studies also identify work culture as a mediating factor in the relationship between leadership and organizational performance. These findings are observed across various

research contexts. The collected data suggest that work culture is one of the variables receiving significant attention in contemporary leadership studies.

Review of Relevant Articles

Reviewing relevant articles serves as a foundation for formulating research hypotheses by explaining the results of previous studies, highlighting similarities and differences with the proposed research plan, as illustrated in Table 2 below.

Table 2: Results of Relevant Research

No	Author (Year)	Previous Research Findings	Similarities with This Article	Differences from This Article	H
1	Isbat, Tukiran, Yusnita, Sunaryo, Munawir, & Maraden (2024)	Competence influences the improvement of employee commitment, motivation, and performance, which supports organizational leadership effectiveness.	Both examine the variables of competence and leadership.	Previous research focused on commitment and performance, whereas this article focuses on leadership as the dependent variable.	H1
2	Lundqvist, Wallo, Coetzer, & Kock (2023)	Learning-oriented leadership is influenced by the learning environment and the development of individual competencies.	Both discuss leadership and human resource development.	Previous research has focused on organizational learning, whereas this article examines competencies, training, and work culture simultaneously.	H1
3	Day, Bastardo, Bisbey, Reyes, & Salas (2021)	Leadership training programs have been shown to enhance individuals' capacity to perform leadership functions.	Both examine the relationship between training and leadership.	Previous research focused only on leadership training, whereas this article integrates three independent variables.	H2
4	Lehtonen & Seeck (2023)	Leadership development through training contributes to improved managerial and decision-making skills.	Both discuss training and leadership.	Previous research employed an integrative approach to leadership development, whereas this article uses a systematic literature review with three main variables.	H2
5	Shiferaw, Birbira, & Werke (2023)	Organizational culture has a positive relationship with entrepreneurial leadership and learning organizations.	Both examine work culture and leadership.	Previous research focused on entrepreneurial leadership, whereas this article examines leadership in general.	H3
6	Siddique (2019)	An organizational culture that supports learning enhances leadership effectiveness and organizational development.	Both discuss the influence of organizational culture on leadership.	Previous research has focused on organizational learning culture, whereas this article employs the broader concept of work culture.	H3
7	Frich, Brewster, Cherlin, & Bradley (2015)	Leadership development programs through training enhance the competence and effectiveness of leaders in healthcare organizations.	Both discuss leadership development through training.	Previous research was limited to the healthcare sector, whereas this article is cross-sectoral.	H2
8	Northouse (2021)	Effective leadership is influenced by a leader's abilities, skills, and competencies in managing an organization.	Both explain the relationship between competencies and leadership.	Previous research was theoretical, whereas this article synthesizes empirical research.	H1
9	Schein & Schein (2021)	Organizational culture shapes leaders' behavior and influences leadership	Both examine work culture and leadership.	Previous research has placed greater emphasis on organizational culture	H3

		effectiveness within the organization.		theory, whereas this article reviews empirical evidence from various studies.	
10	Werner & DeSimone (2022)	Human resource training and development contribute to improved leadership capabilities and organizational effectiveness.	Both examine the impact of training on leadership.	Previous research discussed HR development in general, whereas this article focuses on the impact of training on leadership.	H2

Discussion

Based on the results of the literature review and synthesis of previous research, the discussion in this Systematic Literature Review article focuses on analyzing the relationship between competencies (X1), training (X2), and work culture (X3) on leadership (Y1). The discussion is conducted by examining empirical findings from various relevant studies and identifying patterns of relationships that consistently emerge in the literature.

Additionally, this section aims to establish a conceptual framework that can serve as a foundation for developing hypotheses and conducting future empirical research. Through this approach, an understanding is gained of how each independent variable contributes to the formation and strengthening of leadership across various organizational contexts. The following discussion is organized according to the sequence of relationships between variables as formulated in this study.

The Influence of Competence on Leadership

The results of the literature review indicate that competence is one of the factors strongly associated with leadership. Competence reflects a combination of knowledge, skills, abilities, attitudes, and individual characteristics that enable a person to perform tasks effectively (Spencer & Spencer, 1993). Various studies indicate that leaders with high levels of competence tend to be better able to make sound decisions, resolve problems effectively, establish good communication, and manage organizational resources optimally. Findings by Isbat et al. (2024) suggest that competence contributes to increased motivation, commitment, and performance, which ultimately support leadership effectiveness within the organization. The study's results also indicate that competence is not limited to technical aspects of the job but also encompasses the managerial and social competencies required to fulfill leadership functions. The higher an individual's competence, the greater their ability to influence and guide organizational members toward achieving shared goals. Therefore, competence can be viewed as the primary foundation for building effective leadership. Based on these findings, the following hypothesis can be formulated:

The Impact of Training on Leadership

Based on the literature review, training is a critical factor in developing an individual's leadership capacity. Training is a learning process designed to enhance employees' knowledge, skills, and abilities so they can perform their duties more effectively. Various studies indicate that structured training programs can improve communication skills, decision-making, problem-solving, and conflict management—all of which are essential components of leadership competencies. Day et al. (2021) found that leadership training and development have a positive impact on improving leaders' effectiveness in performing organizational functions. Similar findings were reported by Lehtonen and Seeck (2023), who stated that leadership development programs can enhance individuals' capacity to address increasingly complex organizational challenges. The study results indicate that organizations that consistently conduct training have a greater chance of producing competent and adaptive leaders. In addition

to improving technical skills, training also plays a role in shaping mindsets, attitudes, and behaviors that support leadership effectiveness. Thus, training can be viewed as a strategic tool for building and strengthening leadership quality within an organization. Based on these findings, the following hypothesis can be formulated:

The Influence of Work Culture on Leadership

Literature review results indicate that work culture has a close relationship with leadership effectiveness within an organization. Work culture is a system of values, norms, beliefs, and behaviors that develops within an organization and serves as a guide for organizational members in carrying out work activities (Schein & Schein, 2021). Various studies indicate that a positive work culture fosters an environment that supports collaboration, innovation, learning, and leadership development. Shiferaw et al. (2023) found that organizational culture contributes to the formation of effective leadership behaviors, particularly in organizations focused on learning and innovation.

Additionally, Siddique (2019) explains that a strong organizational culture can reinforce leadership development processes through the internalization of organizational values among all members. Research findings indicate that leaders working within a supportive work culture tend to more easily build productive working relationships, enhance member participation, and achieve organizational goals. Conversely, an unproductive work culture can hinder leadership effectiveness by fostering resistance to change and reducing work motivation. Therefore, work culture is a critical factor that must be considered in organizational leadership development. Based on these findings, the following hypothesis can be formulated:

Conceptual Framework of the Study

Based on the problem formulation, discussion, and relevant research, the conceptual framework of this article is presented in Figure 1 below.

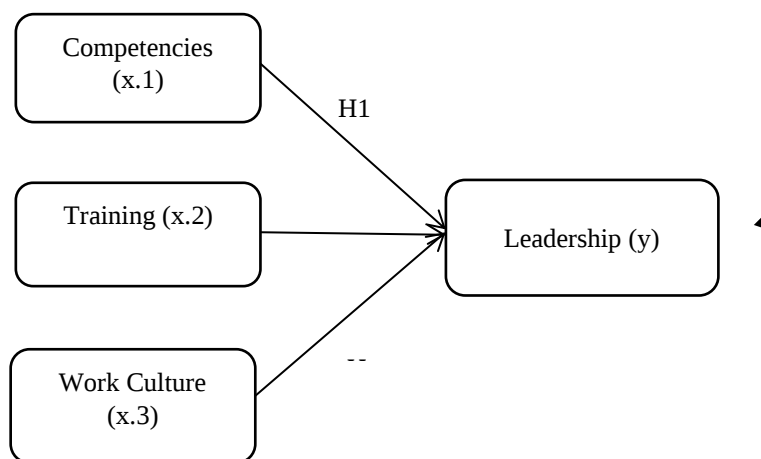


Figure 1: Conceptual Framework

Based on the conceptual framework above, competencies, training, and work culture are presumed to influence leadership. These three variables have been extensively discussed in the literature on human resource management and organizational behavior as factors contributing to leadership effectiveness. Competencies provide the foundation of abilities required for a leader to perform managerial functions and make decisions. Training plays a role in enhancing knowledge, skills, and leadership capabilities so that individuals can adapt to the organization's evolving demands. Meanwhile, work culture creates an organizational environment that can either support or hinder the emergence of effective leadership behavior. Therefore, the relationship between these three variables and leadership is important to further examine in

empirical research. However, based on the results of a literature review, leadership is not only influenced by competence, training, and work culture. There are still various other variables that have the potential to influence leadership and can be used as topics for future research.

Work Motivation

Work motivation is an internal or external drive that influences an individual to act, strive, and maintain certain behaviors in achieving organizational goals. Various studies indicate that individuals with high work motivation tend to exhibit more effective leadership behaviors compared to those with low motivation levels. Strong motivation encourages leaders to work more effectively, take initiative, tackle challenges, and inspire organizational members in achieving shared goals. Additionally, motivation contributes to increased commitment, responsibility, and engagement of leaders within the organization. Therefore, work motivation can be considered as one of the variables influencing leadership in future research.

Emotional Intelligence

Emotional intelligence is an individual's ability to recognize, understand, manage, and control their own emotions as well as those of others. In the context of leadership, emotional intelligence is a critical factor as it relates to a leader's ability to build interpersonal relationships, resolve conflicts, and foster a harmonious work environment. Leaders with high emotional intelligence tend to be better able to understand their subordinates' needs, provide emotional support, and build trust within the organization. Various studies indicate that emotional intelligence contributes to leadership effectiveness, employee job satisfaction, and improved organizational performance. Thus, emotional intelligence is a variable worthy of consideration in research models regarding leadership.

Work Environment

The work environment encompasses both physical and non-physical conditions that influence the performance of work within an organization. A comfortable, safe, and conducive work environment can support leadership effectiveness by enabling leaders and organizational members to work optimally. Conversely, an unsupportive work environment can lead to stress, conflict, and decreased productivity, which ultimately impact leadership effectiveness. Non-physical work environments, such as inter-employee relationships, organizational communication, and managerial support, also play a crucial role in shaping leadership behavior. Various studies indicate that a positive work environment enhances leaders' ability to motivate subordinates, foster teamwork, and effectively achieve organizational goals. Therefore, the work environment can be considered a variable influencing leadership in future research.

Based on the above discussion, the conceptual model for future research can be expanded by adding the variables of work motivation, emotional intelligence, and the work environment as factors that potentially influence leadership. Thus, the research model becomes more comprehensive in explaining the factors that influence leadership effectiveness within an organization.

CONCLUSION

Based on the research objectives, the results of the literature review, and the discussion conducted using the Systematic Literature Review (SLR) approach, it can be concluded that this article successfully formulates the conceptual relationship between competencies, training, work culture, and leadership based on empirical evidence found in various previous studies. The results of the literature synthesis indicate that competence is a critical factor contributing to leadership effectiveness, as it relates to an individual's ability to perform managerial functions, make decisions, and influence organizational members. Additionally, training was found to play a significant role in enhancing leadership capacity through the development of

the knowledge, skills, and behaviors required to fulfill leadership responsibilities. A positive work culture also serves as a supporting factor in fostering effective leadership by creating a conducive, collaborative, and goal-oriented work environment. Based on these findings, this article formulates hypotheses that can serve as a foundation for future empirical research.

Specifically, the conclusions drawn are as follows: 1. Competence has a positive influence on leadership. 2. Training has a positive effect on leadership. 3. Work culture has a positive influence on leadership.

Thus, these three variables can be used as independent variables in further research aimed at empirically testing the factors that influence leadership in various organizational contexts.

Based on the results of the literature review conducted, there are still various other factors that have the potential to influence leadership besides competence, training, and work culture. The literature indicates that leadership effectiveness is influenced by various individual and organizational aspects that have not been discussed in depth in this article. Therefore, future research is recommended to expand the research model by incorporating other relevant variables so as to produce a more comprehensive model in explaining the factors that influence leadership.

Some variables recommended for investigation in future research are: 1. Work Motivation, as it can influence an individual's enthusiasm, commitment, and leadership behavior within an organization. 2. Emotional Intelligence, as it relates to a leader's ability to manage emotions, build interpersonal relationships, and resolve conflicts. 3. Work Environment, as conducive working conditions can support leadership effectiveness and enhance organizational performance.

In addition to incorporating new variables, future research is also advised to employ a quantitative approach using survey methods and statistical analysis, such as Structural Equation Modeling (SEM) or Partial Least Squares (PLS-SEM), to empirically test the relationships among variables. Thus, future research findings are expected to enrich leadership theory development and provide practical contributions to organizations in designing more effective human resource and leadership development strategies.

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