What Lies Between Organisational Culture and Management Style? A Dual VOS-PLS/SEM Analysis with Sustainable Development-oriented Implications

Adam Sulich [1,*], Letycja Soloducho-Pelc [2]

[1] Wroclaw University of Business and Economics, Poland
ORCID: 0000-0001-8841-9102
e-mail: adam.sulich@ue.wroc.pl

[2] Wroclaw University of Business and Economics, Poland
ORCID: 0000-0002-2941-2792
e-mail: letycja.soloducho-pelc@ue.wroc.pl

* Corresponding author: Adam Sulich, adam.sulich@ue.wroc.pl

Abstract

This paper employs inductive and deductive methodologies to analyse 846 documents (1974–2024) from the Scopus scientific database using VOSviewer and PLS/SEM analysis. It focuses on understanding the interrelationships between organisational culture and management style in the context of Sustainable Development. This includes outlining the current state of knowledge in this area and identifying directions for future research, as well as aiding businesses in aligning their strategies with environmental objectives. The study reveals that the interrelationship between organisational culture and management style significantly impacts the implementation of sustainability principles and the well-being of employees. It highlights the critical role of leadership in fostering integrity between organisational culture and management style, which constitutes a central contribution of this research. The research is predominantly a literature review and may not fully capture the diversity of industry contexts. The paper suggests the need for empirical studies to further validate the interconnections between organisational culture and management style in the Sustainable Development context. The evidence is bibliometric and therefore non-causal. The proposed PLS/SEM should be estimated on primary data using bootstrap inference to test mediation and robustness. The findings assist business practitioners in harmonising organisational culture and management style, facilitating effective organisational management and the achievement of strategic goals. The paper offers insights into achieving business goals and competitive advantage in the modern business environment. This research underscores the importance of sustainable business practices for societal well-being and encourages ethical leadership and responsible management to create a positive social impact. A dual perspective integrates network structure (VOS) with a testable directional model (PLS/SEM) that positions leadership as the transmission belt between organisational culture and management style.

Key words

environmental management, green jobs practice, organisational change, organisational values, management culture, sustainable strategic management.

Cite as:

Sulich, A., & Soloducho-Pelc, L. (2026). What Lies Between Organisational Culture and Management Style? A Dual VOS–PLS/SEM Analysis with Sustainable Development-oriented Implications. *Forum Scientiae Oeconomia, 14*(1), 24–38. https://doi.org/10.23762/FSO_VOL14_NO1_2

Received: 7 October 2025

Revised: 28 February 2026

Accepted: 20 March 2026

Introduction

The relationship between Management Style (MS) and Organisational Culture (OC) has long been surrounded by myths, metaphors, and popular aphorisms (Kaarst-Brown & Robey, 1999). Such an approach often implies a hierarchical subordination, positioning OC as inherently superior to MS,

which oversimplifies their strategic interplay. A prominent example is the oft-repeated aphorism that "organisational culture eats strategy for breakfast" (Kang et al., 2015). Taking this popular distortion as a point of departure, the present article explores and clarifies the complex interrelationships between OC and MS. Therefore, the field between OC and MS remains underexplored.

In this paper, OC is defined as a shared system of values, beliefs, and behavioural norms developed by a group in response to internal and external challenges, which guides members' perception, thinking, and actions within the organisation (Rezeki, 2023; Sulich et al., 2021), while MS is defined as a relatively consistent and recurring pattern in which a manager influences, directs, and interacts with subordinates, reflecting both personal preferences and adaptation to organisational conditions. MS can be seen as the individual-level expression of OC, translating collective patterns into personal managerial behaviour. This axis of individualism versus collectivism differentiates OC from MS.

The aim of this paper is to investigate the interrelationships between OC and MS in the context of sustainable development. The literature review aims not only to identify what remains unknown but also to highlight research gaps and outline future avenues of inquiry. The pursuit of thematic novelty is undertaken within an otherwise mature area of research. Existing theories and definitions require extension to explicitly incorporate the sustainable development context, which constitutes a core scholarly contribution,

Methodologically, bibliometric mapping using VOSviewer (version 1.6.20) is conducted to identify key terms and research areas that bridge OC and MS, thereby informing a testable PLS/SEM framework for subsequent empirical estimation. The bibliometric insights provide a theoretical foundation for instrument development and future data collection.

The findings of the study suggest numerous practical benefits, including improved management practices, streamlined strategy execution, enhanced ecological focus, innovation, and heightened employee engagement. The underwhelming progress from an environmental standpoint has motivated the search for methods that bolster the attainment of sustainability objectives, particularly those aligned with environmental conservation and resonating with employees who identify with the organisation's ethos (Assoratgoon & Kantabutra, 2023). By employing a rigorous and systematic literature review process and melding both inductive and deductive analytical techniques, this paper endeavours to shed light on the intricate relationships between OC and MS. A salient outcome of the research underscores the central role leadership plays in melding OC and MS, with an emphasis on the importance of human resource management.

This article is organised into five sections – Introduction, Literature Review, Materials and Methods, Results, and Discussion and Conclusions. After the Introduction, the Methods detail a literature base spanning 1974–2024 and delineate the query logic used to identify research gaps. The Results report the bibliometric structure of OC–MS linkages and the meanings of the identified keywords. The Discussion integrates these insights for theory and practice under Sustainable Development (SD), and the Conclusions outline implications for organisational alignment and future inquiry. Throughout, the uncertain interface between OC and MS is conceptualised as leadership-mediated, whereby cultural values are translated into day-to-day managerial routines through leadership practices. This premise motivates a dual approach: VOS mapping to chart the intellectual structure and a testable PLS/SEM framework to specify directional relations for subsequent empirical estimation.

1. Literature review

Among scientists, opinions about the relationship between OC and MS in the SD context that shape organizational resilience and strategic longevity are varied (Mwangi et al., 2015). The differences between OC and MS depend largely on the research context, which shapes their configuration; consequently, the SD context plays a crucial role. New approaches in scientific literature are emerging to the interrelationship between OC and MS, emphasizing growing role of emotional culture management (Yue et al., 2021), employee's well-being (Pagán-Castaño et al., 2020),

green human resource management and AI (Kozar & Paduszyńska, 2024). Companies then engage in participative management (Shinan-Altman et al., 2023) where all stakeholders participate, bound together by their shared OC (Shahriari et al., 2023) and MS (Rolková & Farkašová, 2015) cutting-edge IT solutions. Companies are actively seeking management practices to become more environmentally friendly; however, they are more eager to be involved in the social dimension of SD (Sulich et al., 2023).

Alongside these studies on the interdependencies between OC and MS, research is also conducted on the factors influencing each component separately (Kaur Bagga et al., 2023). Studying OC and MS in isolation fosters narrative positioning, obscuring their interdependencies and the intervening relational space. Therefore, the exploration of the relationship between OC and MS is rarely undertaken.

The coherence between OC and MS underpins the strategic stability of an organization, serving as a moral filter that prevents greenwashing by aligning managerial behavior with shared values and ensuring credibility towards employees, clients, and stakeholders (Sulich & Soloducho-Pelc, 2024). The strategic consistency between OC and MS are essential for meeting the organization's objectives and values achievement (Bititci et al., 2004; Bowers et al., 2017; Dewi & Wibowo, 2020; Ogbonna & Harris, 2000). In light of recent global disruptive events, the alignment of values held by employees with those of the organization has gained prominence (Lyons et al., 2006; Ryan, 2002). This convergence between OC and MS can lead to internal synergy within the organization, building employee loyalty (Ford et al., 2023). In turn, such disconnect between OC and MS indicates a leadership crisis, reduced efficiency, and waning employees' engagement. Many studies overlook the conflict dimension between OC and MS - a perspective that would indicate organizational incoherence and, by extension, call into future frontier research. Consequently, research in organizations on the relationship between OC and MS has tended to prioritize social and economic aspects while marginalizing the environmental dimension - even though these domains collectively underpin the concept of sustainable development. Accordingly, the article undertakes its analysis explicitly within this context.

Existing studies assume that the relationship between OC and MS is expected to achieve a specific positive outcome (Sulich & Sołoducho-Pelc, 2025). Therefore, the relationship between OC and MS affects employee well-being, personnel strategies, and the organization's resilience to challenges, changes, and turmoil. On the other hand, if there is a lack of relationship between OC and MS, various corporate problems arise. Thus far, research has privileged positive OC–MS linkages, and this article contributes by delineating the complete spectrum of their interrelationships.

The literature review in this section shows the year-by-year evolution of research on the relationship between OC and MS in the context of SD from 1999 to 2025. This evolution reflects the progression of scholarly thought and is documented through references assigned to specific years. The review demonstrates how the topic has accelerated and expanded into social and economic dimensions. At the same time, it reveals an underexplored environmental aspect, which opens a critical field for addressing greenwashing.

2. Methodology

To investigate the interrelationships between organisational culture (OC) and management style (MS) within the context of sustainable development, the study integrates a classical narrative literature review with a systematic review conducted in accordance with the PRISMA protocol. This dual approach is intended to ensure conceptual depth and methodological transparency. The relationship between OC and MS constitutes a research gap, as illustrated in Figure 1.

The idea of the SD provides the context of the performed analysis of relationship between OC and MS. In scientific literature, the relationship between OC and MS is often underrepresented. However, authors of these studies have expressed uncertainty regarding the exact nature or form of the OC and

MS interrelationship. This ambiguity is illustrated in Figure 1, where the area of uncertainty is marked with a question mark.

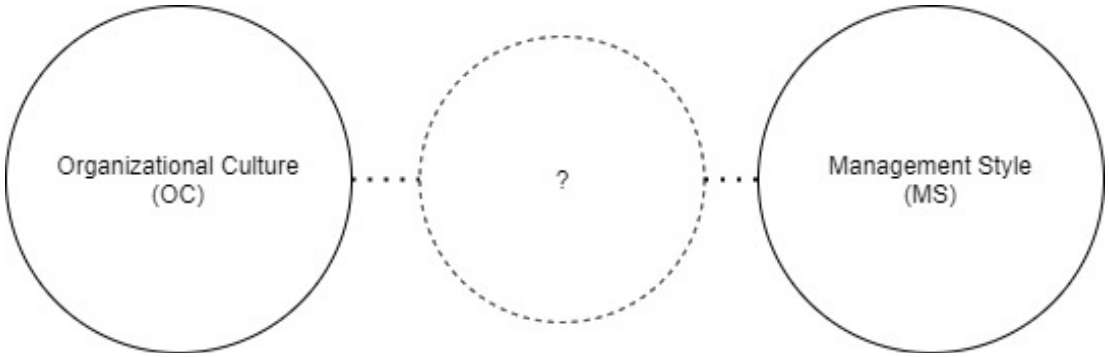

Figure 1. Graphical representation of the research gap between OC and MS.
Source: Authors' elaboration.

Furthermore, this issue is also addressed in the syntax of the queries used in the proposed bibliometric research, as detailed in Table 1.

Table 1. Scopus database exploration queries used in the research.

Query Symbol	Syntax	No. of results
Q1	(TITLE-ABS-KEY (management AND style) AND TITLE-ABS-KEY (organizational AND culture)) AND (LIMIT-TO (SUBJAREA , "ENVI") OR LIMIT-TO (SUBJAREA, "SOCI") OR LIMIT-TO (SUBJAREA , "BUSI") OR LIMIT-TO (SUBJAREA , "ECON") OR LIMIT-TO (SUBJAREA , "DECI")) AND (EXCLUDE (PUBYEAR , 2025))	846
Q2	((TITLE-ABS-KEY (management AND style) AND TITLE-ABS-KEY (organizational AND culture))) AND (colour OR metaphor OR images) AND (LIMIT-TO (SUBJAREA , "ENVI") OR LIMIT-TO (SUBJAREA , "SOCI") OR LIMIT-TO (SUBJAREA , "BUSI") OR LIMIT-TO (SUBJAREA , "ECON") OR LIMIT-TO (SUBJAREA , "DECI")) AND (EXCLUDE (PUBYEAR , 2025))	110
Q3	((TITLE-ABS-KEY (management AND style) OR TITLE-ABS-KEY (organizational AND culture) AND TITLE-ABS-KEY (colour OR metaphor OR images))) AND ("sustainable development goals" OR "sdgs") AND (LIMIT-TO (SUBJAREA , "ENVI") OR LIMIT-TO (SUBJAREA , "SOCI") OR LIMIT-TO (SUBJAREA , "BUSI") OR LIMIT-TO (SUBJAREA , "ECON") OR LIMIT-TO (SUBJAREA , "DECI")) AND (EXCLUDE (PUBYEAR , 2025))	8

Source: Author's elaboration based on Scopus data.

The study is guided by the following research question: What concepts are used in the scientific literature to describe the relationship between OC and MS in the context of SD? These concepts, reflecting the interdependencies between OC and MS, were identified on the basis of keywords obtained through bibliometric analysis.

In this study, publications indexed in the Scopus database are examined as outlined in the research procedure presented in Figure 2. This flowchart depicts a research design cantered on the aim of the paper. Consequently, the flowchart incorporates two bibliometric analysis streams and one classical full-text analysis.

The method combined both full text and PRISMA literature reviews. Such literature analysis allows for the identification of influential works and tracing the evolution of the field. This is because it integrates the results of numerous independent studies addressing the same issue, enabling the formulation of more precise conclusions than other methods (Geyskens et al., 2009). Scopus was chosen as the database for exploration due to its stringent indexing criteria and its recognition among researchers.

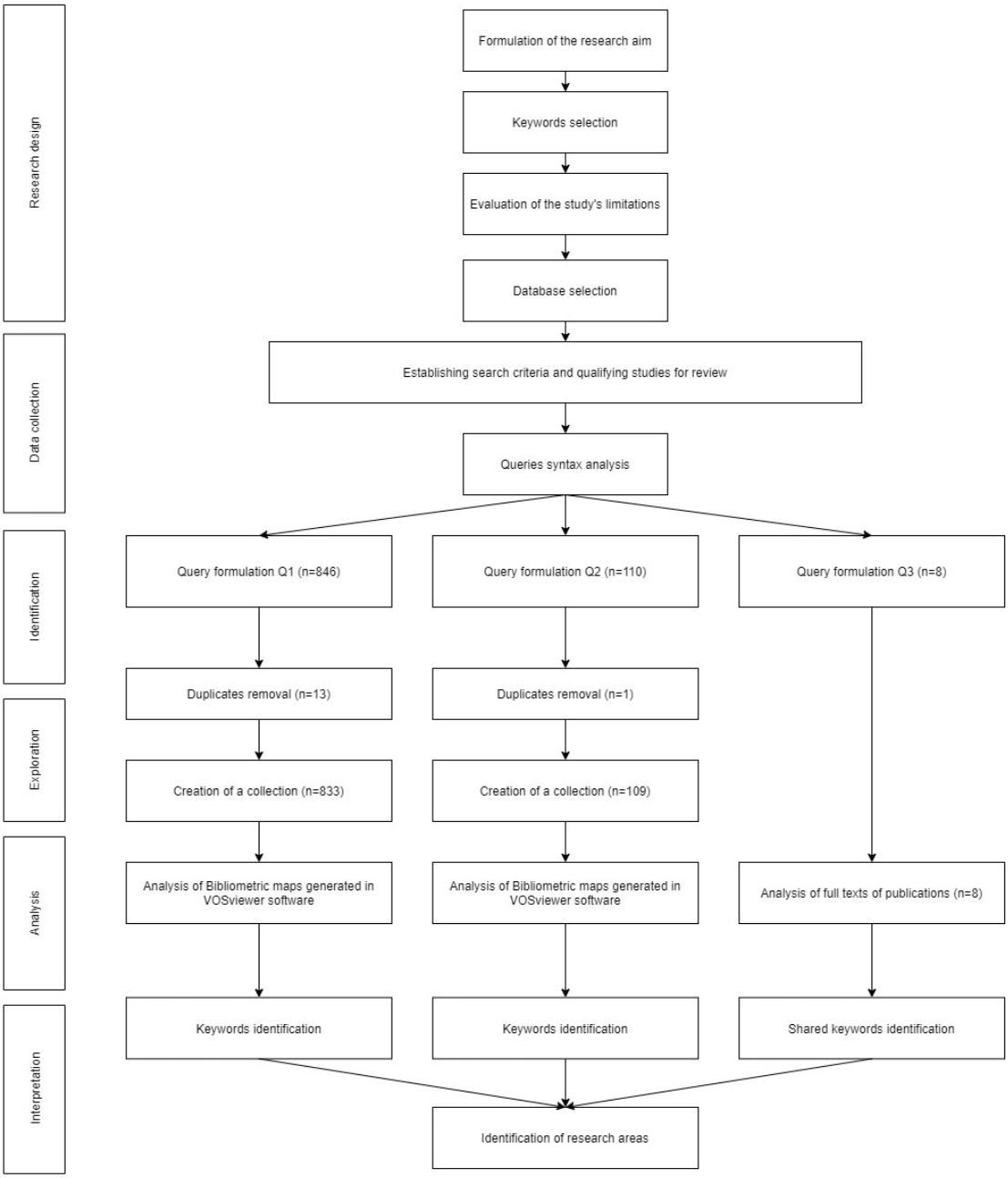

Figure 2. Research PRISMA procedure scheme.
Source: Authors' elaboration.

Consequently, the query for the Scopus database was crafted using a set of keywords, as listed in Table 1. The results from the query, denoted as Q1, comprised 846 documents indexed in Scopus spanning the years 1974-2022. The year 1974 was automatically identified by query and this is based on the first publication indexed in Scopus database. On the other hand, the ongoing year 2025 was excluded. Therefore, the query researched in the Scopus database was formulated with set of keywords (small letters) as in Table 1.

Through refining the Q1 syntax with additional keywords, two more specific queries, Q2 and Q3, were formulated. The differences between Q1, Q2, and Q3 lie not only in the number of results they produced but also in their individual syntax, which accounts for the variance in outcomes. However, a detailed analysis of the results confirmed that the outcomes of Q2 and Q3 are not subsets of Q1. Hence, there are decreasing numbers of identified articles in Table 1. The results from these queries

were downloaded as separate sets of files from the Scopus database in .csv format. During the export from the Scopus database, all fields related to the publication were selected (Figure 2). As bibliometric software recognizes only exact character matches, manual normalization and duplicate removal were necessary to ensure accuracy, particularly concerning the spelling of the researched keywords.

The graphical analysis of the query results from Scopus was carried out using VOSviewer software (version 1.6.20). The analysis of indexed keyword co-occurrences (the full counting method) was the primary method used to explore relations between OC and MS. The scientometric technique of keyword analysis operates on the principle that frequently co-occurring keywords are deemed significant. Furthermore, in instances of significant variances in results, VOSviewer assists in pinpointing potential future research directions. Node total link strength (TLS) and pairwise normalized strengths (0–1) were computed by scaling geometric-mean co-occurrences to the maximum. The bibliometric maps generated from keyword co-occurrence analysis can reveal underlying structures where connections are present and suggest new avenues for research where they are absent. Co-occurring keywords highlight areas of scientific interest and echo the constraints set by the query syntax. The outputs from VOSviewer are bibliometric maps, which depict co-occurring keywords as nodes, interconnected in uniquely coloured subnetworks. Therefore, results presented graphically as networks reveal patterns of influence, diffusion, and conceptual evolution of the analysed query results.

The query method, being both widely used and straightforward, was employed in the Scopus database search conducted for this study. This method's scope is constrained by the volume of content indexed in the chosen database and by the specific scientific discipline attributed to the document. Another limitation across all queries was the language of publication. English, having the most substantial representation among indexed publications, was selected due to its prevalence. The chosen number of keyword co-occurrences shapes the results' graphical representation and the clarity of the bibliometric map. Therefore, a minimum threshold of 5 keyword co-occurrences was set for the bibliometric map derived from Q1. To enhance the readability, this study presents only one such map of indexed keyword co-occurrences from Q1.

In the map visualization, items of greater relevance are highlighted more prominently than those of lesser significance. Each co-occurring keyword is allocated to a single cluster. Within the bibliometric map, VOSviewer employs colours to signify the cluster to which a node belongs. In the map presented in this study, all co-occurring keywords are color-coded based on their cluster affiliation. The keyword co-occurrence analysis and the resultant maps offer a glimpse into a field's intellectual framework. Recognizing specific patterns becomes feasible when using VOSviewer, as this software crafts maps that visualize the intellectual architecture of the examined domain. The interpretation of these findings sets the stage for the subsequent section.

PLS/SEM Specification and Estimation. A directional model was specified in which OC affects MS primarily via leadership (OC - L - MS), with a weak direct path OC to MS to test partial mediation. Standardized path coefficients (β), bootstrap standard errors (SE), t-values, two-tailed p-values, and 95% confidence intervals were reported using nonparametric bootstrapping (≥5,000 resamples). Measurement quality was assessed via composite reliability (CR/ω), convergent validity (AVE), and discriminant validity (HTMT). Global fit was evaluated with SRMR. The graphical representation is provided in Figure 2; numerical estimates are summarized in Table 2.

3. Research results

VOSviewer software (version 1.6.20) was used to explore the interrelationship between organisational culture and management style in the sustainable development context. The resulting bibliometric maps reveal the terminology employed in prior studies and indicate the main streams of research related to the examined problem (Figure 1). Figure 3 is based on an analysis of 846 scientific publications classified under query Q1, as reported in Table 1.

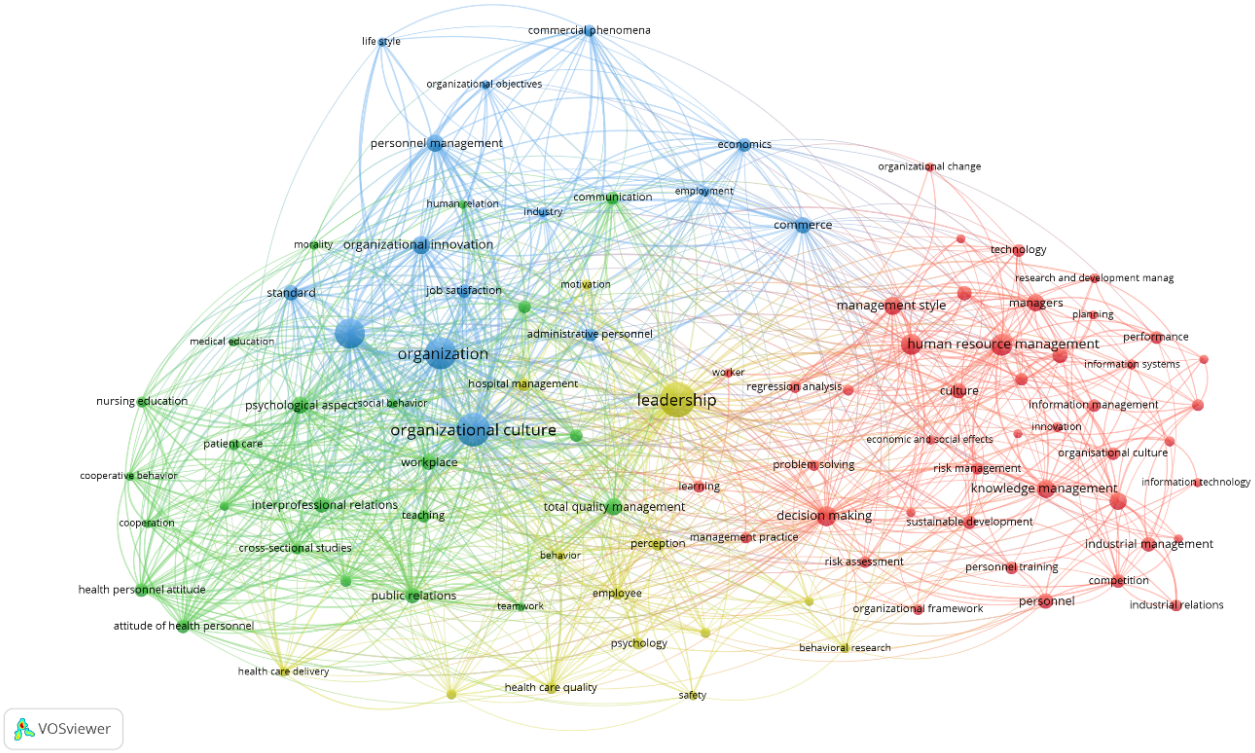

Figure 3. Results of procedure of the relationships between OC and MS exploration.
Source: Authors elaboration in VOSviewer (1.6.20 version).

This bibliometric map was generated by VOSviewer and is detailed in Table 2 as a list of keywords. Both Figure 3 and Table 2 feature-colored clusters identified by the bibliometric software, which aggregate co-occurring keywords that highlight key terms in the relationships between OC and MS. These colored clusters represent subnetworks composed of keywords frequently occurring together, indicative of specific areas for further exploration. The similarity between Figure 1 and Figure 3 lies in their representation of the relationship between OC and MS. However, the bibliometric map (Figure 3) portrays more complex dependencies. The red cluster primarily represents MS (with one node directly representing this term), while the blue cluster is associated with OC (with the main node being "organizational culture"). These two subnetworks are partially interconnected and supplemented by terms represented by the identified keywords gathered in yellow and green clusters. Differences in node size within Figure 3 indicate varying levels of importance, further elucidated by the density map.

The keywords identified within the red cluster in Figure 3 exhibit a higher degree of concentration, in contrast to keywords in the other clusters, which appear scattered and often overlap due to their relevance to employee management. The relationships between these keywords and their spatial positioning within the bibliometric map are of significant importance. Consequently, the yellow cluster is associated with leadership, behavior, psychological aspects of work, and mental health in organizational settings. On the other hand, the green cluster is primarily linked to physical health care and working conditions within business entities, relations and specialized education. The combination of these two clusters provides a comprehensive perspective on employee well-being. Some individual keywords, belonging to both of these clusters, are intertwined within various subnetworks, particularly as they describe specific contexts, such as hospital management. Serving as a bridge between these identified domains is leadership, which not only serves as one of the central nodes but also facilitates numerous connections (edges) from all areas. Table 2 presents all keyword labels identified in Figure 3. The number of links in each cluster corresponds to the total link strength and the number of occurrences.

Table 2. The keywords identified in exploration of relationship between OC and MS.

Keyword	Cluster	Links	Total link strength	Occurrences
competition	1 (red)	20	34	10
construction industry		21	32	9
culture		27	40	13
decision making		62	107	23
economic and social effects		12	12	5
empirical analysis		13	15	5
human resource management		38	81	26
industrial management		19	30	12
industrial relations		12	20	8
information management		21	29	9
information systems		19	25	6
information technology		14	16	5
innovation		22	27	6
knowledge management		40	75	19
leadership style		35	48	12
learning		36	46	8
management		50	101	24
management practice		15	18	7
management science		15	18	5
management style		46	73	18
managers		36	65	16
manufacture		15	19	5
marketing		13	16	5
occupational risks		28	38	7
organisational culture		22	29	9
organizational change		7	10	5
organizational framework		20	23	7
organizational learning		16	20	5
performance		20	28	9
personnel		32	40	13
personnel training		25	30	9
planning		16	20	5
problem solving		38	43	7
project management		27	46	14
regression analysis		25	31	8
research and development management		18	25	6
risk assessment		31	39	8
risk management		21	29	8
societies and institutions		30	60	16
strategic planning		20	31	8
sustainable development		25	31	10
technology		33	46	9
transformational leadership		17	23	6
worker		27	34	5
attitude of health personnel	2 (green)	31	97	10
communication		37	67	9
cooperation		28	57	5
cooperative behaviour		28	57	5

cross-sectional studies		34	55	7
education		31	49	9
efficiency, organizational		34	62	7
health personnel attitude		31	97	10
human relation		25	37	5
interpersonal communication		42	80	9
interprofessional relations		44	127	13
medical education		17	27	5
morality		35	47	5
nursing education		24	55	7
nursing staff		30	59	5
patient care		35	66	7
psychological aspect		46	158	17
public relations		51	132	14
social behavior		29	43	6
teaching		34	61	9
teamwork		37	52	5
total quality management		52	94	17
workplace		45	94	13
administrative personnel	3 (blue)	28	62	9
commerce		38	92	15
commercial phenomena		23	67	8
economics		32	67	10
employment		24	34	5
industry		27	44	6
job satisfaction		40	87	10
life style		16	33	5
organization		71	401	55
organization and management		61	350	49
organizational culture		69	405	60
organizational innovation		52	148	19
organizational objectives		16	35	5
personnel management		41	131	17
standard		47	120	14
accident prevention	4 (yellow)	19	25	5
behavior		27	44	5
behavioral research		21	25	6
employee		39	57	8
health care delivery		23	46	6
health care organization		24	33	6
health care quality		26	47	8
hospital management		33	57	9
information processing		25	39	6
leadership		85	374	67
motivation		33	50	6
perception		41	59	9
psychology		32	45	8
safety		22	29	5

Source: Authors elaboration based on the Q1 results analysis in VOSviewer (version 1.6.20).

The keywords presented in Table 2 reflect the historical research topics published in the Scopus database. An analysis of these keywords enables the identification of research subjects that have been previously and currently pursued (Figure 4). The former are situated at the periphery of the graph. The overlay analysis presented in Figure 4, covering the time span from 2004 to 2014, demonstrates that the investigation of the relationship between OC and MS continues to be a subject of scientific exploration. This timeframe was selected due to intensive growth in the publication number covering relations between OC and MS.

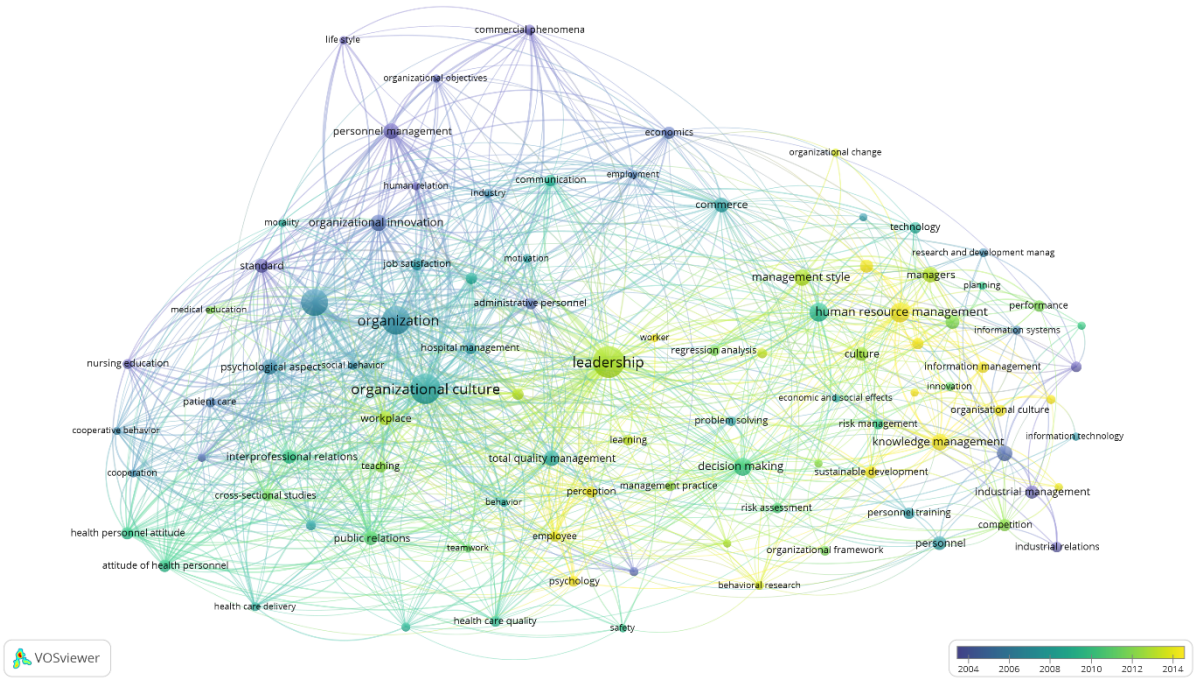

Figure 4. Overlay bibliometric map of relationships between OC and MS exploration.
Source: Authors elaboration in VOSviewer (version 1.6.20).

Figure 4 indicates the presence of leadership or its significance in the relationship between OC and MS. It is evident that leadership plays both a central and mediating role, integrating OC and MS. Among the identified keywords on the right side of Figure 4, a pivotal one is "human resource management" associated with MS.

Among the obtained results, a considerable degree of synonymity was observed, for example, between terms such as “management style” and “leadership style” in Figure 5. The obtained research findings confirm the existence of associations between OC and MS in the context of organizational performance and employee “job satisfaction”. This study demonstrates the significant role that managers play, both in terms of their formal and informal leadership, which emerges within the organization. Importantly, the bibliometric structure demonstrates that the OC–MS interface is centrally embedded within leadership, human resource management, and organizational performance clusters. This indicates that the relationship is structurally anchored in mainstream management research rather than positioned at the periphery of the field.

VOS mapping shows the strongest normalized association for OC–Leadership (1.00), with moderate associations for OC–MS (0.44) and Leadership–MS (0.43), consistent with a leadership-mediated interface. The cluster structure and temporal overlay (2004–2014) are presented in Figures 3–5, and node-level TLS with link statistics appears in Table 2.

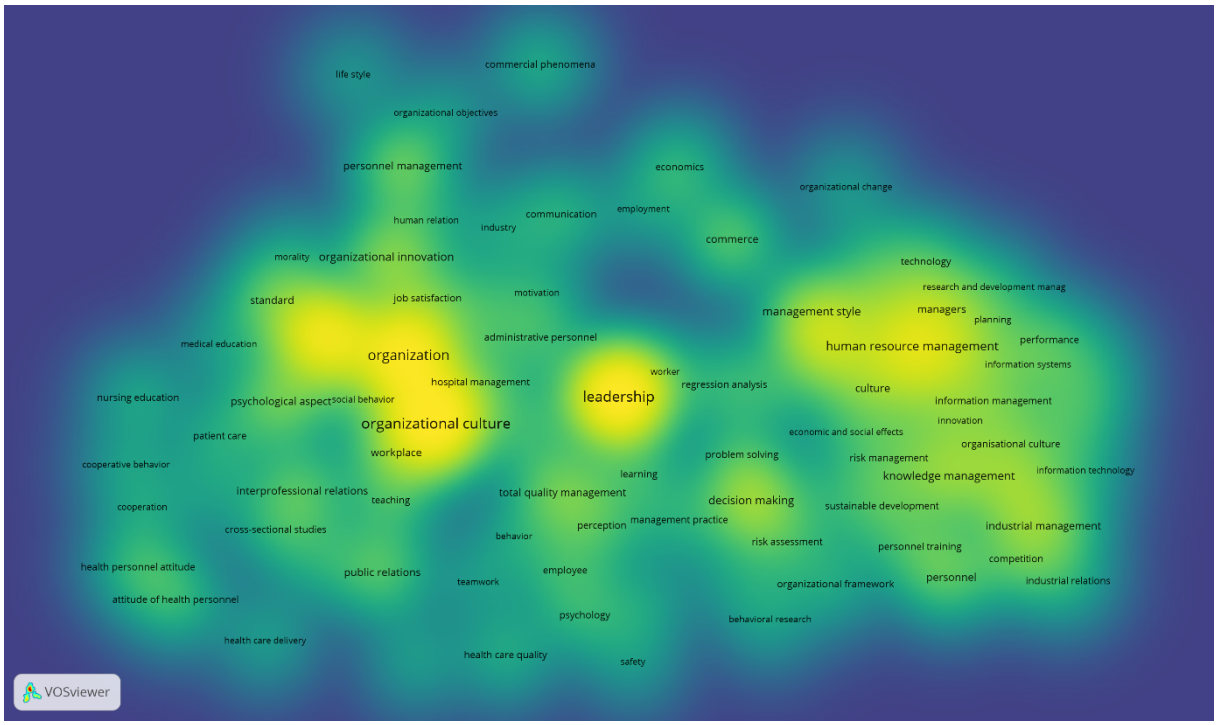

Figure 5. Keywords density map of relationships between OC and MS exploration.
Source: Authors elaboration in VOSviewer (version 1.6.20).

Guided by these patterns, a testable structural model is specified in Figure 6: OC - Leadership - MS, with a weak direct path OC - MS (dashed) to examine partial mediation. The proposed structural model provides a theoretically grounded and empirically testable specification. Future research should estimate this model on primary data using bootstrapped inference to validate mediation effects and assess robustness across contexts. The coefficients shown in Figure 6 are schematic and illustrate the expected directional structure; empirical values must be derived from primary data estimation

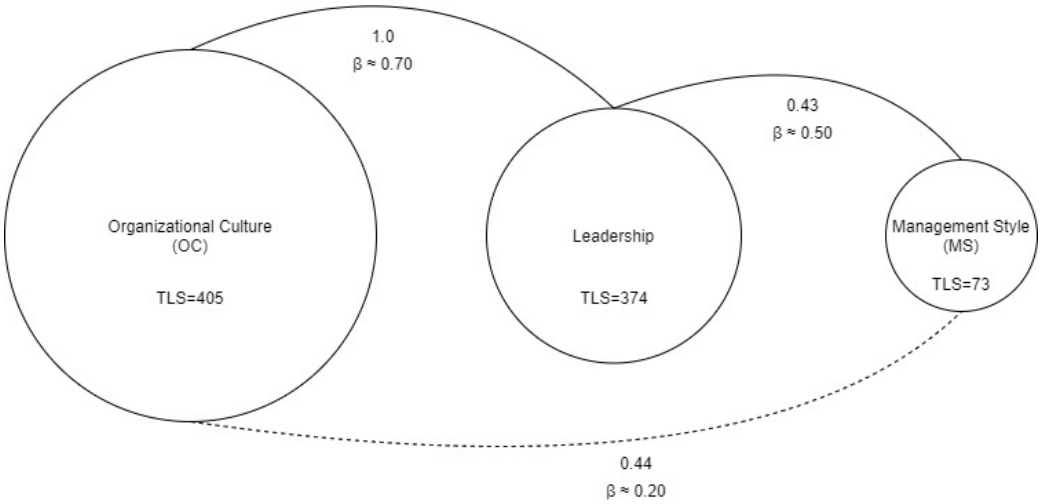

Figure 6. Structural model schematic (PLS/SEM; dashed OC → MS).
Source: Own elaboration.

4. Discussion

The outcomes of this study stem directly from the structure of the queries delineated in Table 1. These queries were confined to specific scientific domains, namely economics and management decision-making. Another limiting factor is the keyword imaging procedures, which affect their representation on bibliometric maps, given a threshold of a minimum of five co-occurrences. The

study deliberately focuses on structural concept identification rather than narrative comparison with individual prior studies. The objective was to reconstruct the conceptual architecture of the OC–MS relationship within the SD context, rather than to exhaustively contrast results with all previous contributions.

The dual VOS–PLS/SEM approach provides structural and directional insight but remains limited by the bibliometric nature of the evidence base. External validity should be examined with survey-based or multi-source datasets that estimate the proposed model using bootstrap inference and robustness checks, including alternative specifications, sub-samples, and longitudinal designs. This research was bounded by specified scientific areas identified in the queries (Table 1), such as environmental science, social sciences, business, management and accounting, economics, econometrics and finance, and decision sciences.

The data suggest that the relationship between OC and MS plays a crucial role in influencing employee well-being, working conditions, and job satisfaction. This inference is evident in the green and yellow clusters. Furthermore, the red cluster underscores this relationship's significance within the sphere of sustainable development, emphasizing employee-centric factors.

Current organizational research corroborates that employees are likely to depart if they perceive a misalignment between OC and MS, resulting in a clash with their intrinsic values. Prior studies indicate that other factors are essential for employee engagement, including soft skills and human-centric values and behaviours such as camaraderie, collaboration, and the absence of rivalry (though not competition) (Gleave, 2019). These factors contribute to an employee's sense of identity and association with an organization, adding layers to the intricate relationship between OC and MS.

The challenges in realizing sustainable development within organizations or ensuring cohesion among a set of goals are not rooted in the external business environment but in the attitudes and beliefs embedded in OC and MS. The OC–MS dynamic is in flux, undergoing gradual yet intricate transformations over time. Leadership acts as a stabilizing force within this context, but this function hinges on managerial proficiency.

While this research unfolded within the sustainable development framework, it underscores the nascent stage of probing the impact of the OC–MS relationship on predominantly socio-economic dimensions. The collective nature of OC suggests that these dimensions are combined rather than individual, driving changes within organizations. Given that this study was framed within sustainable development, the prominence of the socio-economic element is expected.

Organizational evolution is invariably linked to the maturation of employee consciousness, prompting shifts within the organization. Consequently, certain organizations grapple with challenges in recruitment, member retention, and alignment with the socio-environmental tenets of sustainable development. The present analysis elucidates the relationships between OC and MS within the framework of sustainable development. A literature review was conducted to amalgamate findings from various studies indexed in Scopus and to identify research domains where the interplay between OC and MS is prominent.

Conclusions

The results underscore the strategic relevance of the OC–MS interface within sustainable development frameworks. Stable configurations of OC and MS constitute foundational alignment mechanisms that enable coherent strategy execution and long-term organizational resilience. When cultural norms and managerial behaviours converge, organizations reduce internal friction and enhance implementation capacity. Leadership functions as the mediating mechanism through which collective values are operationalised into managerial practice.

These elements are particularly important in environmental strategies, where alignment between OC and MS, complemented by judicious managerial intervention, catalyses strategic pivots. The findings highlight the growing importance of qualitative aspects of work, especially among younger workforce cohorts. New entrants to organizations seek a clear developmental vision and harmony

between OC and MS, which can be instrumental in fostering their well-being and satisfaction. A discernible trend in the Scopus-indexed literature highlights the centrality of leadership and its associated terminologies within business entities.

From a managerial and practical standpoint, the interrelation of OC and MS in sustainable development emerges as a key area of concern (Kozar and Warwas, 2025). Executing an environmental strategy necessitates leadership capable of translating the theoretical underpinnings of sustainable development into actionable procedures and directives. Managers need to prioritise not only work conditions that promote physical health but also the psychological well-being of their staff.

This manuscript offers both scholars and practitioners insights that can support more effective progress towards sustainable development, reflecting heightened awareness of well-being and mindfulness within organizational settings. Managers are encouraged to foster a deeper understanding among employees of the strategy and the synergy between OC and MS.

A further managerial implication of this research relates to its potential as a tool for juxtaposing organizational intentions within a specific firm. Although OC and MS remain theoretical constructs, understanding their essence is imperative for implementing strategic transformations. The findings can also be harnessed to construct a business ecosystem of collaborative entities that recognise the salience of OC–MS dynamics. Additionally, the complementarity of OC and MS may serve as a starting point for job transformation and shifts towards green jobs. This study is intended to speak to a broad academic audience by outlining novel research trajectories. A prospective avenue for future work is the extension of this study, positioning OC and MS as foundational pillars for enhancing implementation outcomes.

The interrelationship between OC and MS is most plausibly enacted through leadership. Mapping the field with VOS and formalising directionality with PLS/SEM situates leadership as the transmission belt through which cultural values are converted into managerial routines that matter for ESG performance. The proposed framework offers a replicable basis for empirical validation and a pragmatic roadmap for sustainable execution.

Author Contributions: Conceptualization, S.A., and S.-P.L.; methodology, S.A., and S.-P.L.; software, S.A., and S.-P.L.; validation, S.A., and S.-P.L.; formal analysis, S.A., and S.-P.L.; investigation, S.A., and S.-P.L.; resources, S.A., and S.-P.L.; data curation, S.A., and S.-P.L.; writing-original draft preparation, S.A., and S.-P.L.; writing-review and editing, S.A., and S.-P.L.; visualization, S.A., and S.-P.L.; supervision, S.A., and S.-P.L.; project administration, S.A., and S.-P.L.; funding acquisition, S.A., and S.-P.L. All authors have read and agreed to the published version of the manuscript.

Funding: This research did not receive any external funding.

Data Availability Statement: The data supporting the findings of this study are publicly accessible in the Scopus database, as indicated in the methodology section.

Conflicts of Interest: The authors declare no conflict of interest.

Reference

5. Assoratgoon, W., & Kantabutra, S. (2023). Toward a sustainability organizational culture model. *Journal of Cleaner Production*, *400*(March), Article 136666. https://doi.org/10.1016/j.jclepro.2023.136666.
6. Bititci, U. S., Mendibil, K., Nudurupati, S., Turner, T., & Garengo, P. (2004). The interplay between performance measure ment, organizational culture and management styles. *Measuring Business Excellence*, *8*(3), 28–41. https://doi.org/10.1108/13683040410555591.
7. Bowers, M. R., Hall, J. R., & Srinivasan, M. M. (2017). Organizational culture and leadership style: The missing combination for selecting the right leader for effective crisis management. *Business Horizons*, *60*(4), 551–563. https://doi.org/10.1016/j.bushor.2017.04.001.
8. Dewi, N. N., & Wibowo, R. (2020). The effect of leadership style, organizational culture and

motivation on employee performance. *Management Science Letters*, *10*(9), 2037–2044. https://doi.org/10.5267/j.msl.2020.2.008.

9. Ford, R., Newman, S., & Ford, L. (2023). Giving to get loyalty: How organizations signal their loyalty to employees. *Organizational Dynamics*, *52*(1), Article 100956. https://doi.org/10.1016/j.orgdyn.2022.100956.
10. Geyskens, I., Krishnan, R., Steenkamp, J. B. E. M., & Cunha, P. V. (2009). A review and evaluation of meta-analysis practices in management research. *Journal of Management*, *35*(2), 393–419. https://doi.org/10.1177/0149206308328501.
11. Gleave, R. (2019). More than a collaboration—What sort of organization should Cochrane be? Using organizational metaphors to explore the work of Cochrane. *Journal of Evaluation in Clinical Practice*, *25*(5), 729–738. https://doi.org/10.1111/jep.13214.
12. Kaarst-Brown, M. L., & Robey, D. (1999). More on myth, magic and metaphor:Cultural insights into the management of information technology in organizations. *Information Technology & People*, *12*(2), 192–218. https://doi.org/10.1108/09593849910267251.
13. Kang, J. H., Solomon, G. T., & Choi, D. Y. (2015). CEOs' Leadership Styles and Managers' Innovative Behaviour: Investigation of Intervening Effects in an Entrepreneurial Context. *Journal of Management Studies*, *52*(4), 531–554. https://doi.org/10.1111/joms.12125.
14. Kaur Bagga, S., Gera, S., & Haque, S. N. (2023). The mediating role of organizational culture: Transformational leadership and change management in virtual teams. *Asia Pacific Management Review*, *28*(2), 120–131. https://doi.org/10.1016/j.apmrv.2022.07.003.
15. Kozar, L. J., & Paduszyńska, M. (2024). FinTech and sustainable development: study focused on identifying green research areas. *Procedia Computer Science*, *246*, 1762–1769. https://doi.org/10.1016/j.procs.2024.09.676.
16. Kozar, L. J., & Warwas, I. (2025). Green Finance and Digital Transformation: A Bibliometric Analysis of Research Trends. *Procedia Computer Science*, *270*, 4353–4362. https://doi.org/10.1016/j.procs.2025.09.560.
17. Lyons, S. T., Duxbury, L. E., & Higgins, C. A. (2006). A comparison of the values and commitment of private sector, public sector, and parapublic sector employees. *Public Administration Review*, *66*(4), 605–618. https://doi.org/10.1111/j.1540-6210.2006.00620.x.
18. Mwangi, G. K., Olayo, J. O., & Simuyu, A. N. (2015). Employee Skills, Management Style and Organizational Culture in Implementation of Strategic Plans in Middle Level Colleges in Thika Sub-County, Kenya. *International Journal of Business and Management*, *10*(6), 199–207. https://doi.org/10.5539/ijbm.v10n6p199.
19. Ogbonna, E., & Harris, L. C. (2000). Leadership style, organizational culture and performance: Empirical evidence from UK companies. *International Journal of Human Resource Management*, *11*(4), 766–788. https://doi.org/10.1080/09585190050075114.
20. Pagán-Castaño, E., Maseda-Moreno, A., & Santos-Rojo, C. (2020). Wellbeing in work environments. *Journal of Business Research*, *115*, 469–474.
21. Rezeki, F. (2023). The Influence of Transformational Leadership Style, Organizational Culture and Organizational Communication on Employee Job Satisfaction. *Asian Journal of Management Entrepreneurship and Social Sci*, *03*(1), 698–714.
22. Ryan, J. J. (2002). Work values and organizational citizenship behaviors: Values that work for employees and organizations. *Journal of Business and Psychology*, *17*(1), 123–132. https://doi.org/10.1023/A:1016246103190.
23. Sulich, A., & Soloducho-Pelc, L. (2024). Strategic management and business ecosystem scientific relations—key areas review. *International Journal of Innovation Studies*, *8*(3), 287–296. https://doi.org/10.1016/j.ijis.2024.04.005.
24. Sulich, A., & Sołoducho-Pelc, L. (2025). Sustainable development in production companies: integrating environmental strategy and green management style. *Discover Sustainability*, *6*, 1–16. https://doi.org/10.1007/s43621-025-01152-6.

25. Sulich, A., Sołoducho-Pelc, L., & Ferasso, M. (2021). Management Styles and Decision-Making: Pro-Ecological Strategy Approach. *Sustainability*, *13*(4), Article 1604. https://doi.org/10.3390/su13041604.
26. Sulich, A., Zema, T., & Kulhanek, L. (2023). Towards a Secure Future: A Bibliometric Analysis of the Relations Between Cybersecurity and Sustainable Development. *Procedia Computer Science*, *225*, 1448–1457. https://doi.org/10.1016/j.procs.2023.10.133.
27. Yue, C. A., Men, L. R., & Ferguson, M. A. (2021). Examining the Effects of Internal Communication and Emotional Culture on Employees' Organizational Identification. *International Journal of Business Communication*, *58*(2), 169–195.