

# The Mediating Effect of Organizational Culture on Charismatic Leadership and Corporate Reputation in Banten Regionally Owned Enterprises

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## ABSTRACT

Organizational leadership and culture play a critical role in shaping how organizations are perceived by the public and key stakeholders. This study examines whether organizational culture mediates the relationship between charismatic leadership and corporate reputation. Using a quantitative approach, data were collected through a questionnaire survey employing a five-point Likert scale and analyzed using mediation analysis and structural equation modeling to examine both direct and indirect relationships among the variables. The findings reveal that charismatic leadership positively influences corporate reputation and organizational culture, while organizational culture also exerts a positive effect on corporate reputation. Furthermore, organizational culture partially mediates the relationship between charismatic leadership and corporate reputation, indicating that a strong and supportive culture enhances the effectiveness of charismatic leadership in building a positive organizational image. These results suggest that organizations should integrate leadership development initiatives with cultural strengthening strategies to improve their reputation and sustain stakeholder trust. Therefore, managers should focus not only on developing charismatic leaders but also on cultivating a culture that aligns with organizational values to maximize reputational outcomes.

**Keywords:** Charismatic Leadership, Corporate Reputation, Mediation Analysis, Organizational Culture, Organizational Leadership.

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## INTRODUCTION

Organizational reputation has emerged as a critical intangible asset that shapes stakeholder trust, competitive advantage, and long-term organizational sustainability (Fombrun & Rindova, 1998; Wu et al., 2025). In an increasingly complex and dynamic business environment, particularly within public sector organizations, a strong corporate reputation is essential for maintaining organizational legitimacy and responding to growing stakeholder expectations (Korankye et al., 2024; Vito, 2025). Leadership plays a central role in influencing organizational performance and public image, as leaders significantly shape internal behaviors and external perceptions (Bass & Bass, 1985; Somani & Krishnan, 2004). Among various leadership styles, charismatic leadership has received considerable attention due to its ability to articulate a compelling vision, inspire followers, and foster emotional attachment among employees (Conger & Kanungo, 1987; Jamal & Bakar, 2017). This leadership style is particularly relevant in public enterprises, where leaders must balance bureaucratic constraints, political pressures, and diverse stakeholder demands while maintaining organizational credibility (Yazici & Öztirak, 2023).

Consistent with prior leadership research, charismatic leadership has been widely associated with positive organizational outcomes, however, the mechanisms through which this leadership style contributes to corporate reputation remain insufficiently explored (Metz & Plesz, 2025). Early studies primarily emphasized the direct effects of

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charismatic leadership on outcomes such as employee engagement, commitment, and performance (Shamir et al., 1993; Bono & Judge, 2004; Dawwas et al., 2025; Kumar et al., 2025). More recent empirical evidence continues to confirm these direct relationships, particularly in relation to innovation and organizational performance (Mishra & Hassen, 2023; Amin et al., 2024; Tran & Hoang, 2024). Despite these advances, limited attention has been given to the mediating processes that explain how charismatic leadership translates into reputational advantages, especially within public sector organizations. Organizational culture, understood as a shared system of values, norms, and behavioral patterns that shape how employees interpret leadership and enact organizational goals, has been increasingly recognized as a key explanatory mechanism (Schein, 2010; Bagga et al., 2023). Recent studies further highlight that a strong organizational culture enhances the alignment between leadership behaviors and organizational outcomes, thereby influencing broader stakeholder perceptions (Alipio et al., 2023; Aslam et al., 2024).

Organizational culture is increasingly recognized as a strategic asset that can amplify or attenuate leadership effectiveness (Denison, 1990). A strong, cohesive culture aligned with leadership vision may promote consistency in behaviors and attitudes conducive to reputation building (Pedersen & Salomonsen, 2023; Wang & Zhao, 2023). However, there is a paucity of research examining how organizational culture functions as a mediator between charismatic leadership and corporate reputation, especially in the specific socio-political and economic context of Regional-Owned Enterprises (*Badan Usaha Milik Daerah*/BUMD) in Banten. These enterprises operate under unique constraints and opportunities, including regional development mandates, stakeholder pluralism, and public accountability, which may influence cultural dynamics and leadership impact (Rahayu et al., 2023).

Recent advancements in mediation analysis techniques, such as the Hayes Process Model and PLS-SEM, facilitate a more nuanced examination of complex relationships among organizational variables beyond traditional linear approaches (Richter et al., 2022; Sarstedt & Moisescu, 2024). The application of these advanced analytical methods constitutes a methodological contribution, as they enable rigorous testing of indirect effects and mediation mechanisms in leadership research (Batra, 2024; Ciavolino et al., 2024). By integrating charismatic leadership, organizational culture, and corporate reputation within an empirically underexplored context, this study clarifies how leadership effectiveness translates into reputational outcomes through cultural pathways. The findings extend existing theoretical frameworks by highlighting the central role of organizational culture in shaping leadership–reputation linkages. Furthermore, the results offer practical implications for managers and policymakers in public enterprises to develop integrated leadership and culture initiatives that enhance public trust and organizational image.

This research fills several critical gaps by advancing the understanding of how charismatic leadership influences corporate reputation through mediating mechanisms, addressing the limited empirical evidence in public sector enterprises in Indonesia, and applying advanced mediation analysis techniques to capture complex relational dynamics. Thus, this study examines whether organizational culture mediates the relationship between charismatic leadership and corporate reputation. By addressing these gaps, the study not only enriches academic knowledge but also offers practical recommendations for strengthening organizational reputation through the alignment of leadership practices and organizational culture within a regional public sector context.

## LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

### The Effect of Charismatic Leadership on Corporate Reputation

Conger and Kanungo (1987) conceptualize charismatic leadership as a leadership style marked by a leader's ability to articulate an inspiring vision, demonstrate confidence, and foster deep trust and emotional attachment among followers. Bass and Bass (1985) further emphasize that charismatic leaders motivate employees to transcend transactional exchanges by aligning individual goals with collective organizational aspirations. Okafor

et al. (2025) argue that such leaders play a critical role in shaping employees' perceptions and attitudes, which subsequently influence broader organizational outcomes. Paroli (2025) highlights that charismatic leadership strengthens internal cohesion and credibility by encouraging followers to internalize organizational values and leadership ideals.

Liqiang et al. (2024) demonstrate that charismatic leadership positively affects employee commitment and discretionary behaviors, which are essential for sustaining organizational performance. Similarly, Zhang et al. (2025) find that charismatic leaders enhance employee engagement and performance by fostering a sense of purpose and shared identity within the organization. These internal dynamics are particularly important because they shape how organizations are perceived by external stakeholders. As employees increasingly identify with organizational goals and values, they are more likely to act as ambassadors who reinforce a positive organizational image. Taken together, the literature suggests that charismatic leadership contributes to corporate reputation not only through direct influence on strategic direction but also through its ability to cultivate trust, commitment, and value alignment among organizational members (Lee et al., 2024; Makatita et al., 2024). Therefore, charismatic leadership is expected to play a significant role in enhancing corporate reputation.

H1: Charismatic leadership has a positive effect on corporate reputation.

### **The Effect of Charismatic Leadership on Organizational Culture**

Organizational culture refers to the shared values, norms, and practices that guide how members of an organization behave and interact, thereby influencing overall effectiveness, cohesion, and the organization's ability to achieve strategic goals (Fombrun, 1996; Fombrun & Rindova, 1998; de Marcellis-Warin & Teodoresco, 2012). Leaders who exhibit charisma are often able to embed their personal vision, confidence, and motivational influence into the organizational fabric, shaping employees' collective beliefs, attitudes, and behavioral patterns. Empirical research has demonstrated that key attributes of charismatic leadership, such as visionary articulation, emotional expressiveness, and the ability to inspire, can significantly influence organizational culture by fostering a shared sense of purpose, enhancing commitment, and reinforcing cultural norms that support collaboration, innovation, and adaptability (Ameen, 2024).

In addition, studies in organizational settings indicate that charismatic leaders play a critical role in establishing a cultural environment in which employees internalize organizational goals, align their behaviors with leadership expectations, and actively contribute to organizational objectives (Sanggarwati et al., 2024). Beyond shaping internal practices, this alignment of values and behaviors also enhances organizational resilience and readiness to respond to environmental changes or challenges. Taken together, these findings suggest that the presence of charismatic leadership contributes not only to a positive and adaptive organizational culture but also to the development of a cohesive work environment that supports sustainable organizational success. Therefore, charismatic leadership is expected to have a consistently positive effect on organizational culture.

H2: Charismatic leadership has a positive effect on organizational culture.

### **The Effect of organizational culture on corporate reputation**

Khan et al. (2024) emphasize that organizational culture plays a central role in shaping employee behavior and attitudes, which directly impacts the effectiveness of leadership within a company. Organizational culture encompasses shared values, beliefs, and norms, which influence not only internal interactions but also the company's image in the eyes of external stakeholders. Schein (2010) adds that organizational culture serves as a framework for employees to interpret company policies and practices, ultimately contributing to corporate reputation. Recent research also supports this positive

relationship, showing that organizations with a strong culture tend to be more trusted by consumers and business partners (Issah & Rodrigues, 2021).

For example, knowledge management practices supported by organizational culture can enhance public perceptions of a company’s professionalism and credibility (Chung & Espinoza, 2023). Empirical evidence shows that corporate reputation is shaped by a consistent organizational culture that promotes transparency, integrity, ethical behavior, and social responsibility, which in turn enhances corporate sustainability and stakeholder trust (Siyal et al., 2022). Thus, it can be concluded that organizational culture not only influences the internal environment but also has a significant effect in strengthening the overall corporate reputation, providing a sustainable foundation for stakeholder trust, organizational legitimacy, and long-term competitive advantage.

H3: Organizational culture has a positive effect on corporate reputation.

**Organizational Culture as a Mediating Variable**

Almansoori and Ahmad (2023) emphasize that organizational culture can act as a key mediator in the relationship between leadership styles and organizational outcomes. Organizational culture, which encompasses shared values, norms, and internal practices, shapes employee behavior and reinforces leadership effectiveness (Denison, 1990; Bagga et al., 2023). In this regard, charismatic leadership not only influences employee perceptions directly but also indirectly through the underlying organizational culture. Recent studies suggest that a strong and adaptive culture can enhance corporate reputation by creating a cohesive and aligned work environment that supports corporate strategy (da Silva & Fernandez-Feijoo, 2023; Wahyuni & Waskito, 2024). This highlights that the influence of leadership on organizational outcomes is deeply intertwined with the cultural context within which employees operate.

Nevertheless, research exploring this mediating role within public sector enterprises, particularly regional government-owned companies, remains limited. Masouras et al. (2023) note that bureaucratic structures and public accountability pressures can shape internal dynamics, making the study of culture’s mediating role especially relevant. Understanding how organizational culture facilitates the link between charismatic leadership and corporate reputation is therefore essential for public sector organizations aiming to strengthen their external image (Rahayu et al., 2025). Consequently, organizational culture functions not only as an internal mechanism but also as a strategic bridge, enabling charismatic leadership to contribute more effectively to corporate reputation.

H4: Organizational culture mediates the relationship between charismatic leadership and corporate reputation.

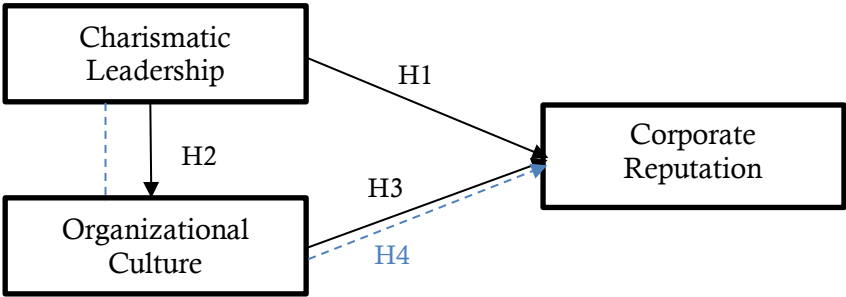


Figure 1. Conceptual Framework

Figure 1 presents the study’s conceptual framework, showing the relationships among charismatic leadership, organizational culture, and corporate reputation. Charismatic leadership directly influences corporate reputation through leaders’ vision, confidence,

and ability to inspire, and also shapes organizational culture by guiding shared values and behaviors. In turn, a positive organizational culture enhances corporate reputation, suggesting a potential indirect effect where culture mediates the impact of leadership on reputation.

RESEARCH METHODS

This study employed a quantitative research design to examine the relationships among charismatic leadership, organizational culture, and corporate reputation. Data were collected using a structured survey instrument, specifically a questionnaire designed on a 5-point Likert scale, which allowed respondents to indicate their level of agreement with each statement. The population targeted in this study consisted of employees and managers of BUMD in Banten, Indonesia, in 2024. A total of 312 participants were selected as the sample through a non-probability sampling technique, ensuring adequate representation of both managerial and staff perspectives.

The questionnaire served as the primary instrument for data collection, capturing respondents’ perceptions regarding the three main variables: charismatic leadership, organizational culture, and corporate reputation. Charismatic leadership was measured in terms of leaders’ vision, personal charm, and motivational capabilities. Organizational culture indicators focused on shared values, norms, and behavioral patterns within the organization, while corporate reputation was assessed based on stakeholders’ perceptions of the organization’s image and credibility.

For data analysis, this study employed a two-pronged approach. First, the Hayes process mediation model (version 4) was used to test the mediating role of organizational culture in the relationship between charismatic leadership and corporate reputation. This method allowed for robust estimation of indirect effects and the assessment of mediation significance. Second, Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied to evaluate both direct and indirect relationships among the study variables, providing a comprehensive assessment of the hypothesized model.

All analyses were conducted using specialized statistical software to ensure accuracy and reliability. The combination of these analytical tools enabled the researchers to rigorously examine the hypothesized mediation framework and determine the strength and significance of the relationships among charismatic leadership, organizational culture, and corporate reputation (Samani, 2016; Haji-Othman et al., 2024). This methodological approach ensures that the findings are grounded in empirical evidence and suitable for drawing meaningful conclusions about organizational dynamics in BUMD.

RESULTS

The empirical analysis yielded robust evidence supporting the hypothesized relationships among charismatic leadership, organizational culture, and corporate reputation within Banten’s Regionally Owned Enterprises. The structural model was tested using PLS-SEM, complemented by the Hayes process mediation model (version 4) to examine the mediating role of organizational culture.

Table 1. Construct Validity and Reliability Test

| Construct              | Outer Loading | Cronbach’s Alpha (CA) | Composite Reliability (CR) | AVE  |
|------------------------|---------------|-----------------------|----------------------------|------|
| Charismatic Leadership | 0.79-0.84     | 0.85                  | 0.89                       | 0.65 |
| Organizational Culture | 0.78-0.81     | 0.83                  | 0.87                       | 0.62 |
| Corporate Reputation   | 0.80-0.85     | 0.86                  | 0.88                       | 0.68 |

The measurement model results, including outer loadings, Cronbach’s Alpha (CA), Composite Reliability (CR), and AVE, are displayed in Table 1. Reliable indicators are indicated by all outer loadings, which fall between 0.78 and 0.85 and are higher than the 0.70 criterion. Strong internal consistency is shown by CA values (0.83–0.86) and CR

values (0.87–0.90), while convergent validity is confirmed by AVE values greater than 0.60. The findings support additional structural analysis by showing that all constructs of corporate reputation, organizational culture, and charismatic leadership are measured legitimately and dependably.

**Table 2.** Fornell-Larcker and HTMT

| Test           | Construct                   | OC   | CR   | CL   |
|----------------|-----------------------------|------|------|------|
| Fornell-Lacker | Organizational Culture (OC) | 0.81 |      |      |
|                | Corporate Reputation (CR)   | 0.52 | 0.78 |      |
|                | Charismatic Leadership (CL) | 0.55 | 0.57 | 0.80 |
| HTMT           | Corporate Reputation (CR)   | 0.64 |      |      |
|                | Charismatic Leadership (CL) | 0.66 | 0.68 |      |

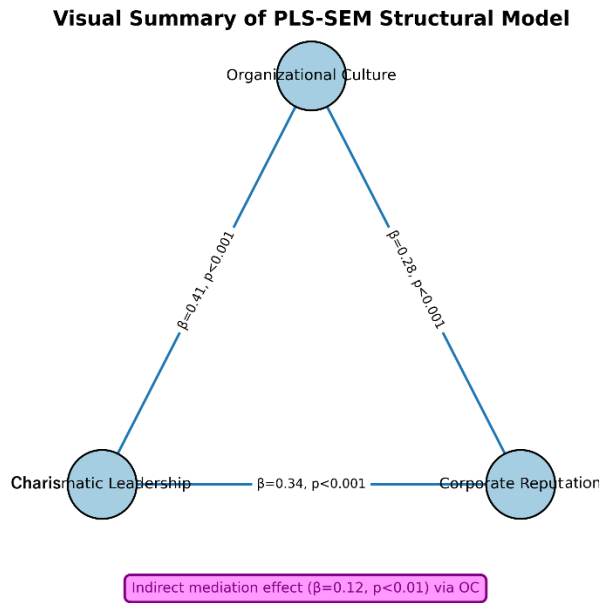
The results of discriminant validity utilizing the Heterotrait-Monotrait (HTMT) ratio and the Fornell-Larcker criterion are shown in Table 2. According to the Fornell-Larcker criterion, the square root of AVE for each construct (diagonal values: OC = 0.81, CR = 0.78, CL = 0.80) is higher than the correlations with other constructs (off-diagonal values), indicating that each construct is distinct from the others. Discriminant validity is also confirmed by the HTMT ratios between constructs, which range from 0.64 to 0.68 and are all below the 0.90 cutoff. These findings show that corporate reputation, organizational culture, and charismatic leadership are conceptually distinct and consistently quantified, offering a strong basis for further structural research.

**Table 3.** Path Coefficients and Mediation Analysis

| Path                                                                          | Standardized Coefficient ( $\beta$ ) | p-value | Significance |
|-------------------------------------------------------------------------------|--------------------------------------|---------|--------------|
| Charismatic Leadership → Corporate Reputation                                 | 0.34                                 | < 0.001 | Significant  |
| Charismatic Leadership → Organizational Culture                               | 0.41                                 | < 0.001 | Significant  |
| Organizational Culture → Corporate Reputation                                 | 0.28                                 | < 0.001 | Significant  |
| Charismatic Leadership-Organizational Culture-Corporate Reputation (Indirect) | 0.12                                 | < 0.01  | Significant  |

Table 3 presents the path coefficients and mediation analysis results. The direct effect of charismatic leadership on corporate reputation is positive and significant ( $\beta = 0.34$ ,  $p < 0.001$ ), indicating that higher levels of charismatic leadership are associated with stronger corporate reputation. Charismatic leadership also significantly influences organizational culture ( $\beta = 0.41$ ,  $p < 0.001$ ), suggesting that leaders play a key role in shaping shared values and behaviors within the organization. In turn, organizational culture has a positive and significant effect on corporate reputation ( $\beta = 0.28$ ,  $p < 0.001$ ), implying that a strong and cohesive culture enhances the organization's image.

The mediation analysis shows that organizational culture partially mediates the relationship between charismatic leadership and corporate reputation, as indicated by a significant indirect effect ( $\beta = 0.12$ ,  $p < 0.01$ ). This finding suggests that part of the impact of charismatic leadership on corporate reputation occurs through its influence on organizational culture, highlighting the intertwined role of leadership and culture in strengthening corporate reputation.



**Figure 2.** Visual Summary of PLS-SEM Structural Model

The empirical model linking charismatic leadership, organizational culture, and corporate reputation can be expressed as:

$$OC = \beta_1 CL + \varepsilon_1 \quad (1)$$

$$CR = \beta_2 CL + \beta_3 OC + \varepsilon_2 \quad (2)$$

Based on Figure 2, charismatic leadership exhibited a significant positive direct effect on corporate reputation ( $\beta = 0.34$ ,  $p < 0.001$ ), indicating that higher levels of perceived leadership among BUMD employees and managers are associated with stronger organizational reputations. Leadership also significantly influenced organizational culture ( $\beta = 0.41$ ,  $p < 0.001$ ), suggesting that charismatic leaders play a key role in fostering a positive, cohesive culture based on shared values, norms, and commitment. Organizational culture, in turn, positively affected corporate reputation ( $\beta = 0.28$ ,  $p < 0.001$ ), highlighting that a strong internal environment supports consistent behaviors aligned with stakeholder expectations.

Mediation analysis using the Hayes process model version 4 revealed that organizational culture partially mediates the relationship between charismatic leadership and corporate reputation (indirect effect = 0.12,  $p < 0.01$ ), indicating that part of leadership's impact on reputation occurs through its influence on culture. This finding highlights that while charismatic leadership directly enhances corporate reputation, its effect is also channeled through shaping and sustaining a supportive organizational culture. The tested model demonstrates that all constructs are valid and reliable, the relationships among them are statistically significant, and the model explains a substantial portion of variance in both organizational culture and corporate reputation with good predictive capability. The mediating role of organizational culture provides deeper insight into how charismatic leadership influences corporate reputation, supporting the strength and relevance of the proposed model in this research context.

**Table 4.**  $R^2$ ,  $f^2$ , and  $Q^2$

| Test                                   | Measure  | Value | Interpretation             |
|----------------------------------------|----------|-------|----------------------------|
| Coefficient of Determination ( $R^2$ ) | $R^2$ OC | 0.41  | Moderate explanatory power |
|                                        | $R^2$ CR | 0.36  | Moderate explanatory power |
| Effect Size ( $f^2$ )                  | CL → OC  | 0.30  | Medium to large effect     |
|                                        | CL → CR  | 0.18  | Medium effect              |
|                                        | OC → CR  | 0.12  | Medium effect              |

| Test                           | Measure  | Value | Interpretation                              |
|--------------------------------|----------|-------|---------------------------------------------|
| Predictive Relevance ( $Q^2$ ) | $Q^2$ OC | 0.22  | Positive, the model has predictive accuracy |
|                                | $Q^2$ CR | 0.20  | Positive, the model has predictive accuracy |

Table 4 presents the structural model evaluation using  $R^2$ ,  $f^2$ , and  $Q^2$ . The  $R^2$  values indicate moderate explanatory power for organizational culture (0.41) and corporate reputation (0.36). Effect sizes ( $f^2$ ) range from 0.12 to 0.30, reflecting medium to large impacts of predictors. Positive  $Q^2$  values for both endogenous constructs (0.22 for OC and 0.20 for CR) confirm the model’s predictive relevance.

DISCUSSION

The findings of this study provide important insights into the relationships among charismatic leadership, organizational culture, and corporate reputation within Banten’s Regionally Owned Enterprises. The results demonstrate that charismatic leadership exerts a meaningful influence on both organizational culture and corporate reputation, highlighting the pivotal role of leaders in shaping both internal and external perceptions of the organization. These results align with prior research emphasizing the capacity of charismatic leaders to inspire, motivate, and articulate a compelling vision that influences organizational outcomes (Shamir et al., 1993; Bono & Judge, 2004). The stronger influence of leadership on organizational culture underscores the foundational role of leadership in cultivating a cohesive environment where shared values, norms, and behaviors are reinforced, supporting the perspective that culture acts as a conduit for leadership impact (Denison, 1990; Schein, 2010).

Organizational culture itself significantly contributes to corporate reputation, confirming its strategic importance as an internal asset. A strong and aligned culture likely facilitates consistent service quality, ethical conduct, and stakeholder engagement, which are critical for enhancing the organization’s image and legitimacy (Domínguez-Quiñones et al., 2025; Rao, 2025). The mediation finding indicates that while charismatic leadership directly enhances corporate reputation, part of its effect is channeled through organizational culture. This suggests that leadership effectiveness is contextually embedded within cultural mechanisms, a perspective supported by Yazici and Öztirak (2023) and Yue and Thelen (2023), who emphasized the role of culture in translating leadership behaviors into organizational outcomes. At the same time, the partial mediation indicates that other pathways, such as strategic decision-making, external stakeholder engagement, or direct communication, may also contribute to reputation enhancement (Qasim et al., 2025; Zhang et al., 2025).

These findings contribute theoretically by extending leadership and organizational behavior research, particularly in public sector contexts that are often underrepresented in empirical studies. By focusing on BUMD, the study contextualizes the dynamics of leadership and culture within institutions facing political, bureaucratic, and social complexities (Boyne, 2003; Rainey, 2014; Andrews et al., 2016; Dandalt, 2024). The study further demonstrates methodological rigor through the use of PLS-SEM and Hayes PROCESS mediation, providing precise estimation of both direct and indirect effects and enriching the understanding of leadership-culture-reputation mechanisms (Liggett, 2024; Şamlı, 2024).

From a managerial perspective, the results underscore the importance of integrating leadership development with cultural initiatives. Leadership programs should cultivate charismatic qualities such as vision articulation, emotional intelligence, and inspirational motivation while emphasizing the leader’s role as a culture builder. Cultural interventions, including values clarification workshops, internal communication strategies, and recognition systems, can reinforce behaviors aligned with leadership vision, creating a synergistic effect that amplifies reputation outcomes (Pedersen & Salomonsen, 2023; Amisha, 2024; Khaddage-Soboh et al., 2024). Given the partial

mediation, managers should also pursue complementary strategies to strengthen corporate reputation directly, such as enhancing corporate social responsibility, improving transparency, and actively engaging external stakeholders (Nguyen & Nguyen, 2024; Yusif & Hafeez-Baig, 2024; Vigolo et al., 2025).

The study highlights the intertwined roles of leadership and culture in shaping organizational reputation. Empirically validating the mediating function of organizational culture provides a nuanced framework for understanding how charismatic leadership translates into reputational capital within public enterprises. These insights have practical relevance for BUMD managers and policymakers, emphasizing that sustainable reputation management requires a dual focus on developing effective leadership and fostering a cohesive organizational culture. This integrated approach can enhance stakeholder trust, public image, and overall organizational effectiveness in complex and politically sensitive environments.

## **CONCLUSION**

This study confirms that organizational culture plays a pivotal mediating role in the relationship between charismatic leadership and corporate reputation in Banten's Regionally Owned Enterprises. Charismatic leadership positively influences both organizational culture and corporate reputation, while a strong culture further strengthens the leadership-reputation link. These insights contribute to leadership and organizational behavior literature, particularly in the public sector context, and offer practical guidance for BUMD in fostering leadership and cultural alignment to enhance corporate reputation. Managers are encouraged to integrate leadership development with cultural initiatives, such as values reinforcement and employee engagement programs, to ensure that leadership behaviors effectively translate into a positive organizational image.

This study has several limitations that should be considered. The cross-sectional design restricts causal inferences, and reliance on self-reported data may introduce common method bias despite procedural remedies. The partial mediation finding suggests that other mediating variables, such as organizational trust, employee engagement, or communication effectiveness, may influence the relationship between charismatic leadership and corporate reputation. Future research could employ longitudinal designs to capture dynamic changes over time, explore additional mediators, and examine potential moderators such as organizational size, political influence, or regulatory environment. Expanding the study beyond BUMD in Banten to other regions or public sector organizations would improve generalizability, and qualitative approaches could provide deeper insights into how charismatic leaders drive cultural change and reputation management in complex institutional contexts.

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