

The Influence of Organizational Culture on Employee Performance: A Systematic Literature Review

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Abstract: *Organizational culture is widely recognized as a critical determinant of employee performance; however, existing research remains fragmented across theoretical perspectives, organizational contexts, variables, and methodological approaches. This study systematically synthesizes the literature on the relationship between organizational culture and employee performance, identifies the mechanisms underlying this relationship, and highlights research gaps and future directions. A Systematic Literature Review (SLR) was conducted following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines. Articles were retrieved from the Scopus database using predefined inclusion and exclusion criteria, resulting in 75 eligible peer-reviewed studies for qualitative synthesis. The findings reveal a substantial increase in scholarly attention to organizational culture and employee performance over the past decade, with Organizational Culture Theory remaining the dominant theoretical foundation. Organizational culture influences employee performance through both direct and indirect pathways. Job satisfaction, organizational commitment, and organizational citizenship behavior frequently function as mediating mechanisms, whereas leadership and work environment commonly serve as moderating factors. The literature is predominantly quantitative and remains concentrated on traditional organizational variables, leaving contemporary issues such as digital capability, employee well-being, technology adoption, and hybrid work relatively underexplored. This review contributes an integrated perspective on the theoretical, methodological, and variable-based development of the field and proposes future research directions involving multilevel, longitudinal, qualitative, mixed-method, and moderated-mediation approaches in contemporary organizational settings.*

Keywords: Employee Performance; Organizational Culture; Organizational Commitment; Systematic Literature Review; Workplace Behavior

Introduction

Employee performance is a key determinant of organizational productivity, service quality, innovation, and long-term sustainability. In today's dynamic business environment, organizations are expected to maintain high and consistent employee performance while simultaneously adapting to digital transformation, hybrid work arrangements, and changing employee expectations. Recent scholarship shows that organizational culture is increasingly intertwined with digital workforce transformation, knowledge and innovation processes, and technology-enabled ways of working (Reisberger et al., 2025). Evidence from hybrid-work settings also indicates that organizational support, trust, engagement, concentration, and social connectedness can shape employee performance under increasingly flexible work arrangements (Jindain & Gilitwala, 2024; Toscano et al., 2025). These developments make the organizational conditions that sustain employee performance an important and timely research priority.

Among these determinants, organizational culture has been widely recognized as one of the most influential factors affecting employee performance. Organizational culture refers to the shared values, beliefs, and norms that shape employees' attitudes and behaviors within an organization (Schein, 2010). As a strategic organizational resource, it can promote collaboration, commitment, shared meaning, and alignment with organizational goals, thereby supporting employee performance. Employee performance itself reflects the extent to which employees effectively accomplish their job responsibilities and contribute to organizational objectives (Robbins & Judge, 2017).

Previous studies generally report a positive relationship between organizational culture and employee performance. However, the literature suggests that this relationship is often more complex than a simple direct effect. Job satisfaction, organizational commitment, and organizational citizenship behavior (OCB) frequently operate as mediating mechanisms, while leadership and the work environment may condition the strength or direction of the relationship. Researchers have also adopted diverse theoretical perspectives—including Organizational Culture Theory, Leadership Theory, Motivation Theory, Social Exchange Theory, and the Resource-Based View (RBV)—indicating that employee performance is shaped by multiple organizational and behavioral mechanisms rather than by culture alone.

Despite the growing volume of research, an important synthesis gap remains. Existing studies are fragmented across theoretical perspectives, organizational contexts, variable configurations, and methodological approaches, and most empirical work continues to rely on quantitative designs within specific organizational settings. At the same time, contemporary developments such as digital transformation and hybrid work have expanded the conditions under which organizational culture may affect employee behavior and performance (Jindain & Gilitwala, 2024; Reisberger et al., 2025; Toscano et al., 2025). Previous reviews have often emphasized particular themes or contexts rather than simultaneously integrating theoretical foundations, direct and indirect mechanisms, methodological trends, and emerging workplace issues. Consequently, a systematic synthesis is needed to consolidate the evidence, identify dominant patterns, and clarify areas that remain underexplored.

Therefore, this study conducts a Systematic Literature Review (SLR) using the PRISMA approach to synthesize the literature on organizational culture and employee performance. Specifically, the study addresses three research questions: (1) How has research on organizational culture and employee performance evolved in terms of theoretical frameworks, research variables, and methodological approaches? (2) How does organizational culture influence employee performance through direct, mediating, and moderating mechanisms? and (3) What research gaps and future opportunities remain in the literature? The novelty of this review lies in integrating four dimensions within a single synthesis: dominant theoretical foundations, the functional roles of variables within research models, methodological development, and emerging research directions related to digital capability, employee well-being, technology adoption, and hybrid work. By integrating these dimensions, the study provides a more comprehensive map of the field and a clearer agenda for future organizational behavior and human resource management research.

Methodology

This study employed a Systematic Literature Review (SLR) and followed the PRISMA 2020 reporting framework (Page et al., 2021) to systematically synthesize research on the relationship between organizational culture and employee performance. The review process comprised four stages: identification, screening, eligibility assessment, and inclusion. Scopus was used as the bibliographic database, and records were retrieved using the search string: ("organizational culture" OR "corporate culture") AND ("employee performance" OR "job performance" OR "work performance"). The use of a predefined search string and explicit eligibility criteria was intended to improve the transparency and reproducibility of the article selection process.

The inclusion criteria were: (1) empirical studies examining the relationship between organizational culture and employee performance; (2) articles published in English in Scopus-indexed peer-reviewed journals; and (3) full-text articles employing quantitative, qualitative, or mixed-method approaches. Conference papers, book chapters, duplicate records, and studies unrelated to the research topic were excluded. The identification stage produced 118 records. After screening according to the predefined criteria, 40 records were excluded and 78 full-text articles proceeded to eligibility assessment. Three full-text articles were subsequently excluded, resulting in 75 studies included in the final qualitative synthesis. For analysis, the included studies were organized and compared according to publication trends, theoretical frameworks, research variables and their functional roles, methodological approaches, publication outlets, and future research themes. The study selection process is summarized in the PRISMA flow diagram (Figure 1).

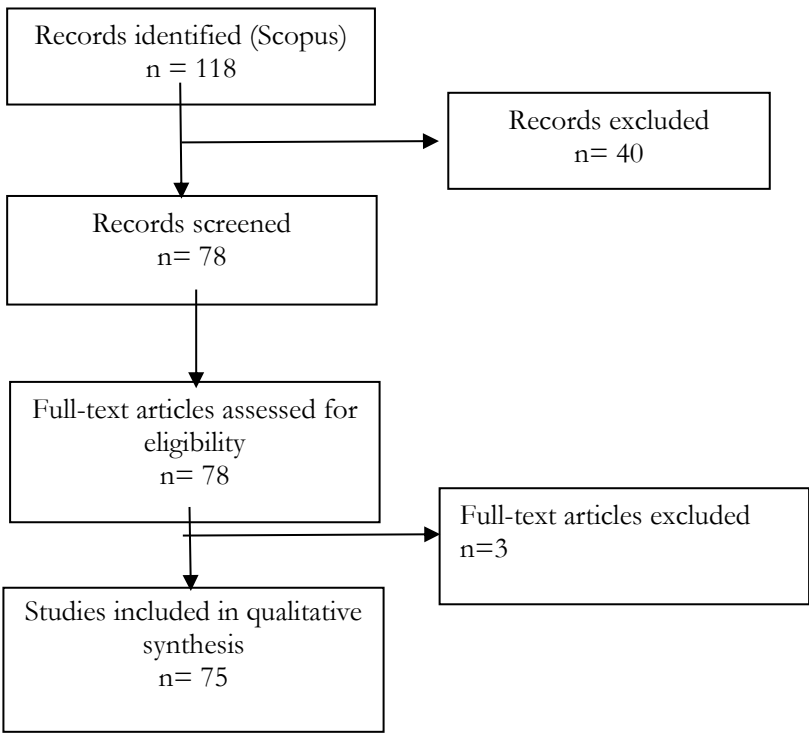


Figure 1. PRISMA Flow Diagram of Article Selection Process

Results

Publication Trends in Organizational Culture and Employee Performance Studies

The analysis of 75 selected articles indicates a clear upward trend in research on organizational culture and employee performance over the past decade. Publication output peaked in 2024 (15 articles), followed by 2025 (12 articles), while 2019 and 2020 each contributed 11 articles, marking the beginning of increased scholarly attention. Research output remained relatively stable between 2021 and 2023, whereas earlier years, particularly 2017, recorded considerably fewer publications. Overall, these findings demonstrate growing academic interest in the topic and highlight its increasing relevance in contemporary management and organizational behavior research.

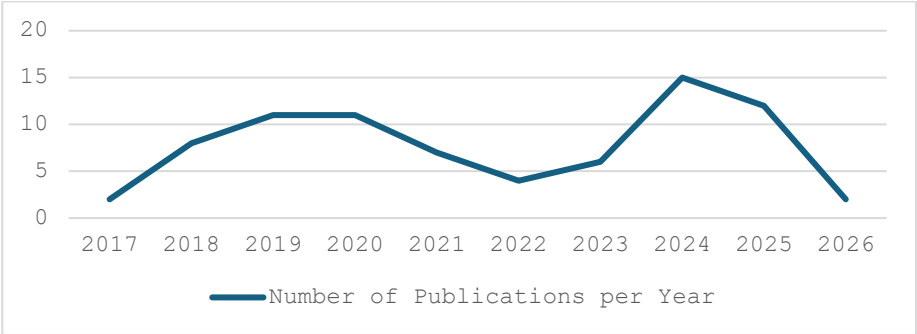


Figure 2. Trend of Publications Over Time

Theoretical Frameworks Utilized

The mapping results indicate that Organizational Culture Theory is the most frequently adopted theoretical foundation in studies of organizational culture and employee performance (Maamari & Saheb, 2018; Pawirosumarto et al., 2017; Ratnasari et al., 2020; Sapta et al., 2021; Soomro & Shah, 2019; Yousaf et al., 2024). Widely used frameworks include Schein's Organizational Culture Model, Hofstede's Cultural Dimensions, and the Competing Values Framework, highlighting the central role of organizational culture in explaining employee behavior and performance. The theory is also frequently integrated with leadership, motivation, and social exchange perspectives to explain indirect relationships through mediating variables such as job satisfaction, organizational commitment, and organizational citizenship behavior (OCB).

As presented in Figure 3, Leadership Theory is the second most frequently used framework, followed by Motivation Theory and Employee Performance Theory. Other supporting perspectives include Job Satisfaction Theory, Social Exchange Theory (SET), Organizational Commitment Theory, Organizational Citizenship Behavior (OCB), Resource-Based View (RBV), and the Ability–Motivation–Opportunity (AMO) Theory (Idris et al., 2022; Pham et al., 2024). Overall, the findings demonstrate the continued dominance of Organizational Culture Theory while indicating an increasing tendency to integrate complementary theories to explain the multidimensional nature of employee performance.

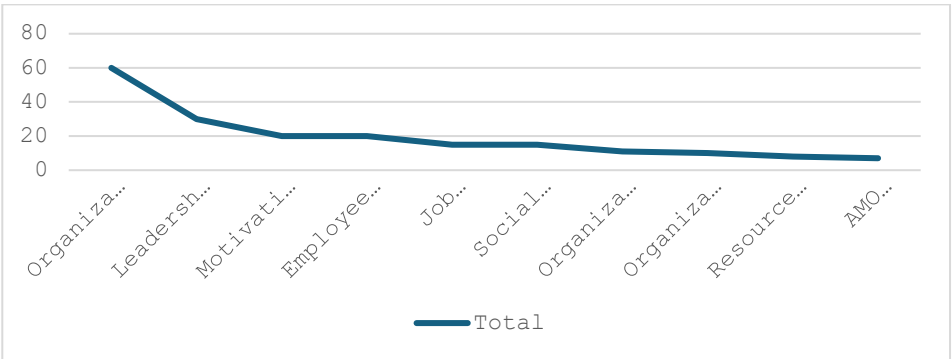


Figure 3. Trends in Theoretical Frameworks Used in Employee Performance Research

Distribution of Publishers in the Reviewed Studies

Based on the mapping results, the distribution of publishers demonstrates that research on organizational culture and employee performance is disseminated across a wide range of academic outlets. Emerald Publishing emerges as the most dominant publisher, contributing the highest number of articles in the reviewed studies. This is followed by Inderscience Enterprises Ltd., WSEAS (World Scientific and Engineering Academy and Society), Journal of Asian Finance, Economics and Business (JAFEB), and Quality – Access to Success Journal, each showing a relatively consistent presence in the dataset. Other notable publishers include Business Perspectives, Springer Nature, Growing Science, Journal of Logistics, Informatics and Service Science (JLISS), and International Journal of Innovation, Creativity and Change (IJICC).

The findings indicate that the topic is not concentrated within a single publisher but is instead widely distributed across both established international publishers and emerging or regional journals. The prominence of Emerald Publishing suggests a strong alignment of this research area with mainstream management and organizational studies. At the same time, the presence of publishers such as Springer Nature, Elsevier, and Routledge reflects the broader interdisciplinary relevance of the topic. Overall, this distribution highlights the growing academic interest in organizational culture and employee performance, as well as the openness of various publication outlets to accommodate research in this field.

Key Determinants of Employee Performance: A Variable-Based Analysis

The variable mapping reveals that Organizational Culture is the most frequently examined variable, appearing in approximately 60–70 of the reviewed studies and confirming its position as the dominant determinant of employee performance. This is followed by leadership (approximately 30–35 studies), while work motivation and job satisfaction appear in approximately 20–25 studies each and are often incorporated as key explanatory or mediating variables. Organizational commitment and organizational citizenship behavior (OCB) also appear with moderate frequency, typically serving as mediating mechanisms. In contrast, variables such as work environment, compensation, work stress, technology, and spirituality are examined less frequently and tend to be context-specific. This distribution indicates a strong concentration on a limited set of core variables, while other potentially relevant factors remain underexplored. The frequency distribution of the principal variables is presented in Figure 4.

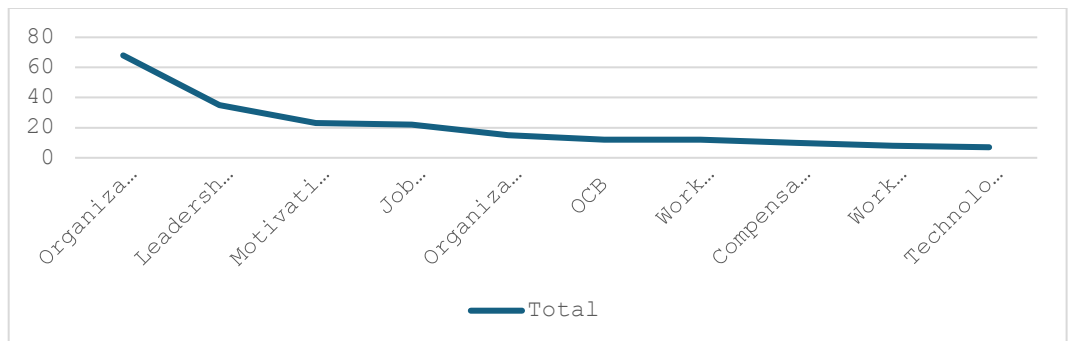


Figure 4. Frequency of Variables Used in Employee Performance Studies

Future Research Framework

Building on the findings of this systematic literature review, this study proposes a future research framework to address the identified gaps in the literature. The framework suggests that organizational culture should no longer be viewed solely as the primary independent variable but as a dynamic construct that interacts with multiple organizational and individual factors to influence employee performance.

Future research is encouraged to broaden its focus by incorporating emerging variables such as digital capability, employee well-being, innovation behavior, and technology adoption. In addition, researchers should employ more comprehensive analytical models, including moderated mediation, multilevel analysis, and longitudinal designs, to better capture the complexity of organizational relationships. Greater use of qualitative and mixed-method approaches is also recommended to complement the dominance of quantitative research.

Furthermore, future studies should investigate employee performance in contemporary contexts, such as digital workplaces and hybrid work environments, while providing clearer theoretical justification for the role of organizational culture within research models. Overall, the proposed framework (Figure 5) offers a more holistic direction for future research by integrating diverse variables, methodological approaches, and organizational contexts.



Discussion

This study aimed to synthesize the literature on organizational culture and employee performance by identifying dominant theories, variables, and research trends. The findings indicate that Organizational Culture Theory remains the primary framework for explaining employee performance, supporting the view that shared values and norms influence employee behavior and organizational effectiveness (Schein, 2010). However, recent studies increasingly integrate leadership, motivation, and social exchange perspectives, suggesting that employee performance is influenced by multiple organizational and individual factors.

The review also shows that organizational culture affects employee performance through both direct and indirect mechanisms. Job satisfaction, organizational commitment, and organizational citizenship behavior (OCB) frequently serve as mediating variables, while leadership and the work environment commonly act as moderators. Importantly, this pattern

should now be interpreted within changing workplace contexts. Recent research links organizational culture with digital workforce transformation, digital competence, knowledge, and innovation (Reisberger et al., 2025), while hybrid-work studies show that organizational support, trust, engagement, concentration, and social isolation can influence employee performance (Jindain & Gilitwala, 2024; Toscano et al., 2025). These developments reinforce the need to extend culture–performance research beyond traditional organizational variables toward digital transformation, employee well-being, technology adoption, and hybrid work.

The findings contribute to the literature by demonstrating that organizational culture should be understood as part of a broader organizational system rather than as a standalone predictor of employee performance. For practitioners, the results suggest that efforts to strengthen organizational culture should be accompanied by leadership practices, employee support, trust-building mechanisms, and initiatives that enhance commitment and job satisfaction. For researchers, the findings support the use of more integrative models capable of explaining how cultural conditions interact with emerging technologies and changing work arrangements. Future research should therefore examine these relationships through multilevel, longitudinal, qualitative, mixed-method, and moderated-mediation designs in contemporary organizational settings.

This review has several limitations. First, it includes only Scopus-indexed journal articles, which may exclude relevant studies from other databases. Second, the findings are based primarily on quantitative studies, reflecting the methodological imbalance within the existing literature. Future research is encouraged to employ qualitative and mixed-method approaches and to investigate underexplored variables to provide a more comprehensive understanding of employee performance.

Conclusion

This study systematically reviewed 75 Scopus-indexed articles to synthesize the existing literature on the relationship between organizational culture and employee performance. The findings indicate that research on this topic has grown substantially over the past decade, with Organizational Culture Theory remaining the dominant theoretical foundation. The review also demonstrates that organizational culture influences employee performance through both direct and indirect mechanisms, with job satisfaction, organizational commitment, and organizational citizenship behavior (OCB) serving as the most common mediating variables, while leadership and work environment frequently function as moderators. Overall, the findings confirm that employee performance is shaped by the interaction of multiple organizational and individual factors rather than organizational culture alone.

This study contributes to the literature by providing an integrated overview of dominant theories, research variables, methodological trends, and existing research gaps. Future studies are encouraged to expand theoretical perspectives beyond Organizational Culture Theory, adopt qualitative and mixed-method approaches, and investigate emerging issues such as digital transformation, hybrid work arrangements, technology adoption, and employee well-being.

These efforts are expected to provide a more comprehensive understanding of employee performance in contemporary organizational environments.

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Author Declaration

Conflict of interest: The authors declare that there is no conflict of interest