

Mapping Research on Organizational Culture and Employee Performance in Business: A Systematic Review

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Abstract. This study systematically maps research on organizational culture and employee performance in business published over 2017-2022. The Scopus database was searched using relevant keywords, yielding 56 studies that met the inclusion criteria. Quantitative studies in national companies dominated, especially in Indonesia's banking sector. Just two studies focused on multinationals. The mapping reveals gaps in research on cultural differences in multinationals and manufacturing industries. The review provides insights into the current literature landscape to guide future research. Limitations include the exclusion of books and non-English sources.

Keywords: systematic review, employee performance, organizational culture, business organization.

1. Introduction

One of the most critical elements affecting how well a corporation performs is its organizational culture (Korma et al., 2022). Determining how things are done in an organization, organizational culture can be a force for good or bad (Fahim et al., 2021). Organizational culture can be thought of as the oil that keeps an organization running (Hofstede, 2019). An organization's strategy may succeed if its culture is the correct one, but an unfavorable culture may result in subpar work or even failure (Aseeri & Kang, 2022). High or low performers are behind the drive or motivation, often called organizational culture (Muliaty et al., 2017). Organizational culture is important to the "success" of the organization, especially in business enterprises.

A focus on organizational culture for cadres is increasingly becoming a significant component of day-to-day organizational functioning as Improved employee and organizational performance may be largely dependent on organizational culture (Widarko & Anwarodin, 2022). As a result, Organizational culture research is still well-known among scholars and professionals. (Seixas et al., 2020). Therefore, it is necessary to review and track the development of literature on organizational culture to gain new insights and knowledge, especially the management of business performance influenced by organizational culture. Only a few conducts specific systematic mapping studies (SMS) on organizational culture related to employee performance. Then, the study's goal is to produce an overview of the body of research so that practitioners and academics can benefit from the findings.

This study is the first in the field of business to use a systematic mapping approach to examine the relationship between employee performance and corporate culture. The study's findings offer a thorough research methodology on the relationship between organizational culture and worker performance, as well as practical application and recommendations for future regulations. This objective is reflected in the research question (RQ) below:

Problem Statement?

- R1: How is the publication trend in each country?
- R2: Research methods and what types of research are used?
- R3: What is the Publication Trend from year to year?
- R4: Based on Business Field and business ownership in each country?

2. Literature Review

An organization is a social unit consisting of two or more people who consciously cooperate continuously to achieve a common goal (Robbins & Judge, 2018). Organizational culture is a set of implicit assumptions accepted by group members, which determine how to behave and respond to their environment (Muraina & Muraina, 2017). Organizational values, practices, beliefs, and ideals are all part of the organizational culture, which is created by organizational goals through the sharing of knowledge acquired through learning (Nam & Kim, 2016). People are bound together by social glue, giving them a sense of belonging to the organizational experience (Ngwenze & Kariuki, 2017). Implicit norms or methods of getting things done that control how individuals act and carry out their duties are known as organizational culture (Colquitt et al., 2019). The ability of employees to accomplish goals by effectively and efficiently utilizing organizational resources is known as employee performance (Augustrianto et al., 2018).

Employee performance is evaluated based on their willingness to adopt the organizational culture and their ability to fulfill objectives and targets (Diana et al., 2021). It addresses the quantity of output generated by an employee's work throughout a specific time frame in an organization (Dhammika, 2017). Because organizational culture has a significant impact on performance, practical performance evaluation is both a prerequisite for organizational success and a means of improving employee performance (Batcha et al., 2017; Ingsih et al., 2019; Pawirosumarto et al., 2017).

Irwan et al. (2020) discovered that culture affects how goals are set, how well an organization performs, how motivated people are, how satisfied they are in their jobs, how creatively and innovatively decisions are made, how often employees participate in affairs, and how satisfied and committed they are. Similarly, Driskil (2018) makes clear that developing long-term inter-organizational partnerships and enhancing performance require an organizational culture that values and encourages collaboration.

3. Research Methods

The Systematic Mapping Study (SMS) methodology, a secondary study method that is a component of the Study Literature Review (SLR) strategy, was employed in this investigation (Kitchenham, 2004; Petersen et al., 2008). The Systematic Mapping Study describes the research activities conducted. Rather than going into great depth to answer the research question, SMS provides a high-level description and map of the research (Petersen et al., 2008). Stated differently, SMS can be viewed as a means of understanding a specific research field because SMS research thoroughly examines data.

An established search strategy can assist researchers in taking as many thorough and pertinent investigations as possible, making it a requirement for SMS or SLR. The search and analysis procedure should be as accurate as feasible in order to increase the accuracy of SMS studies. Next, deciding on exclusion and inclusion criteria, choosing data sources, and implementing techniques to create search strings. The search methodology from research is used in this study (Kitchenham, 2004). The process of the mapping investigation is shown as follows in Figure 1.

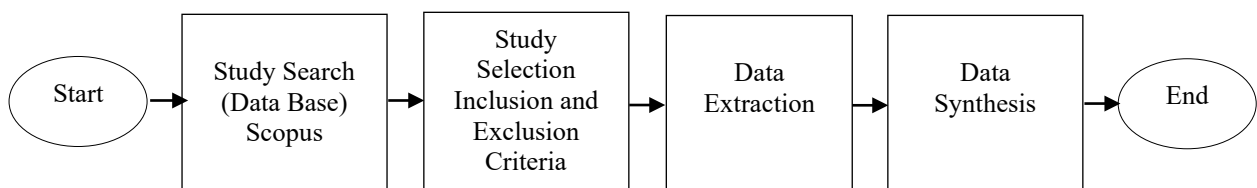


Fig. 1: The Procedure of Systematic Review

3.1. Study Search (Data Base)

For this mapping study, we employed an automated search technique to locate pertinent studies from 2017 to 2022; Scopus is the electronic database that is being used. A complete collection of research papers on business topics may be found in Scopus. The first phase in the literature search method is to identify the primary search terms in the article title, abstract, and keywords. These include organizational culture or corporate culture and employee performance.

TITLE-ABS-KEY (("organizational culture" OR "corporate culture") AND "employee performance") AND (LIMIT-TO (PUBYEAR, 2022) OR LIMIT-TO (PUBYEAR, 2021) OR LIMIT-TO (PUBYEAR, 2020) OR LIMIT-TO (PUBYEAR, 2019) OR LIMIT-TO (PUBYEAR, 2018) OR LIMIT-TO (PUBYEAR, 2017)) AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (SUBJAREA, "BUSI")) AND (LIMIT-TO (LANGUAGE, "English")) AND (LIMIT-TO (SRCTYPE, "j"))

Searches were conducted on titles, abstracts, and keywords published from 2017 to 2022. In the Scopus database, the filters used are Document Type: Article, Publication Stage: Final, Source type: Journal, and Language: English, resulting in 82 documents.

3.2. Data Selection

Papers that will be studied for mapping research are chosen based on selection criteria. The complete manuscript must address organizational culture and employee performance and must address at least one research topic in order to be included. The exclusion criteria are as follows: the papers must not be in English, they must not deal with issues of employee performance and organizational culture,

they must not be journal articles (books, book chapters, proceedings, reviews), and they must not be available in full text.

Table 1. Inclusion and Exclusion Criteria

Inclusion	Exclusion
Articles published between 2017 – 2022	Articles published outside 2017 – 2022
Articles published on the subject area of business	Articles published outside the subject area of the business area
Articles in the form of journals	Articles other than journals (books, book chapters, proceedings, reviews)
English Articles	Non-English articles

Inclusion and exclusion are done by conducting manual reviews for paper content, starting from abstracts and selecting all publications unrelated to organizational culture and employee performance. Next, decide based on the entire text that addresses employee performance and corporate culture. Papers that just explained the idea of organizational culture were also eliminated.

Seventy papers were produced based on abstract inclusion out of the 82 total papers produced. Additionally, based on the complete text presenting empirical investigations, 56 publications out of 70 were chosen for additional study. Figure 2 depicts the procedure for choosing studies.

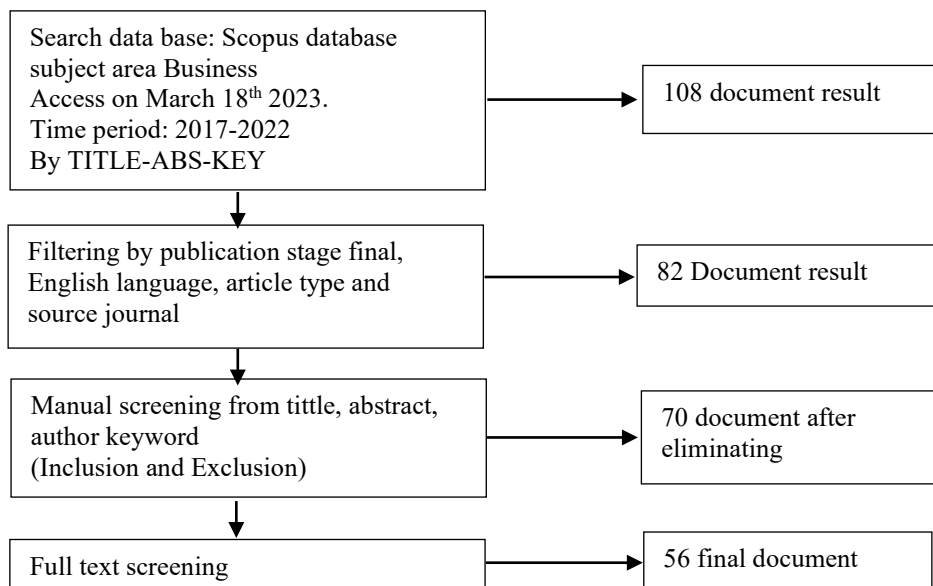


Fig. 2: Study Search and Selection Result

3.3. Data Extraction and Analysis

After the paper search and selection process is finished, data extraction mapping research is conducted. To find the data required to address the research issue, papers are evaluated. The process of extracting data involves taking the information found in the best paper to address each research question and organizing it into a classification scheme on a spreadsheet. This includes information about the researcher's country, journal affiliation, year of publication, title, author, and publication trends in each country, as well as information about research methods and types, business fields, business ownership in each country, and industrial fields.

4. Result

4.1. Publication Development Trends in Each Country

The development trend of each country that publishes organizational culture and employee performance concludes that the country that publishes articles is dominated by Indonesia, which has as many as 29 article publications from the distribution of articles worldwide; the second is India.

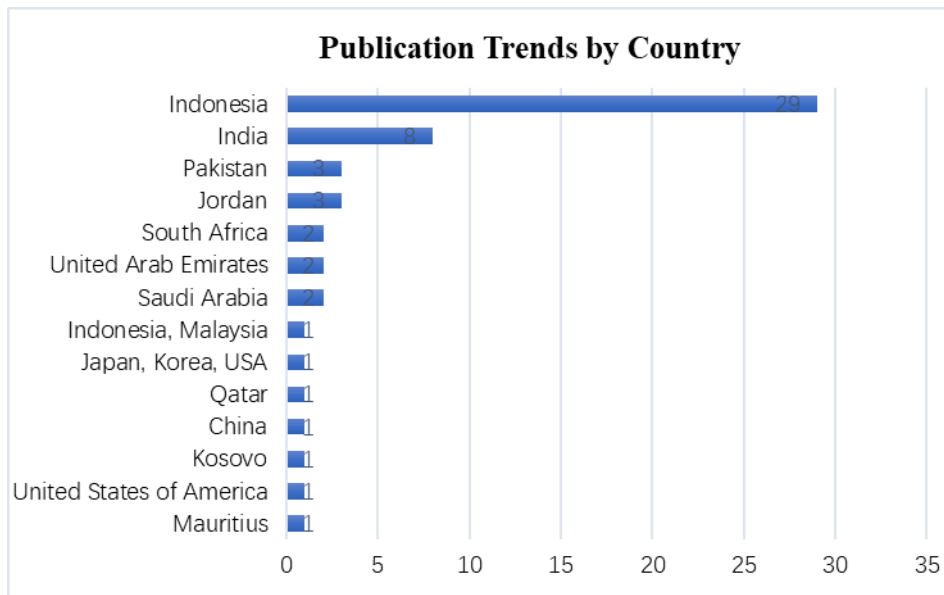


Fig. 2: Publication Development Trends for Each Country

4.2. Mapping Based on Research Methods

From the results of 56 relevant empirical research articles, it was found that the most widely used method was quantitative research methods, with 48 articles, while for qualitative research methods, there were four articles, so it can be concluded that articles related to organizational culture and employee performance are dominated by quantitative research. This can be seen in Figure 3 below:



Fig. 3: Publications Based on Research Methods

4.3. Publication Development Trends from Year to Year

To see the trend of publication development in each country over the last six years, from 2017 to 2022, the research topics of employee performance and organizational culture are shown in Figure 4 as follows:

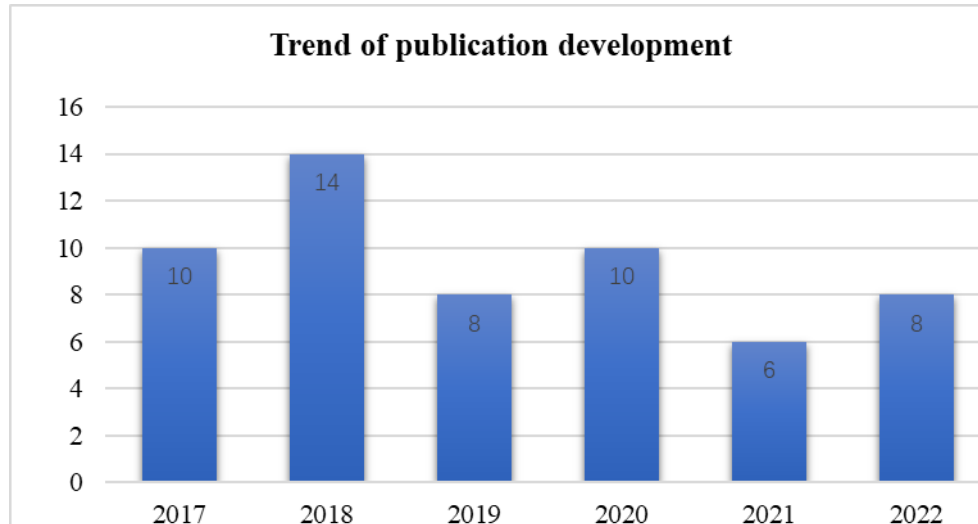


Fig. 4: Publication Development Trends from Year to Year

From Figure 4 above, it can be seen that from 2017 to 2022, the development of research publications on the topic of employee performance and organizational culture was the most in 2018, with 14 publications or 25% of the total research, after which until 2022 there was a decrease and increase in research publications but not significantly.

4.4. Distribution of Business Fields in Each Country

Mapping based on the country of affiliation of researchers and research subjects was carried out by categories: multinational manufacturing companies, national manufacturing companies, multinational service companies, national service companies, SMEs, and private companies whose business fields needed to be explained. It concluded that the distribution of business fields. Concluded that the most research was carried out on national service companies, which was 44 articles or 79%, while the least was done on SMEs, which was only 1 article. Figure 5 also shows that Indonesia is the most researcher-affiliated country related to organizational culture research and employee performance with a percentage of 52% (29 articles) with a composition of 93% research subjects carried out in service companies including banking, telecommunications, hospitality, education, port services and others. However, there needs to be research on the SME sector and multinational companies manufacturing and services in Indonesia.

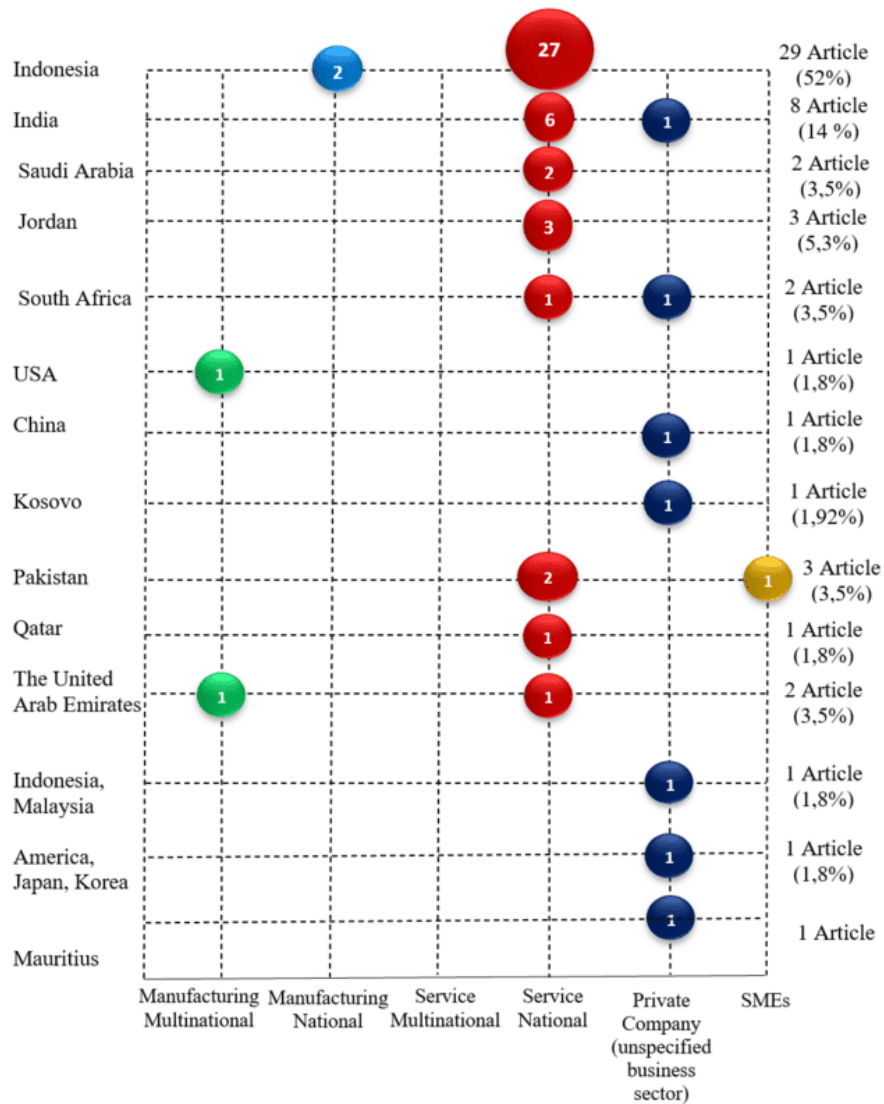


Fig. 5: Distribution of Business Fields in Each Country

4.5. Mapping by Industry

We also mapped research by industry, finding the three business fields that were the most subjects of research with the theme of organizational culture and employee performance were the banking sector 14 articles (25%), the field of education or higher education eight articles (14%) and the third was the hospitality business. The businesses that have done the most minor research are pharmaceuticals, real estate, and designers. Figure 6 illustrates mapping by industry.

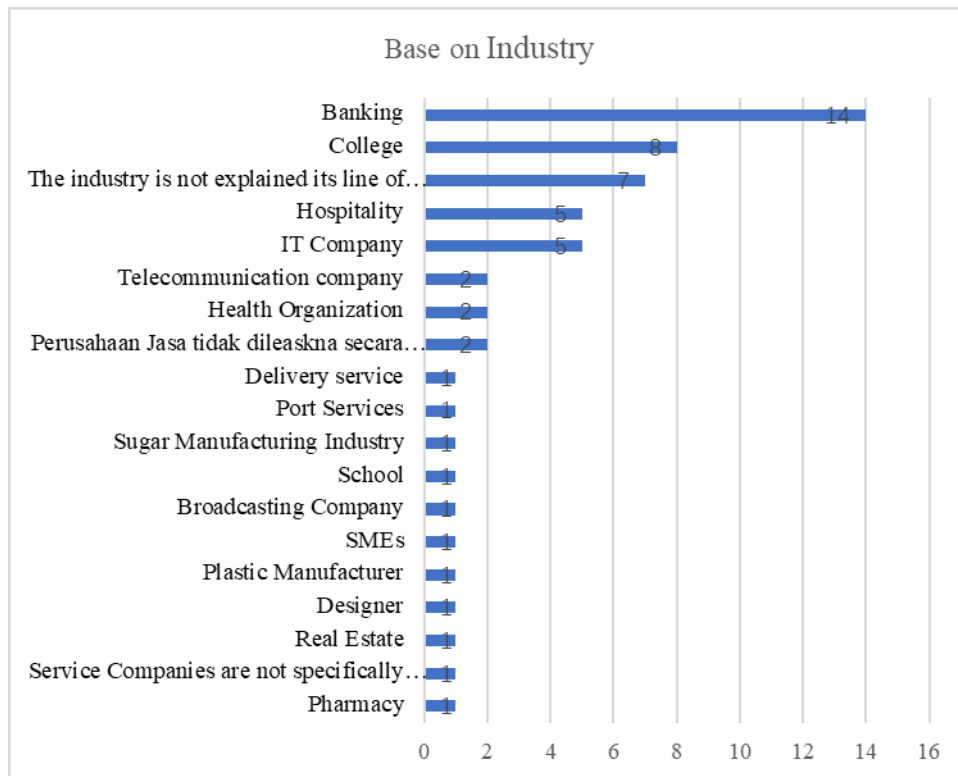


Fig. 5: Mapping by Industry

5. Discussion

This study, a Systematic Mapping Study (SMS), offers a thorough assessment of how employee performance and organizational culture interact in commercial enterprises; this research can also be used as previous research related to the topic to be further researched. In this study, we have obtained 56 articles by the guidelines in figures 1 and 2, namely research in the form of English-language journals published in 2018 – 2022 on the Scopus database that is ready to be analyzed.

The country that produces the most research publications is Indonesia, the most productive country in ASEAN in producing research (Fry et al., 2023). However, related to research, the topic of employee performance and organizational culture receives the highest attention from academics and practitioners in Indonesia. The research method that is widely used related to organizational culture topics and employee performance is the quantitative method; according to (Bloomfield & Fisher, 2019), the strategy used to evaluate the relationship between dependent and independent variables is quantitative research design. This research has confirmed that organizational culture has a positive influence on employee performance (Batcha et al., 2017; Insih et al., 2019; Pawirosumarto et al., 2017), which applies to almost all business fields. The contribution of this research can provide guidelines for managers and owners of organizations to improve employee performance by developing a cohesive and conducive organizational culture.

The development of publications started in 2017 and was the highest in 2018 when most of them were produced by Indonesia; the Scival database reported that Indonesian publications for the 2017-2021 period reached 5.5 times compared to 2012-2016. Cumulatively, Indonesia's publications in the last five years exceed other ASEAN countries. This has happened since the Science and Technology Index (Sinta) as a national rating system in Indonesia, announced in 2016 and enacted the following year; the number of publications carried out by Indonesian researchers skyrocketed sharply (Fry et al., 2023). Sinta's emergence is a response to Indonesia's low performance in scientific research, which

contributes to the rise in the number of publications in Indonesia but is one of many factors responsible for the upward trend. Thus, other countries can increase a country's publicity by providing performance-based incentives.

The business field widely used as the research subject is national service companies, where most are dominated in the hotel sector, but on the other hand, research has yet to be found on multinational service companies. This may be because the organizational culture of multinational companies is not entirely independent of the national culture; most companies transfer their fundamental values to foreign subsidiaries because these values are historically linked to the company's identity and success (Webster & White, 2010). Research still needs to be done in the SME sector, so further research is recommended on the subjects of multinational companies and SMEs to add literature related to managing organizational culture that can improve performance in multinational companies and SMEs. As a result, the study's findings offer recommendations for assisting academics in organizing their research projects using research gaps.

Several restrictions apply to this methodical mapping technique, such as it can only cover a portion of the current journal and conference databases because it searches journals just from Scopus, one journal database. The type of document used is only in the form of articles, so it does not include books, conference papers, notes, and other types of articles. The type of source used only in the form of English-language journals does not include books and magazines, so future research is recommended to add databases other than Scopus and include all types of publications.

6. Conclusion

In conclusion, this systematic mapping study analyzes patterns in the literature on organizational culture and performance in business contexts. The findings reveal a concentration of studies in Indonesia, quantitative methods, and national service companies, particularly banking. More research is needed in multinational and manufacturing companies to address cross-cultural issues. The study provides a valuable foundation to guide future research directions and highlights gaps for scholars to focus on. Extending the mapping across further databases could yield more comprehensive insights.

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