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Organizational Culture as a Driver of Employee Engagement: A Systematic Review

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Abstract

This study aims to explore the role of organizational culture as a driver of employee engagement through a systematic review of relevant literature. Inclusive and adaptive organizational cultures have been shown to have a positive impact on employee engagement levels, contributing to improved performance and productivity within organizations. This research identifies the most influential cultural elements, such as shared values, open communication, and inclusive leadership, which significantly enhance employee motivation and engagement in day-to-day tasks. The method used is a systematic literature review based on the PRISMA guidelines to ensure a transparent process of study identification, screening, and selection. The review results show that organizational culture affects employee engagement across various types of organizations and industries, with an inclusive work environment playing a crucial role in driving employee engagement. However, gaps remain in the research on the application of organizational culture in more dynamic sectors and contexts, such as flexible and remote work environments. This study provides both academic and practical contributions for organizations to create a culture that better supports employee engagement, aiming for more optimal shared goals.

Keywords

Organizational Culture, Employee Engagement, Inclusive Leadership, Open Communication

1. Introduction

Improving employee engagement is largely dependent on the company's culture. Organizational performance and productivity are significantly impacted by employee engagement, as companies are realizing in this fiercely competitive economic climate. According to recent study, a healthy business culture makes employees happier, which in turn reduces employee turnover, improves job satisfaction, and boosts operational efficiency (Mirji et al., 2023). According to a Gallup (2023), companies that encourage employee engagement saw a 17% increase in output and a 21% jump in profitability. On the flip side, there's a rising movement to put an emphasis on the importance of a healthy work-life balance and employees' mental health.

As more and more companies adopt hybrid work patterns and new technologies, it is becoming clearer that an open and flexible corporate culture is crucial for fostering an environment that effectively increases employee engagement. This demonstrates that the impact of corporate culture on employee engagement is ever-changing and calls for a more thorough comprehension by leadership teams. There has been much talk about how company culture impacts employee engagement, yet many businesses still struggle to foster an environment where workers feel comfortable speaking out. One of the biggest problems is that nobody really knows how culture influences the actions and drive of workers (Mansour, 2024). Many businesses fail to recognize the significance of leadership, communication, and values in shaping employee engagement because they reduce culture to a collection of social norms. Without a clear vision for the company's culture, employees may feel disengaged.

According to various literatures, the most commonly linked aspects of organizational culture to enhanced employee engagement include shared values, open communication, and inclusive leadership. Values that align between the organization and employees can create a sense of shared purpose, strengthening employee engagement with their work (Pougajendy et al., 2024). Furthermore, organizational cultures that prioritize recognizing employees' contributions and encourage two-way communication have been shown to improve motivation and engagement in daily tasks (Mirji et al., 2023). Supportive, transparent leadership that allows room for personal development also plays a significant role in boosting engagement levels (Pougajendy et al., 2024).

While many studies emphasize the critical role of organizational culture in fostering employee engagement, there are still several areas that require attention. Certain earlier investigations have restricted themselves to industries or sectors and have not sufficiently considered contextual factors like organizational size or job roles. Moreover, a lot of the existing research has predominantly concentrated on the link between organizational culture and employee performance, often neglecting the variables affecting this relationship in more fluid environments, such as remote work or adaptable organizational cultures (Mirji et al., 2023). These identified gaps highlight the necessity for additional research to comprehend how distinct organizational cultures interact within diverse social contexts and work environments.

This research aims to fill a gap in our understanding by investigating the role of corporate culture in fostering employee engagement. Specifically, it will focus on the cultural factors that have the strongest correlation with increased engagement. The purpose of this research is to identify the company cultures that are best at increasing employee engagement in a variety of sectors and workplaces by conducting a comprehensive literature review. Organizations can benefit greatly from the theoretical and practical insights provided by this research, which will aid in the

development of a culture that encourages employee engagement and boosts performance. To be more precise, the following inquiries are generated by this study:

2. Literature Review

According to Lam et al. (2021) organization's culture is its shared assumptions, practices, beliefs, and values that influence how employees interact within the company and with outside parties. A company's culture is its own set of norms and values that employees hold in high regard and use to guide their work (Robbins and Timothy, 2022). The organization's identity is built around its common meaning, which includes values, beliefs, and assumptions. Adaptability is one dimension of organizational culture that reflects the extent to which innovation, flexibility, and risk-taking are encouraged. Another dimension is detail orientation, which concerns the emphasis on precision, analytical ability, and attention to detail. Results orientation is another dimension, and it reflects the prioritization of outcomes over processes (Ababneh, 2021). People or customer orientation refers to the degree to which managerial decisions consider impacts on internal and external individuals. Collaboration or team orientation emphasizes the organization of work around teams rather than individuals. Lastly, integrity refers to the degree of honesty and adherence to high ethical standards in the workplace. This last dimension is results orientation, and it reflects the degree to which managerial decisions consider impacts on outcomes over processes.

There are two main kinds of organizational culture: stable cultures that value predictability and authority and flexible cultures that value innovation and adaptation (Groysberg et al., 2018). According to Fulmore et al. (2024) cultures that prioritize stability are associated with more unethical behavior, whereas cultures that prioritize flexibility are associated with less unethical behavior. This discovery emphasizes the significance of comprehending how cultural norms can either encourage or discourage actions within an organizational setting. The Competing Values Framework, as outlined by Bogale and Dabele (2024), allows for the classification of organizational cultures into four distinct types: clan, market, adhocracy, and hierarchy. Research by Fernandes et al. (2023) shows that cultures characterized by adhocracy and clan are more likely to encourage positive employee behaviors, whereas cultures characterized by hierarchy and market are more likely to impede them. These results point to the idea that informal behavioral norms are shaped by organizational culture and how people work and interact within it. Increased job satisfaction, retention, and engagement are possible outcomes when organizational values are congruent with employees' own values (Robbins & Timothy, 2022).

The level of personal investment that workers have in their jobs is what we mean when we talk about employee engagement. When an employee's sense of self is more in line with their job description, they are more invested in doing a good job. Employees are more likely to be highly motivated and engaged when they show excitement for their work, according to Tanje et al. (2025). Organizational outcomes that are directly impacted by engagement include productivity (as measured by improved performance and output), retention (because of lower turnover rates linked to happy employees who are also committed to the company's values) and overall job satisfaction (as measured by pleasant emotional experiences had while working) (Pougajendy et al., 2024).

Employee engagement is affected by several factors. The six main elements that Horváthová and Čopíková (2019) mention are as follows: the job itself, company policies, performance standards, reputation of the brand, management style, and fundamental requirements of employees. The beneficial correlation between servant leadership and employee participation in learning-related endeavors is emphasized by Khan et al. (2024). Similarly, workplace culture, leadership style, and

organizational structure all have a role in shaping employee engagement, which is a powerful predictor of organizational performance (Naqshbandi et al., 2024). Their research highlights the importance of employees feeling respected, empowered, and aligned with company goals. When employees experience these things, they are more likely to show increased engagement. The importance of employee involvement in building a healthy corporate culture is highlighted by Reardon et al. (2020). This is especially true when employees feel their work has purpose, they can see room for advancement, and they are led by supportive individuals. When it comes to corporate culture, involvement is both a result and a key factor in shaping its development.

Organizational culture and employee engagement are two sides of the same coin. According to Hakro et al. (2023), when organizations foster inclusive and supportive cultures, employee engagement is boosted. This, in turn, leads to the reinforcement and growth of organizational culture. According to Atiku et al. (2024), a culture that is both adaptive and inclusive can improve engagement and performance by facilitating cross-functional collaboration and supervisory assistance. Dalain (2023) shows that inventive conduct is strongly correlated with high employee engagement, especially in learning and innovation cultures. The results provide more evidence that culture and engagement are influenced by each other and that they are interdependent.

Mbhele and Beer (2021) found that participatory cultures and supportive communication climates are positively correlated with various dimensions of engagement, including vigor, dedication, and absorption. These results suggest that organizational environments promoting open communication and participation can strengthen engagement and enhance perceptions of organizational justice. Rabiul et al. (2020) additionally assert that employees' perceptions of psychological meaningfulness significantly influence their level of engagement. Employees who perceive their work as meaningful are more inclined to be engaged, which subsequently reinforces the formation of a positive organizational culture. Thus, in the broader organizational context, employee engagement should be viewed not merely because of culture but also as a driving force that shapes the cultural dynamics of the organization (Nurzahiroh, & Putri, 2023; Ferdiansyah & Sudarso, 2024).

3. Methods

To determine what research has shown about the connection between company culture and employee engagement, this study used a systematic literature review methodology. With this method, we can examine every article that has anything to do with organizational culture and employee engagement, and we could even find some undiscovered ideas in the process. In addition, by using open and reproducible processes, systematic literature reviews can deliver a reputable and trustworthy review, which is highly desired. In addition, it stresses the need of searching, identifying, reading, summarizing, gathering, analyzing, interpreting, and citing as part of a thorough and transparent literature review. This method improves the academic quality of the literature evaluation while reducing the influence of prejudice. Methods such as PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) offer a standardized framework for the reporting of CROs. This figure shows the steps used to find, evaluate, and ultimately choose research for the evaluation of "Organizational Culture as a Driver of Employee Engagement." It adheres to the PRISMA principles. The first step was to search the Scopus database for articles mentioning "organizational culture," "employee engagement," and related terms; this generated 50 results. Afterwards, several entries were eliminated due to being duplicates or not meeting the criteria (e.g., not having an abstract or falling outside of the given time range). During the screening

process, 26 records were further reviewed and removed if they did not fulfill the eligibility requirements; no reports were needed for retrieval.

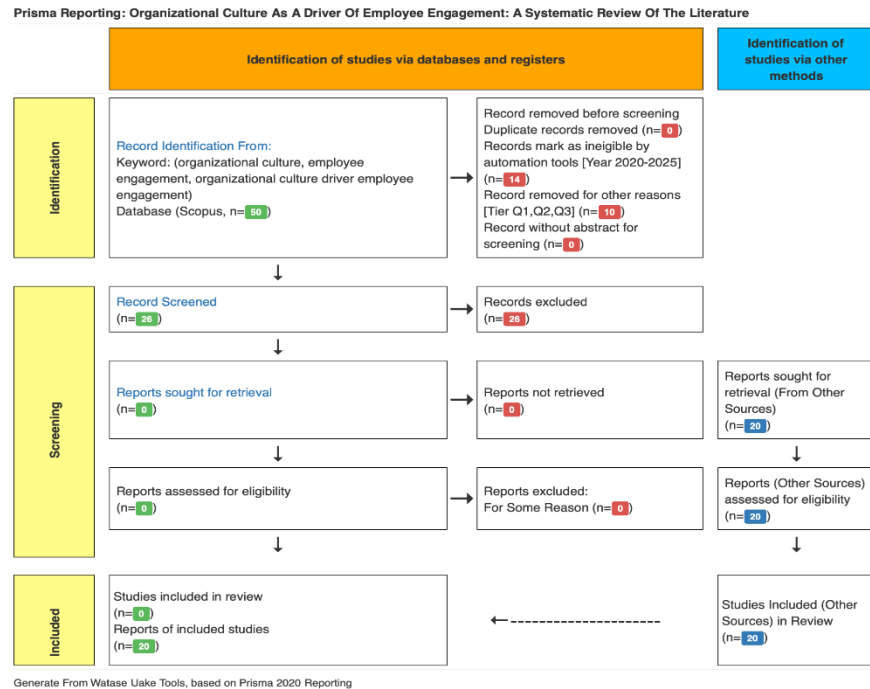


Figure 1. PRISM Analysis Report

In the inclusion stage, no studies were directly included from the Scopus database. However, 20 studies were successfully included in the review through external sources, which were then assessed for eligibility. These reports underwent further screening and verification before being incorporated into the systematic review. This process demonstrates transparency and thoroughness in the study selection process, ensuring that only relevant and eligible research is included in the final analysis.

4. Results

The search results graph based on keywords shows a trend of increasing relevant publications from 2011 to 2025. The highest peak is observed in 2023 with 10 relevant articles, indicating a surge in interest in the topic of 'organizational culture as a driver of employee engagement'. This trend reflects a growing awareness and focusses on this subject in recent years. The year 2020 also recorded seven articles, while the years 2021 and 2022 showed lower numbers, with three articles per year. This indicates fluctuations in the level of attention given by researchers to this topic, with some years seeing significant increases followed by a decrease in publication numbers. Overall, the articles found throughout the period from 2011 to 2025 show an increasing trend in interest regarding the relationship between organizational culture and employee engagement, particularly after 2020. The following diagram

shows the search results for these keywords, with an emphasis on 2023, which had the highest number of articles (10 articles).

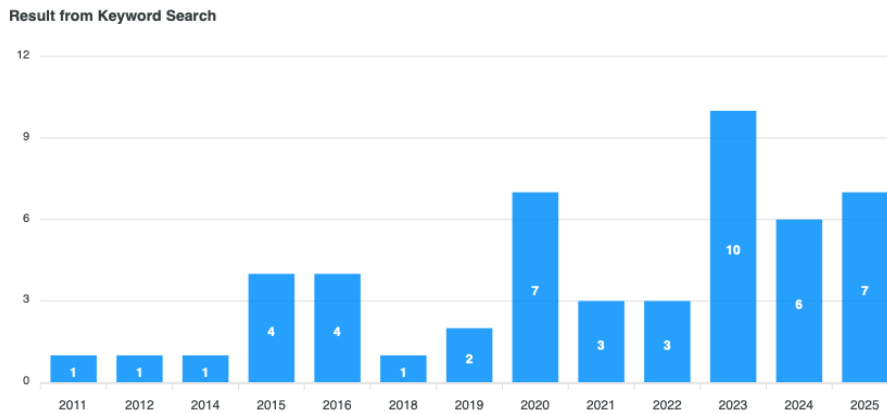


Figure 2. Keyword Result Graph

The classification results of journals and publication distribution based on keyword searches related to organizational culture as a driver of employee engagement show that the majority of relevant journals are from Q1 rankings, such as *World Development* and *Energy for Sustainable Development*, published by Elsevier B.V. Additionally, journals ranked Q2 and Q3, such as *Sustainability* and *Journal of Social and Political Science*, are also included. Based on the literature search and analysis of the identified articles, it was found that the majority of relevant studies discuss the theme of inclusive and adaptive organizational culture in supporting employee engagement.

The publications are distributed across a variety of reputable journals, primarily within Q1 and Q2 rankings. Among the Q1 journals, one paper is published in *World Development* (Elsevier B.V.), which holds a high H-Index of 219, indicating significant academic influence. Other Q1 journals include *Energy for Sustainable Development* (H-Index: 83, Elsevier B.V.), *International Journal of Ethics and Systems* (H-Index: 31, Emerald Group Publishing Ltd.), and *Journal of Management History* (H-Index: 27, Emerald Group Publishing Ltd.). Additionally, publications are found in *Higher Education* (H-Index: 127) and *Research in Science Education* (H-Index: 67), both under Springer Netherlands.

In the Q2 category, the journal *Sustainability* (MDPI) leads with an H-Index of 169, followed by *Economics* (H-Index: 34, MDPI), and *International Journal of Financial Studies* (H-Index: 30, MDPI). Also, within Q2 are *Cogent Business & Management* (H-Index: 44, Cogent OA), *Australasian Accounting, Business and Finance Journal* (H-Index: 21, University of Wollongong), and *Development Studies Research* (H-Index: 18, Taylor and Francis Ltd.). Furthermore, two papers appear in the *International Journal of Rural Management* (H-Index: 15, Sage Publications India Pvt. Ltd.).

In the Q3 category, one article is published in *Jurnal Ilmu Sosial dan Ilmu Politik*, which is managed by Universitas Gadjah Mada's Faculty of Social and Political Sciences and has an H-Index of 5. Another paper is included in the *International Journal of Diplomacy and Economy* (H-Index: 9, Inderscience).

Based on the review findings, the analyzed studies can be thematically grouped into two main categories: types of organizational culture and the role of leadership. In terms of organizational culture, innovative cultures—found in the technology and manufacturing sectors—foster engagement through employee empowerment and tolerance for failure. Collaborative cultures, which are common in the service and education sectors, emphasize open communication and teamwork as drivers of emotional engagement. In contrast, hierarchical or bureaucratic cultures, which

predominate in government and formal institutions, tend to exhibit lower levels of engagement due to rigid structures and one-way communication. From a leadership perspective, studies indicate that transformational leadership styles consistently enhance employee engagement by providing inspiration, support, and meaningfulness at work. Conversely, transactional leadership styles tend to be limited to short-term, reward-oriented increases in engagement. This thematic grouping offers a more systematic understanding of the contexts and mechanisms of organizational culture that play a role in fostering employee engagement.

This result agrees with previous research that found higher levels of employee engagement in organizations with cultures that value open communication and inclusive leadership. Although there is a growing body of literature on the topic, there is still a significant lack of studies that specifically address how to put organizational culture into practice. This finding implies that we still don't fully understand the contextual factors that impact the successful implementation of engagement-driving cultures, especially in more flexible and dynamic work settings. This is even though organizational culture has been extensively discussed, especially in relation to employee engagement in specific industries.

5. Discussion

Findings from this PRISMA-administered systematic review emphasize the importance of company culture (OC) in boosting EE. Employee engagement is positively affected by company cultures that encourage open communication, trust, and collaboration, according to the majority of the literature. Ismail et al. (2024) and other recent studies have shown that OC has a favorable effect on EE in universities, with employment characteristics acting as a mediator between the two.

The results also show that inclusive leadership, shared values, and open communication are important components that are often associated with more engaged employees. Organizations with cultures that promote open dialogue and professional growth among workers have higher rates of engagement, according to research conducted between 2020 and 2025. Furthermore, leadership plays a crucial role in creating a supportive work environment, as job attributes such as task variety and feedback systems mediate the effect of OC on EE. Most of the studies analyzed in this review are quantitative in nature and adopt a cross-sectional design, which presents challenges in establishing causal relationships. In addition, several studies do not clearly state the external validity of their findings, particularly within diverse cultural contexts. Some articles also exhibit shortcomings in terms of sample size or display bias towards certain industry sectors, such as the predominance of research in the banking and higher education sectors. The number of qualitative studies remains relatively limited, even though such approaches could potentially reveal the dynamics of interaction between culture and engagement in a more contextual manner. Therefore, the generalization of these research findings should be approached with great caution, considering the local and sectoral contexts of each study.

The research findings are in line with other studies that have shown that acknowledging employees' efforts and encouraging two-way communication are crucial in creating a common goal and increasing employee engagement (Mirji et al., 2023; Pougajendy et al., 2024). Leadership that is both transparent and supportive is crucial in fostering workplaces that value employee input. According to this analysis, increasing employee engagement is impossible without a supportive company culture. There has to be more investigation into the effects of extraneous variables on this connection, such as shifts in the market and technological developments. Some concrete things that businesses can do include cultivating inclusive leadership, making sure company values are congruent with employee

values, and embracing more flexible work patterns while keeping lines of communication open and employees' contributions recognized.

6. Conclusion

Findings from this study highlight the value of corporate culture in encouraging employee participation, which boosts organizational efficiency and production. Cultures inside firms that promote open communication, inclusive leadership, and shared values among employees and the company as a whole have been shown to significantly increase employee engagement, according to the comprehensive review's findings. Reduced employee turnover, increased job satisfaction, and enhanced operational productivity are all benefits of a culture that supports its employees. These findings are in line with other recent research that has shown how important it is to have a workplace that can easily adjust to new circumstances, especially in the modern era of hybrid and digital work. A number of studies have shown a correlation between company culture and employee engagement, but there is still room for improvement, particularly in industries and workplaces where change is constant. The impact of technical developments, changes in the market, and other external factors on the success of cultural application in businesses needs further investigation. Organizations must adapt to new trends and adopt concepts that encourage employee involvement via transparent leadership and open communication if they want to achieve their joint goals in the future.

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