

The Impact of Corporate Culture on Employee Performance: A Scoping Review

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Abstract

This study presents a comprehensive overview of the relationship between corporate culture and employee performance. It highlights the significance of corporate culture and organizational culture and in shaping employee behavior and its impact on productivity and organizational success. The study aims to contribute to the literature by discussing recent developments on corporate culture and employee performance between 2015 and 2023. emphasizes the need for empirical evidence to validate the connection between corporate culture and performance, addressing the existing research gap. It also mentions the influence of cultural backgrounds on employees' psychology and the role of innovation in organizations. discusses the importance of a positive and supportive corporate culture in enhancing employee motivation and job satisfaction. Additionally, it acknowledges the detrimental effects of a toxic culture on employee performance. The study concludes by emphasizing the importance of understanding the impact of corporate culture on performance and creating a thriving work environment.

Keywords: *corporate culture, organizational culture, employee performance, employee motivation.*

1. Introduction

In today's fiercely competitive economy, organizations are required to exhibit greater inventiveness, creativity, and competitiveness than ever before (Aburayya et al., 2023). Consequently, research has been undertaken to elucidate the correlation between these factors, based on the premise that cultivating a productive, well-established, and socially acceptable corporate culture can potentially enhance an organization's success. Various studies have demonstrated that when implemented effectively, a company's culture can positively impact productivity (Joseph & Kibera, 2019)

Emerging in the 1970s and 1980s, the notion of organizational culture quickly gained momentum and became a prominent subject of discourse within management studies. The terms "organizational culture" and "corporate culture" are often used interchangeably (Ravikumar et al., 2022). Stemming from the disciplines of sociology and anthropology, the concept of organizational culture has emerged as a focal point of scholarly investigation. Sociologists view organizations as possessing cultures, while anthropologists argue that organizations themselves embody cultures. As a result, numerous academic definitions have been proposed, encompassing a wide array of aspects including behavioral norms, rituals, traditions, as well as shared values, beliefs, and ideologies (Shamsudin & Velmurugan, 2023).

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Corporate culture has a significant impact on employee performance within organizations. It encompasses the shared values, norms, beliefs, and practices that shape the work environment and influence employee behavior. Extensive research has demonstrated the crucial role of corporate culture in driving employee engagement, job satisfaction, and overall performance. (Paais & Pattiruhu, 2020).

In existing literature, the primary determinant for the effective utilization of performance is widely acknowledged to be corporate culture. It can be assumed that organizations that devote sufficient attention and effort to cultivating a performance-oriented corporate culture will possess a more advanced performance (Khadragy et al., 2022). However, there is a lack of substantial empirical evidence thus far that explicitly validates the connection between performance and corporate culture (Jardioui et al. 2020; Striteska & Zapletal, 2020). Furthermore, no scoping review study has been conducted on the correlation between corporate culture and employee performance. This paper intends to address this research gap by review the literature to examining the relationship between corporate culture and employee performance. The research study addresses the recent call (Bititci et al. 2018; Bourne et al. 2018) for a more systematic approach to developing performance management theories by elucidating the connections between different aspects of corporate culture and performance.

Culture is widely regarded as the most influential factor determining the success or failure of an organization in achieving its goals (Sharma & Aparicio, 2022). In manufacturing companies, work culture focuses on motivating employees to think creatively and innovatively (Copuš et al., 2019). Organizations that prioritize innovation are believed to have a promising future (Imran et al., 2022). Differences in employees' cultural backgrounds can impact their psychology, specifically their willingness to admit mistakes and self-confidence (Sicora et al., 2021). Prior research conducted by Leyva-Duarte et al. (2019) indicates that the topic of organizational culture research has remained an intriguing subject from 1980 to 2018. Furthermore, Cui et al. (2018) found that the *Journal of Business Ethics* had the highest number of contributions in the field from 2005 to 2016. El Baz and Iddik (2022) highlighted the role of organizational culture in relation to the impact of green supply chain management (GSCM) on performance in their research spanning from 2001 to 2020. Ginting (2023) aimed to address gaps in previous organizational culture studies by analyzing discussions published between 2017 and 2023, using bibliometric analysis to examine co-authorship and citations, revealing that organizational culture plays a crucial role in an organization's competitive advantage and success, with employee performance, organizational change, conflict management, safety culture, organizational innovation, and leadership style being commonly associated variables. Extensive research has been conducted on the relationship between corporate culture and employee performance, highlighting the significance of company culture within the realm of management. However, the findings in this area appear to be inconclusive and conflicting (Nokiti et al., 2022). As a powerful instrument for governing employee behavior, corporate culture molds individuals' perspectives on the world. The broader social and cultural context in which an organization operates influences workplace attitudes, beliefs, and actions. When effectively implemented, corporate culture can have a substantial impact on productivity.

A positive and supportive corporate culture has been linked to higher levels of employee motivation and satisfaction. When employees perceive a strong alignment between their personal values and the values embedded in the corporate culture, they are more likely to feel a sense of purpose and belonging, leading to increased motivation (Akdere & Egan, 2020). Conversely, a toxic or dysfunctional corporate culture can have detrimental effects on employee motivation and performance. Research has shown that negative cultural attributes, such as mistrust, lack of communication, and a focus on blame rather than collaboration, can demotivate employees and hinder their performance (Peterson & Luthans, 2006). Understanding the impact of corporate culture on employee performance

is vital for organizations seeking to create a thriving and productive work environment. By fostering a positive culture, organizations can enhance employee motivation and job satisfaction, leading to improved performance and higher levels of organizational success. This research is intended to fill the gaps in previous research by discussing research developments on the topic of corporate culture, employee performance research in the 2015-2023 period.

2. Conceptual review

This literature review aims to examine the impact of corporate culture on employee motivation and performance by reviewing and analyzing relevant empirical studies, theoretical frameworks, and conceptual models. It will explore various dimensions of corporate culture, such as leadership styles, organizational values, communication patterns, employee involvement, and recognition systems, among others, and their influence on employee motivation and performance outcomes.

3. Corporate Culture

In essence, organizational culture is a broader term that encompasses culture within all types of organizations, while corporate culture is a narrower concept that specifically pertains to culture within corporations. However, the distinction between the two terms can vary depending on context and the specific definitions used by different authors and researchers (Khudhair, et al., 2020).

Corporate culture specifically refers to the culture within a corporation or a large business entity. It is a subset of organizational culture that is specific to the corporate context. Corporate culture tends to focus on the values, beliefs, and practices that are unique to the corporation, such as its corporate identity, brand image, strategic objectives, and governance structures. It may also encompass aspects like corporate social responsibility, ethics, and stakeholder management that are particularly relevant to corporations (Ghambashidze, 2019)

Maintaining employee engagement necessitates alignment between employee attitudes and behaviors with the organization's culture, as indicated by Siddhanta and Roy (2010). Employees have the ability to shape an organization's culture, either enhancing or undermining its competitive advantage. Chakraborty & Ganguly (2019) highlights that individuals prefer working for organizations with a positive reputation, and it is crucial to nurture such a culture as it instils pride in employees and contributes to the organization's reputation, thereby increasing engagement levels. Raza et al. (2021), employing the social exchange theory, suggest that a supportive workplace culture, which incorporates fair compensation and benefits, fosters employee engagement. Furthermore, Jain et al. (2023) assert that organizational culture plays a pivotal role in enhancing employee engagement by providing a sense of belonging. Also, the culture depends on the context for example, Engelen et al. (2014) investigated the relationship between organizational culture and business performance from a geographical perspective, involving 643 participants from different organizations in Germany and Thailand. The findings of Engelen et al. suggest that organizational cultures in Thailand, in contrast to Germany, are more effective due to their higher level of employee involvement.

In an effective corporate culture, managers align the organization's mission with company priorities to enhance performance and make informed decisions regarding its future directions, as emphasized by Anjum et al. (2014). Quantitative research in the field of organizational culture, conducted by Mousavi et al. (2015), has demonstrated a positive relationship between the mission and business performance. Adaptability, as defined by Schein (2010), refers to the ability of business managers within an organization to

perceive and respond to external circumstances. In a favorable corporate culture, managers demonstrate enthusiasm and attentiveness towards both internal and external factors. Guided by the principle of adaptation, company managers possess the capability to modify the corporate culture as necessary to accommodate changes (Christopher & Edwinah, 2022).

In recent times, there has been a significant advancement in the understanding of the concept of corporate culture. Groysberg et al. (2018) have identified four widely accepted characteristics of corporate culture based on the influential works of prominent scholars. Firstly, culture is shared, meaning it is a collective phenomenon that manifests within groups. Secondly, it is pervasive, as it permeates all levels of an organization, shaping collective behaviors. Thirdly, culture is enduring, exerting long-term control over members' thoughts and actions. Lastly, culture is implicit, making it challenging for individuals to instinctively recognize and respond to it, akin to a silent language. Moreover, culture is acknowledged as a crucial input parameter in management theories that contribute value to organizations, as highlighted by (Voordt et al., 2016; Striteska & Zapletal, 2020).

4. Employee performance

Employee performance is a critical factor in the success and growth of any organization. It encompasses the productivity, effectiveness, and overall contributions of employees towards achieving organizational goals. One of the key drivers of employee performance is the corporate culture within the organization. Employee performance is a complex and multifaceted concept that is influenced by various factors, including motivation, leadership, and organizational culture. Understanding these factors and their impact on performance can help organizations improve their productivity and achieve their goals (Yas et al., 2021).

According to Arokiasamy (2013) employee performance is related to workforce diversity, organizational culture, and organizational goals. Moreover, work motivation is a prime business strategy that can positively affect employee performance (Chien et al., 2020). The work environment and employee competence can influence motivation and impact employee performance (Parashakti et al., 2020). Leadership style can also impact employee performance, with transformational leadership being associated with higher performance (Udovita, 2020). In finance, non-monetary rewards can be effective in motivating employees and improving performance (Sureephong et al., 2020). Performance is an important concept in business organizations, and the role of employees in achieving organizational goals is crucial. Leaders play a critical role in creating an enthusiastic atmosphere and culture in an organization, which can positively impact employee performance (Harith Yas Khudhair et al., 2019). Organizations can also focus on developing a positive organizational culture that supports employee growth and development (Tianingrum, 2022). The findings of the study conducted by Lolowang & Aisjah (2019) indicated that direct leadership does not have a significant impact on employee performance. However, organizational culture was found to have a significant effect on employee performance (Cherian et al., 2021)

Performance evaluation involves the identification, assessment, evaluation, and enhancement of an employee's performance within the framework and culture of a company. This encompasses the essential elements necessary for a successful evaluation in workplace performance management programs, thereby increasing their effectiveness. Since it encompasses crucial components that contribute to the examination of factors influencing skilled workers, it is vital to assess performance evaluation itself (Harith Yas Khudhair et al., 2020). The pivotal factor in employee performance appraisal monitoring is the manager's role in appraising and shaping staff, creating a mutually beneficial situation that fosters productivity. Managers bear the responsibility of translating specific

aspects of an employee's workplace management into relevant and meaningful evaluative judgments that are applicable across organizations (Vuong & Nguyen, 2022). In the realm of organizational culture research, the degree of consistency within an organization is considered a reliable measure of its effectiveness, as noted by Christopher & Edwinah (2022) further supported the idea that consistency is a crucial element in cultivating a strong organizational culture and improving employee performance. In light of these findings, it is crucial for organizations to recognize the significant role that corporate culture plays in shaping employee performance. By investing in the development and maintenance of a positive and supportive culture, organizations can enhance employee motivation, job satisfaction, and overall performance, leading to increased productivity and competitiveness in today's dynamic business landscape.

5. Methodology

We employed the five-step methodological framework for scoping reviews, as outlined by Arksey & O'Malley (2005), to comprehensively examine the existing evidence regarding the breadth and depth of research. Our review adhered to the following five steps: (1) identifying a research question, (2) identifying relevant studies, (3) study selection, (4) charting the data and (5) collating, summarizing and reporting results. We conducted the review process as follows. see figure 1 below.

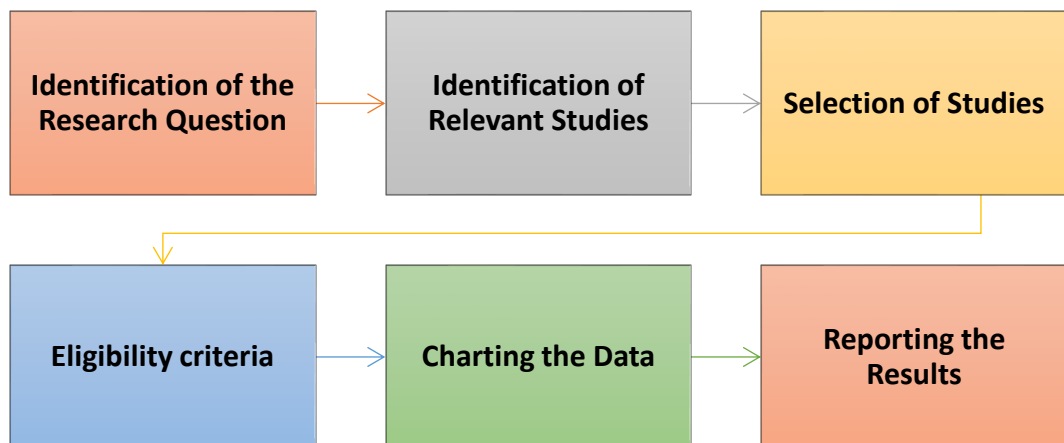


Figure 1. Scoping review process

1. Identification of the Research Question

The aim of the study is to create a general survey of existing studies by conducting a scoping review on corporate culture, employee motivation and performance to identifying research gaps. The study stated the research question as “How corporate culture impact on employee motivation and performance?”

2. Identification of Relevant Studies

According to Arksey & O'Malley, it is important to have a comprehensive and wide-ranging search. To achieve this, the study conduct searches in three databases: google scholar and dimation.AI. These databases were chosen because they contain relevant studies on corporate culture impact on employee motivation and performance. The search terms were carefully selected by the authors to capture corporate culture role on employee motivation and performance. The study focuses on corporate culture as a significant factor and key player effect on employee motivation and performance.

Table 1. Search string.

google scholar and dimention.AI	"Corporate culture" and "organizational culture" and "employee performance"
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3. Selection of Studies

The study conducts an initial search exclusively within Google Scholar which is a widely used academic search engine that covers a broad range of scholarly literature. It provides access to various disciplines and includes a vast number of scholarly articles, conference papers, theses, and more. Researchers often utilize Google Scholar due to its extensive coverage and user-friendly interface (Shultz, 2007). Secondly, the study chooses Dimensions.AI which is a comprehensive research database that encompasses a wide range of scholarly publications, including articles, preprints, patents, and clinical trials. It offers advanced search capabilities, citation analysis, and other features that aid researchers in exploring and analyzing scholarly literature (Mikki, 2010). While Web of Science (WOS) and Scopus are popular and widely used databases in academic research, Google Scholar and Dimensions.AI were chosen as alternative options in this particular study. The decision may have been based on the need for a more comprehensive search, including non-traditional scholarly publications or a desire to utilize different search functionalities offered by these databases.

4. Eligibility criteria

The study employed specific criteria to sort through the 498 documents, determining their relevance to the examination of corporate culture in relation to employee motivation and performance. The inclusion criteria identified the essential characteristics that a document must possess to be considered relevant for this scoping review (Yas et al., 2020). On the other hand, the exclusion criteria identified additional features that, if present in an otherwise relevant document, would render it ineligible for inclusion in the review (Patino & Ferreira, 2018). Table 2 illustrates the inclusion and exclusion criteria used in the screening process for this scoping review.

Table 2. Inclusion and exclusion criteria for scoping review.

Inclusion criteria	Exclusion criteria
Studies published in English	Studies published in languages other than English
Empirical Studies	Studies that are not empirical
Peer-reviewed articles	Studies that are not peer reviewed
Articles that provide insights into corporate culture and organizational culture	Studies focused on corporate culture in other fields
Studies illustrating corporate culture and organizational culture impact on employee performance	Studies illustrating corporate culture impact on other factors

5. Charting the Data

Once the relevant articles were identified for the review, the main author proceeded to extract the data and organize it into an evidence table. The data were summarized based on various aspects, including the lead author's name, the journal and year of publication, the article type and research objective, the country where the study originated, the methodology employed, and the specific corporate culture impact on employee motivation and performance each study was conducted.

6. Reporting the Results

To guarantee the precision of information and comprehensive coverage of the article results, an impartial reviewer carefully examined the evidence table. We conducted an analysis of the key data obtained from the included studies, grouping them by relevant topics whenever possible. Since all the publications were sourced from peer-reviewed journals, a separate assessment of the individual article's quality was deemed unnecessary (Arksey & O'Malley, 2005). Below, we present a summary of the results obtained.

6. Results

Through the database search, a total of 498 articles were initially identified. After eliminating duplicates and studies not written in English, the number reduced. Among them, 150 articles were excluded based on an assessment of their title or abstract. Subsequently, we thoroughly reviewed 348 studies in their full-text format to determine their eligibility. Out of these, 225 studies satisfied our inclusion criteria (“A Scoping Review Research on the Dynamics Managing of Coronavirus Disease (COVID-19),” 2021). Additionally, we manually examined the reference lists of the included studies, leading to the identification of one more relevant study. In total, we identified 150 studies that were deemed suitable for inclusion in this scoping review.

Publication over the years

Initially, the study examined the proportion of publications published within the last decade, as demonstrated in Figure 2. It was observed that in 2021, the number of articles had significantly increased, nearly eight times higher than in both 2020 and 2019. This substantial rise suggests a growing interest among researchers in exploring the influence of corporate culture on employee motivation and performance (Alsaud et al., 2021). Additionally, the study conducted a comprehensive analysis of the full-text of all 32 articles to identify the most commonly used terms and phrases within the context of the current research over the past ten years.

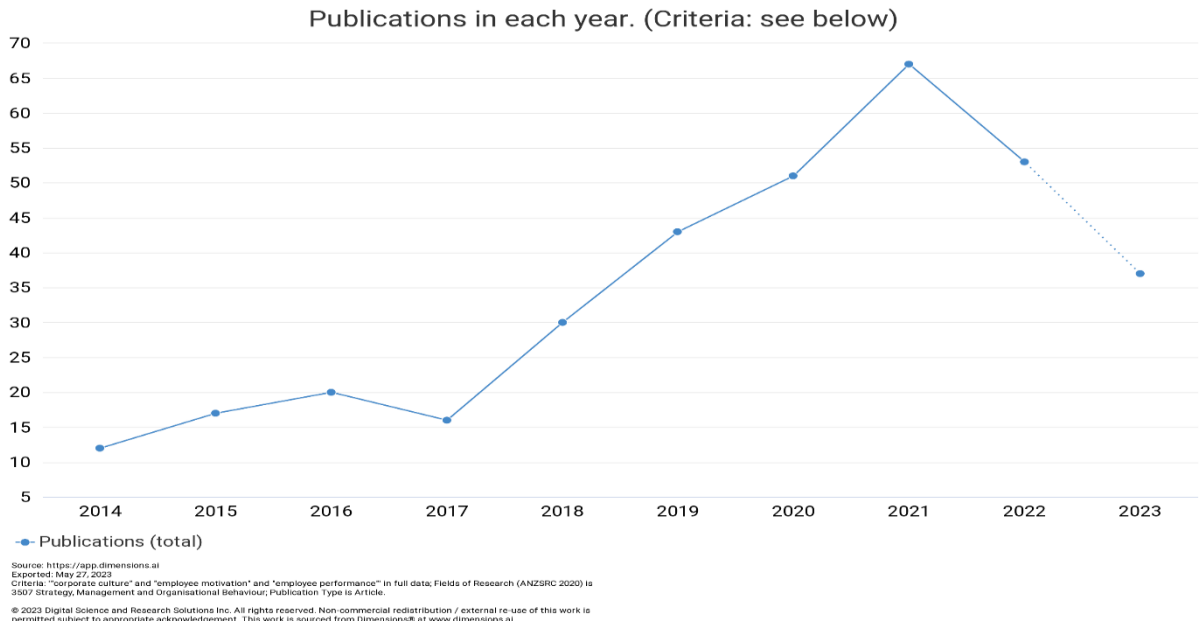
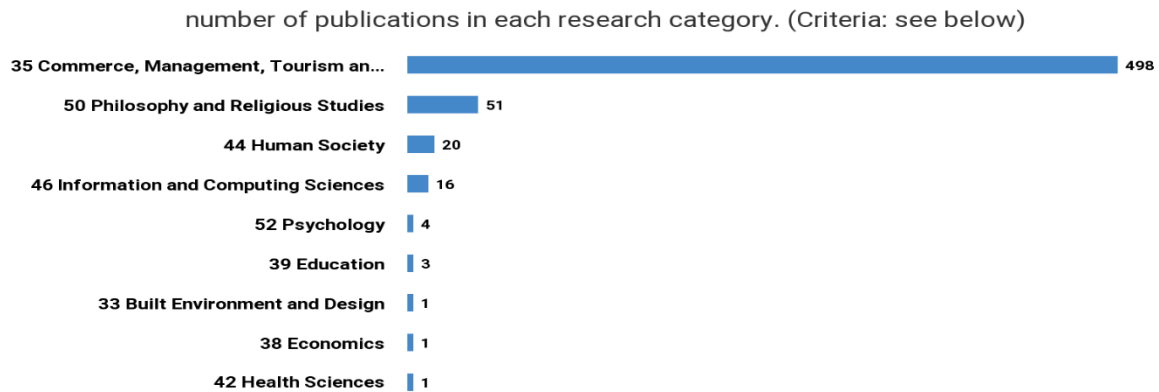


Figure 2. The cumulative and annual numbers of publications in cybersecurity governance.

Research Categories

Based on the corporate culture impact on employee motivation and performance classification, the distribution of research articles indicates that Commerce, Management, Tourism, and Services constituted the most extensive category, with a total of 498 publications. Philosophy and Religious Studies followed with 51 articles, while Human Society had 20 articles. Information and Computing Sciences accounted for 16 articles, Psychology for 4 articles, and Education for 3 articles. Built Environment and Design, Economics, and Health Sciences each had 1 article. These figures emphasize the diverse range of fields that researchers have explored, with a notable emphasis on commerce, management, and tourism, as well as philosophy, social sciences, and information technology. Figure 2 illustrates the categories.



Source: <https://app.dimensions.ai>

Exported: May 29, 2023

Criteria: "corporate culture" and "employee motivation" and "employee performance" in full data; Fields of Research (ANZSRC 2020) is 3507 Strategy, Management and Organisational Behaviour; Publication Type is Article.

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Figure 2. The research categories

The most productive journals

In this analysis, as illustrated in figure 3, shows that the most active journal comes from The International Journal of Human Resource Management with 16 publications, followed by the Sustainability 13 publications. Personnel Psychology with 11 publications. The observations indicated that cybersecurity governance is gaining more attention in different fields. while Journal of Management Development and International Journal of Productivity and Performance both have 7 publications each. The "International Journal of Contemporary Hospitality Management" and Cogent Business & Management are tied with 6 publications each. Journal of Business Research, Service Industries Journal, and Problems and Perspectives in Management each have 5 publications associated with them. These journals cover a range of disciplines, including human resource management, sustainability, psychology, management development, hospitality management, business, productivity, and performance.

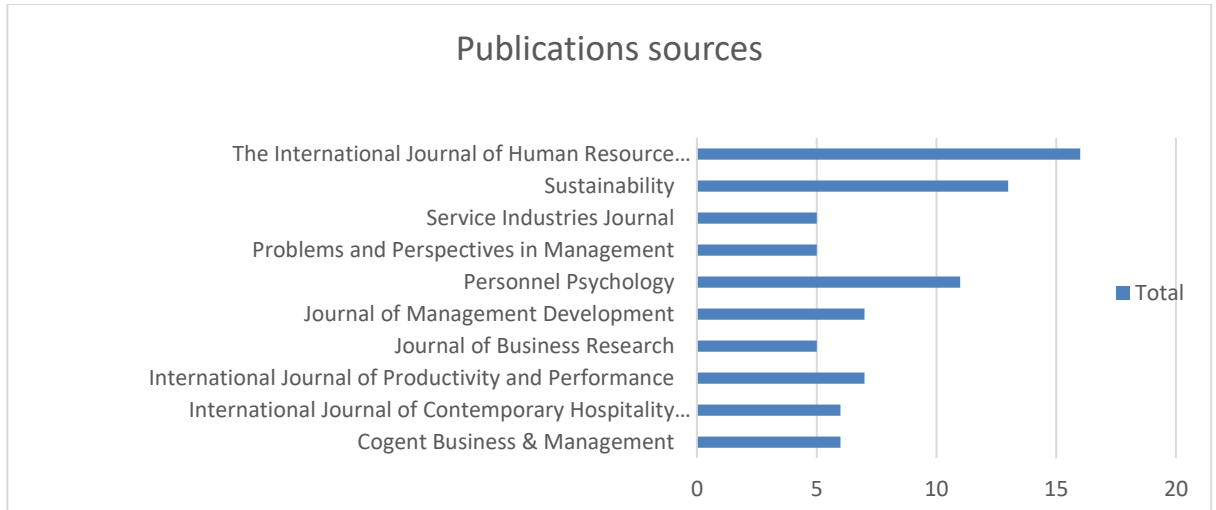


Figure 3. Countries or territories ranked by number of publications

The most cited articles

Table 3 provides an overview of several research papers related to the impact of organizational culture on employee performance, job satisfaction, motivation, and other outcomes. It includes information about the paper title, abstract summary, authors, journal, year of publication, citation count, study type, number of participants, and outcomes measured. The article with the highest citation count in the provided table is "Impact of Organizational Culture on Employee Performance" (2018) by Neeraj Kumari and Devisha Singh, with a citation count of 137. The article with the second-highest citation count in the provided table is "Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance" (2020) by M. Paais and J. R. Pattiruhu, with a citation count of 118(Elsby et al., 2013; Karabarounis & Neiman, 2014). The outcomes measured in the table encompass various aspects of organizational culture and its impact on employee performance. The first article examines employee performance, productivity, employee commitment, loyalty towards the organization, quality awareness, and the behavior of the organization. The second article focuses on job satisfaction and employee performance. The other papers get different results with different conclusion in the relation of corporate culture on employees performance(Fanar Shwedeh et al., 2022).

Table 3. The most cited articles

Paper title	Abstract summary	Authors	Journal	Year	Citations	Number of participants	Outcomes measured
The effect of competence, motivation and organizational culture on employee performance: the mediating role of organizational commitment	Competence, organizational culture, and organizational commitment have a positive and significant effect on employee performance.	Agustina Rantesalu, A. R. Mus, Mapparenta, Z. Arifin, Hisnol Jamali	Center for Open Science	2017	34	224	<ul style="list-style-type: none"> •Organizational Commitment •Employee Performance
The Role of Corporate Culture	Corporate culture and employee motivation	Lukman Imam	Procedia -Social	2015	31		<ul style="list-style-type: none"> •Employee Performance

and Employee Motivation as a Mediating Variable of Leadership Style Related with the Employee Performance (Studies in Perum Perhutani)	are mediating variables of leadership style related with employee performance. Procedia-Social and Behavioral Sciences	Syafii, Armanu Thoyib, Umar Nimran, Djumahir	and Behavioral Sciences				
Corporate Culture and Its Impact on Employees' Attitude, Performance, Productivity, and Behavior: An Investigative Analysis from Selected Organizations of the United Arab Emirates (UAE)	Organizational culture has a high impact on the work performance, attitudes, and behaviors of employees belonging to two selected companies.	Jacob Cherian, Vilas Gaikar, Rajesh Paul, Robert Pech	Journal of Open Innovation: Technology, Market and Complexity	2021	28		Attitude •Performance •Behavior •Productivity
The Relationship Between Emotional Intelligence of Managers, Innovative Corporate Culture and Employee Performance	A company should create an innovative institution culture and have managers who have high emotional intelligence in order to increase the employees' performance at work.	Erkut Altındağ, Yeliz Köseadağı	Procedia-Social and Behavioral Sciences	2015	23	305	•Performance Of The Employees
The Importance of Motivation Factors on Employee Performance in Kosovo Municipalities	The most important factors of motivation are salary of workers, professional advancement and opportunity for promotion.	Naim Ismajli, Jusuf Zekiri, Ermira Qosja, I. Krasniqi	Journal of Political Sciences & Public Affairs	2015	5		•Factors That Motivate Employees •Salary Of Workers •Professional Advancement •Opportunity For Promotion •Work Conditions •Evaluation Of Performance Measurement
The Influence of Organizational	Competence affects both the	Ni Ketut Yuni	Asia Pacific	2021	3	76	•Organizational Commitment

Culture and Competence on Employee Performance Mediated by Organizational Commitments in the Procurement of Goods and Services Secretariat Regency of Karangasem	organization's commitment and employee performance positively.	Aryani, I. K. S. Sapta, I. Sujana	Journal of Management and Education				•Employee Performance
The Intermediate Effect of Psychological Capital Between Culture and Performance	Corporate culture has a significant positive impact on the dimensions of psychological capital (self-efficacy, optimism, hope, resilience) and work performance.	Hongbao Luo, Yong Wang, Li-qiang Yi	In Proceedings of the Human Factors and Ergonomics Society Annual Meeting	2017	3	377	•Psychological Capital (Self Efficacy, Optimism, Hope, Resilience) •Work Performance
Competence and Work Environment Influences on Employees' Motivation and Performance at Regional Financial and Asset Management Agency of the Regency of Karangasem	Both employee competence and work environment had a positive and significant influence on the employee motivation and performance at the Regional Financial and Asset Management Agency of the Regency of Karangasem.	N. Wahyuni, I. Suteja, N. Sitiari	Proceedings of the First International Seminar Social Science, Humanities and Education, ISSHE 2020, 25 November 2020, Kendari, Southeast Sulawesi, Indonesia	2021	2	86	•Employee Motivation •Employee Performance
The Relationships among Corporate Culture and Employee Performance	Clan culture, adhocracy culture, and market culture have significant positive influence on employees' job	He Qianqian, D. Zhihua	International Conference on Big Data Application	2020	1	421	•Employees' Job Satisfaction •Organizational Citizenship

	satisfaction, organizational citizenship behavior, has significant negative impact on employee's workplace deviation behavior.		ion & Economic Management				Behavior •Employee'S Workplace Deviation Behavior
Effect of Corporate Culture and Work Motivation of Employee Performance of PT. Pontianak Harbor	Cultural variables and motivation together have a positive and significant effect on the performance of employees of PT. Pontianak Harbor.	Aisyah, A. Mursalin, Dina Octaviani	Journal of Administrative and Business Studies	2020	1	92	•Employee Performance

7. Discussion

Applying corporate or organizational culture is of utmost importance in any organization, as it plays a crucial role in determining its success (Sharma & Aparicio, 2022). It can also serve as a solution for maintaining a competitive advantage (Abraham & Zewdie, 2020). Through bibliometric analysis, it has been observed that organizational culture research is often associated with variables such as employee performance, organizational Commitment, productivity, work conditions, employee motivation, and employees' job satisfaction. The analysis also revealed that several groups of researchers have established connections in the field of organizational culture. Drawing from the findings of the top 10 most cited articles, it can be concluded that organizational culture encompasses the values, beliefs, and norms within an organization that shape the actions, attitudes, and behavior of its employees in fulfilling their responsibilities (Shwedeh et al., 2020).

In addition to impacting performance outcomes, organizational culture also has an influence on employee work commitment (Nazarian et al., 2017). It plays a role in shaping organizational knowledge management and enhancing the effectiveness of knowledge management practices (Lam et al., 2021). The mediating effect of organizational culture, through organizational innovation, positively contributes to organizational effectiveness in achieving goals (Naveed et al., 2022). Organizational culture has the ability to shape employees' attitudes, performance, and behavior in fulfilling their responsibilities (Cherian et al., 2021). In companies operating in the social sector, organizational culture can enhance employee performance (Shin & Park, 2019). The development of employees' soft skills as part of organizational culture initiatives aimed at goal achievement can lead to improved employee performance (Ibrahim et al., 2017). The implementation of an ethical culture within the organization can motivate employees to adopt the right attitudes and make decisions that benefit the organization (Farooqi et al., 2017). Also, competence, organizational culture, and organizational commitment positively and significantly influenced employee performance, with work motivation having a negative and insignificant effect (Rantesalu et al., 2017). Syafii et al. (2015) investigate how corporate culture and employee motivation act as mediating variables between leadership style and employee performance. A company should create an innovative institution culture and have managers who have high emotional intelligence in order to increase the employees' performance at work (Altındağ & Köseadağı, 2015). From financial perspective, both employee competence and work environment had a positive and significant influence on the employee motivation and work environment and

motivation had a positive and significant influence on the employee performance (Wahyuni et al., 2021).

In today's fiercely competitive economy, organizations are increasingly acknowledging the significance of organizational culture in driving their success. Numerous studies have investigated the correlation between corporate or organizational culture and factors like employee performance, job satisfaction, and productivity. However, the findings in this area are still inconclusive and contradictory (Yas et al., 2022). It is clear that corporate culture has a profound impact on employee motivation and performance, influencing their attitudes, beliefs, and behaviors within the workplace. A positive and supportive culture that aligns with employees' values can enhance motivation and job satisfaction, ultimately leading to improved performance. Conversely, a toxic or dysfunctional culture can demotivate employees and impede their performance (Salloum et al., 2023). Therefore, it is vital for organizations to comprehend and cultivate a positive culture to foster a thriving work environment. Additionally, while the connection between corporate culture and performance measurement systems is recognized, there is limited empirical evidence supporting this relationship (Khudhair et al., 2021). Further research is necessary to thoroughly explore the intricate relationship between corporate culture, employee motivation, and performance (Khudhair & Hamid, 2015). Overall, corporate culture holds a pivotal role in shaping employee behavior, influencing their motivation, job satisfaction, and overall performance, and warrants extensive investigation in the field.

8. Conclusion

To remain competitive, organizations need to harness the capabilities of their workforce by cultivating organizational values and culture. This study aims to provide an overview of the research conducted on "Corporate culture" and "organizational culture" and its effect on employee performance between 2015 and 2023 using scoping review, which examines publication over the years, the research categories, most productive journals, and most cited papers. A total of 498 articles were analyzed. The findings analysis reveal that ten distinct groups of authors have established research connections within the domain of corporate culture, employee motivation and employee performance.

Corporate managers face significant challenges in establishing an efficient organizational culture, which plays a critical role in enhancing performance. Compared to managers in single companies, those in corporate groups encounter even greater difficulties in fostering a successful culture across diverse employees. The absence of an effective organizational culture is one of the primary reasons for subpar employees' performance and motivation. To improve performance and productivity within the corporate setting, business managers must recognize the importance of establishing an effective corporate culture. Corporate culture encompasses the norms and perceptions that employees associate with their work environment, influencing their behaviors and adaptations to achieve organizational goals. It also encompasses the interactions between employees and other stakeholders in the organization.

Organizational managers need to understand the impact of culture on overall performance. They should leverage organizational culture as a means to differentiate their business from competitors. It is crucial for management to assess existing communication practices and implement strategies to enhance effective communication throughout all levels of the organization. This includes crafting messages that align employee performance with the values of the company.

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