

Organizational Culture In The Productivity Of A Firm's Workers: A Systematic Review

Cesar Del castillo-Oyarse*

Abstract

The objective of this study is to determine how organizational culture is related to the productivity of a company's workers. The research methodology is a systematic review of the scientific literature, based on the PRISMA model, with the purpose of deepening the study on the variables of organizational culture and productivity as well as the relationship between these, likewise, the main finding came to the conclusion that organizational culture applied to productivity, helps better performance in a positive way and this brings better rewards, however, These are accompanied by strategies that favor their realization in order to seek a competitive advantage with other companies.

Keywords: *organizational culture, productivity, companies*

1. Introduction

This chapter lays the foundations for research on organizational culture, with the aim of establishing values as both internal and external goals for personal, professional and team development in numerous companies. In addition, it seeks to foster an efficient and transparent way of working to achieve the sustainable success of organizations. In this sense, the chapter begins by presenting the title that summarizes the research position in relation to the topic of study. Then, follows a systematic sequence of research that addresses the real problem, theoretically supporting the variable and its dimensions through studies carried out in different contexts. On this basis, the research problem is posed and the research is justified in terms of theory, methodology and social relevance. Finally, the objectives of the systematic review are established.

While it is true that studies of the concept of organizational culture date back to 1871, one way to understand it today is with the study by Vatan et al. (2022) who state that organizational culture results from uniting common values of individuals developing a competitive advantage and favoring expected behaviors of employees, such as a better work environment and improvements in the organization's performance,

In the world of organizational culture research, various revisions and theories began to appear, explaining the process of making sense of cultural elements and delving into the concept of cultural strength and relationships with performance (Saffold, 1988, cited by Mellan, 2017). Culture researchers continued to wrestle with definitions (Verbeke, Volgering, & Hessels, 1998, cited by Mellan, 2017) identified 54, paradigms, scope, content, and types.

According to Mellan (2017). The researchers sought to break the anthropological tradition of qualitative studies and began to apply survey methods to the study of culture. To this end, they developed several measures that are widely used today, including the Organizational Culture Inventory (Cooke & Sz'umal, 1993), the Denison Organizational Culture Survey (Denison & Mishra, 1995) based on Quinn and Rohrbaugh's (1983) Competitive Values Framework, the Labor Practices Survey (Hofstede, Neuijen, Ohayv, & Sanders, 1990), and

the Organizational Culture Profile (O'Reilly, 1995). Chatman, & Caldwell, 1991) which introduced the concept of fitting personal values into organizational culture.

Hofstede's point of view and the use of the onion as a model, Sheen (2017) makes references to Hofstede (2010) using the comparison of an onion to describe the connection of four elements that exist in every organization. Where the outer layer has language, physiognomy, ways of dressing, status and any form of object gives identity to those who make up the company; The second layer represents role models establishing a positive role, independent of their position in the organization, the third layer has to do with the daily activities carried out inside and outside the organization such as special celebrations of the organization, etc. And finally, the fourth stage is represented by the values that each person perceives of himself without anyone reminding him of them.

In a comprehensive review published in the *Academy of Management Annals*, five prominent conceptualizations of culture were delineated: culture as values, culture as stories, culture as frameworks, culture as tools, and culture as categories (Giorgi, Lockwood, & Glynn, 2015).

Schein (2015) made a critique of cultural research, as it focused on elements, such as norms or stories, since culture is not all that, it is a more complex and holistic phenomenon.

Organizational culture in organizations is evident through numerous expressions, in which culture is considered to have components, according to Bendezú-Pacífico (2020) that recognize and distinguish those who collaborate in a company by their human relationships and their types of habits, their way of behaving, compliance with rules.

Aware of the existence of several models to measure the types of organizational culture, the academic community uses the competing values framework created by Camerony Quinn (2006, cited by Gomez et al., 2023). This is done by answering the organizational culture assessment instrument (OCAI), evaluating six dimensions: 1. Dominant characteristics 2. Personnel management 3. Organizational cohesion 4. Organizational leadership 5. Strategic emphasis 6. Success criteria. proposing a methodology that analyzes and determines the type of organizational culture, according to four dominant types: clan, adhocratic, hierarchical and market.

Organizational Culture

Faced with several definitions of organizational culture, the definition is taken that co is the set of interactive components that are generated and shared by the members of a work group when they want to fulfill the mission that gives meaning to their lives. In which the relationship between them allows diverse meanings to emerge that are transmitted to others (Aguirre Baztán. 2004, p. 159)

Productivity

Productivity can be conceptualized as the way in which the factors of production are used in the generation of goods and services destined for supply in a market. In order to maximize the efficiency of the resources used, such as human, material, capital and financial resources, during the production process, in order to achieve competitiveness in the market (Medina 2010, cited by Ramirez et al, 2022).

A study conducted by Sivakami and Samitha (2018) on 50 employees of Source Edge Software Technologies Pvt. Ltd revealed that there is a significant and strong relationship between culture and employee productivity. Organizational culture has taken hold in the work environment. The findings further showed that the workforce is satisfied with the organization and is expected to stay with the organization for an extended time. A representative exceptionally associated with the achievement of the organization's overall goals and objectives is seen as the basic indicator of organizational performance.

Productivity in companies has undergone a significant evolution in recent decades, becoming a crucial element for both developed and developing countries. It is argued that a productive organization is one that achieves its goals efficiently, minimizing costs. This

approach contributes to higher economic growth and higher living standards for society, as well as enabling the development of competitive advantages (Baraei and Mirzaei, 2018, cited by Ramirez 2022)

According to Cherian et al (2021), it is a fact that organizational culture plays a vital role in workers' behavior, performance, attitude, and productivity. It was observed through an analytical study that there is a strong influence of organizational culture on the attitude, performance, productivity, and behavior of employees working in various companies. Below, we'll get some background.

Nazarian, Atkinson, & Foroudi (2017); They conducted research, with the purpose of examining the impact of national culture and balanced organizational culture on organizational performance. To achieve this, a cultural equation modeling approach was used. The results revealed that the national culture of hotel employees has an influence on balanced organizational culture, which in turn affects organizational performance. Consequently, it is suggested to conduct further studies in various locations to determine if these findings are specific to our study area and to gain a deeper understanding of this relationship

Bakhsh, Ong & Sheikh (2018); conducted research that aimed to examine the connection between organizational culture and environmental performance. The approach used was a quantitative analysis, which involved conducting a survey aimed at manufacturing companies. The results of the study indicated that companies that align with organizational culture are more likely to develop an environmental culture that supports environmental performance. It was suggested that, for future studies, it would be beneficial to increase the sample size to reduce error and address non-response. In addition, they emphasized that environmental practices must be critical to gain the endorsement of the organizational culture.

Gorondutse & Hilman (2019); conducted research on the relationship between trust in corporate social responsibility and the performance of small-scale industries in Nigeria, taking into account organizational culture as a moderator. A non-experimental cross-sectional design was used to conduct the research. The results of the study concluded that organizational culture has a significantly positive impact on the performance of small companies. To improve and overcome the limitations of this research, it is suggested to conduct future studies in different settings or contexts.

Acosta et al (2020) presented a detailed description of the organizational culture of the Siigo company in Peru, which is key to understanding the consolidation of its business success. To achieve this, he used systematic search techniques for information in the company's databases and a participant observation was carried out. It also conducted unstructured interviews with members of senior management, mid-level and rank-and-file employees. The results revealed the existence of important elements in Siigo's organizational culture that have contributed to its business success.

In Portugal, Timbó et al (2022) conducted a research, whose objective was to analyze the process of formation of the organizational culture of a new distributor in Ceará, belonging to an economic group, according to the Competitive Value Model (CVM) developed by Cameron and Quinn (2011). The search used both quantitative and qualitative approaches. The results indicate that the new company developed many of the practices of the original group, taking it as a model, managing the resistances encountered and improving practices and actions, suggesting the occurrences of institutional mimetic isomorphism, that is, the tendency in which organizations adopt similar structures and act in a similar way. The study seeks to identify and understand the influence of the main aspects that guide the process of institutionalization and formation of organizational culture, thus expanding the knowledge of the topics in the context of organizational studies.

In Brazil. Da Costa et al (2023) conducted a research aimed at identifying the predominant organizational culture in the company SESI Clínica, located in Rio Grande do Norte. It can be characterized as a case study. As for the process, it can be defined as quantitative. The

research population consisted of 25 collaborators, 20 of whom were investigated and composed the study sample. The results of the research showed that the predominant cultural typology in the organization is Clan Culture, which points to a trend that the organization seeks to encourage group work and the effective participation of people in the decision-making process.

Therefore, this research aims to review the literature of the last (2019 and 2023) years to analyze the question: What is the relationship between Organizational Culture and Productivity in a company?

Based on this, the main objective of this project is to determine the relationship between organizational culture and productivity in a company.

CHAPTER II: METHODOLOGY

Type of study

The study is based on the adaptation of the PRISMA methodology, which for the authors Hutton, Catalá-López and Moher (2016) this statement is a research publication guideline designed to improve the security of systematic review and meta-analysis documents; It is also used to plan, prepare and publish systematic reviews and meta-analyses. Therefore, the research question established to drive the methodological process was the following: What is the relationship between organizational culture and productivity in a company?

Methodological foundation

This research is considered a systematic review of the scientific literature. According to Beltrán (2005), a systematic review is defined as an integrative, observational, retrospective, secondary analysis, in which studies that examine a certain research question are combined; It is also a fundamental tool for the schematization of the information obtained through the search for data.

Information Resources

As information resources, this systematic review defines EBSCO as a search database, and PROQUEST as a second search option, which are recognized worldwide as a multidisciplinary database by institutions and universities. Additionally, another reliable source, SCOPUS, was used for an open search of scientific journals.

Information Search Process

For this search strategy, the variables mentioned in this research were considered: "Organizational Culture and Productivity", for a more accurate search. Similarly, the search considered the use of Boolean operators, AND-OR, and keywords, such as: "Organizational Culture", "Productivity", within a search period between 2019 and 2023. The paths used for the search are mentioned below:

EBSCO

(TITLE-ABS-KEY (productivity) AND PUBYEAR > 2018 AND PUBYEAR < 2024)
AND (organizational AND culture AND productivity)

PROQUEST

(TITLE-ABS-KEY (productivity) AND PUBYEAR > 2018 AND PUBYEAR < 2024)
AND (organizational AND culture AND productivity)

SCOPUS

TITLE-ABS-KEY ("culture organizational" "productivity") AND PUBYEAR > 2018 AND
PUBYEAR < 2024 AND (LIMIT-TO (DOCTYPE , "ar") AND (LIMIT-TO (EXACTKEYWORD , "Productivity") OR LIMIT-TO (EXACTKEYWORD , "Organizational Culture"))

Inclusion and Exclusion Criteria

The following exclusion criteria were due to the discarding of articles: studies that were not within the type and structure of a scientific article, in addition to not being within the years covered by this research and whose language differs from English or Spanish; Likewise, publications were restricted in those that do not contemplate the respective study variables in the title of the document and, at the same time, do not base their research on company-type organizations, based on a global geographical context.

Data Selection

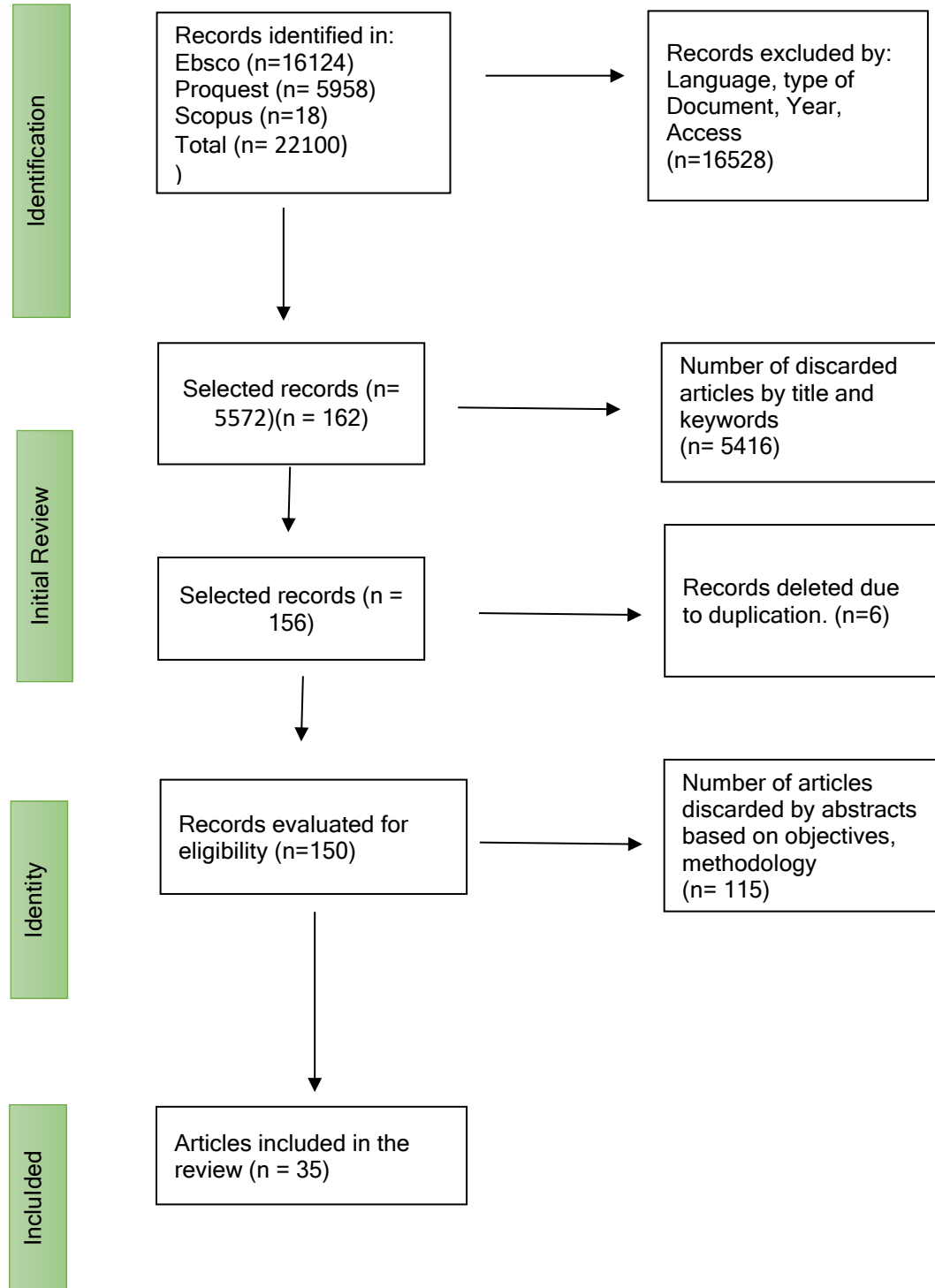
Through EBSCO, PROQUEST, and SCOPUS, a total of 22100 editions restricted to the investigated variable "Organizational Culture" were obtained from Scopus, ProQuest, and Ebsco. Then, articles were excluded according to the criteria, not having the English language, not being articles as a type of documents, not belonging to the years 2019 and 2023 and not having full access to the article, thus eliminating 16528 searches, to then select 5572 records. Still having a large extension, a selection was made based on the title of the article and keywords, discarding 5416 leaving 156 records, of which 6 were duplicates; And of these 150 that remained, they were submitted to a selection by abstracts based on the objectives, methodology and conclusions for their eligibility, reducing to 35 editions, discarding those that do not answer the investigated question in a number of 115 records. A total of 35 articles were selected for the description of the results, of which 20 belong to Ebsco, 15 to Proquest and 5 to Scopus.

Table 1 Articles included in the systematic review

Sources	Scanned Files	Files Included
Ebsco	111	17
ProQuest	30	12
Scopus	6	6
Total	115	35

Source: Authors' own creation

Figure 1 Statement of Sources Included



Source: Authors' own creation

CHAPTER III. RESULTS

Data Selection Process

The information searched through the databases presented a total of 22100 articles, which were evaluated and chosen from those found between the periods from 2019 to 2023, which were distributed as follows: through EBSCO, PROQUEST and SCOPUS, the following results were obtained: 16124, 5958 and 18 respectively. Then, 16528 articles were excluded because they were not in the English language, by type of document, year and access, leaving 5572. Next, 5416 articles were discarded by title and keywords, leaving 156. Then, 6 articles were discarded due to duplication, leaving 150. Therefore, exclusion criteria were used, such as: not being related by abstracts based on objectives, research methodology, discarding 115, and thus a final number of 35 articles was considered for the description of the results.

Study characteristics

Table 2 shows the predominance of articles published according to their year; In the same way, the authors, the search engines used, the type of research and the country of origin of each of the articles are detailed.

The research considered in the systematic review can be distributed as follows: 45% of the studies are derived from EBSCOHOST, while 20% are SCOPUS publications and 35% from PROQUEST. On the other hand, 55% of the articles present their analysis of a quantitative type, thus, 45% of a qualitative type and the remaining 5% in a mixed way; likewise, the geographical origin of the determined articles was mostly made in Brazil 4, Colombia 4, Mexico 4, with 2 from Venezuela, then the list continues with 2 resources from Portugal for Ecuador and Chile, then 1 from Poland. 1 from Malaysia and 1 from Lebanon. Arabia, Qatar and Netherland, England, Australia, Saudi Arabia, China, Ukraine, Indonesia.

Board 1 Articles included in the systematic review

Authors	Year of study	Database	Type of study	Country
Inês Silva ¹ , Mariana Lopes Calcinha ² , Joana Conduto Vieira dos Santos	2023	EBSCOHOST	Qualitative	Portugal
Germán Gómez, Marcelo López and Carlos Marulanda	2022	EBSCOHOST	Qualitative	Colombia
Rafael Straus Timbó Vasconcelos ¹ Lizy Manayra Santos Oliveira	2022	EBSCOHOST	Qualitative	Portugal
Gerardo Hernandez Chavez, Jose Luis Jaramillo Villanueva, Yazmin Hernandez Chavez	2022	EBSCOHOST	Qualitative	Mexico
Manuel Armando dos Santos Dala ¹ , Filipa Sobral ² , Catarina Morais Martha Garcia-Samper ¹ , Evaristo Navarro Manotas ¹ , Javier Ramírez ¹ , and Rubén	2021	EBSCOHOST	quantitative	Colombia

Hernández-Burgos

Emilio Rodríguez-Ponce, Camila Muñoz-Fritis, Liliana Pedraja-Rejas, Carmen Araneda- Guirriman	2021	EBSCOHOST	Quantitative	Chile
Luis Arnolis Reyes- Ramírez, Caridad Leyva- Del Toro, Carlos Manuel Vilariño-Corella, Reyner Pérez-Campdesuñer	2022	EBSCOHOST	Quantitative	Ecuador
Lucimara Potye, Daniela Campos Bahía Moscón	2022	EBSCOHOST	Qualitative	Brazil
Lenice Eli Lunkes Scarpato Scarpato, Dusan Schreiber, Vanessa Theis	2022	EBSCOHOST	Qualitative	Brazil
Leonardo Portella Ilowski, Iago França Lopes.	2021	EBSCOHOST	Qualitative	Brazil
Daniel Verenzuela- Barroeta, Adrián Salas- Hernández	2022	EBSCOHOST	Qualitative	Venezuela
José Marcione da Costa, Kennedy de Paiva da Silva, Pedro Balduino de Sousa Neto, Francisco Igo Leite Soares, Hugo Azevedo Rangel de Morais, Mariana Câmara Gomes e Silva, Auris Martins de Oliveira	2023	EBSCOHOST	Quantitative	Brazil

João Cesar de Souza Ferreira, Edson Keyso de Miranda Kubo, Eduardo de Camargo Oliva	2023	EBSCOHOST	Quantitative and Qualitative	Brazil
María Olivia Palafox-Soto, Sergio Ochoa-Jiménez, Carlos Armando Jacobo-Hernández	2020	EBSCOHOST	Quantitative	Mexico
Ying-Cheng Hung, Tzu-Cheng Su, Kuo-Ren Lou	2022	EBSCOHOST	Quantitative	Taiwan
S. Naidoo, Krishna K. Govender	2022	PROQUEST	Quantitative	South Africa
Abdulrahman Abdullah Alshammari	2019	PROQUEST	Qualitative	Saudi Arabia
Sladjana Živanović, Sandra Djurović, Nikola Abramović, Olga Poberezhets, Viktoriia Udovychenko	2023	PROQUEST	Qualitative	Ukraine
Uli Wildan Nuryanto, Masyhudzulhak Djamil Mz, Ahmad Hidayat Sutawidjaya, Ahmad Badawi Saluy	2020	PROQUEST	Quantitative	Indonesia
Acosta-Prado, Julio C.; López-Montoya, Oscar H. & Hernández-Villegas, Jordan	2020	PROQUEST	Qualitative	Colombia

Haim Hilman, Gamal Abdualmajed Ali, Abdullahi Hassan Gorondutse	2021	PROQUEST	Quantitative	Malaysia
Hong-Cheng LIU, Jie-Shin LIN	2019	PROQUEST	Quantitative	Romania
Nadia Abdelhamid Abdelmegeed Abdelwahed and Mohammed A. Al Doghhan	2023	PROQUEST	Quantitative	Saudi Arabia
Miao Li, Muhammad Shaukat Malik, Mahrukh Ijaz and Muhammad Irfan	2023	PROQUEST	Quantitative	China
S. Khurram K. Alwi and Mohammad Shaiq	2019	PROQUEST	Quantitative	England
Seyed Mohammad Sadegh Khaksar, Mei-Tai Chu, Sophia Rozario & Bret Slade	2023	SCOPUS	Quantitative	Australia
Abdul Khabir RahmatA, Irwan IbrahimB, Abdul Rahman S SenathirajahC, Ahmad Danial ZainudinD	2023	SCOPUS	Qualitative	Malaysia
Hiyam AbdulrahimA, Ghadda Yousif	2023	SCOPUS	Qualitative	Saudi Arabia

Cabrera Llanos, Agustín I., Ortiz Arango, Francisco, Dávila Aragón, Griselda	2021	SCOPUS	Quantitative	Mexico
Lalama-Franco, Rome Beloved, Borja Arévalo, Angélica, Pin Miranda, Xavier, Marcos	2022	SCOPUS	Qualitative	Colombia
Calanchez Urribarri, Africa Chavez Vera, Kerwin Reyes Reyes, Carla Ríos Cubas, Martin	2022	SCOPUS.	Qualitative	Venezuela

Source: Authors' own creation

Table 3 Definition of the organizational culture variable

Author	Organizational Culture
Inês Silva ¹ , Mariana Lopes Calcinha ² , Joana Conduto Vieira dos Santos	It is a set of values, beliefs, behaviors, habits, and attitudes that contribute to The social and psychological environment of a company
Germán Gómez, Marcelo López and Carlos Marulanda	Organizational culture represents the values and pre-existing behavioral assumptions of an organization.
Rafael Straus Timbó Vasconcelos 1 Lizy Manayra Santos Oliveira Gerardo Hernandez Chavez,	It represents a pattern of basic assumptions that serves for a meaningful understanding of the individual's relationships with the labor market
José Luis Jaramillo Villanueva, Yazmín Hernández Chávez	Organizational culture is the set of values, beliefs, and norms shared by the members of a company that guide their behavior and decision-making
Manuel Armando dos Santos Dala ¹ , Filipa Sobral ² , Catarina Morais	It represents the working relationships, the values defended and the shared beliefs, the characteristics of the internal and external environment that translate into the modus vivendi and operandi of the organizations
Eliezer M. Fich a , Tung Nguyen b , Dimitris Petmezas	Organizational culture influences how employees interact with each other and with the company, determining the atmosphere and work environment.

Michaela Rostek	It represents the system of values and principles that guide the company's actions and decisions at all hierarchical levels.
Hiyam AbdulrahimA, Ghadda Yousif	It includes traditions, rituals, and symbols that reinforce corporate values and identity.
Cabrera Llanos, Agustín I., Ortiz Arango, Francisco, Dávila Aragón, Griselda	Organizational culture can be visible through shared behaviors, such as the way you dress or hold internal events.
Lalama-Franco, Rome Beloved, Borja Arévalo, Angélica, Pin Miranda, Xavier, Marcos	An organizational culture is a factor that can increase employee motivation and engagement.
Calanchez Urribarri, Africa Chavez Vera, Kerwin Reyes Reyes, Carla Ríos Cubas, Martín	Changing organizational culture is a challenging process that requires time and effort, but it can be key to adapting to new challenges and contexts.
Vidnay Noel Valero Ancco ,Gloria Elizabeth Vilca Mamani, Marina Yanet Coapaza Mamani	Organizational culture is the set of shared values, norms, and practices that guide employee behavior in a company.
Ángela Montoya Santa, Cindy Londoño Muñoz, Jorge Ramírez López, Juan Quijano Martínez, Yenny Santos Rojas	Organizational culture is the "soul" of an organization, representing its personality and the way it relates to its environment.
Rana Tahir Naveeda Homoud Alhaidanb Hussam Al Halbusic, Abdullah Kaid Al-Swidid	It is a set of ideas and values that determine the performance of the members of an organization.
Julia Strengers, Leonie Mutsaers and Lisa van Rossum, Ernst Graamans	It is the set of underlying beliefs and assumptions that shape the way decisions are made and problems are solved in the company.
Calanchez Urribarri, Africa Chavez Vera, Kerwin Reyes Reyes, Carla Ríos Cubas, Martín	Organizational culture is reflected in the way teams communicate and collaborate, affecting efficiency and overall performance.

Ana Belén Tulcanaza-Prieto, Iliana E. Aguilar-Rodríguez and Carlos Artieda	It is the shared values framework that defines what is considered important and meaningful to employees and the company.
Klaus Siegmar Schuldt1, Giancarlo Gomes1	It is the responsibility to mobilize people and other resources to the importance of building and Manage a new organization
Diane Naufal · Joelle Nader	It refers to the distinctive characteristics of an organization, expressed in the form of shared values and beliefs related to the goals and tasks to be prioritized and pursued by the participants
Gerardo Hernandez Chavez, Jose Luis Jaramillo Villanueva, Yazmin Hernandez Chavez	It is one of the fundamental elements for the successful implementation of total quality management, which is not always easy to harmonize
Emilio Rodríguez-Ponce, Camila Muñoz-Fritis, Liliana Pedraja- Rejas, Carmen Araneda- Guirriman	Organizational culture is shaped by beliefs, values, and norms that are accepted and shared by individuals and groups in an institution
Luis Arnolis Reyes-Ramírez, Caridad Leyva-Del Toro, Carlos Manuel Vilariño-Corella, Reyner Pérez-Campdesuñer	is It is considered one of the main elements for the construction and conduct of business dynamics. It is transmitted over time and adapts according to external influences and internal pressures resulting from this dynamic
Lucimara Potye, Daniela Campos Bahía Moscón	It is a complete structure of ideas, beliefs, morals, laws, languages, technologies, and other devices that a group uses in its life in general, to solve problems
Lenice Eli Lunkes Scarpato Scarpato, Dusan Schreiber, Vanessa Theis.	They are the shared perceptions of organizational work practices within units organizational.
Leonardo Portella Ilowski, Iago França Lopes, Cintia Lopes da Silva Vieira, Danieli de Assis Machado, Ruberval Gonçalves de Matos, Nayane Thais Krespi Musial.	It is a framework of values ranging from formal and informal norms of an organization, pre-established tasks, internal behavior of collaborators and expressions understood only by those employees who are included in the enterprise
Daniel Verenzuela-Barroeta, Adrián Salas-Hernández	It is an isomorphic process of social predominance; the second is declared an interdependent system of ideational formation that connects social beings with the environment
José Marcione da Costa, Kennedy de Paiva da Silva, Pedro Balduino de Sousa Neto, Francisco Igo Leite Soares, Hugo Azevedo Rangel de Morais,	Organizational culture can be conceptualized as the set of attributes physical and psychosocial aspects of an organization that characterize its way of being and determine its

Mariana Câmara Gomes e Silva, Auris Martins de Oliveira	identity
João Cesar de Souza Ferreira, Edson Keyso de Miranda Kubo, Eduardo de Camargo Oliva	They are the different categories of culture, which arise from different dimensions, such as: organizational structures, organizational means and ends, social interaction, behavioral orientation, among others Organizational culture encompasses important elements such as symbolic and recognition aspects within them; allowing companies to achieve total quality, supervisory practices and social behaviors, such as the practice of values, customs, attitudes, learning, history, traditions, among others
María Olivia Palafox-Soto, Sergio Ochoa-Jiménez, Carlos Armando Jacobo-Hernández	It's a sequence of norms, values, basic assumptions and beliefs built by group members to cope with adaptation and integration issues that influence employee behavior within the organization
Simranjeet Kaur Bagga, Shikha Gera, Syed Nadimul Haque	Organizational culture is a means to obtain engaged employees capable of meeting and achieving the objectives that companies pursue, which represents an important element for companies that must create new strategies and seek that all staff adopt it.
Verónica Ramírez Sánchez, María del Carmen Sandoval Caraveo, Edith Georgina Surdez Pérez	Organizational culture is a form of culture based on expressed beliefs, values, norms, and behavior that governs norms.
Waewkane Assoratgoon, Sooksan Kantabutra	It is involvement or participation as the cultural attribute that aims to empower individuals, organize the company around groups or teams and enhance talents at all levels.
Juliana Abagsonema Abane , Ronald Adamtey 2, Virceta Owusu Ayim	It is a set of social norms and value systems that stimulate the behavior of members of institutions
Danuta Mierzwa	Organizational culture emphasizes order and the external environment, and focuses on organizational productivity
Qiwei Zhou, Guoquan Chen and Wei Liu	

Source: Authors' own creation

For the Organizational Culture variable (see Table 3), different definitions are presented that explain this construct in more detail. In view of this, the results shown in Table 3 indicate that 20 out of 30 authors define organizational culture as a set of values and norms understood only by a set of employees who belong to the organization, while the rest maintain that they represent a set of attributes and psychosocial aspects of an organization; Likewise, this construct is derived from specific factors provided by the organization itself.

Table 4 Definition of Productivity Variable

Author	Productivity
Nadia Abdelhamid Abdelmegeed Abdelwahed and Mohammed A. Al Doghhan	Productivity is a significant factor that leads to better business performance
Ramírez Méndez, Graziella Guadalupe, Magaña Medina, Deneb Elí, & Ojeda López, Ruth Noemí.	Productivity is the condition or ability to be productive, making sure that the resources available to the company are used objectively, where effectiveness, the use of resources with efficiency, is combined as the characteristic of organizational performance
Juliana Abagsonema Abane, Ronald Adamtey 2, Virceta Owusu Ayim	It's an individual ability to be productive be the ratio of the available resources that the institution contributes to the effort required to produce a given unit of energy. Goods & Services
Seyed Mohammad Sadegh Khaksar, Mei-Tai Chub, Sophia Rozarioc and Bret Slade	It refers to the extent to which resource and capability packages in an organization can achieve organizational outcomes
Maura Sheehan	Productivity is a set of favorable situations of the worker towards his organization, which has an impact on generating billable income and avoiding layoffs.

Source: Authors' own creation

Board 2 Dimensions of Organizational Culture

Authors	Organizational Culture
Inês Silva ¹ , Mariana Lopes Calcinha ² , Joana Conduto Vieira dos Santos	Culture of Support Culture of innovation Culture of Goals Rules Culture Partnership with the project
Germán Gómez, Marcelo López and Carlos Marulanda	Dynamism Information and communication
Rafael Straus Timbó Vasconcelos 1 Lizy Manayra Santos Oliveira	Clan Market Innovator Hierarchy
Gerardo Hernandez Chavez, Jose Luis Jaramillo Villanueva, Yazmin Hernandez Chavez	Clan Adhocratic Hierarchical Market

Manuel Armando dos Santos Dala ¹ , Filipa Sobral ² , Catarina Morais	Entrepreneurial Culture Bureaucratic Culture Equipa Culture Market Culture
Martha Garcia-Samper ¹ , Evaristo Navarro Manotas ¹ , Javier Ramírez ¹ , and Rubén Hernández-Burgos	Artifacts Values & Beliefs Basic assumptions
Emilio Rodríguez-Ponce, Camila Muñoz- Fritis, Liliana Pedraja-Rejas, Carmen Araneda-Guirriman	Innovative culture Competitive culture Bureaucratic culture Community Culture
Luis Arnolis Reyes-Ramírez, Caridad Leyva-Del Toro, Carlos Manuel Vilariño- Corella, Reyner Pérez-Campdesuñer	Leadership Values Competences Communication
Lucimara Potye, Daniela Campos Bahía Moscón	Guidance for Performance Future-oriented Distance of power Aversion to uncertainty
Lenice Eli Lunkes Scarpato Scarpato, Dusan Schreiber, Vanessa Theis	Communication Decision-making Motivation Innovation
Leonardo Portella Ilowski, Iago França Lopes.	Collaborative culture Creative culture Competitive culture Culture of control
Daniel Verenzuela-Barroeta, Adrián Salas-Hernández	Production Values Presumptions

<p>José Marcione da Costa, Kennedy de Paiva da Silva, Pedro Balduino de Sousa Neto, Francisco Igo Leite Soares, Hugo Azevedo Rangel de Moraes, Mariana Câmara Gomes e Silva, Auris Martins de Oliveira</p>	<p>Clan Culture Adhocratic culture Market culture Hierarchical culture</p>
<p>João Cesar de Souza Ferreira, Edson Keyso de Miranda Kubo, Eduardo de Camargo Oliva</p>	<p>Distance of power Individualism versus coletivism Masculinidade versus feminidade Adversity and insertion</p>
<p>María Olivia Palafox-Soto, Sergio Ochoa-Jiménez, Carlos Armando Jacobo-Hernández</p>	<p>Clan Adhocratives Market Hierarchical</p>
<p>Ying-Cheng Hung, Tzu-Cheng Su, Kuo-Ren Lou</p>	<p>Clan Adhocratic Market Hierarchical culture</p>
<p>S. Naidoo, Krishna K. Govender</p>	<p>Participation Communication Collaboration Innovation</p>
<p>Abdulrahman Abdullah Alshammari</p>	<p>Values Thoughts Expectations Experiences</p>
<p>Sladjana Živanović, Sandra Djurović, Nikola Abramović, Olga Poberezhets, Viktoriia Udovychenko</p>	<p>Mission Adaptability Inclusion consistency</p>
<p>Uli Wildan Nuryanto, Masyhudzulkah Djamil Mz, Ahmad Hidayat Sutawidjaya, Ahmad Badawi Saluy</p>	<p>Values Innovation Inclusion</p>

Acosta-Prado, Julio C.; López-Montoya, Oscar H. & Hernández-Villegas, Jordan	Values Innovation Inclusion
Haim Hilman, Gamal Abdualmajed Ali, Abdullahi Hassan Gorondutse	Values Innovation Inclusion
Hong-Cheng LIU, Jie-Shin LIN	Cultural Support Innovation bureaucracy

Table 5 shows in a global way the determining dimensions when evaluating organizational culture. For this reason, the results shown in Table 5 show us that 8 of 30 authors coincide with the dimensions of organizational culture such as Clan, Adhocratic, Hierarchical, Market in which it is necessary to have an adequate knowledge of human resources, as well as the types of technologies that are available, which influence their realization, and another 16 out of 30 authors confirm that the dimensions of values, innovation, inclusion of human resources, process management and responsibility must be taken into account.

Table 6 Results

Authors	Title	Results
Inês Silva, Mariana Lopes Calcinha, Joana Conduto Vieira dos Santos	Repercussions of Organizational Culture on Engagement: A Study Conducted in Higher Education Institutions	Affective Engagement and Normative Engagement are best explained by the impact of Supportive OC.
Germán Gómez, Marcelo López and Carlos Marulanda	Knowledge Management in the Reconstruction Program of the social fabric in post-conflict areas in Colombia (Chocó, Sucre and Caldas). Part 3: Organizational Culture and Management by Processes	There is a positive and moderate correlation between the GP and the organizational culture for the KM of the research program.
Rafael Straus Timbó Vasconcelos 1 Lizy Manayra Santos Oliveira	Institutional Isomorphism and Organizational Culture of a Distribution Business: A Case Study	It was found that cultural typologies Dominant in the organization were the same hierarchical and market typologies.
Gerardo Hernandez Chavez, Jose Luis Jaramillo	The relationship between culture organizational management and the management of the Total quality in SMEs	There is a correlation between CO and the quality management of SMEs in the garment

Villanueva,
Yazmin
Hernandez
Chavez

industry, improving
processes and increasing
performance

Manuel Armando
dos Santos Dala1,
Filipa Sobral2,
Catarina Morais

Organizational Culture and the
Perception of Autonomy
and work overload in startups

It was shown that
startups have an
entrepreneurial culture,
give freedom to the
worker in their work and
do not perceive
bureaucratic or market
culture

Martha Garcia-
Samper1,
Evaristo Navarro
Manotas1, Javier
Ramírez1, and
Rubén
Hernández-
Burgos
Emilio

Green Organizational Culture:
Analysis from the Dimensions
Corporate Sustainability

Shortcomings in
strengthening the green
organizational culture
become a barrier to
environmental
management, as they
depend on your initiative
for its implementation

Rodríguez-Ponce,
Camila Muñoz-
Fritis, Liliana
Pedraja-Rejas,
Carmen Araneda-
Guirriman

Knowledge Management and
Organizational Culture in Chilean
Higher Education Institutions

CO has an impact
favorably on the specific
phases of creating
and storing knowledge;

Luis Arnolis
Reyes-Ramírez,
Caridad Leyva-
Del Toro, Carlos
Manuel Vilariño-
Corella, Reyner
Pérez-
Campdesuñer

Strategic Components and
Mechanisms to Boost the
Organizational Culture in
Telecommunications

The following
facilitating mechanisms
were obtained: induction,
coordination, teamwork,
participation,
Autonomy and flexibility

Lucimara Potye,
Daniela Campos
Bahía Moscón

The influence of organizational
culture and leadership style on the
development of management
practices that favor innovation

Organizations with
values and practices
related to these cultural
dimensions in the
organization promote
management practices
that favor innovation and
production

Lenice Eli
Lunkes Scarpato
Scarpato, Dusan
Schreiber,
Vanessa Theis

Analysis of the influence of
organizational culture on the
Creative Process in the Fashion
Industry

It was found that the
elements that
that foster creativity are:
autonomy and the
freedom to create;
Communication and
openness
for exchanges;
collaboration and co-
creation; responsibility
and commitment to
work;

Leonardo Portella Ilowski, Iago França Lopes.	Organizational Culture and Financial Performance: Evidence in Companies Listed in the Index from Brazil 100	It was found that Creative culture has a negative impact on the performance of companies, while the culture of creativity has a negative impact on the performance of companies. control has a positive and significant effect, revealing that the companies analysed value administration by conservative leaders who manage through bureaucratic rules.
Daniel Verenzuela-Barroeta, Adrián Salas-Hernández	Organizational Culture: Unveiling Intersubjective meanings at an autonomous university Venezuelan	It was found that culture advances slowly, research culture does not manifest itself in a profound way
José Marcione da Costa, Kennedy de Paiva da Silva, Pedro Balduino de Sousa Neto, Francisco Igo Leite Soares, Hugo Azevedo Rangel de Moraes, Mariana Câmara Gomes e Silva, Auris Martins de Oliveira	Analysis of the organizational culture in the SESI clinical company in Mossoró/RN	It was found that the predominant culture in the organization was the culture of the Clan
João Cesar de Souza Ferreira, Edson Keyso de Miranda Kubo, Eduardo de Camargo Oliva	Deviant Behavior at Work: A Multigroup Analysis of the Relationship Between the Violation of the Psychological Contract and the Organizational Culture	It was concluded that organizational culture acts as a mediator of the violation of the psychological contract in the propensity to deviant behavior in work.
María Olivia Palafox-Soto, Sergio Ochoa-Jiménez, Carlos Armando Jacobo-Hernández	Leadership and its relationship with organizational culture in small and medium-sized companies family businesses in Ciudad Obregón, Sonor	The Results The findings support the assertion that companies in the Turkish construction sector are find themselves more inclined to clan and hierarchical types of

		culture,
Ying-Cheng Hung, Tzu-Cheng Su, Kuo-Ren Lou	Impact of Organizational Culture on Individual Work Performance with the National Culture of Strait Companies as moderator	The results demonstrated that the culture of organizational hierarchy had a significant positive impact on task performance
S. Naidoo, Krishna K. Govender	Exploring the relationship between organizational culture, Organizational Commitment and Commercial Performance Banks in two African countries	It was evidenced that there is a significant relationship Between organizational, affective and normative culture commitment A significant relationship between humans was demonstrated
Abdulrahman Abdullah Alshammari	The Impact of Human Resource Management Practices, Organizational Learning, Organizational Culture and Knowledge Management Capabilities in Organizational Performance in Saudi Organizations: A Conceptual Framework	Resource Management Practices, Organization learning, knowledge management capabilities, and Organizational Culture
Sladjana Živanović, Sandra Djurović, Nikola Abramović, Olga Poberezhets, Viktoriia Udovychenko	The importance of organization Learning Concept in Sustainable Organizational Management	It demonstrated almost identical values among employees in both companies, this further means that their expectations are very similar and that leaders and managers should use the same techniques.
Uli Wildan Nuryanto, Masyhudzulhak Djamil Mz, Ahmad Hidayat Sutawidjaya, Ahmad Badawi Saluy	The impact of social capital and organizational culture on Improving Organizational Performance	CO had a positive and significant influence on competitiveness Organizational Advantage and Performance in the Chemical Industry.
Acosta-Prado, Julio C.; López-Montoya, Oscar H. & Hernández-Villegas, Jordan	Organizational Culture and Business Success: Siigo Case	The elements of Siigo's organizational culture that they make a difference and are the cause of your success

Haim Hilman, Gamal Abdualmajed Ali, Abdullahi Hassan Goron dutse	The relationship between Performance of TQMs and SMEs The Mediating Role of Organizational Culture	It was concluded that CO is a partial (complementary) mediator of the relationship between TQM and performance. It was concluded that procedural justice and job satisfaction influence citizen behavior among employed in Nigerian SMEs.
Hong-Cheng LIU, Jie-Shin LIN	Procedural Justice, Job Satisfaction, and Organization Citizenship behaviour in small and medium-sized enterprises Scale companies in Nigeria	The importance of organizational factors such as management support, learning culture, work environment, and engagement was demonstrated to increase productivity among HEI employees in Saudi Arabia. It was found that constructive organizational responses and organizational advocacy Responses have a significant positive relationship with employee productivity It was found that the open-door policy and entertainment facilities showed a significant impact on employees' work productivity.
Nadia Abdelhamid Abdelmegeed Abdelwahed and Mohammed A. Al Doghan	Developing employee productivity and performance through Employee Engagement and Organizational Factors in a Educational Society	It was found that the open-door policy and entertainment facilities showed a significant impact on employees' work productivity.
Miao Li, Muhammad Shaukat Malik, Mahrukh Ijaz and Muhammad Irfan	Employers' Responses to Poaching on Employee Productivity: The Mediating Role of Organizational Agility in Technology companies	It was found that the open-door policy and entertainment facilities showed a significant impact on employees' work productivity.
S. Khurram K. Alwi and Mohammad Shaiq	A Healthy Organizational Environment Improves Employee Performance Productivity: An Empirical Evidence of the Classical Concept.	It was found that the open-door policy and entertainment facilities showed a significant impact on employees' work productivity.
Seyed Mohammad Sadegh Khaksar, Mei-Tai Chu, Sophia Rozario & Bret Slade	Dynamic knowledge-based capabilities and productivity of the knowledge worker in Professional Services Firms: The Moderating Role of Organizational Culture	It was found that the direct relationships between exogenous constructions were supported by endogenous construction. And they're key to productivity at the organizational level

Source: Authors' own creation

CHAPTER III. RESULTS

Data Selection Process

The information searched through the databases presented a total of 22100 articles, which

were evaluated and chosen from those found between the periods from 2019 to 2023, which were distributed as follows: through EBSCO, PROQUEST and SCOPUS, the following results were obtained: 16124, 5958 and 18 respectively. Then, 16528 articles were excluded because they were not in the English language, by type of document, year and access, leaving 5572. Next, 5416 articles were discarded by title and keywords, leaving 156. Then, 6 articles were discarded due to duplication, leaving 150. Therefore, exclusion criteria were used such as; Abstracts were not related based on objectives and research methodology, discarding 115, and thus a final number of 35 articles was considered for the description of the results.

Study characteristics

Table 2 shows the predominance of articles published according to their year; In the same way, the authors, the search engines used, the type of research and the country of origin of each of the articles are detailed.

The research considered in the systematic review can be distributed as follows: 45% of the studies are derived from EBSCO, while 20% are SCOPUS publications and 35% from PROQUEST. On the other hand, 55% of the articles present their analysis of a quantitative type, thus, 45% of a qualitative type and the remaining 5% in a mixed way; likewise, the geographical origin of the determined articles was mostly made in Brazil 4, Colombia 4, Mexico 4, with 2 from Venezuela, then the list continues with 2 resources from Portugal for Ecuador and Chile, then 1 from Poland. 1 from Malaysia and 1 from Lebanon. Arabia, Qatar and Netherland, England, Australia, Saudi Arabia, China, Ukraine, Indonesia.

For the Organizational Culture variable (see Table 3), different definitions are presented that explain this construct in more detail. In view of this, the results shown in Table 3 indicate that 20 out of 30 authors define organizational culture as a set of values and norms understood only by a set of employees who belong to the organization, while the rest maintain that OC represents a set of attributes and psychosocial aspects of an organization. that lead to alignment between personal goals and the goals of the organization; determining an identification of employees with the mission and vision of the company, likewise, this construct is derived from specific factors provided by the organization itself.

For the Productivity variable (see table 4) there are 5 important contributions that define productivity, where what was said by S. Khurram K. Alwi and Mohammad Shaiq stands out, who define employee productivity as the ability of employees to achieve the company's objectives through the application of assets in an ingenious and effective way. This is corroborated by Juliana Abagsonema Abane, Ronald Adamtey 2, Virceta Owusu Ayim, who define productivity as an individual capacity to be productive in relation to the available resources that the institution contributes to the effort required to produce a given unit of goods and services

CHAPTER IV. DISCUSSION AND CONCLUSIONS

Discussion

Organizational culture can be considered as a fundamental factor in companies, since it acts as a driving force with multiplier effects in the economic system, for the reason that a correlation has been found between CO and quality management for the productivity of SMEs, and improves processes and increases performance (Hernández et al, 2022). In addition, some dimensions, such as entrepreneurial culture, give freedom to the worker in their task and do not perceive bureaucratic or market culture (Dos Santos et al, 2022) Organizations with values and practices related to these cultural dimensions in the organization promote management practices that favor innovation and production (Potye et al., 2022; Lunkes et al, 2022). However, most authors analyze the elements that make up organizational culture as variables or factors, not as strategic components.

We can take as a reference the study carried out by Reyes et al. (2022), who in their research on strategic components to dynamize organizational culture took leadership, values,

competencies, communication, structure, business strategy and job satisfaction as key variables of OC.

Conclusions

To answer our question about the relationship between organizational culture and productivity, it can be pointed out that there is a relationship, but that it is not decisive. Given this, we can highlight what Chen Hunt et al. (2022) said, where they state that the CO dimensions of Taiwan-financed companies in mainland China was the highest. In contrast, the average values of organizational culture and individual work performance of mainland Chinese-funded companies in Taiwan was also the highest, this can be extended to different realities of the world. It is obvious that there is a significant need to deepen understanding regarding new work patterns and their particular determinants. In addition, the particularities of organizational and national culture variables and their impact on work performance in companies represent an area of special interest.

Based on these reflections, it can be said that, in order to achieve productivity in organizations, it is essential to take into account various aspects, some under direct control and others out of control. Controllable factors refer to internal aspects that are part of the company itself, while uncontrollable factors are external elements that do not depend on the organization. Both types of factors have an impact on the development of the organization's productivity.

It is also crucial to take into account the evaluation and application of the organizational process, the values of the organization, decision-making, teamwork, the use of technology, innovation and investing in research and development (R&D), as well as the ability to compete and evaluate the available resources and production processes. If we manage to strengthen these points in the organization, productivity will increase and a solid competitive advantage will be created. Without a detailed analysis of these factors, efficient productivity would be impeded, as a complete view of the organizational context would not be obtained.

Bibliography

- Abad, A. (2020). Symbolism, semiotics and ethnography to understand organizational culture: a constructivist view in management. *Journal of American History, Heritage, Archaeology, and Anthropology*, 1(2), 139-154. <http://rehpa.net/ojs/index.php/rehpa/article/view/28>
- Abdulrahim, H., Yousif, G. (2023). Remote Work Implications on Productivity of Workers in the Saudi Financial Sector. *Aboramadan, M., Albashiti, B., Alharazin, H., & Zaidoune, S. (2019). Organizational culture, innovation and performance: a study from a non-western context. Journal of Management Development*, 39(4), 1-15.
- Alshammari, A. A. (2020). The Impact of Human Resource Management Practices, Organizational Learning, Organizational Culture and Knowledge Management Capabilities on Organizational Performance in Saudi Organizations: A Conceptual Framework. *Argentine Journal of Clinical Psychology*
- Acosta-Prado, J., López Montoya, O. H., & Jordan, H. V. (2020). Organizational culture and business success: SIIGO case. [Organizational Culture and Business Success: SIIGO Case] *Business Dimension*, 18(3) doi: <https://doi.org/10.15665/dem.v18i3.2422>
- Adam, A., Yuniarsih, T., Ahman, E., & Kusnendi, K. (2020). February. The Mediation Effect of Organizational Commitment in the Relation of Organization Culture and Employee Performance. In *3rd Global Conference on Business, Management, and Entrepreneurship (GCBME 2018)*, 260-264, Atlantis Press
- Adebakin, M. A., & Okon, S. E. (2019). Procedural justice, job satisfaction and organisational citizenship behaviour within small and medium scale enterprises in nigeria. *Journal of Economics & Management*, 38, 5-25. doi:<https://doi.org/10.22367/jem.2019.38.01>
- Adeinat, I.M. & Abdulfatah, F.H. (2019). Organizational culture and knowledge management processes: case study in a public university, *VINE Journal of Information and Knowledge Management Systems*, 49(1), 35-53. <https://doi.org/10.1108/VJKMS-05-2018-0041>

- Adisa, T.A., Oruh, E.S. and Akanji, B. (2020), "A Critical Discourse Analysis of the Link Between Professional Culture and Organizational Culture", *Employee Relations*, Vol. 42 No. 3, pp. 698-716. <https://doi.org/10.1108/ER-08-2019-0344>
- Alassaf D, Dabić M, Shifrer D, Daim T (2020) The impact of open-border organization culture and employees' knowledge, attitudes, and rewards with regards to open innovation: an empirical study. *J Knowl Manage* 24(9):2273–2297. <https://doi.org/10.1108/JKM-02-2020-0122>
- Al-Swidi, A. K., Gelaidan, H. M., & Saleh, R. M. (2021). The joint impact of green human resource management, leadership and organizational culture on employees' green behaviour and organisational environmental performance. *Journal of Cleaner Production*, 316, 128112-. <https://doi.org/10.1016/j.jclepro.2021.128112>
- Alola, U.V., Cop, S., & Tarkang, M.E (2020). Green training an effective strategy for a cleaner environment: Study on hotel employees, <https://doi.org/10.1002/pa.2489>, *Journal of Public Affairs*, 20(4), 1-10 (2020)
- Al zoubi, T., Tasmin, R., & Abu Rumman, M. (2020). The Relationship Between Knowledge Management, Organizational Culture, and Organizational Performance. *Test engineering and management*, 83(1), 2957-2972.
- Arokiasamy, A. R. A., & Tat, H. H. (2019). Organizational culture, job satisfaction and leadership style influence on organizational commitment of employees in private higher education institutions (PHEI) in Malaysia. *Amazonia Investiga*, 8(19), 191-206
- Atatsi EA, Stofers J, Kil A (2019) Factors affecting employee performance: a systematic literature review. *J Adv Manage Re* 16(3):329–351. <https://doi.org/10.1108/JAMR-06-2018-0052>
- Baek, P., Chang, J., and Kim, T. (2019), "Organizational Culture Now and in the Future", *Journal of Organizational Change Management*, Vol. 32 No. 6, pp. 650-668. <https://doi.org/10.1108/JOCM-05-2018-0121>
- Batugal, M.L.C. (2019). Organizational Culture, Commitment and Job Satisfaction of Faculty in Private-Sectarian Higher Education Institutions (HEIs). *World Journal of Education*, 9(2), 123-135
- Calanchez Urribarri, A., Chávez Vera, K., Reyes Reyes, C., & Ríos Cubas, M. (2022). Innovative performance for the strengthening of the culture of entrepreneurship in Peru. *Revista Venezolana de Gerencia*, 27(100), 1837-1858.
- Shein, E. (2017). *Organizational Culture and Leadership*. Hoboken. New Jersey: Wiley.
- Cherian J, Gaikar V, Paul R, Pech R (2021) Corporate culture and its impact on employees' attitude, performance, productivity, and behavior: an investigative analysis from selected organizations of the United Arab Emirates (UAE). *J Open Innov Technol Market Complex* 7(1):45. <https://doi.org/10.3390/joitmc7010045>
- Chiavenato, I. (2020). *Human Talent Management: The New Role of Human Resources in Organizations*. McGraw-Hill Publishing Co.
- Dávila Aragón, Griselda, Ortiz Arango, Francisco, & Cabrera Llanos, Agustín I. (2021). Mexican Household Finances: Analysis with Bayesian Networks. *Economic Research*, 80(317), 109-134. Epub 2021 Sep 13. <https://doi.org/10.22201/fe.01851667p.2021.317.77127>
- Da Costa, J. M., da Silva, K. de P., de Sousa Neto, P. B., Soares, F. I. L., de Moraes, H. A. R., e Silva, M. C. G., & de Oliveira, A. M. (2023). Análise da cultura organizacional na empresa SESI clínica em Mossoró/RN. *Revista de Gestão e Secretariado*, 14(4), 4724–4736. <https://doi.org/10.7769/gesec.v14i4.1937>
- De Souza, J., Ferreira, Edson., De Miranda K., De Camargo, E. (2022). *Gestão Internacional: práticas de gestão internacional de pessoas*. Digital Scientist
- Planning Directorate. (2021). *Strategic Plan for Institutional Development of the Catholic University*

of Cuenca PEDI 2021 - 2025. Basin: Ucacue.

- Dos Santos, M., Filipa Sobra, F., Morais, C. (2022). Organizational culture and the perception of autonomy and work overload in startups
- Durán, S. E., García, J., Paz, A., & Boscán, M. (2021). Job satisfaction as an integrative attitude of individuals in non-governmental organizations. *Revista Venezolana de Gerencia*, 26(E6), 223-244. <https://doi.org/10.52080/rvgluz.26.e6.14>
- Juliana Abagsonema Abane & Ronald Adamtey & Virceta Owusu Ayim, (2022).. "Does organizational culture influence employee productivity at the local level? A test of Denison's culture model in Ghana's local government sector," *Future Business Journal*, Springer, vol. 8(1), pages 1-13, December.
- Garcia-Samper, Martha, Manotas, Evaristo Navarro, Ramírez, Javier, & Hernández-Burgos, Rubén. (2022). Green Organizational Culture: Analysis from the Dimensions of Corporate Sustainability. *Information Technology*, 33(2), 99-106. <https://dx.doi.org/10.4067/S0718-07642022000200099>
- Gómez, Germán, López, Marcelo, & Marulanda, Carlos. (2022). Knowledge management in the program for the reconstruction of the social fabric in post-conflict zones in Colombia (Chocó, Sucre and Caldas). Part 3: Organizational Culture and Process Management. *Information Technology*, 33(5), 115-124. <https://dx.doi.org/10.4067/S0718-07642022000500115>
- Bendezú-Pacífico, K.I. (2020). Management of human talent and job satisfaction of workers in a private educational institution. *Valdizana Research*, 14(1), 22-28. <https://doi.org/https://doi.org/10.33554/riv.14.1.494>
- Gorondutse, A. H., & Hilman, H. (2019). Does organizational culture matter in the relationship between trust and SMEs performance. *Management Decision*, 57(7), 1638–1658. <https://doi.org/10.1108/MD-05-2018-0557>
- Guerrerro, M. (2019). Internal communication: a strategic tool for managing people's work in the new organization. [Doctoral Thesis]. Faculty of Information Sciences, Complutense University of Madrid.
- Hartnell, C.A., Ou, A.Y., Angelo, K., Choi, D. and Karam, E.P. (2019), "A meta-analytic test of organizational culture's association with elements of an organization's system and its relative predictive validity on organizational outcomes", *Journal of Applied Psychology*, Vol. 104 No. 6, pp. 832-850
- Hernandez, G., Jaramillo, J., & Hernandez, Y. (2022). *Management Studies*, 29(2): 79-104, July-December 2022 <https://doi.org/10.5354/0719-0816.2022.67726>
- Hilman, H & Ali, G.A & Gorondutse, A. H (2019). "The relationship between TQM and SMEs' performance," *International Journal of Productivity and Performance Management*, Emerald Group Publishing Limited, vol. 69(1), pages 61-84, October.
- Humphries, J., & Schneider, B. (2019). Spinning the industrial revolution. *The Economic History Review*, 72(1), 126-155. doi: <https://doi.org/10.1111/ehr.12693>
- Hung, Y. C., Su, T.C, and Lou, K.R. (2022). "Impact of Organizational Culture on Individual Work Performance with National Culture of Cross-Strait Enterprises as a Moderator" *Sustainability* 14, no. 11: 6897. <https://doi.org/10.3390/su14116897>
- Kenney SV (2019) Employee productivity and organizational performance: a theoretical perspective. Munich Personal RePEc Archive (MPRA) Paper 93294. <https://mpra.ub.uni-muenchen.de/93294/>
- Kim, T. and Chang, J. (2019), "Organizational culture and performance: a macro-level longitudinal

- study", *Leadership and Organization Development Journal*, Vol. 41 No. 1, pp. 65-84
- Lam, L., Nguyen, P., Le, N., & Tran, K. (2021). The relation among organizational culture, knowledge management, and innovation capability: Its implication for open innovation. *Journal of Open Innovation*, 7(1), 1–16. <https://doi.org/10.3390/joitmc7010066>
- Miao Li; Muhammad Shaukat Malik; Mahrukh Ijaz and Muhammad Irfan, (2023), Employer Responses to Poaching on Employee Productivity: The Mediating Role of Organizational Agility in Technology Companies, *Sustainability*, 15, (6), 1-18
- Lalama-Franco, R. A., Borja Arévalo, A., Pin Miranda, X. M., & Almeida Moncada, C. (2023). Telecommuting and productivity in small and medium-sized Ecuadorian companies. *Revista Venezolana de Gerencia*, 28(103), 1190-1203. <https://doi.org/10.52080/rvgluz.28.103.17>
- Liu H-C and Lin J-S (2021) Impact of Internet Integrated Financial Education on Students' Financial Awareness and Financial Behavior. *Front. Psychol.* 12:751709. doi: 10.3389/fpsyg.2021.751709
- Agyare, R., Yuhui, G., Abrokwah, E., & Agyei, J. (2019). Organisational culture moderation of interpersonal trust and affective commitment in health care non-governmental organisations in Ghana. *Journal of Psychology in Africa*, 29(3), 217-222.
- Ahmed, N. O. A., & Ahmed, A. (2019). Career commitment: the role of self-efficacy, career satisfaction and organizational commitment. *World Journal of Entrepreneurship, Management and Sustainable Development*, 1(1), 1-28
- Lau C, Rahmat AD, Mohd MH (2020) Impact of organizational culture on employees performance: a study in multinational corporations in Sarawak. *Int J Busin Technopreneurship* 10(2):133–152
- Lopez. M., Gómez, G., Marulanda, C (2022) Knowledge management in the program for the reconstruction of the social fabric in post-conflict zones in Colombia (Chocó, Sucre and Caldas). Part 2: Strategy and Communities of Practice. *Technological Information*. Vol. 33(4), 21-30 <http://dx.doi.org/10.4067/S0718-07642022000400021>
- Lópera, I. P., & López, C. Q. (2019). Development of an Emotional Salary Model: a Case of Application. *Indian Journal of Science and Technology*(42), 12-22. <https://doi.org/10.17485/ijst/2019/v12i42/146964>
- Malheiros, M., Wegner, R., Barcellos, J., Anklam, A., & Tontini, J. (2020). The role of organizational culture in the understanding of organizational diversity: study in the cosmetics industry. 21, 47–65.
- Marcione, d. C., Kennedy de Paiva, d. S., Balduino de, S. N., Igo, L. S., Azevedo Rangel, d. M., Câmara Gomes, e. S., & Auris Martins, d. O. (2023). Análise da cultura organizacional na empresa SESI clínica em Mossoró/RN. [Analysis of the organizational culture in the company SESI clínica in Mossoró/RN] *Revista De Gestão e Secretariado*, 14(4), 4724-4736. doi:<https://doi.org/10.7769/gesec.v14i4.1937>
- Maura Sheehan & Thomas Garavan (2022) High-performance work practices and labour productivity: a six wave longitudinal study of UK manufacturing and service SMEs, *The International Journal of Human Resource Management*, 33:16, 3353-3386, DOI: 10.1080/09585192.2021.2005658
- Mellan, V. (2017). Organizational culture and its impact on the performance of work teams: the mediating role of climate and reflexivity. University of Valencia [PhD thesis]
- Méndez Bravo, J. C., Bolaños Piedrahita, C. J., & Méndez Bravo, M. A. (2023). Organizational culture and its effect on business performance. *ERUDITUS JOURNAL*, 4(1), 59–74. <https://doi.org/10.35290/re.v4n1.2023.718>
- Méndez, C. (2019). Elements for the relationship between organizational culture and strategy. *University & Business*, 21(37), 136-169

- Miranda, Marta Cristina Amorim – A influência da Cultura organizacional no Empenhamento organizacional: A case study of the Japanese multidimensional to operate in Portugal. Barcelos: Instituto Politécnico do Cávado e Ave, 2019. Tese de Mestrado. http://ciencipca.ipca.pt/bitstream/11110/1836/1/Cristina_Miranda_MGO_2019_Gest%c3%a3o%20of%20Companies.pdf
- Mujanah, S., Brahmasari, I. A., & Ratih I. A. (2019). The impact of collective ambition, organizational culture, and organizational commitment on organizational citizenship behaviour and the women's cooperatives' performance in East Java. *International Journal of Civil Engineering and Technology (IJCIET)*, 10(8), 30-44.
- Nadia Abdelhamid Abdelmegeed Abdelwahed and Mohammed A. Al Doghan, (2023), Developing Employee Productivity and Performance through Work Engagement and Organizational Factors in an Educational Society, *Societies*, 13, (3), 1-18
- Naidoo, S & Govender, K.K. (2022). "Exploring the Relationship between Organizational Culture, Organizational Commitment and Performance in Commercial Banks in Two African Countries," *International Review of Management and Marketing*, *Econjournals*, vol. 12(6), pages 64-76, November.
- Nuryanto, U. W., Djamil Mz, M., Sutawidjaya, A. H., & Saluy, A. B. (2020). The Impact of Social Capital and Organizational Culture on Improving Organizational Performance. *International Review of Management and Marketing*, 10(3), 93–100. Retrieved from <https://econjournals.com/index.php/irmm/article/view/9923>
- Padrón-Díaz de León, E., PalafoxMuñoz, A., & Vargas-Martínez, E. (2019). Organizational Culture and Innovation in the Hotel Sector: State of Knowledge. *Revista Venezolana de Gerencia*, 24(85), 397- 420.
- Palafox-Soto, María Olivia, Ochoa-Jiménez, Sergio, & Jacobo-Hernández, Carlos Armando. (2021). Leadership and its relationship with organizational culture in small and medium-sized family businesses in Ciudad Obregón, Sonora. *Nova scientia*, 13(26), 00017. Epub 2021 Aug 30. <https://doi.org/10.21640/ns.v13i26.2682>
- Parra, M., Visbal, O., Durán, S. E., & Badde, G. (2019). Quality of communication and employee attitude towards organizational change processes. *Interdisciplinary*, 36(1), 155-170.
- Patyal, V., Ambekar, S., & Prakash, A. (2019). Organizational culture and total quality management practices in Indian construction industry. *International Journal of Productivity and Performance Management*, 69(5), 895-913. <https://doi.org/10.1108/IJPPM-10-2018-0368>
- Perianez-Cristobal, R., Calvo-Mora, A., Rey-Moreno, M., & Suárez, E. (2021). Organisational profiles: key factors and results from the EFQM model perspective. *Total Quality Management and Business Excellence*, 32(15-16), 1850-1873. <https://doi.org/10.1080/14783363.2020.1787144>.
- Piñón, R. D. (2019). Strategy to increase work motivation; This is an essential factor to improve our productivity. *Infoscience*, 19(4), 1-12
- Potye, L., Campos, D., Moscon, B. (2022) A influência da cultura organizacional e do estilo de liderança no desenvolvimento de práticas gerenciais que favorecem a inovação
- Iłowski, L. P., Lopes, I. F., Vieira, C. L. d. S., Machado, D. d. A., Matos, R. G. d., & Musical, N. T. K. (2022). Organizational culture and financial performance: Evidence in companies listed in the Brazil Index 100.
- Popkova, E. G., Ragulina, Y. V., & Bogoviz, A. V. (2019). Fundamental differences of transition to industry 4.0 from previous industrial revolutions. In *Industry 4.0: Industrial Revolution of the 21st Century*, 21-29.

- Rahmat, A. K. R., Ibrahim, I., Senathirajah, A. R. S., Zainudin, A. D. (2023). The Determinant Factors of Green Office Layout Towards Employee Workplace Productivity
- Ramírez Méndez, Graziella Guadalupe, Magaña Medina, Deneb Elí, & Ojeda López, Ruth Noemí. (2022). Productivity, aspects that benefit the organization. Systematic review of scientific production. *Transcending, Accounting and Management*, 7(20), 189-208. Epub Nov 11, 2022. <https://doi.org/10.36791/tcg.v8i20.166>
- Reyes Ramírez, L., Leyva del Toro, C., Vilariño Corella, C., Pérez Campdesuñer, R., & Bajuelo Páez, A. (2021). Procedure for the diagnosis of organizational culture in medical entities. *Medical Scientific Mail*, 25(4). Retrieved from <https://revcocmed.sld.cu/index.php/cocmed/article/view/4065/2005>
- Reyes, J., & Moros, H. (2019). Organizational culture: main theoretical and methodological challenges for its study. *Journal of Social Development Studies*, 7(1), 201-217. http://scielo.sld.cu/scielo.php?script=sci_arttext&pid=S2308-01322019000100201&lng=en&tng=en
- Rodríguez-Ponce, Emilio, Pedraja-Rejas, Liliana, Muñoz-Fritis, Camila, & Araneda-Guirriman, Carmen. (2022). Knowledge management and organizational culture in Chilean higher education institutions. *Ingeniare. Chilean Journal of Engineering*, 30(2), 266-278. <https://dx.doi.org/10.4067/S0718-33052022000200266>
- Rodríguez, J.J., Rubiano, M.G., Aponte, C., Bustamante, M.C., Jaramillo, J.A., González, EY, Gónzález, E., Jaramillo, V., & Vélez, M. (2020). Aspectos da cultura organizacional e da relação com a disposição da mudança organizacional. *Psychological Summa*, 27. <https://doi.org/10.14349/sumapsi.2020.v27.n1.7>
- Rossini, O. & Bendassolli, B. (2019). Organizational Culture: Analysis and Impacts in the Local Management Process. *Revista Brasileira de Administração Científica*, 10(1), 117-130. <http://Www.Sustener.Co/Index.php/rbadm/article/view/cbpc2179-684x.2019.001.0010>
- Saldívar, A. K. (2020). Emotional salary: an alternative solution for improving work performance. *Nova Rua*, 12(20). <https://revistas.uacj.mx/ojs/index.php/NovaRua/article/view/3768>
- Seyed Mohammad Sadegh Khaksar & Mei-Tai Chu & Sophia Rozario & Bret Slade, 2023. "Knowledge-based dynamic capabilities and knowledge worker productivity in professional service firms The moderating role of organisational culture," *Knowledge Management Research & Practice*, Taylor & Francis Journals, vol. 21(2), pages 241-258, March.
- Sanchez, J. C.; Tejero, B; Yurrebaso, A; Lanero, A. (2006). Organizational Culture: Unraveling AIBR Twists and Turns. *Journal of Ibero-American Anthropology*, vol. 1, no. 3, pp. 374-397 Association of Ibero-American Anthropologists in Madrid Network, International Organization
- Scarpato, L., Eli, L., Schreiber, D, Theis, V. (2022). Análise do processo criativo no desenvolvimento de artigos de moda. *Alcance Magazine* [online]. 2022, 29(2), 143-155: <https://www.redalyc.org/articulo.oa?id=477774328001>
- Schein, E. (2015). Some discussion points about culture research. Symposium: Alternative Solutions to Measurement Challenges of Culture and Climate. Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia.
- Stefano, G., Scrima, F., Parry, E. (2019). The effect of organizational culture on deviant behaviors in the workplace. *The International Journal of Human Resource Management*, 30(17), 2482–2503. [doi/full/10.1080/09585192.2017.1326393](https://doi.org/10.1080/09585192.2017.1326393).
- Serinkan, C. y Kiziloglu, M. (2021) The Relationship between Organisational Culture and Job Satisfaction in Higher Education Institutions: The Bishkek Case. *Polytechnica Social and Management Sciences Journal*, 29(2), 168–179. <https://doi.org/10.3311/PPso.15319>
- Silva, I., Lopes, M., Conduto, J. (2022) Repercussões da cultura organizacional no commitment organizacional: estudo desenvolvido em instituições do ensino superior

- Khurram, S., Shaiq, A. M. (2022). An Empirical Relationship between Entrepreneurial Training and Economic Growth of Pakistan. *Journal of Entrepreneurship and Business Venturing*
- Susilo, D. E., Soetjipto, N., Triwulan, A., Djuwitawati, R., Riswanto, A., Wasis, W., & Jaya, F. P. (2019). The effect of employee commitment, culture, and leadership style on good governance performance of Jombang District Government. *ESPACIOS Magazine*, 40(27), 22-29.
- Terzioglu, F., Temel, S. and Uslu Sahan, F. (2016). Factors affecting performance and productivity of nurses: Professional attitude, organizational justice, organizational culture and mobbing. *Journal of Nursing Management*, 24(6), 735–744. <https://doi.org/10.1111/jonm.12377>.
- Timbó Vasconcelos, R. S., Manayra, S. O., & Martins Lima, M. A. (2022). Institutional isomorphism and organizational culture of a distribution company: A case study. [Institutional isomorphism and organizational culture of a distribution company: a case study] *Revista De Gestão e Secretariado*, 13(3), 1796-1817. doi: <https://doi.org/10.7769/gesec.v13i3.1445>
- Tyagi, N. (2021). Aligning Organizational Culture to Improve Managerial Effectiveness of Academic Leaders: An Interface for Employee Engagement and Retention. *International Journal of Educational Management*. <https://doi.org/10.1108/IJEM-10-2020-0447>
- Turpo-Gebera, O., Pérez-Zea, A., PérezPostigo, G., & Lazo-Manrique, M. (2021). Culture in Peruvian Universities: A Case Study. *Revista Venezolana de Gerencia*, 26(93), 192-208. <https://doi.org/10.52080/RVG93.14>
- Tran, Q.H.N. (2021). Organizational culture, leadership behaviour and job satisfaction in the Vietnam context, *International Journal of Organizational Analysis*, 29(1), 136-154.
- Ugarte Sánchez, J. M., Alegría San Miguel, J. D., Huapaya Chumpitaz, H., Arica Tuesta, K. M., & Ortiz Regalado, G. (2021). Work-Life Balance and Happiness in Workers in Metropolitan Lima
- Vasconcelos, R. S. T., Oliveira, L. M. S., & Lima, M. A. M. . . . (2022). Institutional isomorphism and organizational culture of a distribution company: a case study . *Revista de gestão e secretariado*, 13(3), 1796–1817. <https://doi.org/10.7769/gesec.v13i3.1445>
- Verenzuela-Barroeta, D. & Salas-Hernández, A. (2021). Organizational Culture: Unveiling Intersubjective Meanings in a Venezuelan Autonomous University. *Management Studies*, 28(1), 130-151. <https://doi.org/10.5354/0719-0816.2021.60237>
- Verbeke, W., Volkering, M., Hessel, M (1998). Exploring the conceptual expansion within the field of organizational behavior: Organizational climate and organizational culture. *Journal of Management Studies*, 35,303-329
- Yao, T., Qiu, Q., & Wei, Y. (2019). Retaining hotel employees as internal customers: Effect of organizational commitment on attitudinal and behavioral loyalty of employees. *International Journal of Hospitality Management*, 76, 1–8. <https://doi.org/10.1016/j.ijhm.2018.03.018>
- Zhou, Q., Chen, G., & Liu, W. (2019). Impact of perceived organizational culture on job involvement and subjective well being: A moderated mediation model. *Social Behavior and Personality: An international journal*, 47(1), e7478
- Živanović, S., Djurović, S., Abramović, N., Poberezhets, O., Udovychenko, V. (2023). The importance of the organizational learning concept in the sustainable management of organizations. *Intellectual Economics*. 2023 17(1).