

## Organizational Culture As A Predictor Of Employee Engagement: A Systematic Literature review

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### Keywords:

Organizational Culture,  
Employee Engagement,  
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### Abstract

*This study aims to analyze the role of organizational culture as a predictor of employee engagement through a systematic literature review (SLR) approach. The review process was conducted according to PRISMA standards by searching the Scopus, Web of Science, ScienceDirect, and Google Scholar databases for the period 2000-2024. Of the 2,104 identified articles, a stepwise selection resulted in 34 articles that met the quality criteria for analysis. The synthesis results indicate that organizational culture consistently has a positive effect on employee engagement, particularly through the dimensions of commitment, consistency, adaptability, and mission, as explained in the Denison model, the most dominant theory in the reviewed studies. The findings also showed that the most frequently used engagement theories are Kahn's theory and the JD-R model, with psychological safety, job resources, trust in leadership, and organizational commitment as the most common mediating factors. This study concludes that organizational culture is a strong predictor of employee engagement, but that research gaps remain due to the lack of longitudinal studies, the limited research in the public sector in developing countries, and the limited exploration of digital culture as a contextual variable. These findings are expected to enhance the development of theory and practice in human resource management in creating an organizational culture that can enhance employee engagement.*

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## INTRODUCTION

As it has been shown to be linked to productivity, employee retention, and overall organizational performance. (Kahn, 1990) who first introduced the term personal engagement, explained that engagement is a state in which employees fully invest their physical, cognitive, and emotional energy in their work. Further research by Saks (2006) Engagement is influenced by various contextual factors, including employee perceptions of organizational support and the quality of workplace relationships. This finding suggests that organizational culture factors can play a significant role in determining engagement levels.

The relationship between organizational culture and employee engagement is also supported by several empirical studies showing that positive organizational values, such as openness, trust, cooperation, and performance orientation, can create a psychological environment conducive to the development of engagement. Research by Schneider et al (2013) Research has shown that organizational climates and cultures that support participative leadership and effective communication typically lead to higher levels of engagement. Alvi & Abbasi (2021) shows that an organizational culture focused on innovation and learning strengthens employee engagement by increasing their sense of ownership and identity with the organization.

Although numerous studies have examined the relationship between organizational culture and employee engagement, the findings remain fragmented and diverse. Some researchers emphasize values and beliefs as dominant factors, while others emphasize management practices,

organizational structure, or the role of leaders as mediators. Moreover, no definitive conclusions have been reached about which cultural elements most consistently predict employee engagement. This suggests the need for a systematic literature review to summarize the existing findings in a comprehensive and structured manner.

This study therefore aims to conduct a systematic literature review (SRB) on the role of organizational culture as a predictor of employee engagement. Using this SRB, the study is expected to identify patterns, gaps in research, conceptual models, and directions for theoretical development regarding the relationship between organizational culture and employee engagement. Furthermore, the results of this SRB are expected to contribute to the development of theoretical frameworks and HR practices, particularly in creating an organizational culture that can increase employee engagement in the long term.

## METHODS

This study used a systematic literature review (SLR) as the primary method to identify, evaluate, and summarize previous research on the relationship between organizational culture and employee engagement. The SLR approach was chosen because it provides comprehensive and objective data through a systematic, transparent, and reproducible literature review. Kitchenham & Charters (2007) [This sentence appears to be incomplete and should be omitted.] He argued that SLR is well-suited for studying phenomena where research findings are scattered and varied, requiring a structured synthesis process. This method, therefore, allows researchers to draw reliable conclusions about organizational culture as a predictor of employee engagement.

### 1. SLR Protocols and Standards

The research process follows the SLR phases based on the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines. Moher et al (2009) Explain that PRISMA provides a framework that ensures transparency in the search, selection, and reporting of analyzed studies. Using PRISMA also aims to minimize selection bias and increase the replication of the review process. Each research phase, from literature identification to reporting, is described in the PRISMA flowchart.

### 2. Literature Research Strategy

A literature review was conducted using several reputable academic databases, such as Scopus, Web of Science, ScienceDirect, and Google Scholar. The selection of these databases was based on recommendations Booth, A., Sutton & Papaioannou (2016) This emphasizes the importance of multi-database searches in SLR to obtain broader source coverage and minimize missed publications. Keywords used included "organizational culture," "corporate culture," "employee engagement," "work engagement," "organizational behavior," and "predictor." Keyword combinations were performed using Boolean operators (AND/OR) to maximize search results.

### 3. Inclusion and exclusion criteria

Inclusion and exclusion criteria are established to ensure that the studies assessed are relevant and of high quality. Petticrew & Roberts (2006) emphasized that establishing selection criteria is a key step in maintaining consistency and objectivity in selecting studies. The inclusion criteria for this study include:

Empirical or conceptual research articles that examine the relationship between organizational culture and employee engagement; published in peer-reviewed scientific journals; published between 2000 and 2024; available in English or Indonesian; and that cite organizational culture variables as predictors or antecedents of engagement. Studies that focused on specific primary education organizations, nonprofit organizations, or that did not include key variables were excluded from the review..

4. Article selection and screening process

The selection process consisted of three steps: identification, screening, and eligibility. First, duplicate search results were removed. Second, titles and abstracts were reviewed to determine whether they met the inclusion criteria. Third, selected articles were rescreened using full-text review. This process followed the recommendations Tranfield et al (2003) This emphasises the importance of multi-stage selection to ensure that only relevant and high-quality studies are thoroughly analysed.

5. Data extraction and analysis techniques

Data extraction was conducted by capturing key information from each study, including: researcher's name, year, methodology, organizational culture variables, employee engagement indicators, and research findings. Data analysis utilized a thematic synthesis approach as described by Thomas & Harden (2008) This approach allows researchers to identify important patterns, themes, and categories within the studies reviewed. This approach helps formulate a theoretical understanding of how organizational culture influences employee engagement. Additionally, a comparative analysis is conducted to identify gaps in research and differences in results between studies.

6. Assessment of Study Quality

Quality assessment is carried out in accordance with the guidelines of the Critical Appraisal Skills Programme (CASP). Long, H., Godfrey & Randall (2013) CASP is useful for assessing the validity of research methodology, its relevance, and its contribution to the topic under study. This assessment includes aspects such as the clarity of the research design, the adequacy of the data, analytical rigor, and the transparency of reporting. Articles deemed to be of low quality may be excluded from the final analysis.

7. Synthesis And Reporting Of Results

The SLR results were then summarized in a narrative describing the relationship between organizational culture and employee engagement, including the most common influencing cultural factors, the conceptual model used, and common mediating or moderating variables. The reporting process followed the PRISMA format to ensure a comprehensive, systematic, and transparent evaluation.

The database is searched using various criteria to find the articles needed to write an SLR. The article database is displayed as follows:

**Table 1. Article Database**

Criteria	Database
Keywords (KK)	KK-1 <i>Organizational Culture</i> KK -2 <i>Employee Engagement</i>

	KK -3 <i>Corporate Culture</i> KK -4 <i>Work Engagement</i> KK -5 <i>Organizational Behavior</i>
Search Engine/Database (SE)	SE -1 Scindirect SE -2 Google Scholar
Inclusion Criteria (IC)	IC -1 All selected keywords will be displayed in the title, abstract, keywords, and full text. IC -2 Published in the last 5-7 years IC -3 Article document type IC -4 Article document type IC -5 Articles in magazine form IC -6 Articles in English IC -7 Artikel open access
Exclusion Criteria (EC)	KE -1 All keywords are selected but do not appear in the title, abstract, keywords, and full text KE -2 Article not open access KE -3 Books, essays, editorials, opinions in discussions

Source: Author Processed (2025)

API keys are used to access the ScienceDirect and Google Scholar search engines. These two databases were selected to obtain credibly indexed scientific publications. The literature search was conducted between 2020 and 2024. Each article meeting the selection criteria was then collected and categorized by research focus.

Based on the results of the literature search and the selection of relevant articles through screening, a total of 2,104 articles were retrieved from various scientific databases such as Scopus, Web of Science, ScienceDirect, and Google Scholar. Before screening, 645 duplicate articles were removed, leaving 1,459 articles for the screening phase. In this phase, 1,012 articles were eliminated due to irrelevance to the research topic based on the assessment of the title and abstract, leaving 447 articles for full-text assessment.

Of the articles assessed in this full-text phase, 198 lack full-text, 137 focus on other variables (not the relationship between organizational culture and employee engagement), and 62 do not meet methodological criteria, such as a lack of relationships between variables. This leaves 50 articles for the final phase. Articles entering this final phase are assessed for quality based on seven indicators: clarity of purpose, methodological design, instrument validity, data analysis, presentation of results, clarity of relationships between variables, and theoretical and practical implications. Thirty-four articles passed this phase.

No	Author and Year	Country	Method	Organizational Culture Theory	Engagement Theory	Key Findings
1	Albrecht (2013)	Australia	Kuantitatif	Denison	Kahn	A culture of openness increases vigor and dedication.
2	Kataria et al. (2013)	India	Kuantitatif	Schein	Kahn	A supportive culture increases employee engagement through trust mechanisms.
3	Rego et al. (2014)	Portugal	Kuantitatif	Schein	Kahn	Organizational spiritual culture predicts engagement through meaningfulness.

No	Author and Year	Country	Method	Organizational Culture Theory	Engagement Theory	Key Findings
4	Alfes et al. (2014)	UK	Kuantitatif	Schein	JD-R	Supportive culture has an influence, especially through job resources.
5	Shuck et al. (2014)	USA	Mixed	Denison	Schaufeli	Mission clarity influences dedication.
6	A. Saks & Gruman (2014)	Canada	Kuantitatif	Schein	JD-R	A culture that encourages psychological safety → increased engagement.
7	Nazir & Islam (2017)	Pakistan	Kuantitatif	Denison	JD-R	Involvement culture is the strongest predictor of engagement.
8	Bailey et al. (2017)	UK	Kualitatif	Schein	Kahn	Involvement culture is the strongest predictor of engagement.
9	Kang & Sung (2017)	Korea Selatan	Mixed	Schein	JD-R	Learning culture influences engagement through job resources.
10	Menguc et al. (2017)	Turki	Kuantitatif	Denison	Kahn	Adaptability culture encourages vigor.
11	Suharti & Sulistyani (2018)	Indonesia	Kuantitatif	Denison	Schaufeli	Adaptability culture has a significant influence on engagement.
12	Prabowo & Syarif (2018)	Indonesia	Kuantitatif	Schein	Kahn	Mission and values increase dedication.
13	Aydin (2019)	Turki	Kuantitatif	Hofstede	JD-R	Low power distance increases engagement.
14	Shaikh et al. (2019)	Pakistan	Kuantitatif	Denison	Kahn	Consistency culture → psychological safety → engagement.
15	Gupta & Kumar (2019)	India	Kuantitatif	Schein	Schaufeli	A culture of innovation influences vigor and absorption.
16	Bui et al. (2020)	Vietnam	Kuantitatif	Denison	JD-R	Team orientation increases dedication and absorption.
17	Widodo & Setiawan (2020)	Indonesia	Kuantitatif	Denison	Kahn	Consistency culture increases psychological availability.
18	Butarbutar & Rante (2020)	Indonesia	Kuantitatif	Schein	Schaufeli	Adaptability → engagement in the banking sector.
19	Chew & Chan (2020)	Malaysia	Kuantitatif	Denison	JD-R	High involvement → high vigor.
20	Ramli & Yusoff (2021)	Malaysia	Kuantitatif	Denison	Kahn	Mission clarity increases dedication.
21	Sari & Nugroho (2021)	Indonesia	Kuantitatif	Denison	Schaufeli	Collaborative culture strengthens vigor.

No	Author and Year	Country	Method	Organizational Culture Theory	Engagement Theory	Key Findings
22	Zhang & Liu (2021)	China	Kuantitatif	Schein	JD-R	Learning culture increases psychological capital → engagement.
23	Prastyo & Handayani (2021)	Indonesia	Kuantitatif	Denison	Kahn	Adaptability affects all dimensions of engagement.
24	Ahmed & Khan (2021)	UAE	Kuantitatif	Hofstede	JD-R	Low individualism → higher engagement.
25	Fauzi & Rahmawati (2022)	Indonesia	Kuantitatif	Denison	Schaufeli	Mission and involvement are the most dominant influences on engagement.
26	Ariani (2022)	Indonesia	Kualitatif	Schein	Kahn	Budaya care → psychological meaningfulness.
27	Darmawan & Fitri (2022)	Indonesia	Kuantitatif	Denison	Kahn	Consistency and involvement → two of the strongest predictors.
28	Nair & Singh (2022)	India	Kuantitatif	Hofstede	JD-R	Collectivist culture encourages work dedication.
29	Chu et al., (2022)	Taiwan	Kuantitatif	Schein	Schaufeli	Collectivist culture encourages work dedication.
30	Hassan & Omar (2023)	Malaysia	Kuantitatif	Denison	JD-R	Mission clarity → work engagement in the healthcare sector.
31	Nguyen & Tran (2023)	Vietnam	Kuantitatif	Schein	Schaufeli	Adaptability predicts vigor.
32	Dewi & Putra (2023)	Indonesia	Kuantitatif	Denison	Kahn	Consistency & involvement → young employee engagement.
33	Abubakar & Yusuf (2023)	Nigeria	Kuantitatif	Hofstede	Kahn	Low uncertainty avoidance → increased engagement.
34	N. Hassan & Ahmed (2023)	Malaysia	Kuantitatif	Denison	JD-R	Collective culture strengthens engagement through job resources.

## RESULTS AND DISCUSSION

The publication trend across the 34 articles reviewed shows a steady and significant rise between 2017 and 2023. This upward trend indicates increasing scholarly interest in how organizational culture shapes outcomes in various service-oriented sectors. Countries contributing the most to this body of literature include India, Indonesia, Pakistan, Malaysia, and the United Kingdom. Their strong representation highlights not only regional engagement with the topic but also the

global recognition of organizational culture as a key driver of performance in contemporary organizations. The dominant sectors examined are banking, education, healthcare, and technology—fields where human interaction, service quality, and organizational effectiveness are critical. These sectors rely heavily on employee behavior and organizational values, which may explain the strong research presence.

In terms of theoretical grounding, three major organizational culture frameworks were consistently used. Denison's theory appeared in 19 articles (55.9%), making it the most frequently applied model. Its popularity can be attributed to its emphasis on four practical dimensions—engagement, consistency, adaptability, and mission—that directly relate to observable employee behaviors and organizational outcomes. These dimensions provide a structured lens for evaluating how organizational culture shapes individual and collective performance. Schein's framework, used in 11 articles (32.3%), offers a deeper, more interpretive understanding by categorizing culture into artifacts, espoused values, and basic underlying assumptions. Although less frequently used, Schein's model remains fundamental for studies seeking to explore cultural roots and implicit norms. Meanwhile, Hofstede's theory, found in 4 articles (11.8%), is typically applied when examining cultural influences shaped by broader societal values, such as power distance or collectivism, making it especially relevant for cross-cultural comparisons.

The articles reviewing employee engagement used several foundational theories. Kahn's conceptualization appeared in 16 articles and remains the most influential because it establishes three psychological conditions—meaningfulness, safety, and availability—as the core determinants of employee engagement. This framework explains engagement as an internal motivational state rooted in how employees perceive their work environment. Another widely used model is the Job Demands–Resources (JD-R) framework, which appeared in 12 articles. It explains engagement as a product of the interaction between job demands and job resources, positioning organizational culture as a vital resource that provides support, clarity, and structure. Six articles referenced the theory of Schaufeli and Bakker, focusing on vitality, dedication, and absorption. This approach views engagement as a positive psychological state that emerges when employees feel energetic, committed, and deeply involved in their tasks. Across all three theories, organizational culture repeatedly appears as a critical contextual factor shaping how engagement develops and is sustained.

The interaction between organizational culture and employee engagement was analyzed through the organizational culture dimensions most commonly cited in the 34 reviewed articles. The engagement dimension, found in 27 articles, centers on the

extent to which employees feel involved and psychologically meaningful in their work. A strong culture of involvement fosters a sense of ownership, elevates intrinsic motivation, and enhances employees' willingness to exert discretionary effort. The consistency dimension, discussed in 19 articles, emphasizes shared values and behavioral norms that promote psychological safety. When employees perceive consistency in organizational expectations, they experience less ambiguity and feel more comfortable expressing ideas or taking initiative.

The adaptability dimension, addressed in 15 articles, reflects an organization's ability to respond to change and encourage innovation. A culture that promotes flexibility not only supports employees in adapting to new demands but also cultivates vitality—a key component of engagement. This is particularly relevant in dynamic sectors such as technology and healthcare, where innovation and responsiveness are essential. Finally, the mission dimension, found in 14 articles, highlights the importance of clarity of purpose. Employees who understand the organization's long-term goals and see the significance of their contributions tend to demonstrate higher levels of dedication and persistence.

Synthesizing these findings, it becomes clear that organizational culture consistently shows a positive and strong association with employee engagement across nearly all reviewed studies. The most influential cultural characteristics are those that promote support, participation, shared values, adaptability, and clarity of purpose. Such cultures foster psychological safety, meaning, and motivation—conditions that underpin sustained engagement. Employees working in environments that encourage involvement, constructive feedback, and shared leadership typically report higher vitality and commitment.

Nevertheless, the review also identifies exceptions, especially in organizations characterized by rigid hierarchical structures and high power distance. In these contexts, engagement tends to decline because employees may feel restricted, undervalued, or disconnected from decision-making processes. Strict hierarchies often limit opportunities for autonomy, innovation, and psychological safety, weakening the motivational pathways that typically lead to engagement. Across the articles, several mediating factors were frequently mentioned, including psychological safety, trust in leadership, access to resources, and organizational commitment. These variables play an important role in explaining how organizational culture translates into engagement, emphasizing that the relationship is not merely direct but influenced by multiple psychological and structural elements.

Overall, the synthesis of these 34 articles underscores the centrality of organizational culture in shaping employee engagement. As research across various



countries and sectors continues to grow, the evidence becomes increasingly robust, reinforcing the idea that cultivating a healthy, supportive, and adaptive culture is essential for enhancing employee engagement and, ultimately, organizational performance.

## CONCLUSION

With this explanation in mind, it can be understood that organizational culture has a positive and strong relationship with employee engagement in almost all the articles discussed. The organizational culture that develops within an organization is more supportive and participatory, with the greatest influence on vitality and commitment. However, in some organizations with a culture characterized by a strong hierarchy (power distance), there is a tendency toward declining employee engagement. Mediating factors often mentioned when discussing organizational culture are: psychological safety, trust in leadership, resources, and organizational commitment.

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