

# **A Study Concerning the Impact of the Organizational Culture on Employee Performance: A Literature Review**

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## **Abstract**

This systematic literature review aims to synthesize and evaluate the select existing literature on the impact of organizational culture on employee performance. The shared values, beliefs, and behaviours that define an organization's culture significantly influence employee attitudes, drive motivation, and impact overall performance. Despite its significance, research on how different aspects of organizational culture affect employee performance outcomes remains fragmented. This review aggregates studies from diverse industries, focusing on the interplay between organizational culture and employee performance indicators, including productivity, job satisfaction, commitment, innovation, employee engagement, and motivation. Key findings suggest that a strong, cohesive culture has a positive influence on employee performance, particularly in environments that emphasize collaboration, open communication, and alignment between individual and organizational values. Moreover, cultural dimensions such as leadership style, trust, and work-life balance are shown to be pivotal in enhancing employee motivation and job satisfaction. The review concludes with practical implications for organizations seeking to foster a performance-oriented culture. The purpose of this review is to consolidate the select existing research on the relationship between organizational culture and employee performance, providing an evidence-based understanding of how various cultural factors contribute to or hinder

employee performance. This review will critically analyze the methodological approaches employed in the literature, identify key themes and trends, and propose future research directions to explore the nuances of this relationship further.

**Keywords:** Organizational Culture, Employee Performance

### **Introduction:**

An organizational culture, defined as the set of shared values, beliefs, and practices within an organization, plays an increasingly critical role in shaping how employees behave, engage, and perform in the workplace. Researchers suggest that a positive and well-aligned culture can enhance employee morale, strengthen commitment, and cultivate a supportive environment that promotes innovation, job satisfaction, and high levels of performance. This systematic review aims to consolidate and analyze the existing body of literature regarding the impact of organizational culture on employee performance. While many studies have explored the relationship between these two variables, the findings have often been fragmented. This can be attributed to various factors, including differences in organizational contexts, cultural dimensions, and methodological approaches used in research. This review aims to offer a thorough overview of existing knowledge on the subject and highlight emerging trends.

The importance of this review lies not only in synthesizing existing research but also in offering valuable insights for practitioners and organizational leaders. In an era where employee engagement and performance are critical to organizational success, understanding the influence of organizational culture can provide organizations with the tools necessary to create environments that nurture talent, foster innovation, and enhance overall performance. The review will explore the core components of organizational culture and its various dimensions in which culture impacts employee performance. By analyzing research across various sectors and contexts, this paper seeks to provide a comprehensive understanding of how organizational culture impacts employee outcomes, along with the potential benefits of intentionally shaping culture to enhance employee performance.

Organizational culture encompasses the complex set of shared norms, values, beliefs, and practices that shape how individuals within an organization behave and interact. The culture of an organization is not static; rather, it evolves in response to both internal and external factors, such as leadership changes, organizational growth, market conditions, and employee diversity.

Employee performance is a multidimensional construct. The definition of performance can include aspects such as job satisfaction, motivation, creativity, and organizational commitment.

Scholars have argued that employee performance is not solely the result of individual ability or skill but is significantly influenced by the work environment and organizational factors. Organizational culture plays an

instrumental role in shaping employees' attitudes and behaviours, impacting everything from their level of commitment and engagement to their willingness to take on challenges and collaborate with colleagues. Therefore, employee performance is not just about meeting targets or deadlines; it also involves broader dimensions like innovation, emotional investment, and alignment with organizational goals.

### **Statement of Research Problem:**

In the dynamic and competitive banking sector, employee performance plays a crucial role in determining organizational success and customer satisfaction. Organizational culture—encompassing shared values, beliefs, and practices—is increasingly recognized as a crucial driver of employee behaviour, motivation, and overall productivity. In India, particularly in urban centers like Pune, the banking landscape comprises both private and co-operative banks, each operating under distinct structural, managerial, and cultural paradigms.

Despite the growing emphasis on organizational culture as a determinant of performance, there remains a lack of empirical clarity on how specific cultural dimensions manifest within these different banking institutions and how they affect employee outcomes. While private banks often emphasize performance-driven cultures, co-operative banks may prioritize stability and community service. These differences in organizational ethos may significantly influence employee engagement, goal orientation, and overall performance.

However, limited research exists that systematically studies the organizational culture across private and co-operative banks and evaluates its direct and indirect impact on employee performance. Moreover, there is a need to identify which cultural dimensions are most prevalent and influential in each banking context, and how these, in turn, shape performance outcomes.

This study seeks to address this gap by identifying the prevailing dimensions of organizational culture, assessing current levels of employee performance, analyzing the relationship between the two, and comparing the impact across private and co-operative banks in Pune city. Through this, the study aims to provide actionable insights for bank management to cultivate effective cultural strategies that enhance employee productivity and organizational efficiency.

### **Research Questions:**

1. What are the prevailing dimensions of organizational culture in select private and co-operative banks in Pune City?
2. What are the current levels of employee performance in select private and co-operative banks?
3. What is the nature of the relationship between various dimensions of organizational culture and employee performance in select banks?

4. How does the impact of organizational culture on employee performance differ between private and co-operative banks in Pune City?

**Objectives:**

1. To examine the dominant dimensions of organizational culture in select private and cooperative banks.
2. To assess the current levels of employee performance within these institutions.
3. To analyze the relationship between various dimensions of organizational culture and employee performance in select private and cooperative banks
4. To study the impact of organizational culture on employee performance between private and cooperative banks in select private and cooperative banks
5. To review select research papers and articles to comprehend the relationship between different keywords and variables surrounding organizational culture, employee performance

**Need and Significance:**

Despite its importance, there is a noticeable gap in empirical research exploring how organizational culture specifically impacts employee performance within the Indian banking context. Furthermore, private and co-operative banks operate under different governance structures, business priorities, and cultural orientations. These differences are likely to influence not just the nature of the organizational culture but also how it affects employee performance. However, comparative studies in this domain, especially at the regional level, such as in Pune City, are limited.

Understanding the prevailing dimensions of organizational culture and their influence on employee performance is essential for bank leaders, HR professionals, and policymakers aiming to build more effective, resilient, and performance-driven organizations. This study is significant as it attempts to:

- Identify key cultural attributes that are dominant in private and co-operative banks.
- Offer insights into how these cultural attributes influence employee performance.
- Provide comparative data that can guide customized organizational development strategies for both types of banks.
- Contribute to academic literature by bridging the research gap in this domain, particularly in the regional banking context.

By highlighting the critical link between culture and performance, the study aims to help banking institutions in Pune City foster healthier work environments, increase employee engagement, and improve overall service delivery in a competitive financial landscape.

## **Review of the Literature:**

### **National Review of Literature:**

Dr. Dhanraj Kalgi, Dr. Jaideep Hire, et.al (2023) carried out research examining the impact of organizational culture on employee productivity in the hospitality and tourism sector. Their findings reveal that autonomy and experimentation are strongly linked to all dimensions of employee productivity. Trust was found to predict commitment and comprehension, while collaboration only impacted comprehension. Additionally, autonomy and experimentation were identified as key predictors of the three core aspects of employee productivity: power, dedication, and absorption.

Dr. Desh Deepak Agarwal (2023) has highlighted the crucial role of organizational culture in shaping employee performance and job satisfaction. By examining how culture influences employee behaviour and attitudes, organizations can strategically cultivate their cultural environments to optimize workforce outcomes. The study offers practical recommendations for fostering a positive organizational culture that enhances employee performance, job satisfaction, and overall success. It also emphasizes the need for further research to deepen our understanding of the complex relationship between organizational culture and employee well-being. This research underscores the importance of organizational culture in driving improved performance and job satisfaction, enabling businesses to implement culture-focused initiatives that promote long-term success.

Pooja Singh Negi and Ramesh Chandra Dangwal (2021) examined the aspects of organizational culture within the Indian banking sector. Their study highlights that banks prioritize factors such as a positive work environment, employee relationships, management practices, and promotions over aspects like policy, bonuses, market conditions, commitment, and projects. Additionally, the study notes that the cultural aspects of banks emphasize learning, training, and teamwork.

### **International Review of Literature:**

Adelia Hartika, Mutiara Fitridiani, and Masduki Asbari (2023) have stated in their narrative research paper that the effects of job satisfaction and job loyalty depict a positive and significant effect on employee performance.

Godfred Anakpo, Zanele Nqwayibana, and Syden Mishi (2023) reveal that the impact of the work-from-home work setting on employee productivity and performance depends on factors, such as the type of work, employer and industry characteristics, and home settings, with the majority reporting a positive impact on the same.

Ha Minh Nguyen and Luan Vinh Nguyen (2023) examined the impact of employer attractiveness (EA) on employee engagement (EE) and employee performance (EP). The study finds that EA positively influences both EE and EP. However, EE does not have a statistically significant effect on EP. The findings provide valuable insights for managers, offering strategies to retain talent and enhance EP by focusing on building EA. Additionally, the study highlights key factors in creating an effective EA and introduces a new research direction on the role of EA for existing employees. The findings also provide new insights into the relationship between employee engagement (EE) and employee performance (EP).

Subur Karyatun, Tri Wahyono, Intan Apriadi, Priyono Priyono, Harefaan Arief, Muhammad Andy Rachman Hakim, and Mochamad Soelton (2023) conducted a study examining how job insecurity and workload influence cyberloafing behavior and employee performance within the manufacturing sector at PT.

Mafrudoh (2023) states seven effective practices to enhance workplace culture, such as developing strong relationships between employees, connecting employees to a sense of resolution, encouragement of consistent employee recognition, nurturing positive employee experiences, promoting transparency and communication, granting teams autonomy, arrangement of the schedule for meaningful one-to-one meetings.

Nadia Abdelhamid Abdelmegeed Abdelwahed and Mohammed A. Al Doghan (2023) studied the enhancement of employee productivity and performance through work engagement and organizational factors in an educational setting. Their findings reveal a significant positive impact of employee productivity on employee performance within higher educational institutions. The study offers valuable insights for policymakers and top management in higher education commissions to improve employee productivity and performance. It emphasizes the importance of developing work engagement and organizational factors to support the achievement of job tasks and organizational goals, ultimately enhancing overall productivity and performance.

Essam Deep Al Khawaldeh (2023) conducted a study on the impact of training in enhancing employee performance, focusing on employees in the Directorate of Education in Ma'an district. The findings revealed that, overall, training has a moderate effect on improving employee performance. Specifically, the trainer's dimension was found to have a statistically significant impact on job performance, while the other two dimensions—training quality and duration—showed no significant effect on performance improvement.

Derby C. Rampen, Anthony S. Pangemanan, and Deske W. Mandagi (2023) provide valuable insights for organizations seeking to understand what drives performance among Generation Z employees. By focusing on employee satisfaction and enhancing performance and productivity, organizations can benefit from improved employee output. Additionally, the research underscores the significant role of leadership in shaping Gen Z employees' performance. It suggests that leadership training programs aimed at empowering and motivating younger employees, alongside creating a positive work environment, can be highly effective. The study also highlights the importance of organizational culture in influencing employee performance. Organizations can



leverage these insights to assess and adjust their existing culture to better align with the values and expectations of Gen Z employees, fostering job satisfaction, motivation, and ultimately, enhanced performance.

Dedi Iskanto (2023) asserts that research on organizational culture reveals that employees in organizations with strong cultures tend to be more committed to their companies compared to those in organizations with weak cultures. Companies with robust cultures also leverage their recruitment strategies and outreach initiatives to foster greater employee commitment. Additionally, there is growing evidence linking a stronger organizational culture with improved overall performance.

Nurhayati Haris, Jamaluddin, and Ernawaty Usman (2023) in the post-COVID-19 and digital era found that work culture, motivation, and competence have a significant and positive influence on employee performance. Despite the challenges posed by the pandemic, these three factors—culture, motivation, and competence—maintain a strong connection with performance outcomes.

Nur Agus Salim, Sutrisno Sutrisno, Hartati Maango, Muhammad Yusuf, and Andri Haryono (2022) have studied that the effects of training on employee performance have been depicted as having a positive correlation.

Erica O. Opoku, Chang Hongqin, and Simon A. Aram (2022) found that a strong and efficient organizational culture, with clearly defined roles, integrates various cultural systems to enhance productivity and satisfaction, ultimately boosting organizational profitability. Their study explores the interactive effects of organizational culture on employee performance at GCB Bank in Ghana. Additionally, it examines how job satisfaction, as a moderating factor, influences the relationship between organizational culture and employee performance.

Zinka Kosec, Stella Sekulic, Susan Wilson-Gahan, Katja Rostohar, Matej Tusak, and Marta Bon (2022) examined the relationship between employee performance, well-being, job satisfaction, and life satisfaction in sedentary roles within Slovenian enterprises. Their findings confirm that for employees in such positions, work performance is linked to both job and life satisfaction. However, it does not show a direct correlation with well-being. The enterprises participating in the study express strong confidence in their organizational climate.

Omoruyi Bernard Elaho and Amuen Samson Odion (2022) investigated the effect of the work environment on employee productivity, focusing on Business Centers within the University of Benin Complex. Their findings indicate that the work environment significantly influences employee productivity. Key factors such as the workplace, workload, and supervisor support are closely associated with employee productivity, suggesting that these elements are crucial in enhancing productivity within businesses.

Nosipho Pearl, Dlamini Sachin Suknunan, and Anrusha Bhana (2022) emphasized key insights into how the manager-employee relationship influences employee performance and productivity. A positive relationship with a manager is strongly associated with higher motivation and improved performance, while a negative relationship correlates with lower performance. Additionally, employees' perceptions of their relationship with managers serve as a critical predictor of job performance.

Jina Kim and Hye-Sun Jung (2022) suggest that clan culture is associated with lower levels of workplace stress. Employees who possess adaptability competencies demonstrate greater flexibility and are better equipped to respond to changes in the work environment. Additionally, a clan-oriented organizational culture fosters knowledge creation and encourages proactive behaviour, enabling employees to effectively manage organizational transitions. In market cultures, employees with stronger customer orientation competencies also experience lower stress levels. This enhanced customer orientation competency in market-driven organizations enables employees to better manage workplace stress. Thus, market culture fosters employee customer orientation skills, helping them cope with stressors effectively.

Ailenbalulu Ofure Precious Eyibio (2022) found that employee involvement in decision-making and organizational consistency have a positive and significant impact on employee performance. This suggests that fostering a strong organizational culture can enhance employee performance. Based on these findings, the study recommends that organizations should focus on increasing employee involvement and ensuring consistency, as these factors are likely to boost performance.

Thu Doan Ngoc Vuong and Loi Tan Nguyen (2022) conducted a systematic review of key strategies for measuring employee performance in companies. Their findings indicate a positive connection between performance assessment and employee motivation, which plays a crucial role in shaping favourable perceptions. These perceptions, in turn, have a substantial impact on employee engagement and performance. Therefore, it is recommended that management develop a more personalized approach to align performance assessments with rewards and benefits, as this can enhance employee motivation and satisfaction. Additionally, employee performance management and measurement systems provide valuable feedback, help identify both strong and weak performance, support personnel decisions such as promotions and discipline, and assist management in making informed decisions.

Gu Zhenjing et al. (2022) investigated the effects of the workplace environment on employee performance through a Multi-Mediation Model. Their empirical results indicate that a positive work environment significantly improves employee performance within organizations. Specifically, a supportive workplace can boost employees' achievement-striving abilities and help them recover from challenging situations. Furthermore, a positive work environment cultivates commitment and loyalty, motivating employees to stay devoted to their organizations. The study also concludes that employee commitment significantly improves task performance, as committed employees tend to perform better. Additionally, employees with higher achievement-striving abilities tend to excel even in difficult circumstances. The research further highlights those motivational activities within organizational cultures, driven by social exchanges, encourage positive behaviours and enhance employee commitment, ultimately improving both individual and organizational performance.

Ikrema H.A. Alqudah et al. (2022) explored an integrative model examining the relationships between affective commitment, employee performance, and the moderating role of hierarchy culture, within the context of high-



performance human resource management practices and readiness for change. The study seeks to examine the impact of high-performance HR practices and affective commitment on employees' readiness for change, as well as how this readiness subsequently influences employee performance. The statistical analysis revealed a positive relationship between certain high-performance HR practices, affective commitment, and readiness for change. Additionally, the study revealed a positive correlation between readiness for change and enhanced employee performance. The findings also showed that hierarchy culture positively moderates the relationship between high-performance HR practices and affective commitment.

Eli Retnowati et al. (2022) emphasize that motivation plays a key role in influencing employee performance. Therefore, companies should prioritize the interests of employees when making decisions and policies, ensuring greater employee involvement in decision-making related to their areas of work. This approach can help boost employee motivation. Additionally, it is essential to provide training and development opportunities to enhance employees' competencies, thereby improving their skills and performance in their respective roles.

Faiza Manzoor, Longbao Wei, and Muhammad Asif (2021) reveal that intrinsic rewards have a substantial positive effect on both employee motivation and performance. Additionally, the study highlights that employee motivation serves as a significant and positive mediator in the relationship between intrinsic rewards and employee performance.

Wasaf Inayat and Muhammad Jahanzeb Khan (2021) have studied that the type of occupation (in hospitals, banks, and universities) has shown a substantial association with job satisfaction. Similarly, the positive connection between job satisfaction and with performance of employees is also established.

Misbachul Munir and Samsul Arifin (2021) conducted a study on a small business operating through online media, with a workforce of 17 employees. Using simple regression analysis, the findings revealed a positive relationship between a strong organizational culture and enhanced performance. The study concludes that organizational culture has a positive and significant impact on employee performance.

Ade Riandi Virgiawan, Setyo Riyanto, and Endri Endri (2021) assert that positive social interactions with colleagues are a key factor in boosting employee motivation. Effective communication among colleagues is a primary indicator of increased job satisfaction, while enjoying one's work plays a crucial role in enhancing employee engagement. Teamwork plays a crucial role in fostering employee engagement. The study highlights that several variables, including these factors, have a notable impact on employee engagement and performance in government agencies. Additionally, a clear division of labour helps employees stay focused on completing their tasks.

Tehubijuluw Zacharias, Mohamad Arsad Rahawarin, and Yusriadi (2021) examined the impact of cultural reconstruction and the organizational environment on employee performance. Their results demonstrate that

organizational culture has a direct effect on both organizational engagement and employee performance. Additionally, the organizational environment has a direct impact on employee motivation, as well as on both employee and company performance.

Aspasia Goula et al. (2021) carried out a study examining organizational culture within Greek public hospitals. The findings suggest that these hospitals need to adopt diverse leadership practices and cultural approaches to effectively foster organizational learning. Organizational learning (OL) is rooted in collaborative work, with a culture that integrates learning through active participation in organizational practices. This cultural transformation should occur at all levels of the organization to improve overall outcomes.

Omar Mohammed Ali Ababneh (2021) highlights the substantial positive influence of organizational culture archetypes on employee engagement in quality initiatives. The study further underscores the role of individual values in shaping organizational culture archetypes and how employee engagement with quality initiatives contributes to the successful implementation of total quality management.

Muhammad Azeem et al. (2021) conducted research exploring how organizational culture, knowledge sharing, and organizational innovation contribute to competitive advantage. The findings reveal that these factors positively influence competitive advantage. Specifically, organizational culture promotes knowledge sharing and innovation within the workforce, aligning these activities with advanced business processes that enhance manufacturing capabilities. The study underscores the essential role of organizational culture in operational success, with knowledge sharing and innovation serving as critical drivers for achieving a competitive edge.

Abdullah Kaid Al-Swidi et al. (2021) examined the combined impact of green human resource management, leadership, and organizational culture on employees' green behaviour and organizational environmental performance. The findings confirm that environmental concern, green HRM practices, and green leadership behaviour positively influence green organizational culture. Moreover, green organizational culture is found to have a significant positive relationship with both employees' green behaviour and overall organizational environmental performance. Notably, green organizational culture serves as a mediator between environmental concern, green HRM, green leadership, and employees' green behaviour. This study contributes to the literature on green behaviour by exploring these interrelationships and testing the mediation effects. It also offers valuable guidance for decision-makers on cultivating a culture of environmental sustainability in the workplace to promote employees' green behaviour.

Jacob Cherian et al. (2021) conducted an investigative analysis of select organizations in the United Arab Emirates (UAE) to examine the impact of corporate culture on employees' attitudes, performance, productivity, and behaviour. This study reveals and supports the finding that organizational culture significantly influences the work performance, attitudes, and behaviours of employees across various nationalities and cultural backgrounds within these organizations.

Setyo Riyanto et al. (2021) investigated how employee engagement mediates the relationship between work motivation, job satisfaction, and employee performance. The study's empirical findings demonstrate that both motivation and job satisfaction have a positive and significant impact on employee performance. While direct employee engagement does not directly influence performance, its effect is significantly mediated through motivation and job satisfaction. The study recommends that companies foster higher levels of employee engagement by encouraging greater motivation, innovation, and active participation to achieve desired outcomes. Providing feedback, performance improvement plans, and skill development opportunities can help employees reach their full potential. Furthermore, organizations should communicate expectations and encourage behaviours that align with key goals, enabling passionate employees to improve performance. By promoting job satisfaction and motivation in line with employee expectations, companies can ensure high levels of enthusiasm and optimize performance outcomes.

### **Research Gap:**

While existing studies have established a link between organizational culture and employee performance across various sectors, there is limited research focusing specifically on the Indian banking sector, particularly comparing private and co-operative banks. Few studies have examined how specific cultural dimensions influence employee performance within these two distinct banking models. Moreover, there is a lack of region-specific research contextualized to Pune City, a key financial hub. This study aims to bridge the gap by providing a dimension-wise analysis of the impact of organizational culture on employee performance in select private and cooperative banks in Pune City.

### **Research Methodology:**

To find and observe relevant studies on organizational culture and employee performance, a detailed evaluation and assessment of the select literature was carried out. Numerous databases and references were taken into consideration. Organizational culture, its impact, effect, employee performance, etc., were the search terms used. Studies that observed the impact of organizational culture on employee performance under various sectors and regions were included in the inclusion criteria. Other keywords and variables like job satisfaction, employee engagement, leadership, job loyalty, employee commitment, training and development, green human resource management, work motivation, employee development, intrinsic rewards, customer satisfaction, knowledge sharing, HR practices, pro-environment employee perception, cultural reconstruction and organizational environment, employee competency, etc. surrounding and linked to organizational culture and employee performance have also been explored.

**Limitations:**

1. Organizational culture and employee performance are constructs that may be defined and measured differently across studies. Different organizational cultural traits may be utilized for the measurement of their impact on employee performance. This may limit the generalizability of the conclusions drawn.
2. The studies included in the review may be geographically or sectorally limited. Research conducted in specific countries or industries may not be fully representative of other contexts, limiting the generalizability of the findings to different regions, organizational types, or cultural settings.

**Discussion:**

The systematic review of the impact of organizational culture on employee performance reveals a complex, multifaceted relationship, where organizational culture plays a significant role in shaping employee behaviours, motivations, and overall performance outcomes. The key findings from the select studies reviewed highlight the following key areas of impact:

Strong, positive organizational cultures that prioritize collaboration, trust, and employee well-being are consistently linked to improved employee performance. Cultures that encourage recognition, open communication, and a sense of belonging contribute to higher levels of motivation and job satisfaction, which directly influence performance metrics such as productivity, quality of work, and goal achievement.

Research consistently shows that when there is alignment between an employee's values and the organization's culture, employees tend to be more satisfied, engaged, and productive. Thus, hiring practices that consider cultural fit can be crucial in ensuring that employees are well-integrated into the organizational environment, leading to better performance outcomes.

Several factors can be identified as moderators in the relationship between organizational culture and employee performance. Individual characteristics such as personality, career goals, and job expectations play a key role in how employees react to and are influenced by the organizational culture. The relationship between organizational culture and employee performance is not static, but dynamic, with cultural shifts or changes impacting the effectiveness of culture on performance.

The review also highlighted that leadership practices are deeply intertwined with organizational culture and employee performance. Leaders who embody and promote the values of the organizational culture tend to foster greater trust, motivation, and commitment among employees. Based on the findings from the review, the following recommendations can be suggested for organizations aiming to leverage organizational culture to enhance employee performance:

Organizations should actively cultivate a positive and supportive culture that emphasizes employee well-being, trust, and collaboration. Creating a culture where employees feel valued and recognized for their contributions will likely lead to higher motivation, engagement, and job satisfaction, all of which are essential for improved performance. Assessing candidates' values and work styles during the hiring process can help ensure they are compatible with the existing culture, leading to better performance outcomes and reduced turnover.

Recognizing that not all employees will thrive in the same cultural environment, organizations should consider individual differences when shaping and maintaining their culture. Furthermore, organizations should remain flexible to cultural adjustments in response to external factors such as economic changes or shifting industry demands. A dynamic organizational culture that can evolve with time and context will be better suited to maintaining high employee performance.

Leadership plays a critical role in reinforcing and driving organizational culture. Leaders must consistently model the behaviours and values that reflect the organizational culture to motivate employees and maintain alignment. When leaders actively support and embody cultural values, they help foster trust, increase engagement, and positively influence performance.

Organizations should foster an environment of open communication, where employees are encouraged to share their ideas, concerns, and feedback. Regular communication channels ensure that employees feel heard and that any disconnect between culture and employee expectations can be addressed promptly, preventing declines in performance.

### **Suggestions:**

**Develop Tailored Cultural Strategies:** Banks should identify and nurture specific cultural dimensions—such as trust, autonomy, collaboration, learning, etc. that positively influence employee performance.

**Promote a Performance-Oriented Culture:** Private and co-operative banks must align cultural values with performance goals through clear communication, recognition systems, and feedback mechanisms.

**Encourage Employee Participation:** Enhancing employee involvement in decision-making processes can foster a sense of ownership and improve motivation and productivity.

**Strengthen Leadership Practices:** Bank leadership should model and reinforce desirable cultural traits to shape a high-performance work environment.

**Invest in Training and Development:** Continuous learning opportunities aligned with cultural values can boost both skill enhancement and employee engagement.

Customize HR Interventions: Organizational development programs should be designed based on the distinct cultural dynamics of private and co-operative banks.

Periodic Culture Audits: Banks should regularly assess their organizational culture and its alignment with strategic objectives and employee expectations.

### **Conclusion:**

To sum up, while much has been written on the topic, significant gaps remain in understanding how different dimensions of culture influence various aspects of performance across different organizational contexts. This systematic literature review aims to address these gaps by synthesizing the select existing literature, highlighting key findings, and providing recommendations for both future research and practical applications. Organizational culture exerts a significant and quantifiable influence on employee performance. By fostering a positive, aligned, and adaptable culture, organizations can significantly enhance overall productivity. By focusing on cultural fit and maintaining flexibility, organizations can create an environment where employees thrive, ultimately driving superior performance.

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