

Impact and Scope of Organizational Culture:

A Bibliographic Review

Rafaele Palomino Geraldine Mayra

Zegarra Piñeyro Katherine Noemi

Pajuelo-Rodríguez James Arístides

Abstract: Organizational culture has become a strategic factor whose impact directly affects the performance and sustainability of organizations. In this regard, the observed problem is the lack of clarity and alignment between organizational culture and its dimensions, such as leadership, motivation, work environment, and quality management. The objective of the article is to identify the influence of organizational culture on business performance and its reach in different contexts. Recent literature was analyzed using the PRISMA method, selecting twenty-five scientific articles out of a total of one hundred and twenty chosen from reliable sources such as SciELO, Redalyc, Dialnet, and Google Scholar. The results obtained show that organizational culture is a very particular attribute of the organizational component, which is reflected in the organizational climate, inclusion, internal communication, sustainability, and the performance of its members. The contribution of this study is to offer a theoretical synthesis where organizational culture is a system designed to guide behaviors and decisions, practically contributing to organizations managing strategic resources, enhancing effectiveness and innovation in different contexts.

INTRODUCTION

In recent decades, organizational culture has become a vital aspect of the internal functioning of companies, becoming key to sustainable growth, adaptability to change, and success in today's globalized and ever-changing environments (Cabrera et al., 2022). Therefore, this intangible but fundamental component is known as the set of rules, values, beliefs, ways of thinking, symbols, and ways of acting that a company's members hold and that change the way they do things, speak, and make decisions (UNIR, 2023). Its impact is felt at various levels: from the smooth running of administrative procedures and the achievement of goals to employee motivation, health, and performance.

Research into the internal components of organizations has been a matter of constant interest in various social science disciplines. As was the case with the work environment, whose analysis began in 1924 with the research of Elton Mayo, the study of organizational culture has undergone constant evolution in an attempt to define and model it, without reaching definitive conclusions. This situation demonstrates that the diverse nature of organizational structures and perspectives, methods, experience, variables, and different fields is the focus of some authors.

Ancajima et al. (2022) state that organizational culture is made up of all its beliefs and, therefore, presented as an intangible that cannot be directly observed. Even so, the complexity of the present research, coupled with the wide variety of disciplines in the subject, psychology, anthropology and sociology, complicated the elaboration of definitions, which are highly recognized (Lara et al., 2024). There are diverse opinions and interpretations, therefore, based on this, there are limitations that do not mean that they are bad, but rather that there is a variety of information in this aspect helping to facilitate their understanding, the weight of the information so that they can be applied both theoretically and in practice in different business entities.

Organizational culture is not only integrated into the internal operations process, but also provides a corporate image that highlights its presence to the expectant public. Santander (2025) explains that the key components of an organization's presence, its value, and the perception it has are essential, given that the hiring process for offering jobs, and the relationships it has with suppliers and collaborators are fundamental elements that shape a company's cultural identity. This symbolic system operates as a reference, directing the behaviors and choices of leaders and employees, fostering consistency within the organization, preserving skills, and encouraging a spirit of commitment.

Organizations that have established fixed cultures tend to result in improved productivity, innovation, and adaptability, giving employees a sense of belonging that comforts them and gives them security, striving to continue improving their activities (ESAN, 2022). Along these lines, Hernández et al. (2024) define the culture-related work environment as a significant challenge to job satisfaction that affects mental health, team cohesion, and operational effectiveness. A positive work environment supports the desired culture, while a negative work environment can undermine employee morale and, therefore, business viability.

Méndez et al. (2023) point out that the level of business performance depends on the organizational culture to achieve the fulfillment of strategic objectives to achieve sustainable competitive advantages, it requires the analysis of the factors that determine them, so that with this the most efficient way to implement them to the organization can be understood. The dynamic transformations that comprise an organization can modify the factors that establish its organizational culture, taking into account that it is the intangible that distinguishes it from the competition.

The historical evolution of the concept of organizational culture accounts for its passage from an initial stage in which it was almost disregarded by classic management models focused entirely and exclusively on efficiency and production, to becoming a strategic element to achieve corporate objectives (Chavez, 2024). The world of organizational culture has allowed us to understand that within organizations, we do not only operate with purely formal structures, rules and procedures, but that they are also symbolic spaces where meanings are produced, group identities are created and exercises of cultural power are carried out.

Authors such as Guillén and Guillén (2024) insist that the tasks of planning, organization, direction, and control related to human resource management cannot be carried out effectively unless there is a thorough understanding of the existing organizational culture. This position implies that an organization's results cannot depend solely on technical efficiency or economic resources, but can be supported by shared values, internal communication, leadership styles, or the ability to adapt culturally to change.

Similarly, organizational culture establishes a link between the company and its environment. Etecé Publishing (2021) explains that the organization's engagement with its environment—for example, through environmental sustainability, social responsibility, or community engagement—implies and sustains the dissemination of the cultural values that the organization promotes internally. In this way, it, in turn, becomes a mechanism for social legitimation and external reputation.

Various studies have suggested that, while every organizational culture is undergoing a transformation process, companies can take strategic actions to guide this evolution in the direction of their business objectives. As Heinz (2023) demonstrates, it can be affirmed that these can be cultivated permanently and continuously when there is clarity in the definition of values, active employee participation, effective communication, and continuous mediation of the same power of reliability. Tools such as organizational surveys, focus groups, and regular evaluations are what allow us to detect the capacity for improvement and the strengthening of cultural activities that allow us to win in the operational field.

It is vital that those who collaborate at work find themselves in a pleasant and collaborative environment, generating a positive atmosphere. On the other hand, Cordero et al., (2022) indicate that organizations should implement benefits that are not necessarily economic in nature as emotional salary. This approach is related to the organizational culture, which has to do with the aspects that most impact it, such as work-life balance, autonomy, and employee satisfaction within the organization, leading to the consolidation and establishment of collective practices in a work environment of harmony, integration, and professional responsibility.

Barrientos et al. (2021) indicate that building an inclusive organizational culture to achieve the integration of diverse and different people in each of the work areas is also one of the faces of a high conception of organizational culture in the way that it generates respect, justice, positive consideration towards individual differences and in such a way that the social and corporate emergence evolves from not considering differences as a problem or as an obstacle to having a successful work experience for collaborators.

Finally, portfolio analysis seeks to conduct analytical investigations and examine the most important aspects of an organization's culture, identify definitions and dimensions, and determine its elements and connections to changes in other organizations, such as the work environment. Widarko and Anwarodin (2022) point out that organizational culture is a system of shared values within an organization that serves as a benchmark for how employees carry out activities to achieve the organization's goals or ideals. It is typically stated as the organization's vision, mission, and objectives. Organizational culture is created through a set of norms, values, beliefs, expectations, assumptions, and philosophies of the employees who comprise it.

On this specific point, this report serves as a platform for reflection and discussion. Therefore, the following question arises: What is the impact of organizational culture on company performance, and how does its scope vary, according to recent research publications?

METHOD

The article has a qualitative and literature review approach, having applied quality criteria such as peer review since priority was given to articles from indexed scientific journals that underwent academic evaluation; on the other hand, as a methodological rigor, it was verified that the studies presented a clear design containing explicit and replicable procedures. Likewise, research with properly substantiated objectives, hypotheses, and conclusions was included; that publications are current and directly related to the topic of organizational culture, discarding documents without academic support or from unreliable sources; also considering respect for authorship and research ethical standards. Therefore, the studies provided solid and relevant evidence that contributed to the construction of a critical synthesis on the impact and scope of organizational culture.

Table 1. Inclusion and exclusion criteria

Original scientific articles.	Non-original journal articles.
Open access articles.	Private access articles
Articles with contributions to research.	Articles without contributions to research.
Articles from indexed journals.	Articles from non-indexed journals.

Table 1 shows the inclusion and exclusion criteria used to select the studies.

The texts were chosen based on their importance for the purposes of the analysis and the quality of the data regarding organizational culture in the institutions.

Analysis and Integration of Information

A deep and thorough search of various scientific articles was carried out and then a detailed analysis was performed, which were filtered based on certain conditions, which subsequently facilitated the integration of all the information required for the preparation of this review article.

Figure 1. Article selection process by database.

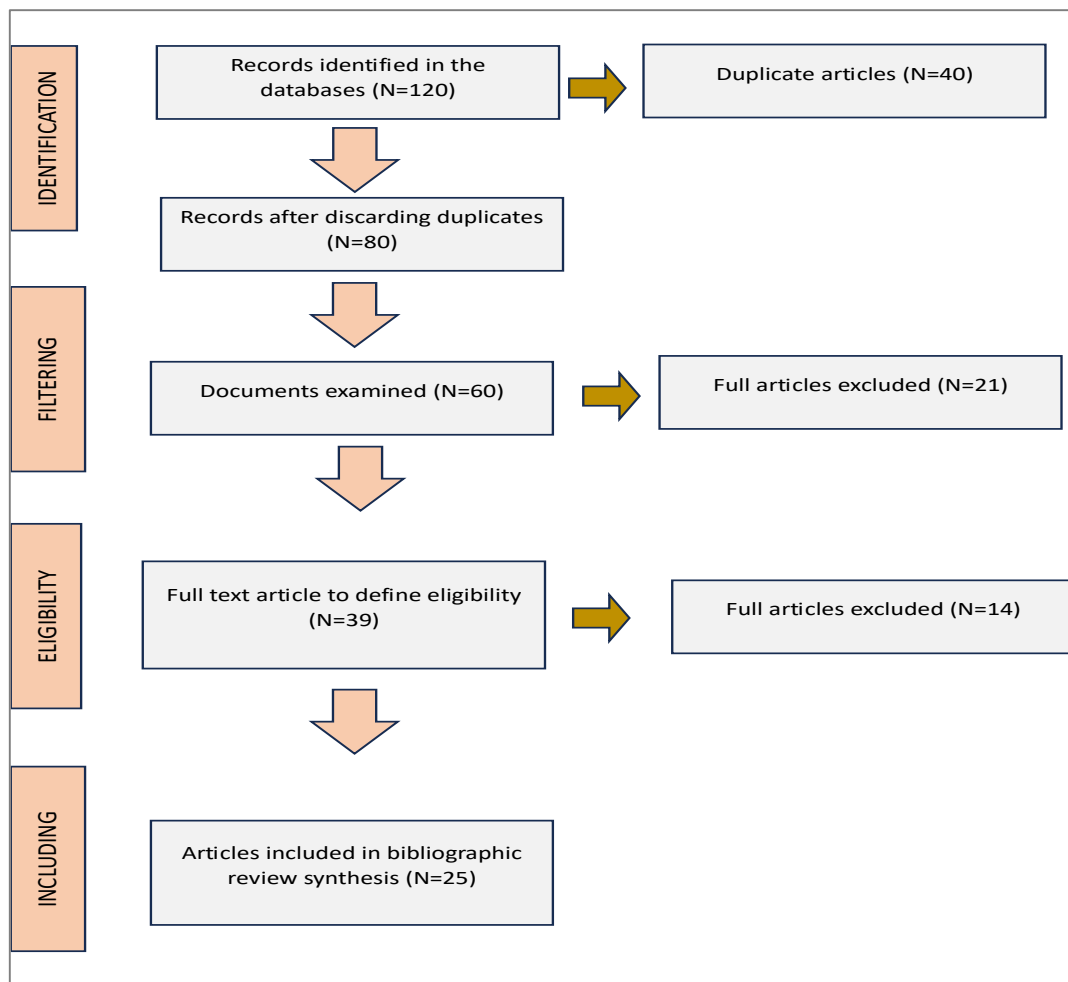


Figure 1 shows the process from the identification of the 120 articles resulting from a comprehensive search, to the elimination of 95 articles that did not meet the required criteria. Finally, duplicate articles were eliminated, and articles relevant to the research were selected, leaving a total of 25 articles, which were published between 2021 and 2025.

Table 2. Distribution of articles according to the content explored

Factors	Topics	Number of studies
Organizational climate	Staff turnover. Workplace well-being.	3
Organizational communication	Corporate identity. Intercultural communication. Effectiveness and knowledge management.	4
Commitment and work motivation	Engagement. Job satisfaction. Sense of belonging and recognition.	3
Leadership and change management	Culture of error. Shared leadership and organizational adaptation.	3
Management and quality systems	ISO standards and continuous improvement. Institutional performance and organizational transformation.	3
Diversity and inclusion	Supervisor support. Diversity management.	1
Corporate social responsibility	Organizational culture and sustainability	2
Organizational culture and performance	Direct influence in sectors such as health, education, public sector and entrepreneurship.	4
Cultural assessment and diagnosis	Measuring instruments on scales (POC-S).	1
Values and institutional identity	Corporate identity Institutional vision Corporate philosophy	1

Table 2 shows the distribution of articles based on different contexts through factors related to organizational culture in organizations that were relevant to the research.

Table 3. Articles related to organizational climate

Organizational climate	References
Job rotation Workplace well-being	(Gonzales et al., 2021); (Vasquez et al., 2022); (Bry and Wigert , 2022).

Regarding the organizational climate factor, the selected articles address concepts relevant to employees, such as job turnover and workplace well-being

Table 4. Articles related to organizational communication

Organizational communication	References
Corporate identity. Intercultural communication. Effectiveness and knowledge management.	(Guerrero et al., 2025); (Ángeles, 2023); (Mogrovejo and Martinez , 2024); (Barceló et al., 2021).

Regarding the organizational communication factor, it translates into a positive image for the corporation, knowing that intercultural communication is a key aspect for improved efficiency and knowledge management.

Table 5. Articles related to work commitment and motivation

Commitment and work motivation	References
Engagement. Job satisfaction. Sense of belonging and recognition.	(Zhang et al., 2022); (Pérez, 2024); (Montero and Benavides, 2025).

Regarding the factors of commitment and work motivation, we work with points that explicitly refer to the comfort, sense of belonging, and recognition that employees need to continue building their connection with the organization.

Table 6. Articles related to leadership and change management

Leadership and change management	References
Culture of error. Shared leadership and organizational adaptation.	(Barragán et al., 2024); (Freitas et al., 2022); (Alcantara et al., 2025).

Regarding leadership and change management, it is linked to creating a positive culture of error, taking into account the development of better shared leadership and achieving good organizational adaptation.

Table 7. Articles related to management and quality systems

Management and quality systems	References
ISO standards. Continuous improvement. Institutional performance and organizational transformation.	(Rincón and Aldana, 2021); (Saiz and Jácome, 2022), (Sosa, 2024).

Regarding the management and quality systems factor, this refers to how the workplace must be in optimal conditions according to established standards to maintain continuous improvement and also achieve better performance of institutional achievements and organizational transformation.

Table 8. Articles related to diversity and inclusion

Diversity and inclusion	References
Supervisor support.	(Da Costa and De Alves, 2025).

Diversity management.	
-----------------------	--

Regarding diversity and inclusion, supervisor support should be taken into account for practices and strategies that promote inclusion and respect for individual differences among business partners, clients, and employees.

Table 9. Articles related to corporate social responsibility

Corporate social responsibility	References
Organizational culture and sustainability.	(Márquez et al, 2023); (Nieto, 2022).

Regarding corporate social responsibility, it is demonstrated that an organization can expand its presence and influence positively toward the community and the environment, while also promoting responsible production, creating employment opportunities, and supporting NGOs.

Table 10. Articles related to organizational culture and performance

Organizational culture and performance	References
Sectors such as health, education, public sector and entrepreneurship.	(Adrianzen, 2022); (Cancino and Vial, 2022); (Garcilazo, 2022); (Villareal et al., 2023).

Regarding the criteria of organizational culture and performance, it is noteworthy that this can indirectly impact quality of life and be a key factor in the success of the people and institutions involved. It goes beyond this, since a positive culture also creates a decisive advantage in the possibility of strengthening lines of work due to its impact on the development of new businesses.

Table 11. Articles related to cultural assessment and diagnosis

Cultural assessment and diagnosis	References
Measuring instruments on scales (POC-S).	(Ortiz et al., 2024).

Regarding the cultural assessment and diagnosis factor, tools are suggested to optimize the interaction and collaboration of work teams in different areas, such as surveys, interviews, and group analyses to understand employee perceptions, levels of commitment, and potential opportunities for innovation in the workplace.

Table 12. Articles related to values and institutional identity

Values and institutional identity	References
Corporate identity. Institutional vision. Corporate philosophy.	(Espino and Gonzales, 2024)

Finally, in the values and institutional identity factor, the importance of a

corporate identity highlighted by its values, corporate philosophy, and an objective institutional vision that differentiates it from other organizations by projecting its mission in a competitive environment is highlighted.

Organizational climate is one of the elements most influenced by the quality of communication, leadership style, and internal norms (Gonzales et al., 2021). Studies show that positive work environments help reduce staff turnover and strengthen the mental health of employees (Vasquez et al., 2022). Well-being and occupation go hand in hand with the perception of the physical and emotional context. In this sense, organizational culture acts as an emotional and professional support network. In contrast, a weak organizational culture generates demotivation and detachment; therefore, the organizational climate must be the pure manifestation of cultural values (Bry and Wigert , 2022).

In this context, organizational communication is understood as a foundation that supports corporate identity and organizational efficiency; clear communication strengthens team cohesion (Guerrero et al., 2025). Furthermore, good communication defines how the company's image is projected both internally and externally (Ángeles, 2023). Similarly, it is highlighted that cultural exchange and natural conversation help to foresee and continue evolving creativity (Mogrovejo and Martinez , 2024). Communication is the means by which rules, values, and expectations can be disseminated; poor communication can damage the organization's image; otherwise, the corporate identity is consolidated (Barceló et al., 2021).

Regarding this topic, research explains how there is a positive link between culture and work engagement. Work motivation depends not only on reinforcement through financial incentives but also on recognition, a sense of belonging, and a shared purpose (Pérez, 2024). A culture that values the successes of its staff and fosters an environment of trust fosters a relationship between employees and the organization, generating a beneficial effect in terms of productivity, retention, and overall well-being (Zhang et al., 2022). Culture acts as an instrument that facilitates the manifestation of identity in the workplace, as engagement becomes a common goal that aligns with the organization's objectives (Montero and Benavides, 2025).

In turn, a culture that encourages learning from mistakes and shared leadership increases the capacity for transformation (Barragán, 2024). This type of leadership creates a resilient organizational culture that allows us to face environmental challenges with greater adaptability (Freitas et al., 2022). It is believed that leadership should not be an additional step in the decision-making process, but rather every effort should be made to ensure that the organization's different cultures align and that changes have a solid foundation, incorporating participation in what the sustainability of the modifications entails. For this reason, it indicates that it should be initiated internally, considering employee involvement and promoting the generation of commitment and an indefinite nature (Alcantara et al., 2025).

Another interesting aspect would be the role played by management systems as ISO standards, which aim to integrate values and promote continuous improvement (Rincón and Aldana, 2021). Due to their guiding nature, work practices must be linked to the organizational culture (Saiz and Jácome, 2022). Thus, management systems not only manage technical aspects but also foster a sense of belonging and pride in being part of the organization. In this context, it is argued that the connection between culture and quality is mutual since, on the one hand, a solid culture can be achieved by implementing rigorous processes that contribute to preserving the values shared by the organization (Soza, 2024).

Likewise, fostering a culture of respect for differences improves cohesion and enables the development of diverse talents (Da Costa and De Alves, 2025). Furthermore, it has been shown that integrating sustainability into organizational culture not only enhances external reputation but also improves ethics within the company (Márquez et al., 2023). These cultural practices not only help improve social perception but also strengthen internal motivation and commitment to the environment (Nieto, 2022).

Furthermore, a strong association was presented between organizational culture and job performance in multiple areas such as health, education, and entrepreneurship (Adrianzen et al, 2022), which reaffirms the idea that a precise culture can facilitate attitudes consistent with the achievement of organizational objectives (Cancino and Vial, 2022). Also, it is suggested that organizations with a strong culture obtain higher levels of effectiveness, innovation, and satisfaction from both their internal and external users (Garcilazo, 2022). Organizational culture is a strategic factor for organizations to adapt to the challenges implied by competition and the fulfillment of demands, ensuring long-term sustainability (Villareal et al., 2023).

Therefore, assessing culture is essential for measuring a company's impact, suggesting a method that allows for the recognition of cultural traits with scientific precision (Ortiz et al., 2024). In this context, it is emphasized that a company's values and principles are crucial for creating a unified cultural identity where strategic objectives are key (Espino and Gonzales, 2024).

DISCUSSION

The findings obtained from the bibliographic analysis allow us to affirm that organizational culture constitutes a cross-cutting axis in the configuration of institutional performance, sustainability, and internal cohesion. The review showed that factors such as shared leadership, change management, and error culture (Barragán et al., 2024; Freitas et al., 2022; Alcántara et al., 2025) are decisive in fostering resilient and adaptive environments, where continuous learning and participation strengthen work commitment. Likewise, it was identified that management and quality systems, especially those aligned with ISO standards, not only promote continuous improvement but also consolidate organizational values, generating pride of belonging and a sense of purpose

(Rincón and Aldana, 2021; Saiz and Jácome, 2022; Sosa, 2024).

Regarding diversity and inclusion, the role of the supervisor as a facilitator of equitable practices is highlighted, which positively impacts team cohesion and the valorization of diverse talents (Da Costa and De Alves, 2025). On the other hand, corporate social responsibility is presented as an ethical extension of organizational culture, capable of projecting institutional identity towards the community and the environment, strengthening reputation and internal commitment (Márquez et al., 2023; Nieto, 2022). The literature also highlights the correlation between organizational culture and performance in sectors such as health, education, and entrepreneurship, where a strong culture enhances effectiveness, innovation, and the satisfaction of the actors involved (Adrianzen, 2022; Cancino and Vial, 2022; Garcilazo, 2022; Villareal et al., 2023).

In this sense, cultural assessment and diagnosis using instruments such as the POC-S (Ortiz et al., 2024) becomes essential to identify cultural traits with scientific precision, enabling strategic interventions. Finally, institutional values and identity emerge as pillars that articulate the corporate vision, organizational philosophy, and competitive differentiation (Espino and Gonzales, 2024), with organizational communication being the channel that unites these elements and projects culture both internally and externally (Guerrero et al., 2025; Ángeles, 2023). Together, all these factors demonstrate that organizational culture not only influences employee well-being but is also key to achieving greater productivity, permanence, and sustainability over time.

CONCLUSIONS

The review article analyzes the factors that influence organizational culture by selecting 25 articles published between 2021 and 2025, divided into 10 factors and 21 topics.

Within the framework of this research, it is observed that it is important to build a unified corporate culture, which contributes to employees feeling satisfied, connected, and engaged, positively impacting the organizational climate and its effectiveness. It is also concluded that a flexible, open culture that places an important role on learning from mistakes, shared leadership, and cultural dialogue can provide a competitive advantage in a complex and changing environment. Continuing with the question, what is the impact of organizational culture on company performance, and how does its scope vary, according to recent research publications? Organizational culture is considered to be of great cross-cutting importance in organizations, as it is capable of influencing operational performance, employee well-being, the organizational climate, and the adaptive capacity to change. To this end, the application of elements such as surveys, measurement scales, and qualitative data will allow for the detection of cultural strengthening competencies generated by internal cohesion and adaptive capacity. Organizational culture is considered a key element for the sustainable development of the organization itself and its participants.

Its degree of fitness is found in different manifestations such as climate, motivation, leadership, communication, quality management, inclusion, sustainability, organizational performance, etc. These demonstrate that organizational culture is not a simple list of abstract values, but rather an orderly and constantly evolving system that channels behaviors, decision-making processes, and the relationships that the organization establishes, both internally and externally, with its environment.

REFERENCES

1. Adrianzen, X. (2022). Organizational culture and job performance of customer service staff at a supermarket in Chimbote, 2021. (Postgraduate thesis). César Vallejo University. <https://hdl.handle.net/20.500.12692/88529>
2. Alcántara, S., De la Torre, M., Morera, L., & Samaniego, M. (2025). The mediating role of organizational culture: transformational leadership and change management in hybrid teams in a telecommunications company [Undergraduate thesis, ESAN University]. ESAN University Repository. <https://repositorio.esan.edu.pe/server/api/core/bitstreams/588de0df-6a7d-4d08-b49f-ccca3fd10e48/content>
3. Ancajima, V., Infante, C., Aliaga, F., and Soto, S. (2022). Organizational culture of information and communications technologies in the municipalities of the Piura region (1st ed.). Religación Press. <https://dialnet.unirioja.es/servlet/libro?codigo=954762>
4. Ángeles, H. (2023). Multiculturalism, multiculturalism, and interculturality: An approach to their meanings. *Inclusions Journal*, 11 (1), 94-114. <https://revistainclusiones.org/index.php/inclu/article/view/3492>
5. Barceló, M., Pérez, A., & Ochoa, J. (2021). A model for managing knowledge considering organizational culture in SMEs. *EPISTEMUS*, 15 (30), 30-38. <https://www.redalyc.org/journal/7262/726276429004/>
6. Barragán, C., Villena, J., Zurita, J., & Altamirano, S. (2024). Culture and change from the internal management of the organization. *Multiverso Journal*, 4(7), 16-24. <https://multiversojournal.org/index.php/multiverso/article/view/60/198>
7. Barrientos, E., Briceño, M., Suárez, W., & Valdés, M. (2021). Inclusive organizational culture in Chilean higher education institutions. *Venezuelan Journal of Management*, 26(96), 1058-1075. <https://doi.org/10.52080/rvgluz.26.96.5>
8. Bry, A., and Wigert, H. (2022). Organizational climate and interpersonal interactions among registered nurses in a neonatal intensive care unit: A qualitative study. *Journal of Nursing Management*, 30(6), 2031-2038. <https://doi.org/10.1111/jonm.13650>
9. Cabrera, M., Caicedo, H. Ofelia, C., Villareal, C., & Londoño, E. (2022). Implementation of an organizational culture model in the company Para Todos, located in the city of Mocoa, which promotes its integral development for the second semester of 2022. National Open and Distance University. <https://repositorio.unad.edu.co/jspui/bitstream/10596/53715/1/mecabrer aa.pdf>
10. Cancino, V., & Vial, M. (2022). Organizational culture assessment tool. Systematic review of its application. *Venezuelan Journal of Management* ,

- 27 (97), 107-126.
<https://dialnet.unirioja.es/servlet/articulo?codigo=8890618>
11. Chaves, L. (2024). What is organizational culture? Continental University. <https://blogposgrado.ucontinental.edu.pe/que-es-cultura-organizacional>
 12. Da Costa, R. and De Alves, M. (2025). Influence of Organizational Culture on Diversity Management in a Work Context: the Mediating Effect of Supervisor Support. *Revista De Gestão Social e Ambiental*, 19 (3), 1-21. <https://doi.org/10.24857/rgsa.v19n3-058>
 13. Etecé Publishing (2021). Organizational Culture. Concept Encyclopedia. <https://concepto.de/cultura-organizacional/>
 14. Esan (2022). Organizational Culture: Reasons Why It Is Important to Cultivate It. Esan Connection. <https://www.esan.edu.pe/conexion-esan/cultura-organizacional-razones-por-las-que-es-importante-cultivarla>
 15. Espino, D., & González, E. (2024). Organizational culture in the development of sustainable tourism. *Contacto Magazine*, 3 (3), 94-110. <https://doi.org/10.48204/contacto.v3n3.4819>
 16. Freitas, M., Santos, E. and Ratten, V. (2022). Strategic perspective of error management, the role of leadership, and an error management culture: a mediation model. *Journal of Economics, Finance and Administrative Science*, 28(55), 160-175. <https://repositorio.esan.edu.pe/server/api/core/bitstreams/38cb117f-cb7b-4ac7-87ca-880321748090/content>
 17. Garcilazo, G., & Gómez, L. (2022). Organizational culture and job performance at the Ñahui Clinic, Lima, Peru . [Undergraduate thesis, Peruvian University of the Americas]. Repository of the Peruvian University of the Americas. <https://core.ac.uk/download/pdf/544274347.pdf>
 18. Gonzáles, J., Ramírez, R., Terán, N., & Palomino, G. (2021). Organizational climate in the Latin American public sector. *Ciencia Latina Multidisciplinary Scientific Journal*, 5(1), 1157-1170. https://doi.org/10.37811/cl_rcm.v5i1.318
 19. Guerrero, E., Rios, C., Macias, F., & López, M. (2025). The relationship between communication and corporate identity: A descriptive approach based on a review of the academic literature. *Journal of Economic and Social Science Research*, 5 (1), 360-372. <https://economicsocialresearch.com/index.php/home/article/view/181/568>
 20. Guillen, N. and Guillen, A. (2024). Human talent management and its relationship with creativity and innovation in organizations. *UISRAEL Scientific Journal*, 11 (3), 2631-2786. http://scielo.senescyt.gob.ec/scielo.php?script=sci_arttext&pid=S2631-27862024000300107&lang=es
 21. Cordero, D., Beltrán, N., & Bermeo, V. (2022). Organizational culture and emotional salary. *Venezuelan Journal of Management*, 27 (7), 132-149. <https://www.produccioncientificaluz.org/index.php/rvg/article/view/38047/41998>
 22. Heinz, K. (2023). Why es organizational culture important: 4 key bbenefits.Built In. <https://builtin.com/company-culture/why-is-organizational-culture-important>
 23. Hernandez, S., Aguilar, M., & Peña, M. (2024). The contribution of positive psychology to the creation and support of healthy organizations: A scoping review. *Estudios Gerenciales*, 38 (163), 250-260. <https://www.redalyc.org/journal/212/21272987009/html/>

24. Lara, O., Ríos, G., & Gómez, A. (2024). The Importance of Business Culture. *Latin American Journal of Social Sciences and Humanities*, 5 (4), 4010. <https://doi.org/10.56712/latam.v5i4.2544>
25. Márquez, Y., Alcívar, B., Negrín, E., & González, M. (2023). The importance of corporate social responsibility and organizational culture in a construction company. *Uniandes Episteme Journal*, 10 (4), 452-465. <https://revista.uniandes.edu.ec/ojs/index.php/EPISTEME/article/view/3230>
26. Méndez, J., Bolaños, C., & Méndez, M. (2023). Organizational culture and its impact on business performance. *ERUDITUS JOURNAL*, 4 (1), 59-74. <https://doi.org/10.35290/re.v4n1.2023.718>
27. Mogrovejo, L. & Martinez, M. (2024). Intercultural communication as a path to business effectiveness: Theoretical disquisitions. *UDA AKADEM*, 1 (14), 110-151. <https://revistas.uazuay.edu.ec/index.php/udaakadem/article/view/834/1274>
28. Montero, C. and Benavides, Y. (2025). Organizational commitment and achievement motivation of the administrative staff of the District Municipality of Hualmay, 2024 [Undergraduate thesis, José Faustino Sánchez Carirón National University]. Repository of the José Faustino Sánchez National University. https://repositorio.unjfsc.edu.pe/bitstream/handle/20.500.14067/11212/ TESIS_ultimo.pdf?sequence=4&isAllowed=y
29. Nieto, S. (2022). The influence of corporate culture on the sustainability of business activity: a management model [Bachelor's Thesis, Pontifical University of Salamanca]. <https://produccioncientifica.ucm.es/documentos/65cbc41160772b4dc28a62e8>
30. Ortiz, A., Llorens, S. and Salanova, M. (2024). Development and Validation of the Positive Organizational Culture Scale (POC-S). *Psychothema*, 37 (1), 71-80. <https://www.psychothema.com/pdf/4874.pdf>
31. Perez, M. (2024). Organizational culture and work engagement of employees servers public of a Municipality. *SCIÉND*, 27 (1), 27-30. <https://doi.org/10.17268/scienciendo.2024.004>
32. Rincón, O., & Aldana, L. (2021). Organizational culture and its relationship with management systems: A bibliographic review. *Signos, Research in Management Systems*, 13 (2). <https://doi.org/10.15332/24631140.6675>
33. Saiz, M., and Jácome R. (2022). Literature review: The organizational culture of higher education institutions. *Journal of People and Technology Management*, 15 (43), 20. <https://doi.org/10.35588/gpt.v15i43.5463>
34. Santander. (2025). What is organizational culture and how does it influence your company? Santander PyME. <https://www.bancosantander.es/empresa/cultura-organizacional>
35. Sosa, Z. (2024). Design of a quality management system in a service company to increase customer satisfaction [Undergraduate thesis, Santo Toribio de Mogrovejo Catholic University]. Repository of the Santo Toribio de Mogrovejo Catholic University. <https://tesis.usat.edu.pe/handle/20.500.12423/7343>
36. UNIR (2023). The organizational culture of a company: concept and importance. International University of La Rioja. <https://mexico.unir.net/noticias/economia/cultural-organizacional/>
37. Vásquez, F., Cecilia, A., & Miranda, N. (2022). Work environment and its relationship with staff turnover in a call center company. *Teleatento del*

- Perú, Lima 2021. Scientific Journal of the UCSA , 9 (2), 29-42. https://scielo.iics.una.py/scielo.php?script=sci_arttext&pid=S2409-87522022000200029&lng=es&nrm=iso&tlng=es
38. Villarreal, F., Gómez, J. and Rojero, R. (2023). Organizational Culture and Work Performance, in a metal mechanics company in Durango, Mexico. *Administration and Organizations*, 26 (51), 1-15. <https://doi.org/10.24275/UXID7771>
 39. Widarko, A., & Anwarodin, M. K. (2022). Work Motivation and Organizational Culture on Work Performance: Organizational Citizenship Behavior (OCB) as Mediating Variable. *Golden Ratio of Human Resource Management*, 2(2), 123-138. <https://doi.org/10.52970/grhrm.v2i2.207>
 40. Zhang, H., Sun, L., & Zhang, Q. (2022). How workplace social capital Affects turnover Intention: The mediating role of job satisfaction and burnout. *International Journal of Environmental Research and Public Health*, 19 (15), 9587.