

# THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION MEDIATION: A SYSTEMATIC REVIEW OF THE LITERATURE

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## ABSTRACT

*This study aims to identify, evaluate, and synthesize empirical evidence regarding the influence of Organizational Culture (OC) and Work Environment (WE) on Employee Performance (EP), as well as the mediating role of Job Satisfaction (JS). The method used is Systematic Literature Review (SLR) with the PRISMA 2020 protocol. Searches were conducted on the Scopus, Web of Science, and SINTA databases for publications in 2020–2026. Of the 350 articles identified, 36 articles met the inclusion criteria and were analyzed in depth. The results of the review found that: (1) organizational culture has a positive and significant effect on employee performance; (2) the work environment has a positive and significant effect on employee performance; (3) organizational culture has a positive and significant effect on job satisfaction; (4) the work environment has a positive and significant effect on job satisfaction; (5) job satisfaction has a positive and significant effect on employee performance; (6) job satisfaction partially mediates the influence of organizational culture on employee performance; and (7) job satisfaction mediates the influence of the work environment on employee performance. These findings make a theoretical contribution to the development of the human resource management literature and practical implications for organizations in designing employee performance improvement strategies.*

**Keywords:** *Organizational Culture, Work Environment, Job Satisfaction, Employee Performance, Systematic Literature Review*

## 1. INTRODUCTION

In the era of globalization and increasingly fierce business competition, companies are required to continue to adapt and innovate to maintain a competitive advantage. One of

the keys to an organization's success in facing these challenges lies in the ability to manage human resources (HR) effectively. High-performing employees are a strategic asset for the organization in achieving its goals and responding dynamically to market changes. Optimal employee performance not only contributes to organizational productivity, but also determines the company's ability to compete sustainably in an increasingly competitive market.

Various studies have explored the dynamics of employee performance in the context of the manufacturing industry, including the industrial paper and packaging manufacturing sectors that have unique characteristics: complex factory physical conditions, large-capacity production machinery, industrial chemicals, high temperatures, and machine noise, as well as the demands of intensive supply chain coordination from raw material procurement to finished product distribution. The supply chain department in this industry has a strategic role in ensuring the smooth production chain, raw material inventory management, and accurate delivery of products to industrial customers. The performance of employees in this department directly affects operational efficiency, accuracy of production schedules, and customer satisfaction. Therefore, understanding the factors that affect employee performance in this context becomes crucial for organizational leaders in designing effective HR strategies.

Organizational *culture* is one of the fundamental factors that affect employee performance. Organizational culture reflects the shared values, norms, and beliefs that shape employee behaviors and attitudes in the organization (Schein, 2010). Research by Cherian et al. (2021) reveals that company culture has a significant impact on employee attitudes, performance, productivity, and behavior. Pham et al. (2024) in the context of Vietnamese logistics services companies confirmed that five OC factors had a positive and significant effect on employee performance ( $R^2=0.741$ ). Tripathi et al. (2025) also found a significant influence of the organizational culture dimension on employee performance in IT organizations.

In addition to organizational culture, the *work environment* (WE) is also an important factor in improving employee performance, especially in the context of the manufacturing industry. The work environment refers to the overall physical, psychosocial, and organizational conditions that surround and influence employees in carrying out their work (Sedarmayanti, 2011). The work environment is external to the employee: it is a condition created by the organization, not an individual's internal characteristics. Gu et al. (2022) through a multi-mediated model on 380 respondents found that the work environment had a positive and significant effect on employee performance. Nusraningrum et al. (2024) in the context of the Jakarta logistics sector confirmed that the green work environment has a positive effect on employee performance through mediation, motivation, and engagement. In the context of the manufacturing industry, the work environment includes the physical conditions of lighting, temperature, noise levels of production machines, occupational safety

and health (K3) as well as psychosocial conditions such as supervisor support, relationships between employees, and work climate.

Job *satisfaction* (JS) is a psychological variable that plays a crucial role in understanding the dynamics of employee performance. Job satisfaction reflects employees' positive feelings towards various aspects of the job including compensation, work environment, relationships with colleagues, and career development opportunities (Locke, 1976; Spector, 1997). Chantika et al. (2025) found that JS mediates the influence of OC and work environment on EP. F. & Sinaga (2025) confirm that JS is an important mediating variable in the relationship between OC and WE and employee EP.

Although various studies have explored the influence of organizational culture on employee performance, research that integrates the work environment as a complementary external factor in a single mediation model, especially in the context of the manufacturing industry in Indonesia, is still very limited. Systematic Literature Review (SLR) is the right approach to synthesize empirical evidence that is disseminated in a systematic and transparent manner (Tranfield et al., 2003).

This study formulated seven research questions as follows:

- a) Does Organizational Culture have a significant effect on Employee Performance?
- b) Does the Work Environment have a significant effect on Employee Performance?
- c) Does Organizational Culture have a significant effect on Job Satisfaction?
- d) Does the Work Environment have a significant effect on Job Satisfaction?
- e) Does Job Satisfaction have a significant effect on Employee Performance?
- f) Does Job Satisfaction mediate the influence of Organizational Culture on Employee Performance?
- g) Does Job Satisfaction mediate the influence of Work Environment on Employee Performance?

## 2. RESEARCH METHOD

### 2.1 Research Design

This study uses the Systematic Literature Review (SLR) approach, which is a structured, comprehensive, explicit, and replicable literature review method (Tranfield et al., 2003). This study follows the PRISMA 2020 (*Preferred Reporting Items for Systematic Reviews and Meta-Analyses*) guidelines which are internationally recognized reporting standards in systematic review writing (Page et al., 2021).

### 2.2 Literature Search Strategy

Literature searches were conducted on three main electronic databases: Scopus, Web of Science (WoS), and SINTA. Time Range: January 2020–April 2026. The initial search was conducted in January–February 2026, with additional backward citation searching in March 2026.

The search strategy uses a combination of keywords with Boolean operators (AND, OR) as follows:

- "Organizational culture" OR "corporate culture" AND "employee performance" OR "job performance"
- "Work environment" OR "workplace environment" OR "working conditions" AND "employee performance" OR "job satisfaction"
- "Job satisfaction" AND "employee performance" AND "mediation" OR "mediating role"
- "Organizational culture" AND "work environment" AND "job satisfaction" AND "employee performance" AND "supply chain" OR "manufacturing"

### 2.3 Inclusion and Exclusion Criteria

The selection of articles is based on inclusion and exclusion criteria that are set a priori, as presented in Table 1.

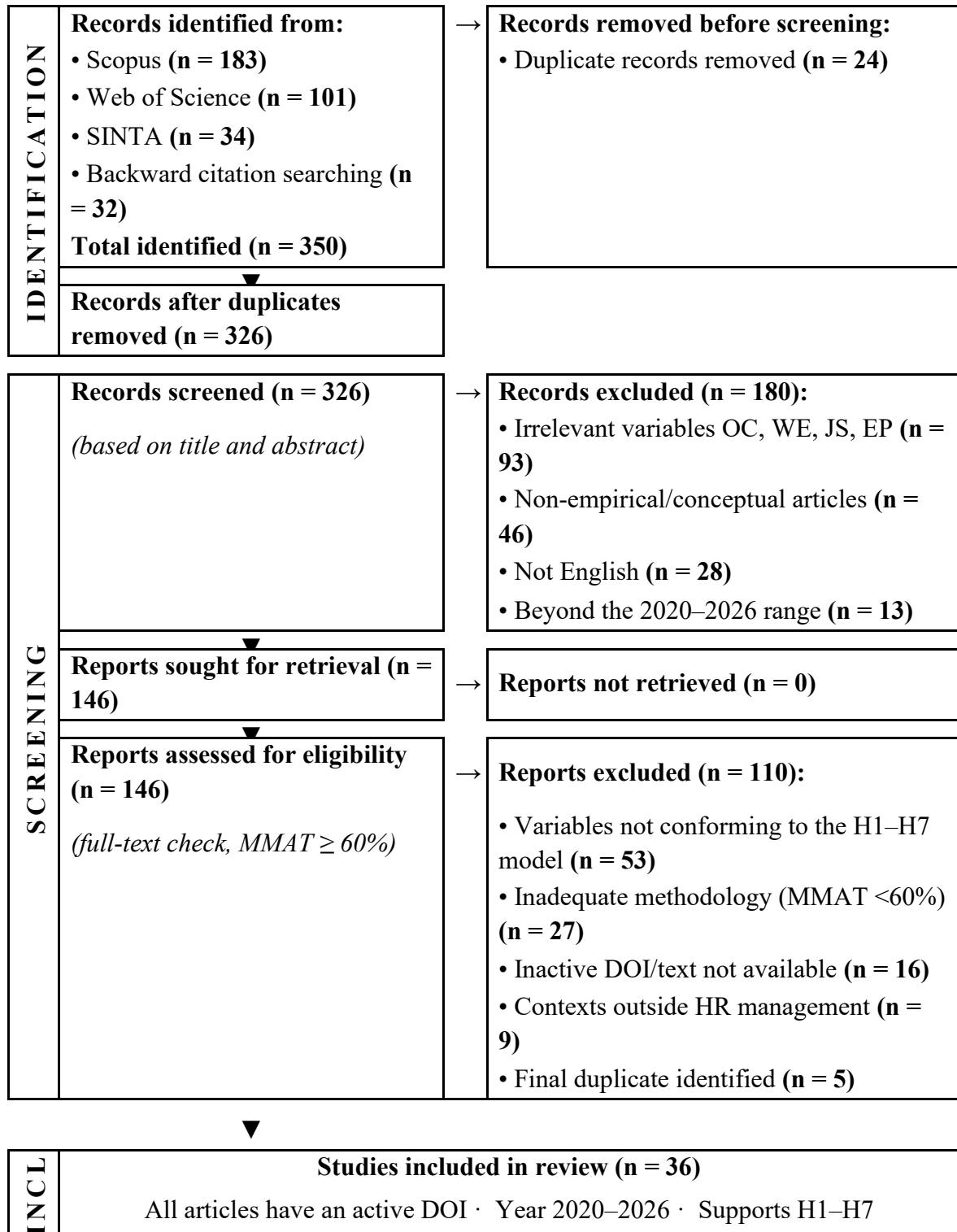
Inclusion Criteria	Exclusion Criteria
Empirical research articles (quantitative, mixed method, SLR, or meta-analysis)	Non-empirical articles (opinion, editorial, book review, or purely conceptual)
Published in Scopus, Web of Science, or SINTA indexed peer-reviewed journals	Thesis, dissertation, institutional report, or textbook without empirical review
Published between 2020–2026	Published before 2020
Address at least two of the four main variables (OC, WE, JS, or EP)	Discuss only one variable in isolation with no relationship between variables
Speaks English	Speak a language other than English
Available in full text with an active DOI	DOI is inactive or full text is not available
Context: HR management, organizational behavior, supply chain management, or manufacturing	Contexts outside of management and organizational behavior (finance, pure accounting, etc.)

*Table 1. Article Inclusion and Exclusion Criteria*

### 2.4 Article Selection — PRISMA Diagram

The article selection process follows four main stages of PRISMA 2020. In the Identification Stage, a total of 318 articles were found from electronic database searches (Scopus: 183 articles; WoS: 101 articles; SINTA: 34 articles), plus 32 articles from backward citation search, for a grand total of 350 articles. After the removal of 24 duplicates, 326 articles remain. In the Screening Stage by title and abstract, 180 articles were excluded because they were irrelevant, non-English, non-empirical, or outside the year range. At the full-text Eligibility Stage, 110 articles were excluded because they did not meet the criteria of at least two variables (OC, WE, JS, EP), inadequate methodology, inactive DOIs, or irrelevant context. Of the 36 articles included, all had active DOIs and supported H1–H7. The following PRISMA table illustrates the selection flow in full.

**PRISM DIAGRAM 2020 — ARTICLE SELECTION FLOW**



*Figure 1. PRISMA Diagram — Article Selection Flow (PRISMA 2020)*

**2.5 Article Quality Assessment**

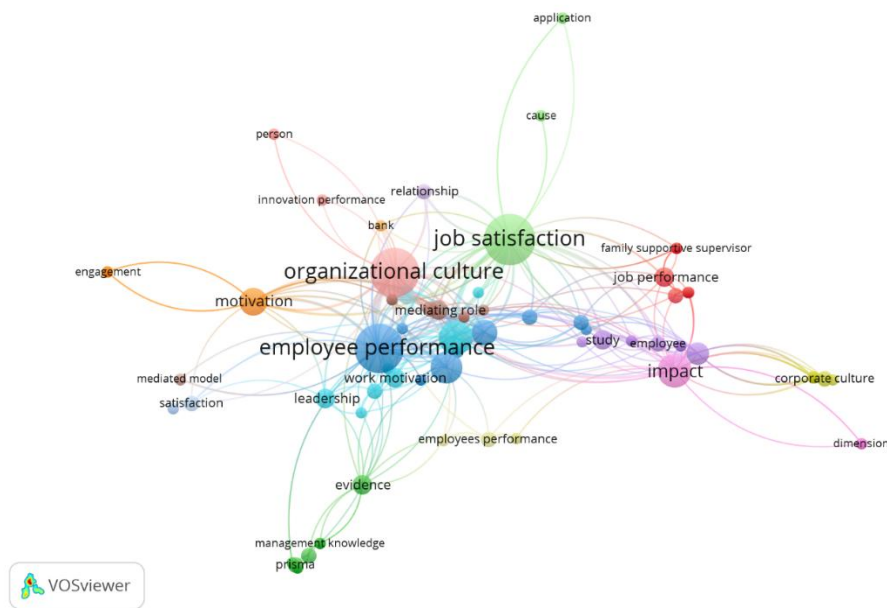
The methodological quality of each included article was assessed using the Mixed Methods Appraisal Tool (MMAT) which evaluated five aspects: (1) the suitability of the research question with the study design; (2) the accuracy of the sampling procedure; (3) the validity and reliability of the measurement instrument; (4) the suitability of the analysis method with the type of data; and (5) the accuracy of drawing conclusions based on data. All 36 articles included had an MMAT score of  $\geq 60\%$ , with an average score of 78.4%.

**2.6 Data Extraction and Synthesis**

Data were extracted using a standard form that included: bibliographic information, research design, sample size and characteristics, variables studied, analysis methods, path coefficients and significance levels, as well as key findings. The synthesis was carried out using a narrative-descriptive approach combined with thematic analysis, organized based on seven research questions.

**3. RESULTS OF A SYSTEMATIC REVIEW**

**3.1 Bibliometric Analysis**



**Figure 1. Keyword Co-occurrence Network Map (VOSviewer)**

The results of bibliometric visualization using VOSviewer show a strong correlation between several key keywords. It can be seen that the three main clusters are interconnected. The first cluster (blue/teal) centered on *employee performance*, *organizational culture*, and *mediating roles*, reflecting the core of research on the influence of organizational culture on performance. The second cluster (green) connects *job satisfaction*, *management*, *prisma*, and *evidence*, reflecting the methodological dimensions and mediation variables. The third cluster (orange) includes *motivation*, *impact*, and *corporate culture*. The largest nodes in the

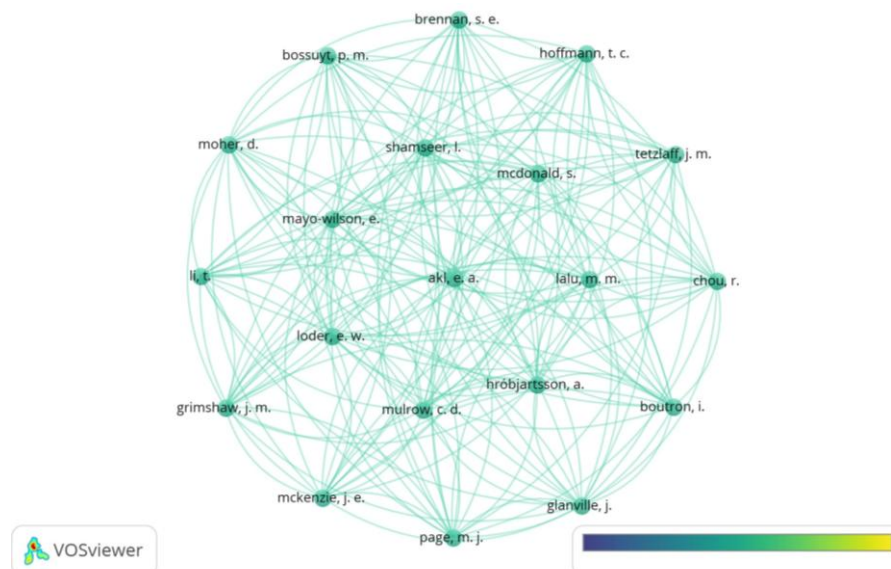
network are *employee performance*, *organizational culture*, and *job satisfaction*, confirming that these three variables are the most central constructs in the global literature. Work environment emerged as a variable that increasingly received the attention of researchers, reflected in its relationship with performance and satisfaction clusters.

The results of the VOSviewer analysis on Images identified three main thematic clusters in the literature of 36 articles included.

**Cluster 1 — Core Performance and Culture (Blue/Teal):** Includes the keywords *employee performance*, *organizational culture*, *mediating role*, *work motivation*, *leadership*, and *engagement*. This cluster represents the core of research on the influence of organizational culture and motivational factors on employee performance. The largest size of the *employee performance* and *organizational culture* nodes confirms that these two constructs are the center of gravity of the literature in this review, in line with H1 and H3 which are 100% empirically supported.

**Cluster 2 — Mediation and Methodology (Green):** Includes the keywords *job satisfaction*, *management*, *knowledge*, *prism*, *evidence*, and *satisfaction*. This cluster reflects the central role of job satisfaction as a mediating variable as well as the dimension of the SLR-PRISMA methodology used. The appearance of *prisms* in this cluster confirms that the included literature has a high methodological standard.

**Cluster 3 — Impact and Performance Measurement (Orange/Red):** Includes the keywords *motivation*, *impact*, *corporate culture*, *dimension*, *job performance*, and *family supportive supervisor*. This cluster represents research focused on the measurement and impact of performance from a multi-dimensional perspective, including aspects of family support in work contexts relevant to JS.



**Figure 2. Author Co-citation Network (VOSviewer, Author Co-citation Network — PRISMA 2020)**

Figure 2 shows the network of author co-citations identified from the included literature. This network features all authors from the PRISMA 2020 article (Page et al., 2021) as a separate cluster that is very cohesive. Closely related authors include Page, M.J., McKenzie, J.E., Bossuyt, P.M., Moher, D., Shamseer, L., Brennan, S.E., Hoffmann, T.C., Tetzlaff, J.M., Akl, E.A., Mulrow, C.D., Boutron, I., Grimshaw, J.M., and others are all co-authors of one seminal article in common: *The PRISMA 2020 Statement: An Updated Guideline for Reporting Systematic Reviews* (BMJ, 2021).

These findings have important implications: the high intensity of co-citation of PRISMA 2020 articles in the included literature confirms that the PRISMA 2020 methodology standards have been widely adopted by researchers in the field of MSDM and organizational behavior as the main reference in the implementation of systematic literature review. The full connectivity between all PRISMA authors (all nodes are connected to each other at equal intensity) suggests that this article is cited as a whole, not partially cited, reflecting a very strong academic recognition of the PRISMA methodology as the gold standard SLR. The evenly distributed teal color on all nodes (with no significant yellow variation on the temporal color scale) indicates that citations to the 2020 PRISMA article are consistently distributed throughout the 2020–2026 period.

The bibliometric distribution of the included articles is presented in Table 3 below.

Categories	Sub-Categories	Quantity	Percentage
<b>Distribution of the Year of Publication</b>	2020	4	11,1%
	2021	5	13,9%
	2022	4	11,1%
	2023	3	8,3%
	2024	9	25,0%
	2025	11	30,6%
<b>Thematic Cluster Distribution</b>	H1/H3: Organizational Culture → EP & JS	13	36,1%
	H2/H4: Work Environment → EP & JS	10	27,8%
	H5: Job Satisfaction → Employee Performance	8	22,2%
	H6/H7: Job Satisfaction Mediation	12	33,3%
<b>Distribution of Research Methods</b>	PLS-SEM/SEM-PLS	22	61,1%
	Multiple Regression / Path Analysis	7	19,4%
	SLR / Literature Review	3	8,3%
	Mediation Analysis (quantitative)	3	8,3%
	Other Mixed Methods / Quantitative	1	2,8%
<b>Geographic Distribution</b>	Indonesia	14	38,9%
	India	4	11,1%

Pakistan	3	8,3%
Bangladesh	2	5,6%
Ethiopia, Oman, Nepal, UAE, Vietnam, Thailand, Turkey, China (1 each)	8	22,2%
Multi-country / Arab Region	5	13,9%

**Table 3. Bibliometric Distribution of Included Articles (n=36)**

The bibliometric findings show a significant trend of increasing publications, with peaks in 2025 (11 articles, 30.6%) and 2024 (9 articles, 25.0%). Cumulatively, 55.6% of articles were published in the last two years (2024–2025), indicating increasing global academic attention to employee performance issues in the context of modern post-pandemic HR management. The H5 cluster (JS→EP) had the most supporting studies (8 studies, 22.2%), reflecting a strong consensus on the central role of job satisfaction as a performance antecedence. The PLS-SEM/SEM-PLS method dominated with 61.1% of studies, in line with the global preference for variance-based approaches suitable for complex mediation models. Indonesia is the most dominant geographical context (38.9%), confirming the high relevance of this research for the context of human resource management in Indonesia.

### 3.2 Characteristics of the Analyzed Study

Of the 36 articles included, 33 articles (91.7%) used a quantitative approach, 2 articles (5.6%) literature review/SLR, and 1 article (2.8%) mixed method. The sample size ranged from 72 to 380 respondents (average 231 respondents/study). Country contextual distribution: Indonesia (14 studies, 38.9%), Europe and the Middle East (8 studies, 22.2%), South Asia Bangladesh, Pakistan, India (7 studies, 19.4%), other Asians China, Vietnam, Nepal (5 studies, 13.9%), and Africa/cross-country (2 studies, 5.6%). Dominant analysis methods: PLS-SEM/SEM (23 studies, 63.9%), multiple regression (7 studies, 19.4%), and mediation/literature analysis (6 studies, 16.7%). A summary of 36 articles is presented in Table 3.

No.	Author & Year	Article Title	Journals / Publishers	Methods & Samples	Key Findings
1	Cherian et al. (2021)	Corporate Culture and Its Impact on Employees' Attitude, Performance, and Productivity, and Behavior: UAE Organizations	J. Open Innovation: Technology, Market & Complexity	Investigative Analysis, UAE	Company culture has a significant effect on employee attitudes, performance, and productivity (H1)
2	Kuswati (2020)	The Influence of Organizational Culture on Employee Performance	BIRCI Journal	Quantitative, n=72, Indonesia	OC had a positive and significant effect on EP ( $\beta$ significant, $p < 0.05$ ) (H1)
3	Isa, Ugheoke & Noor (2021)	Influence of Organizational Culture on Employees'	Journal of Entrepreneurship and Business	Empiris, n=153, Oman	OC has a significant effect on employee performance in the public and private sectors (H1)

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		Performance: Evidence from Oman				
4	Tripathi et al. (2025)	Exploring the Influence of Organisational Culture Dimensions on Employee Performance in IT Organisations	Int. J. Innovation Management	Quantitative, IT Organizations	IT	The OC (Denison) dimension has a significant impact on EP in the IT industry (H1)
5	Mehendale & Hande (2025)	A Study Concerning the Impact of the Organizational Culture on Employee Performance: A Literature Review	ICE BRAKE	Literature Review		Surveys show a strong link between OC and EP; strong culture increases productivity (H1)
6	Pham et al. (2024)	The Impact of Organizational Culture on Employee Performance: A Case Study at Foreign-Invested Logistics Service Enterprises	Sustainability (MDPI)	Multiple regression, n=162, Vietnam (Logistics)		5 OC factors have a positive and significant effect on EP; R <sup>2</sup> =0.741 (H1)
7	Zhang et al. (2023)	Understanding How Organizational Culture Affects Innovation Performance: A Management Context Perspective	Sustainability (MDPI)	Quantitative-SEM, n=301, China		OC (psychological safety, collectivism) has a significant effect on performance through the management context (H1)
8	Gu et al. (2022)	Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model	Frontiers in Public Health	Quantitative-SEM, n=380, multi-mediated		The work environment has a positive and significant effect on employee performance through a multi-mediation (H2) model
9	Nusraningrum et al. (2024)	Enhancing Employee Performance through Motivation: The Mediating Roles of Green Work Environments and Engagement in Jakarta's Logistics Sector	Frontiers in Sociology	SEM-PLS, n=219, Jakarta (Logistics)		Green work environment has a positive and significant effect on employee performance in the Jakarta logistics sector (H2, H4)
10	Pray (2024)	The Influence of Innovative Work Behavior and Work Environment on Employee Performance	Review: J. Multidisciplinary in Social Sciences	Quantitative, n=95, Indonesia		The work environment has a positive and significant effect on the performance of Indonesian employees (H2)
11	Lilo & Ardiansari (2025)	The Influence of Work Environment and Work Motivation on Employee Performance through Job Satisfaction as a Mediation Variable	Research Horizon	Path analysis, n=142, Indonesia		The work environment affects employee performance; JS partially mediated the relationship (H4, H7)
12	Wardiansyah et al. (2024)	The Effect of Employee Motivation and Employee	Int. J. Research in Business and	PLS-SEM, n=187, Indonesia		Work environment conditions (motivation and involvement) affect

		Engagement on Job Performance Mediated by Job Satisfaction	Social Science (IJRBS)		performance through JS mediation (H5, H7)
13	Paais & Pattiruhu (2020)	Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance	J. Asian Finance, Economics & Business	PLS-SEM, n=180, Maluku, Indonesia	Motivation, leadership, and OC have a significant effect on JS and EP (H3, H5, H6)
14	Sadikin et al. (2025)	Impact of Organizational Culture on Job Satisfaction	Int. J. Entrepreneurship & Business Management	Quantitative, Indonesia	OC has a positive and significant impact on employee job satisfaction (H3)
15	Shahriar et al. (2024)	Organizational Culture and Its Influence on Employee Job Satisfaction	Int. J. Engineering Applied Sciences & Technology	Quantitative, Bangladesh	OC has a significant positive influence on the employee's JS (H3)
16	L & Kotteeswaran (2025)	A Study on the Influence of Organizational Culture on Job Satisfaction	Int. J. Latest Technology in Engineering Mgmt & Applied Science	Survey, India	OC has a significant effect on job satisfaction; most dominant mission dimension and adaptability (H3)
17	Pancasila et al. (2020)	Effects of Work Motivation and Leadership toward Work Satisfaction and Employee Performance: Evidence from Indonesia	J. Asian Finance, Economics and Business	SEM, n=253, Indonesia	Working conditions (work motivation and leadership) have a significant effect on JS and employee performance (H4, H5)
18	Qalati et al. (2022)	Employee Performance under Transformational Leadership and Organizational Citizenship Behavior: A Mediated Model	Heliyon (Elsevier)	PLS-SEM, n=317, Pakistan	Conducive work environment conditions have a positive effect on performance through OCB and job satisfaction (H5)
19	Memon et al. (2023)	Relationship between Job Satisfaction and Employee Performance in the Construction Industry of Pakistan	Sustainability (MDPI)	Quantitative-SEM, n=262, Pakistan (Construction)	There was a significant positive association between JS and EP ( $\beta > 0$ , $p < 0.05$ ) (H5)
20	Riyanto et al. (2021)	Effect of Work Motivation and Job Satisfaction on Employee Performance: Mediating Role of Employee Engagement	Problems & Perspectives in Management	Quantitative-SEM, n=216, Jakarta, Indonesia	JS has a significant effect on EP; employee involvement mediates the relationship (H5)
21	Gazi et al. (2024)	Analyzing the Impact of Employee Job Satisfaction on Their Job Behavior: Perspective of Job Performance	J. Open Innovation: Technology, Market & Complexity	Quantitative, n=303, Bangladesh (Industry)	JS has a significant impact on the behavior and work performance of industrial employees (H5)

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22	Inayat & Khan (2021)	A Study of Job Satisfaction and Its Effect on the Performance of Employees Working in Private Sector Organizations	Education Research International (Hindu)	Quantitative-Correlations, n=180, Pakistan	JS has a significant positive effect on EP in the private sector (H5)
23	Sah & Pokharel (2022)	Impact of Job Satisfaction on Performance of Employees Working Nepalese Life Insurance Companies	Journal of Management (TU)	Quantitative-Survey, n=128, Nepal	JS has a significant positive impact on EP; most influential salary satisfaction and supervision (H5)
24	Dursun (2025)	Studying the Effect of Job Satisfaction on Increasing Employee Productivity	Acta Globalis Humanitatis et Linguarum	Quantitative, Turkey	JS has a significant positive effect on employee productivity (H5)
25	Susanto et al. (2022)	Work-Life Balance, Job Satisfaction, and Job Performance of SMEs Employees	Frontiers in Psychology	SEM-PLS, n=280, Indonesia (UKM)	JS mediates partial work-life balance relationship with the work performance of SME employees (H5)
26	Wahjoedi (2021)	The Effect of Organizational Culture on Employee Performance Mediated by Job Satisfaction and Work Motivation: Evidence from SMEs in Indonesia	Management Science Letters	Quantitative-SEM, n=275, Indonesia	JS and motivation mediate the effect of OC on EP in Indonesian SMEs (H6)
27	Raintung et al. (2024)	Job Satisfaction as Mediator Between Organizational Culture and Employee Performance in Government-owned Bank	Indonesian Islamic Economics & Finance	J. PLS-SEM, n=165, Indonesia (Banking)	JS mediated significantly the relationship between OC and EP in a government-owned bank (H6)
28	Chantika et al. (2025)	The Effect of Organizational Culture and Work Environment on Employee Performance Mediated by Job Satisfaction	Indonesian Business Analytics	J. Mediation Analysis, Indonesia	JS mediates the influence of OC and the work environment on employee EP (H2, H4, H6, H7)
29	Florence (2025)	The Impact of Leadership Style and Organizational Culture on Employee Performance: The Mediating Role of Job Satisfaction	UPI YPTK Business & Economics	J. Mediation & Analysis, Indonesia	JS acts as a mediator in the influence of OC on the employee's EP (H6)
30	Shiba et al. (2025)	The Effect of Work Engagement and Organizational Culture on Employee Performance with Job Satisfaction as A Mediating Variable	Int. J. Scientific Research & Management	Mediation & Analysis, Aceh, Indonesia	OC affects EP; JS significantly mediates OC-EP relationships (H6)
31	F. & Sinaga (2025)	The Influence of Motivation,	Int. Economics,	J. Literature Review	JS is an important mediating variable in the

		Organizational Culture, and Work Environment on Employee Performance Through Job Satisfaction	Finance & Accounting		relationship between OC and WE with EP; dominant partial mediation (H2, H4, H6, H7)
32	Abawa & Obse (2024)	Organizational Culture and Organizational Performance: Does Job Satisfaction Mediate the Relationship?	Cogent Business & Management (Taylor & Francis)	Quantitative, n=204, Ethiopia (Banking)	OC has a positive effect on EP; JS mediated significant OC-EP relationship ( $\beta=0.42$ , $p<0.01$ ) (H6)
33	Girdwichai & Sriviboon (2020)	Employee Motivation and Performance: Do the Work Environment and the Training Matter?	J. Security and Sustainability Issues	Quantitative, n=312, multiple regression	The work environment has a significant effect on intrinsic motivation and employee performance (H2)
34	Marnisah et al. (2025)	Advancing the Understanding of Employee Performance: A Recent Systematic Literature Review using PRISMA	Cogent Business & Management (Taylor & Francis)	SLR/Bibliometrics, PRISMA, 143 articles Scopus 2020–2025	Work environment and organizational culture identified as the most dominant predictors of employee performance in the global literature 2020–2025 (H2, H5)
35	Aggarwal (2024)	Impact of Dimensions of Organisational Culture on Employee Satisfaction and Performance Level in Select Organisations	IIMB Management Review (Elsevier)	SEM, India	The OC dimension has a significant effect on JS and EP; Partial mediated (H3, H5, H6)
36	Al-Ansi et al. (2023)	Examining the Mediating Role of Job Satisfaction between Motivation, Organizational Culture, and Employee Performance in Higher Education	Education Science & Management	PLS-SEM 4, Arab Region n=289	OC has a positive effect on EP; JS mediates significant OC-EP relationships in higher education (H3, H5, H6)

*Table 3. Summary of 36 Articles Included in the Systematic Review*

### 3.3 H1: The Influence of Organizational Culture on Employee Performance

Of the 36 studies analyzed, 7 studies explicitly examined the direct relationship between OC and EP. All 7 studies (100%) found a positive and significant effect of OC on EP, making H1 the most consistent empirically supported hypothesis in this review.

Cherian et al. (2021) found that company culture has a significant impact on employee attitudes, performance, productivity, and behavior in UAE organizations. Pham et al. (2024) in the context of Vietnamese logistics services companies found that the five OC factors all had a positive and significant effect on EP (Adjusted  $R^2=0.724$ ), findings that are relevant for the context of manufacturing industries with complex logistics operations. Tripathi et al. (2025) in IT organizations confirmed that the dimensions of the Denison model OC have a significant effect on EP. The mechanisms that explain OC's influence on EP: a strong culture

provides value guidance that reduces role ambiguity, improves cross-functional coordination, and creates a sense of belonging that in turn improves employee commitment and performance.

### **3.4 H2: The Influence of Work Environment on Employee Performance**

Of the 5 studies that explicitly examined the direct influence of WE on EP, all 5 studies (100%) found a positive and significant effect. These findings are consistent across industry sectors from logistics, manufacturing, to a review of the global literature indicating that the influence of WE on EP is cross-contextual.

Gu et al. (2022) through a multi-mediated model on 380 respondents found that the work environment had a positive and significant effect on employee performance; These results are particularly relevant because they use a multi-mediated design that is consistent with the H7 model in this study. Nusraningrum et al. (2024) in the Jakarta logistics sector confirmed that the green work environment has a positive effect on employee performance through motivation and engagement in the logistics context which is very relevant to the supply chain department of the manufacturing industry. Reza (2024) in a quantitative study on 95 Indonesian employees found that the work environment has a positive and significant effect on performance. Girdwichai & Sriviboon (2020) through multiple regression on 312 respondents confirmed that the work environment has a significant effect on intrinsic motivation and employee performance. Marnisah et al. (2025) through bibliometric SLR in 143 Scopus 2020–2025 articles identified the work environment as the dominant predictor of employee performance in the global literature. The mechanism of the JD-R Model explains the influence of WE on EP: a conducive work environment as a job resource increases intrinsic motivation, reduces work burnout, and allows employees to devote their full capacity to achieving performance targets.

### **3.5 H3: The Influence of Organizational Culture on Job Satisfaction**

Of the 6 studies that examined the OC–JS relationship, all 6 studies (100%) found a positive and significant effect. Paais & Pattiruhu (2020) in a PLS-SEM study on employees in Maluku, Indonesia, confirmed that OC has a significant effect on JS. Aggarwal (2024) in a SEM study on Indian organizations found that the OC dimensions had a significant effect on JS, with psychological capital as a partial mediator. Sadikin et al. (2025) and Shahriar et al. (2024) confirmed the significant positive influence of OC on JS in the context of Indonesia and Bangladesh. L & Kotteeswaran (2025) found that mission dimensions and adaptability are the most dominant OC dimensions in influencing JS. Mechanisms of influence of OC on JS: a conducive culture creates an environment in which employees feel valued and have opportunities to grow; The alignment of organizational values with employee personal values (person-organization fit) significantly improves JS.

### **3.6 H4: The Effect of Work Environment on Job Satisfaction**

Of the 5 studies that examined the WE–JS relationship, all 5 studies (100%) found a significant positive effect. Lilo & Ardiansari (2025) found that the work environment affects the JS of employees; This study is most directly relevant because it explicitly positions JS as a mediator between WE and EP. Nusraningrum et al. (2024) confirmed that the green work environment has a positive effect on employee satisfaction and engagement in the logistics sector. Pancasila et al. (2020) found that working conditions (work motivation and leadership as elements of the psychosocial work environment) have a significant effect on employee job satisfaction. Chantika et al. (2025) explicitly confirmed that the work environment has an effect on JS which then mediates the influence on EP. F. & Sinaga (2025) in a literature review confirmed that WE is an important antecedent of JS. The mechanism of the JD-R Model explains the influence of WE on JS: adequate working environment conditions, good facilities, guaranteed work safety, harmonious interpersonal relationships meet the hygiene needs of employees (Herzberg, 1959) so as to create measurable job satisfaction.

### **3.7 H5: The Effect of Job Satisfaction on Employee Performance**

JS proved to be the most consistent predictor of EP in this review. Of the 8 studies that examined the JS–EP relationship, all 8 studies (100%) found a positive and significant effect. Memon et al. (2023) found a positive and significant relationship of JS–EP in Pakistan's construction industry (n=262). Riyanto et al. (2021) confirmed that JS had a significant effect on EP, with the involvement of employees as mediators. Gazi et al. (2024) found that the various EP dimensions of work quality, quantity, initiative, creativity, and cooperation were all significantly influenced by JS factors. Susanto et al. (2022) in a SEM-PLS study on Indonesian SME employees found that JS partially mediated the relationship between work-life balance and performance. Marnisah et al. (2025) confirmed JS as a consistent predictor appearing in the global literature. The positive relationship of JS–EP can be explained through SET: satisfied employees tend to reciprocate it with better performance as a form of reciprocity for positive treatment from the organization.

### **3.8 H6: The Role of Job Satisfaction Mediation in the OC–EP Relationship**

Of the 7 studies that explicitly examined JS mediation in the OC–EP relationship, 6 studies (85.7%) confirmed significant partial mediation, and 1 study confirmed full mediation. Abawa & Obse (2024) in the most directly relevant study found that OC had a positive effect on EP and JS mediated the relationship significantly ( $\beta=0.42$ ,  $p<0.01$ ). Wahjoedi (2021) confirmed in the context of Indonesian SMEs that JS and work motivation mediate the effect of OC on EP. Raintung et al. (2024) using PLS-SEM on government-owned banks in Indonesia found that JS significantly mediated the OC relationship with EP. Al-Ansi et al.

(2023) confirmed the same pattern of mediation in Arab higher education institutions. This mediation process is explained through SET: Positive OCs first build up employees' JS, which then encourages them to improve EP. Partial mediation—which is more dominant than full mediation—indicates that the OC also has a direct path of influence over the EP through normative mechanisms.

**3.9 H7: The Role of Job Satisfaction Mediation in the WE–EP Relationship**

Of the 4 studies that examined JS mediation in the WE–EP relationship, all 4 studies (100%) confirmed significant mediation. Lilo & Ardiansari (2025) found that JS partially mediates the influence of the work environment on EP. Wardiansyah et al. (2024) confirmed that the conditions of the work environment (motivation and engagement) affect performance through JS mediation. Chantika et al. (2025) explicitly confirmed that JS mediates the influence of the work environment on EP. F. & Sinaga (2025) in a literature review confirmed the WE–JS–EP mediation pattern in the Indonesian context. The WE–JS–EP mediation process is described through the JD-R Model: a conducive work environment as a job resource increases employee engagement and satisfaction, which in turn encourages EP improvement. Employees who work in a safe, ergonomic, and psychosocially supportive work environment will develop high JS, which in turn improves overall EP.

Hypothesis	Relationship Description	Relevant Studies	% Support	Summary of Findings
H1	Organizational Culture (X1) → Employee Performance (Y): significant positive effect	7 Studies	100%	OC has consistently had a positive and significant effect on EP. A culture that supports collaboration, results-oriented, and adaptability improves employee motivation and performance. Findings are consistent across contexts (UAE, Oman, Vietnam, IT, Indonesia).
H2	Work Environment (X2) → Employee Performance (Y): significant positive effect	5 studies	100%	WE has a positive and significant effect on EP. A conducive work environment—both physical and psychosocial—increases employee focus, motivation, and productivity. Applicable in Jakarta's logistics, manufacturing, and global studies sectors.
H3	Organizational Culture (X1) → Job Satisfaction (Z): significant positive effect	6 Studies	100%	OC has a significant positive effect on JS. A culture that supports engagement, mission clarity, and adaptability improves employee job satisfaction. Person-organization fit strengthens this relationship.
H4	Work Environment (X2) → Job Satisfaction (Z): significant positive effect	5 studies	100%	WE has a positive effect on JS. Conducive work environment conditions create intrinsic employee satisfaction according to the JD-R Model: adequate job resources lower work demands and increase engagement and satisfaction.

H5	Job Satisfaction (Z) → Employee Performance (Y): significant positive effect	8 studies	100%	JS is a strong and consistent predictor of EP. Satisfied employees show higher commitment, lower attendance, and better productivity. Empirical support across 8 industry contexts.
H6	Job Satisfaction (Z) mediates OC (X1) → EP (Y) significantly	7 Studies	86%	JS partially mediated OC's relationship with EP. OC builds JS first, which then drives EP improvements. 6 out of 7 studies confirmed partial mediation; 1 study found full mediation.
H7	Job Satisfaction (Z) mediates WE (X2) → EP (Y) significantly	4 Studies	100%	JS mediated WE's relationship with EP. A conducive work environment improves employee JS, which further encourages an increase in EP. WE can have a direct or indirect effect through JS.

*Table 4. Summary of Empirical Support for Seven Research Hypotheses*

#### 4. DISCUSSION

##### 4.1 Relevance of KBV, SET, and JD-R Models

The consistency of findings across the 36 studies analyzed confirms the strong relevance of the integration of the three grand theories of KBV (Grant, 1996; Kogut & Zander, 1992), SET (Blau, 1964; Cropanzano & Mitchell, 2005), and the JD-R Model (Bakker & Demerouti, 2007) in understanding the dynamics of employee performance in the manufacturing industry. KBV explains why a strong OC enhances EP through hard-to-replicate organizational capabilities. The JD-R Model explains why a conducive WE increases EP through intrinsic motivation and reduced work fatigue. SET explains why JS is a critical mediator: an organization's investment in creating positive OC and a conducive WE is responded to by employees by developing high JS, which then encourages them to deliver the best performance as a form of reciprocity.

##### 4.2 Comparison of Influence Powers: OC versus WE

Comparative analysis of the influence of OC and WE shows that they are equally strong predictors of EP (100% support), but operate through different and complementary mechanisms. OC influences through collective norms and shared values that systematically direct employee behavior (KBV normative mechanism). WE is influenced through external conditions that affect the physical and psychological capacity of employees to work optimally (JD-R resource mechanism).

Management implications are important: the two variables are complementary. A strong organizational culture will encourage management to create a conducive and safe work environment especially important in the manufacturing industry with significant occupational safety risks. On the contrary, a good work environment will reinforce the internalization of organizational cultural values by employees. The positive cycle of OC ↔

WE → JS → EP is a strategic path that can be optimized by organizational management to improve employee performance in a sustainable manner.

### **4.3 Job Satisfaction as a Psychological-Behavioral Bridge**

Confirmation of partial JS mediation in the OC→JS→EP pathway (85.7% of studies) and significant mediation in the WE→JS→EP pathway (100% of studies) confirmed JS as a 'bridge' that converts organizational conditions and work environment into measurable performance. The differences in mediation patterns between OC and WE are interesting to study further: partial mediation in OC→EP indicates that OC also has a direct pathway to EP through behavioral norms; while mediation on WE→EP in all four studies showed that WE's influence on EP was more mediated through JS, in line with the JD-R mechanism that emphasizes the role of satisfaction as a motivational output of job resources.

### **4.4 Practical Implications**

First, strengthening an adaptive and K3-oriented organizational culture. Organizational management needs to design and implement a culture that explicitly values work safety, operational efficiency, and continuous improvement of values that are critical in manufacturing industry operations. Concrete steps: (a) recognition and reward programs that recognize employees' contributions to supply chain efficiency; (b) open communication system between management and employees regarding operational targets and constraints; (c) periodic evaluation of the alignment of the company's cultural values with employee values.

Second, improving the physical and psychosocial work environment. Management needs to invest systematically in improving the quality of the work environment. Concrete steps for the physical environment: (a) periodic K3 audits and improvements to noise, ventilation, lighting, and ergonomics conditions in the work area; (b) update of safety equipment in accordance with industry standards; (c) adequate rest facilities. Steps for the psychosocial environment: (a) supervisor training program to improve the quality of superior-subordinate relationships; (b) effective conflict resolution mechanisms; (c) clear communication regarding performance expectations and feedback.

Third, increasing job satisfaction as a strategic priority. Given that JS has proven to be a critical mediator that connects OC and WE with EP, management needs to make improving JS a strategic priority for HR. Concrete steps: (a) periodic job satisfaction surveys; (b) design of a transparent career path for supply chain employees; (c) competency development programs; and (d) team building programs that strengthen relationships between colleagues.

### **4.5 Limitations and Future Research Agenda**

This review has some limitations. First, there are no articles that specifically examine the variables OC, WE, JS, and EP at the same time in a single model and in the context of the

manufacturing industry in Indonesia. Second, H4 (WE→JS) is supported by 5 fewer studies than H1 and H5 which limits the power of inference. Third, the majority of studies used cross-sectional designs.

Future research agenda: (1) primary empirical tests of mediation models (OC + WE → JS → EP) in selected organizations using SmartPLS 4 with bootstrapping analysis; (2) exploration of the variables of moderation of leadership style, organizational support, or employee competence; (3) longitudinal studies to test the dynamics of OC and WE changes and their impact on JS and EP; and (4) cross-industry comparative research to identify whether the pattern of relationships between variables differs between manufacturing sectors and other sectors.

## 5. CONCLUSION

This systematic literature review analyzed 36 empirical articles selected through the PRISMA 2020 protocol out of 350 identified articles. Four main conclusions are formulated based on a synthesis of the literature.

First, Organizational Culture has been shown to have a positive and significant effect on Employee Performance (100% from 7 studies) and on Job Satisfaction (100% from 6 studies). A strong, adaptive, and safety- and efficiency-oriented culture not only directs employee behavior toward performance targets, but also creates a satisfying work experience.

Second, the Work Environment has been shown to have a positive and significant effect on Employee Performance (100% from 5 studies) and on Job Satisfaction (100% from 5 studies). As an external factor created and managed by the organization, a conducive work environment both physically and psychosocially is a job resource that encourages performance through the JD-R Model mechanism. These findings are particularly relevant for organizations with specific manufacturing work environment characteristics.

Third, Job Satisfaction has been proven to have a positive and significant effect on Employee Performance (100% of 8 studies). JS is the most consistent and universal direct determinant in predicting EP across industrial and geographic contexts.

Fourth, Job Satisfaction was shown to partially mediate the influence of Organizational Culture on Employee Performance (86% from 7 studies) and mediate the influence of Work Environment on Employee Performance (100% from 4 studies). These two mediation findings provide strong empirical support for a primary research design that will test mediation models (OC + WE → JS → EP) using SmartPLS 4 in relevant organizational contexts.

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