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Organizational culture as a strategic factor in administrative management: A systematic review

Cultura organizacional como factor estratégico en la gestión administrativa: una revisión sistemática

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Abstract

This study aims to systematically analyze the scientific literature published between 2020 and 2025 on the relationship between organizational culture and administrative management in public and private contexts. A qualitative systematic review approach was used, following the PRISMA guidelines, which ensured transparency and rigor in the identification, selection, and synthesis of studies. The search was conducted in high-impact databases such as Scopus, Web of Science, and SciELO, initially yielding 4,157 records, from which 34 relevant studies were selected for qualitative synthesis. The results demonstrate that organizational culture constitutes a structural factor that influences administrative management across the board, impacting institutional performance, leadership, operational efficiency, and employee well-being. Furthermore, tensions were identified in its practical application, especially in the public sector, where factors such as resistance to change and structural limitations affect its implementation. It is concluded that organizational culture should be understood as a dynamic system that integrates strategic, operational, and human dimensions, and is key to organizational sustainability and competitiveness in contemporary contexts.

Keywords: employee well-being, organizational culture, administrative management, public management, leadership.

Resumen

El presente estudio tiene como objetivo analizar de manera sistemática la literatura científica publicada entre los años 2020 y 2025 sobre la relación entre la cultura organizacional y la gestión administrativa en contextos públicos y privados. Para ello, se empleó un enfoque cualitativo de revisión sistemática, siguiendo las directrices del PRISMA, lo que permitió garantizar la transparencia y rigurosidad en la identificación, selección y síntesis de los estudios. La búsqueda se realizó en bases de datos de alto impacto como Scopus, Web of Science y SciELO, obteniéndose inicialmente 4157 registros, de los cuales se seleccionaron 34 estudios pertinentes para la síntesis cualitativa. Los resultados evidencian que la cultura organizacional constituye un factor estructural que influye de

manera transversal en la gestión administrativa, incidiendo en el desempeño institucional, el liderazgo, la eficiencia operativa y el bienestar laboral. Asimismo, se identificaron tensiones en su aplicación práctica, especialmente en el sector público, donde factores como la resistencia al cambio y las limitaciones estructurales afectan su implementación. Se concluye que la cultura organizacional debe ser comprendida como un sistema dinámico que articula dimensiones estratégicas, operativas y humanas, siendo clave para la sostenibilidad y competitividad organizacional en contextos contemporáneos.

Palabras clave: bienestar laboral, cultura organizacional, gestión administrativa, gestión pública, liderazgo.

Introduction

In contemporary contexts, organizational culture has acquired a strategic role in shaping institutional performance, particularly in settings marked by technological transformation, sustainability demands, and increasing efficiency requirements across both public and private sectors. In the Peruvian case, this phenomenon is shaped by historical, social, and structural factors that condition not only internal organizational dynamics but also the capacity to adapt to highly volatile environments. Within this framework, elements such as resistance to change, organizational individualism, and the limited integration of sustainable approaches continue to pose significant challenges to the consolidation of effective administrative management (Pérez, 2025).

Recent literature has documented the relationship between organizational culture and administrative management in Peru through studies applied to public entities, where structural limitations and challenges in implementing efficient practices have been identified (Chappa, 2025). Along similar lines, recent research has shown the connection between administrative management and job satisfaction in educational settings, underscoring the importance of effectively aligning management practices with human talent well-being (Quispe-Fernández et al., 2025).

In this context, organizational culture has been approached as a dynamic construct that articulates values, beliefs, and practices guiding collective behavior within institutions.

Nevertheless, a gap remains in the systematization of theoretical and empirical contributions that would allow for a structured understanding of how organizational culture affects administrative management processes across different institutional settings. This limitation hinders the development of integrated analytical frameworks that could inform both decision-making and the design of sustainable, adaptive organizational strategies.

To address this gap, the present study aims to systematically analyze the scientific literature published between 2020 and 2025 on the relationship between organizational culture and administrative management in public and private spheres. Through this analysis, the study seeks to identify trends, predominant approaches, and research gaps, with the goal of offering a critical and structured perspective that contributes to strengthening knowledge in the field of administration and improving organizational practices.

Methodology

This analysis was developed as a qualitative systematic review, following the guidelines of the PRISMA 2020 model (Page et al., 2021), which ensures transparency, rigor, and reproducibility in the identification, selection, appraisal, and synthesis of scientific literature (Kitchenham & Charters, 2007; Snyder, 2019). PRISMA served as a guide for organizing the methodological process and presenting the review findings.

The literature search was conducted in high-impact academic databases, such as Scopus, Web of Science, and SciELO, covering academic publications and systematic reviews in Spanish and English published between 2020 and 2025.

The search took place during 2025, using combinations of controlled terms and keywords in both languages, including *cultura del trabajo, cultura organizacional, liderazgo, gestión, gestión pública*, and *administración pública*, along with their English equivalents: *work culture, organizational culture, leadership, management, public management*, and *public administration*. These terms were combined using Boolean operators (*AND* / *OR*) to appropriately broaden and narrow the search results.

Table 1
Search equations per database

Database	Search equation
Scopus	TITLE-ABS-KEY (“organizational culture” OR “work culture” OR “organizational climate” OR “cultura organizacional”) AND TITLE-ABS-KEY (“administrative management” OR “management” OR “public management” OR “organizational management”)
Web of Science (WoS)	TS=(“organizational culture” OR “work culture” OR “organizational climate”) AND TS=(“administrative management” OR “management” OR “public management”)
SciELO	(“cultura organizacional” OR “cultura del trabajo” OR “clima organizacional”) AND (“gestión administrativa” OR “gestión pública” OR “gestión organizacional”)

Source. Authors' own elaboration

Inclusion criteria were also established to ensure thematic relevance and the quality of selected studies.

Table 2
PRISMA inclusion/exclusion criteria

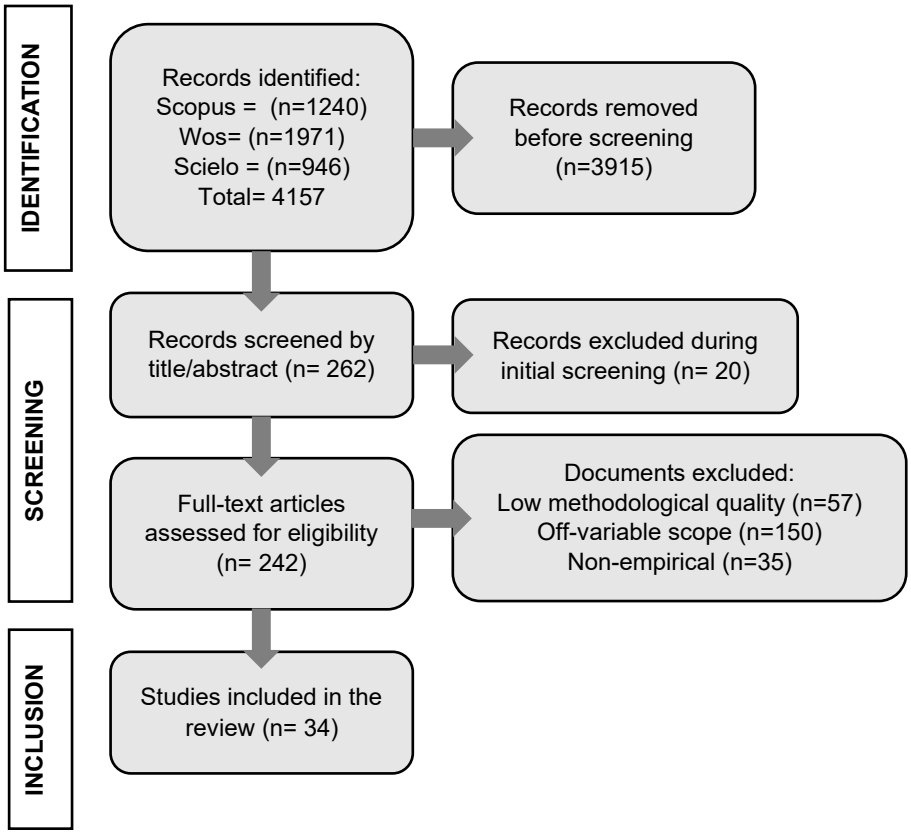
Criterion	Inclusion	Exclusion
Document type	Scientific articles, systematic reviews	Theses, editorials, technical notes
Language	Spanish or English	Other languages
Publication period	2020–2025	Before 2020
Access	Full text available	Abstracts without full-text access

Source. Authors' own elaboration

As shown in Table 2, the review considered scientific articles and systematic reviews that explicitly addressed the relationship between organizational culture, leadership, or administrative management in public or private settings, published in Spanish or English between 2020 and 2025, and with full-text availability. Conversely, theses, editorials, technical notes, and documents not indexed in the aforementioned databases, as well as publications in other languages, outside the established period, or without full-text access, were excluded.

The study selection process involved the initial identification of 4,157 records from the consulted databases. Duplicates were removed, and the predefined inclusion and exclusion criteria were applied, resulting in a final corpus of 34 studies deemed relevant for qualitative synthesis. This procedure was systematized using the PRISMA 2020 flow diagram, which details each phase of the selection process.

Figure 1
PRISMA 2020 Flow Diagram



Source. Authors' own elaboration, following the structure for presenting systematic reviews (Page et al., 2021)

For data analysis, a thematic analysis strategy was employed, organizing the selected studies into emergent conceptual categories to identify patterns, relationships, and trends concerning the influence of organizational culture on administrative management. This approach facilitated the integration of findings and the construction of a critical interpretation of the reviewed evidence.

Results and discussion

The systematic review process selected a total of 34 scientific studies related to organizational culture and its impact on administrative management across various institutional contexts. The analyzed articles originated primarily from public, private, and educational settings, addressing variables associated with organizational performance, leadership, employee well-being, institutional modernization, and human talent development. To organize and synthesize the collected evidence, the findings were structured around four interrelated thematic axes: organizational culture and institutional performance, culture and leadership, organizational culture in public management, and culture linked to employee well-being and human talent development.

Table 3
Characterization of analyzed studies on organizational culture and administrative management

Author/Year	Methodology	Sample/Context	Main Finding	Category
Mendoza-Ocaña et al. (2025)	Quantitative	Business organizations	Positive organizational culture enhances institutional performance and job satisfaction.	Institutional performance

Durán et al. (2025)	Quantitative	Private companies	Organizational culture strengthens competitiveness and organizational sustainability.	
Ortiz et al. (2025)	Mixed	Organizational institutions	Adequate cultural management favors business performance.	
Pantigozo-Villanueva (2025)	Quantitative	Organizational entities	Positive cultural practices improve work commitment.	
Duarte et al. (2024)	Quantitative	Work organizations	Organizational culture influences motivation and internal efficiency.	
D'Armas & Estrada (2024)	Qualitative	Administrative companies	Institutional culture reduces staff turnover.	
Cabal et al. (2025)	Mixed	Organizational institutions	Absence of cultural strategies affects organizational commitment.	
Naranjo et al. (2022)	Quantitative	Business contexts	Human talent directly influences institutional stability.	
Mendivel et al. (2020)	Quantitative	Dynamic organizations	Job competencies strengthen organizational adaptation.	
Dávalos et al. (2023)	Mixed	Administrative environments	Organizational culture fosters adaptive capacities.	
Correa et al. (2023)	Qualitative	Organizational institutions	Ethical leadership strengthens institutional cohesion.	Culture and leadership
Leal & Arias (2021)	Quantitative	Work organizations	Organizational values reinforce institutional culture.	
Coronado et al. (2023)	Quantitative	Administrative institutions	Transformational leadership drives positive organizational changes.	
Hargitai & Bencsik (2023)	Qualitative	Digital organizations	Leadership facilitates adaptation in digital transformation contexts.	
Abawari et al. (2024)	Mixed	Organizations in transition	Strategic leadership favors change management.	
Chávez et al. (2023)	Qualitative	Educational institutions	Institutional trust strengthens professional performance.	
Carrillo et al. (2023)	Mixed	Educational settings	Participation and critical reflection improve service quality.	
León et al. (2023)	Quantitative	Local governments	Organizational culture favors administrative modernization.	Public management
Zavaleta et al. (2024)	Qualitative	Public entities	Lack of ethics limits institutional efficiency.	
Huachaca-Urquizo & Condori-Morales (2025)	Quantitative	Public institutions	Administrative weaknesses affect internal control.	
Ramírez-Gonzales et al. (2024)	Quantitative	Public organizations	Administrative functions show moderate effectiveness levels.	
Girao (2020)	Qualitative	Public management	Lack of training limits institutional improvement.	
Manza-Díaz et al. (2025)	Mixed	Public institutions	E-government strengthens administrative management.	
Linares et al. (2024)	Quantitative	Public entities	Technological innovation improves institutional efficiency.	
Oseda et al. (2020)	Quantitative	State institutions	Institutional culture influences internal control.	
Escobar & Escobar (2022)	Qualitative	Administrative management	Organizational culture improves institutional crisis response.	

Díaz et al. (2021)	Quantitative	Organizational workers	A relationship exists between organizational culture and job satisfaction.	
Patlán et al. (2021)	Quantitative	Work organizations	Institutional culture impacts worker well-being.	Employee well-being
Saavedra et al. (2021)	Mixed	Work settings	Job satisfaction depends on organizational cultural dynamics.	
Calderón et al. (2022)	Qualitative	Organizational companies	Certain cultural typologies limit institutional performance.	
Guillin et al. (2022)	Mixed	Work organizations	Inadequate cultural strategies affect organizational sustainability.	
Islam & Ayupp (2022)	Quantitative	Innovative organizations	Innovative culture favors institutional development.	
Saiz & Jácome (2022)	Qualitative	Educational institutions	Organizational culture strengthens the educational context.	
Kantola & Kinnunen (2024)	Qualitative	Autonomous organizations	Organizational changes can generate labor tensions.	

Note. The table synthesizes the 34 studies selected for the systematic review. The organization of information allowed for the identification of research trends related to institutional performance, organizational leadership, public management, and employee well-being across various organizational contexts.

Regarding the first axis, the results show that organizational culture acts as a determining factor in institutional performance, particularly in administrative process efficiency, organizational sustainability, and adaptive capacity in changing environments.

In the second axis, findings reveal that leadership plays a central role in shaping, consolidating, and transforming organizational culture, acting as a mediating mechanism between institutional values and administrative practices. The empirical evidence reviewed indicates that ethical and transformational leadership styles foster organizational cultures oriented toward commitment, innovation, and continuous improvement.

Concerning the third axis, focused on organizational culture in public management, the results show that institutional culture constitutes a key factor in administrative modernization processes and in the quality of services provided to citizens.

Finally, in the fourth axis, the results demonstrate that organizational culture significantly impacts employee well-being, worker satisfaction, and human talent development, positioning it as an essential component for organizational sustainability.

Overall, the findings affirm that organizational culture is not an isolated element within organizations but rather a structural component that transversally influences administrative management, leadership, institutional efficiency, and human talent well-being. The integration of evidence shows that its proper management not only contributes to the achievement of organizational objectives but also favors sustainability and adaptive capacity in the face of contemporary challenges.

Discussion

The findings allow for an understanding that organizational culture transcends its traditional conception as a set of shared values, instead configuring itself as a structural system that conditions the effectiveness of administrative management at multiple levels. In this sense, the results suggest that its influence is not limited to symbolic or identity-related aspects but manifests concretely in process efficiency, decision-making, and the adaptive capacity of organizations. This interpretation aligns with the work of Durán et al. (2025) and Ortiz et al. (2025), who emphasize the importance of culture as an articulating axis of institutional performance, though the present findings broaden this view by demonstrating its transversal nature in organizational dynamics.

Nevertheless, the evidence also reveals significant tensions regarding the effective implementation of organizational culture as a management tool. While authors such as Pantigozo-Villanueva (2025) and Duarte et al. (2024) argue that a strong organizational culture fosters motivation and work commitment, other studies, such as those by Cabal et al. (2025) and Naranjo et al. (2022), show that the absence of human-talent-oriented strategies can produce contrary effects, including staff turnover and institutional disarticulation. This apparent contradiction suggests that organizational culture does not automatically function as a positive factor; rather, its impact depends

on the coherence between promoted values and implemented management practices, introducing the need to understand it from a contextual rather than universalist perspective.

Regarding the role of leadership, the results reaffirm its function as a mediating mechanism in shaping organizational culture, although they also show that its impact is not uniform. While Correa et al. (2023) and Leal and Arias (2021) emphasize the role of ethical leadership in consolidating strong organizational cultures, studies such as those by Hargitai and Bencsik (2023) and Abawari et al. (2024) suggest that in contexts of digital transformation and organizational change, leadership must adapt to new dynamics that go beyond traditional approaches. In this vein, the present analysis allows for the inference that leadership not only influences organizational culture but is also conditioned by it, generating a bidirectional relationship that complicates its understanding and application in real-world settings.

In the realm of public management, the results show a significant gap between theoretical models of organizational culture and their practical application in state institutions. Although León et al. (2023) highlight the potential of organizational culture to drive modernization processes, studies such as those by Tarrillo et al. (2024), Zavaleta et al. (2024), Ramírez-Gonzales et al. (2024), and Girao (2020) reveal persistent structural limitations, including planning deficiencies, weak control systems, and resistance to change. This divergence suggests that organizational culture in the public sector is conditioned by historical, political, and administrative factors that hinder its transformation, pointing to the need for differentiated strategies tailored to this context. Similarly, contributions by Linares et al. (2024) reinforce the idea that incorporating technological tools such as e-government does not guarantee management improvements on its own unless accompanied by profound cultural change.

With respect to the link between organizational culture and employee well-being, the results identify a consistent yet not unproblematic relationship. While Díaz et al. (2021), Patlán et al. (2021), and Saavedra et al. (2021) show that an adequate organizational culture favors job satisfaction, other studies such as those by Calderón et al. (2022) and Guillin et al. (2022) caution that certain cultural configurations can limit organizational development if not properly managed. In this sense, the findings suggest that employee well-being depends not solely on the existence of a defined organizational culture but on its capacity to adapt to the needs of human talent and environmental demands. This perspective is reinforced by Kantola and Kinnunen (2024), who show that organizational change processes can generate uncertainty and resistance among workers, highlighting the importance of managing culture from a strategic, people-centered approach.

Finally, integrating the findings, it can be stated that organizational culture constitutes a key element for sustainability and institutional development, although its effectiveness depends on its articulation with other factors such as leadership, human talent management, and contextual conditions. In this line, contributions from Islam and Ayupp (2022) and Saiz and Jácome (2022) reinforce the idea that an organizational culture oriented toward innovation and continuous learning can generate sustainable competitive advantages, provided it is implemented coherently and contextually. Nonetheless, the review also evinces the need for further studies that integrate these variables more systematically, representing an opportunity for future research aimed at understanding the complexity of the relationship between organizational culture and administrative management.

Conclusions

This study established that organizational culture constitutes a structural component that transcends its traditional conception as a set of shared values, configuring itself as a dynamic system that conditions the effectiveness of administrative management across multiple dimensions. Based on the systematic analysis of recent literature, evidence shows that its influence projects transversally onto institutional performance, process efficiency, leadership quality, and human talent well-being, consolidating itself as an articulating axis in contemporary organizational dynamics.

Analytically, the findings allow for the assertion that organizational culture does not operate as an isolated variable but rather as an integrating mechanism that interacts with key factors such as leadership, human talent management, and the contextual conditions particular to each organization. In this regard, it was identified that its impact depends largely on the coherence between promoted institutional values and implemented administrative practices, implying that a formally established organizational culture does not, by itself, guarantee management improvements if not aligned with concrete operational strategies.

The study also evinces significant tensions in the practical application of organizational culture, particularly in public management, where structural factors such as resistance to change, planning limitations, and weaknesses in control systems continue to constrain its transformative potential. This situation reveals a gap between theoretical

models and institutional reality, suggesting the need for more contextualized approaches that account for the political, social, and administrative particularities of each environment.

From a strategic perspective, the study concludes that organizational culture plays a determining role in processes of innovation, adaptation, and organizational sustainability, especially in contexts characterized by digital transformation and increasing environmental complexity. Within this framework, its proper management not only contributes to the achievement of institutional objectives but also strengthens organizations' capacity to respond effectively to contemporary challenges, positioning it as a key factor in organizational competitiveness.

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