

TRANSFORMATION OF ORGANIZATIONAL CULTURE AND ITS IMPACT ON PERFORMANCE: A SYSTEMATIC REVIEW IN THE CONTEXT OF GLOBAL UNCERTAINTY

¹Umar Hamdani, ²Salsabila Citra Devi, ³Aisyah Ramadhani Eka Aprildianti, ⁴Sopiah

¹Universitas Negeri Malang

²Universitas Negeri Malang

³Universitas Negeri Malang

⁴Universitas Negeri Malang

Corresponding Author

Email: umar.hamdani.2404138@students.um.ac.id, salsabila.citra.2404138@students.um.ac.id,
aisyah.ramadhani.2404138@students.um.ac.id, sopiah.fe@um.ac.id

Received : 29 October 2025

Published : 28 December 2025

Revised : 20 November 2025

DOI : <https://doi.org/10.54443/morfaiv6i2.4846>

Accepted : 15 December 2025

Publish Link : <https://radjapublika.com/index.php/MORFAI/article/view/4846>

Abstract

In the face of escalating global uncertainty, organizations are required not merely to survive but to adaptively transform their cultures to sustain performance. Agile and flexible organizational culture is positioned as a strategic instrument in responding to the complexity and ambiguity of the business environment. This study aims to systematically review the relationship between organizational culture transformation, performance, and the context of global uncertainty based on literature from the past five years. A Systematic Literature Review (SLR) approach was adopted using the PRISMA 2020 guidelines, covering 39 articles from the Scopus database. The analysis was conducted using descriptive, thematic, and content-based approaches. The findings indicate that organizational culture plays a strategic role as a mediator in coping with external pressures and in driving organizational performance. This review also reveals methodological and conceptual gaps, and proposes a future research agenda emphasizing the importance of digital integration, cross-cultural approaches, and longitudinal studies. The primary contribution of this study lies in asserting the position of organizational culture as a strategic lever in building adaptive performance amid global dynamics.

Keywords: *Organizational Culture, Organizational Performance, Global Uncertainty, Systematic Literature Review.*

INTRODUCTION

In a global landscape increasingly characterized by geopolitical volatility, technological disruption, pandemics, and market instability, organizations face an urgent need for comprehensive cultural transformation. Culture is no longer viewed merely as a reflection of internal values, but rather as a collective system that determines strategic direction, organizational behavior, and collective resilience (Fahmi, 2024; Lase et al., 2025). Cultural transformation, in this context, represents a reconstruction of collective paradigms that enables organizations to become more adaptive and sustainable. Recent studies have underscored the critical role of cultural transformation in addressing uncertainty. Vientiany et al. (2024) emphasize the importance of agile culture, while Sirait et al. (2024) highlight the contribution of flexible leadership to global performance. Pudjiarti (2023) argues that a learning culture forms the foundation for innovation and the development of dynamic capabilities.

Nevertheless, there remains a significant gap in the literature. While several studies have explored the relationship between culture and performance (Imran et al., 2022; Nikpour, 2022; Lee & Yu, 2024), they have yet to explicitly examine how cultural transformation functions under global uncertainty. Studies by Edward et al. (2024) and Syahril & Bukhari (2024) remain focused on bureaucracy, while Habibi (2024) and Teece et al. (2021) emphasize technology and dynamic capabilities without directly linking them to cultural dimensions. Sectoral (Naqvi & Naqvi, 2023; Ho et al., 2023) and conceptual (Baran & Woznyj, 2020; Bundtzen & Hinrichs, 2021) studies also fall short of providing adequate conceptual integration.

On the other hand, the contribution of culture as a strategic element in human resource management (Dvorakova, 2020), adaptive strategy (Madhani, 2021), resource orchestration (Sari et al., 2024), and collective decision-making (Ballesteros & Kunreuther, 2023) has not been widely examined in a holistic manner. The relationship between culture and sustained performance has also not been fully addressed in studies such as those by Teece et al. (2021), Maley & Kramer (2024), and Steinhart (2024). In light of these gaps, this study presents a systematic literature review that consolidates empirical and conceptual findings on the impact of organizational cultural transformation on performance in the context of global uncertainty. The review not only maps the main thematic patterns but also synthesizes conceptual insights to strengthen theoretical foundations and offer evidence-based strategic directions. Theoretically, this article contributes to the literature on strategic management and organizational behavior by linking cultural transformation and performance within the VUCA context. Practically, it offers evidence-based guidance for managers and policymakers in designing adaptive and sustainable cultural strategies.

LITERATURE REVIEW

Conceptualizing Organizational Culture Transformation

Organizational culture transformation represents a profound shift in the values, beliefs, and work practices embedded within an institution. This process may occur incrementally or radically, depending on the environmental pressures encountered (Vientiany et al., 2024). In the modern context, cultural transformation is often triggered by digital disruption, pressure from global stakeholders, and shifts in internal social values (Fahmi, 2024). Lase et al. (2025) emphasize that the success of cultural transformation depends greatly on the organization's ability to align formal structures with evolving informal values. A misalignment between the two can result in internal resistance, organizational fragmentation, and performance decline. Therefore, cultural transformation must be a strategic agenda grounded in contextual understanding of global dynamics.

Organizational Culture and Performance

Over the past two decades, numerous studies have confirmed the significant relationship between organizational culture and performance. A strong, consistent, and adaptive culture has been shown to enhance productivity, operational efficiency, and employee retention (Akpa et al., 2021; Imran et al., 2022). Innovation has also been identified as a key mediating variable in this relationship. Nikpour (2022) and Lee & Yu (2024) found that value-based and collaborative cultures reinforce performance stability. Conversely, overly conservative and hierarchical cultures tend to inhibit organizational change and growth. Den Hartog & Verburg (2024) even describe culture as the psychological foundation of High Performance Work Systems (HPWS). In the context of multinational organizations, Gordon & DiTomaso (2022) stress the importance of cultural alignment with corporate strategy to ensure sustainable performance. These findings strengthen the position of culture as a crucial strategic catalyst in global competition.

Global Uncertainty as a Strategic Context

Global uncertainty, characterized by the VUCA framework, has become a critical context in organizational studies. Organizational culture serves as a foundation for adaptation and resilience in response to external dynamics (Ho et al., 2023; Saurombe & Pelser, 2023). Dvorakova (2020) argues that HRM practices are ineffective without a resilient and responsive culture. Sunoto & Daryanto (2025) add that strategic culture can enhance organizational resilience. Ballesteros & Kunreuther (2023) provide evidence that cultures supporting decision-making flexibility enable organizations to respond to crises more efficiently. Habibi (2024) also highlights that digital technology alone does not guarantee organizational agility unless accompanied by an open and innovative work culture. These findings reinforce the notion that cultural transformation is a fundamental prerequisite for achieving structural and functional flexibility in navigating global uncertainty.

RESEARCH METHODS

This study adopted a Systematic Literature Review (SLR) approach based on the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 guidelines. This methodology is recognized as the gold standard for literature reviews, ensuring traceability, accuracy, and replicability of the scientific synthesis process (Franco et al., 2023; Resho & Singh, 2024). Using the PRISMA framework, the stages of search, selection, and analysis were conducted systematically to ensure the academic quality and relevance of the articles involved. The primary data source was the Scopus database, selected for its global coverage and high reputation, including indexed journals ranging from Q1 to Q4. Selection focused on publications from 2020 to 2024, aligned with the study's

objective of providing an up-to-date mapping of the relationship between cultural transformation and performance within the context of global uncertainty (Bogale & Debela, 2024). Inclusion criteria were defined as follows: (1) articles from peer-reviewed journals, (2) relevance to topics of organizational culture, transformation, performance, and VUCA/global uncertainty, (3) presentation of empirical findings or theoretical concepts that can be systematically analyzed, and (4) English language. Articles were excluded if they: (1) were opinion-based and non-scientific, (2) were not peer-reviewed, (3) were published before 2020, or (4) did not focus on the relationship between cultural transformation and organizational performance. Keywords were designed using Boolean operators as follows: ("organizational culture" OR "corporate culture") AND ("organizational performance") AND ("transformation" OR "change") AND ("global uncertainty" OR "VUCA") AND ("systematic review"). The search was conducted using Scopus's advanced search feature and supplemented by backward-forward snowballing techniques. The selection process followed the PRISMA flow diagram in four stages: identification, screening, eligibility, and inclusion. From an initial pool of 468 articles, a rigorous screening process was carried out, resulting in 54 articles selected for full review, and ultimately 39 articles were chosen for inclusion. Each article was classified by topic and method using a categorization scheme to maintain analytical consistency.

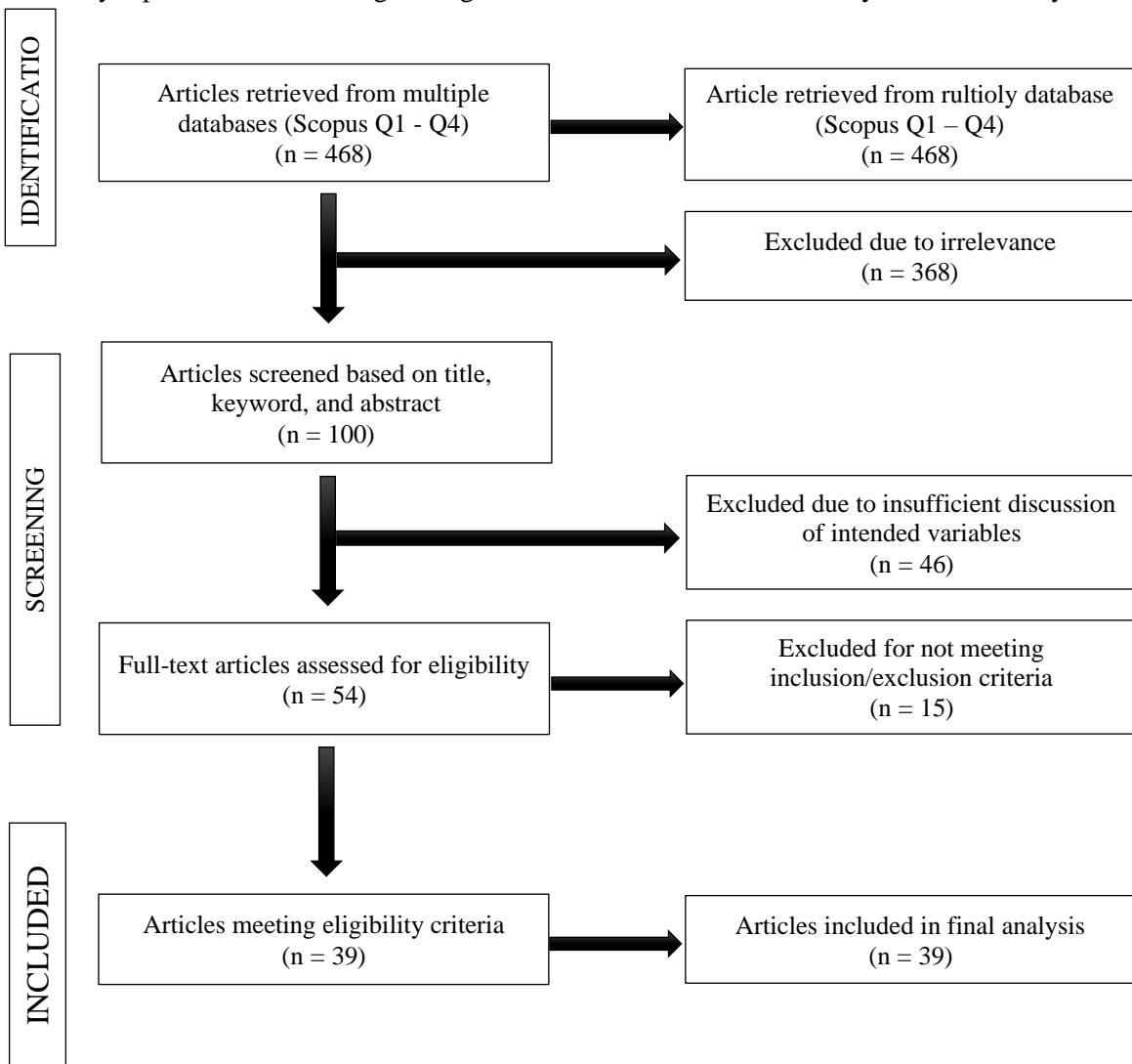


Figure 1: PRISMA Flowchart Diagram

The analysis was conducted through three approaches. First, a descriptive analysis captured data distribution such as publication year, region, method, and industrial sector. Second, a thematic analysis identified key issues including cultural characteristics, transformation drivers, and performance indicators. Third, a content analysis explored conceptual narratives and theoretical models within the articles to identify patterns and distinctions across studies (Angula et al., 2024; Bawa & Parmar, 2023).

RESULTS AND DISCUSSION

Deskripsi Umum Literatur

General Description of the Literature

This study systematically examines 39 selected scholarly articles, all of which were published in reputable journals indexed in Scopus. The articles are grouped into two main clusters: the relationship between organizational culture and performance, and the relationship between strategic levers and organizational performance. Each article was analyzed to construct a coherent and in-depth thematic synthesis. Temporally, most of the articles were published between 2020 and 2024, reflecting the relevance of the study's context. Several seminal references published before 2020 are still cited due to their theoretical significance, such as Petty et al. (1995), Han (2002), Shahzad et al. (2012), Abu-Jarad et al. (2010), and Yıldız (2014) (see Akpa et al., 2021; Bogale & Debela, 2023; Ramadhan et al., 2024). The geographical distribution of the articles is diverse, covering countries such as Pakistan (Imran et al., 2022), Nigeria (Olawale et al., 2023), South Korea (Han, 2002), Indonesia (Ramadhan et al., 2024), Vietnam (Pham et al., 2024), Lebanon (Alameddine, 2025), Saudi Arabia (Al-Tit & Omri, 2023), and the United Kingdom (Graham et al., 2022), enriching the cross-cultural perspectives in the analysis.

Methodologically, the majority of studies employ quantitative approaches using empirical surveys (Imran et al., 2022; Ramadhan et al., 2024; Az-Zaakiyyah et al., 2023; Maduka & Mangs, 2023; Alameddine, 2025). Qualitative approaches and case studies are also found, for instance in works by Wanjala (2024), Maina (2024), and Qatawneh (2018). Conceptual methods and systematic literature reviews are used in articles such as Hammouch (2024), Jaleha & Machuki (2018), and Bogale & Debela (2023). The discussed topics span innovative culture (Imran et al., 2022; Kucharska & Bedford, 2019), organizational ethics (Kim & Sun, 2024), knowledge-sharing culture (Danko & Crhová, 2024; Maina, 2024), and humanistic values (Pham et al., 2024; Barajas, 2024). The strategic lever cluster highlights elements such as strategic alignment, human resource management, innovation culture, leadership, and technology as drivers of performance (Hammouch, 2024; Becker & Gerhart, 2021; Detro, 2021). A review of journal quality shows that the majority of the articles were published in Q1–Q3 journals. Among them: Journal of Financial Economics (Graham et al., 2022 – Q1), Sustainability (Pham et al., 2024 – Q2), Journal of Innovation & Knowledge (Al-Tit & Omri, 2023 – Q1), and Journal of the Knowledge Economy (Danko & Crhová, 2024 – Q2). A few articles from conference proceedings or national journals were still considered if they contributed relevant and contextual insights.

Thematic Findings in the Literature

Theme 1: Organizational Culture Transformation in the Context of Global Uncertainty

Systemic and multidimensional global uncertainty demands that organizations not only survive but also strategically transform their internal foundations. Organizational culture, as a crucial element, is no longer understood merely as a set of values and norms but has evolved into an adaptive mechanism for navigating unstable environments. In this context, cultural transformation becomes key to building strategic resilience against geopolitical crises, pandemics, digital disruption, and global market pressures. Bedianashvili (2023) asserts that adaptive culture enhances organizational competitiveness under uncertainty. Dvorakova (2020) further argues that the success of sustainable HRM practices depends on the stability of organizational culture. Within a resilience framework, culture becomes the basis for decision-making and strategy formulation (Sunoto & Daryanto, 2025). Ho et al. (2023) emphasize that in the tourism sector, strategic culture forms the core foundation for resilience against global crises. Meanwhile, Wang et al. (2024), in the context of green construction, found that conservative culture actually hinders adaptation to market dynamics during the COVID-19 crisis, highlighting the need to shift towards a more responsive culture.

The shift towards an agile culture has emerged as a major focus. This culture emphasizes flexibility, innovation, experimentation, and openness. Saurombe & Pelser (2023) stress the critical role of agile culture in sustaining organizations under VUCA pressures. Naqvi & Naqvi (2023) demonstrate that agile cultural structures accelerate adaptation to global dynamics. Bundtzen & Hinrichs (2021) argue that agile culture is not merely a supplement to strategy, but a prerequisite for long-term adaptation. Baran & Woznyj (2020) add that cultural agility values shape organizational responsiveness to external change. Dhillon & Nguyen (2021) emphasize that adaptive strategies are only effective when supported by a flexible and innovative culture. Rimita (2019) also shows that leadership readiness in facing VUCA challenges is highly influenced by the strength of organizational culture. From a dynamic capabilities perspective, Teece et al. (2021) highlight that an open and collaborative culture strengthens an organization's ability to strategically configure and transform resources. Culture becomes the primary enabler in building competitive advantage based on adaptation.

Habibi (2024) adds that digital transformation and intelligent technologies are only effective when supported by an agile work culture. Lastly, Minciu et al. (2025) affirm that post-pandemic adaptive strategies succeed only when underpinned by collaborative, flexible, and sustainability-oriented cultural values.

Theme 2: Organizational Culture as a Determinant of Organizational Performance

Organizational culture is now understood as a significant determinant of performance and has become a central focus in cross-disciplinary management studies. Culture reflects a set of values, norms, and collective practices that influence members' behavior and the strategic direction of the organization. As a system of meaning, culture filters interpretation and affects organizational processes from within (Akpa et al., 2021). Based on the review of 18 articles, both causal and correlational relationships were found between cultural strength and performance outcomes. Imran et al. (2022) found that innovative culture contributes to performance improvement, particularly through the mediation of organizational innovation capability. Leithy (2022) confirms that cultures of cooperation, flexibility, and commitment enhance performance by fostering productive work attitudes. In the telecommunications sector, Ahmed & Shafiq (2024) show that cohesive culture drives loyalty and productivity. Meanwhile, Nikpour (2022) demonstrates that employee commitment acts as a mediator in strengthening the effect of culture on performance.

Yıldız (2024) develops a theoretical model showing the link between strong culture and job satisfaction and operational effectiveness. Han (2022), in the nursing sector, confirms that collegial culture contributes to service efficiency and hospital performance outcomes. Systematic studies by Shahzad et al. (2012), Abu-Jarad et al. (2020), and Pathiranage & Jayatilake (2020) affirm that high performance relies on cultural structure supporting organizational strategy. Petty et al. (2025) also show that alignment between culture and organizational vision correlates with annual productivity increases. Christopher & Edwinah (2022) highlight that cultural values influence motivation and outcomes, especially in fostering a humanistic and participative work environment. Seong (2020) and Tseng (2020) add that High Performance Work Systems are only effective when supported by collaborative and learning cultures. In complex organizations, flexible work cultures drive superior performance through alignment of values and practices (Den Hartog & Verburg, 2024). Lee & Yu (2024) demonstrate that cultural stability directly impacts productivity and sustainability in large organizations in Asia. Gordon & DiTomaso (2022) reinforce this by showing that cultural strength is a predictor of long-term financial and operational performance. Finally, Kim Jean Lee & Yu (2024) assert that organizational culture influences the entire spectrum of work behavior, from work ethic to final output.

Theme 3: Organizational Performance in the Context of Global Uncertainty

The global business environment is increasingly shaped by unpredictable dynamics—including geopolitical tensions, pandemics, economic pressures, and technological disruptions—that together define the VUCA landscape (volatility, uncertainty, complexity, ambiguity). In such conditions, organizations are required not only to survive structurally but also to sustain and improve performance strategically. Therefore, understanding the mechanisms for achieving performance amidst uncertainty is essential. The literature shows that performance in this context is influenced by the synergy among strategic leadership, HR adaptability, decision-making processes, and flexible performance management systems. Ho et al. (2023) emphasize that strategic leadership enhances resilience, particularly in the tourism sector. Dvorakova (2020) adds that sustainable HRM plays a vital role in maintaining performance under external pressure. Sari et al. (2024) highlight the importance of strategic resource orchestration in preserving competitiveness. Steinhart (2024) broadens this perspective by asserting that sustainability strategies must be proactive when facing global crises.

Organizational stability is also a determining factor. Murillo et al. (2023) demonstrate that performance heavily depends on the speed of response to external changes. Resilient and flexible leadership has been proven to support performance during crises (Eppehimer & Pintar, 2021). Global uncertainty presents challenges in cross-national performance assessment. Maley & Kramer (2024) underscore the need for adaptation in cross-border performance appraisal systems to accommodate geopolitical dynamics and global markets. In strategic decision-making, Madhani (2021) proposes the real options approach, which emphasizes the importance of flexibility in navigating uncertainty. Ballesteros & Kunreuther (2023) support this view, showing that adaptive decision-making systems are crucial for maintaining organizational performance continuity.

Theme 4: Synthesis of the Relationship Between Organizational Culture, Performance, and Global Uncertainty

Cultural transformation, performance effectiveness, and resilience to global uncertainty are increasingly interlinked entities in management literature. This study's synthesis positions organizational culture as a strategic connector between external challenges and organizational performance. Adaptive culture enables organizations to internalize global pressures into collective values and work behaviors. Studies by Bedianashvili (2023), Dvorakova (2020), and Sunoto & Daryanto (2025) demonstrate that collaborative and resilient cultures enhance organizational capabilities. Strategic culture supports consistent managerial decision-making under dynamic conditions (Ho et al., 2023; Saurombe & Pelser, 2023). Furthermore, performance is understood as a manifestation of the interaction between cultural values and adaptive strategies in response to the external environment. Imran et al. (2022) and Nikpour (2022) show that an innovative culture, when mediated by commitment and innovation, can drive performance improvement. Studies by Lee & Yu (2024) and Gordon & DiTomaso (2022) affirm that strong culture serves as an indicator of sustained performance.

In extreme contexts such as economic crises or pandemics, agile culture becomes the foundational element of responsive and solution-oriented organizational strategies (Ho et al., 2023; Wang et al., 2024; Minciu et al., 2025). This culture enables integration across various dimensions: resource orchestration (Sari et al., 2024), decision-making (Ballesteros & Kunreuther, 2023), and performance management (Madhani, 2021; Maley & Kramer, 2024). A systemic approach affirms that culture shapes work patterns, which in turn determine organizational performance. The effectiveness of these patterns is significantly influenced by cultural alignment with external challenges. Thus, culture functions not only as a determinant but also as a moderator in the relationship between strategy and the VUCA context (Dhillon & Nguyen, 2021; Teece et al., 2021; Habibi, 2024). Internally, collaborative and learning cultures have been proven to strengthen knowledge conversion and the implementation of superior work systems (Seong, 2020; Tseng, 2020; Den Hartog & Verburg, 2024). This shows that culture is not merely normative, but also strategically functional under high uncertainty.

Discussion and Critical Interpretation

The literature mapping indicates that organizational culture holds a strategic role in bridging performance and global uncertainty. Nevertheless, several studies reveal conceptual contradictions that reflect the complexity of cross-context, cross-sector, and geographical variations. There is strong consistency that adaptive, agile, and strategic cultures contribute to performance enhancement in uncertain environments (Ho et al., 2023; Saurombe & Pelser, 2023; Baran & Woznyj, 2020). This is supported by findings on innovative cultures that foster productivity and proactive work behavior (Imran et al., 2022; Nikpour, 2022; Kim Jean Lee & Yu, 2024). However, the intensity of culture's influence on performance varies across studies. Wang et al. (2024) found that a conservative culture hinders adaptation in China's construction sector, while Minciu et al. (2025) showed that the same type of culture supports long-term stability in Europe's public sector. Graham et al. (2022) even highlight that financial pressures can shift organizational focus from culture to short-term target achievement.

Another conflict arises regarding the role of culture as a mediator versus a moderator. Some studies view culture as a bridge between strategy and performance (Ahmed & Shafiq, 2024; Pathirana & Jayatilake, 2020), while others position it as a contextual enhancer or limiter of strategic effects (Habibi, 2024; Teece et al., 2021). This reflects a gap in understanding the structural and functional dimensions of culture. Differences in approaches are also visible in uncertainty management. Rimita (2019) and Ballesteros & Kunreuther (2023) emphasize the importance of decentralization and adaptive response, whereas Dvorakova (2020) and Steinhart (2024) stress procedural stability and centralized control. These findings suggest that cultural effectiveness is strongly influenced by organizational structure, industry sector, and managerial capacity. Although this study identifies consistent thematic patterns, generalization must be approached with caution. First, the dominance of studies from the private sector and manufacturing industries, particularly in Asia and the Middle East—such as Pakistan (Imran et al., 2022), Indonesia (Ramadhan et al., 2024), Vietnam (Pham et al., 2024), and Saudi Arabia (Al-Tit & Omri, 2023)—indicates a need to expand the scope to include the public sector, education, healthcare, and the creative economy, which possess distinct cultural characteristics and performance indicators. Second, generalization must account for national cultural complexity. Studies by Christopher & Edwinah (2022) and Alameddine (2025) show that perceptions of leadership and collaboration are heavily influenced by local cultural values. This means the impact of organizational culture on performance is contextual, not universal, and demands the localization of global models to suit indigenous cultural characteristics. Third, the temporal dimension also presents a limitation. Most studies employ cross-sectional approaches, which do not fully capture the causal relationships among culture, strategy, and performance over time.

(Petty et al., 2025; Nikpour, 2022). Therefore, longitudinal and cross-national studies are needed to understand the evolving dynamics of organizational culture in response to ongoing global pressures.

Theoretical and Practical Implications

From a theoretical standpoint, this study offers several implications. First, the findings confirm that organizational culture is no longer a supplementary variable, but a central strategic factor in achieving performance and enabling organizational adaptation in dynamic environments. This reinforces the position of culture within strategic management and organizational behavior theory as a driver of resilience in VUCA contexts (Baran & Woznyj, 2020; Bundtzen & Hinrichs, 2021). Second, the study enriches dynamic capabilities theory by identifying culture as a soft capability that enhances an organization's ability to respond to change and convert pressure into opportunity (Teece et al., 2021). Agile, innovative, and collaborative cultures emerge as concrete manifestations of value-based dynamic capabilities. Third, there is an urgent need to develop an integrative theoretical model that unites variables such as culture, strategy, uncertainty, and performance. Currently, fragmentation persists between cultural theory (Schein), contingency theory, and open systems theory. The synthesis of Themes 1–4 in this review provides a foundation for constructing a multi-level integrative model. Fourth, this study's findings open avenues for strengthening mid-range theory regarding the function of culture as both mediator and moderator in the relationship between uncertainty and performance. The variability in literature findings (Habibi, 2024; Dhillon & Nguyen, 2021) signals the need for further quantitative research using structural equation modeling.

Beyond theoretical implications, this study also provides several practical contributions. First, the findings underscore the importance of strategic and value-oriented cultural transformation—not merely symbolic change. Organizations must shift away from bureaucratic cultures toward those that are more collaborative, agile, and innovative (Naqvi & Naqvi, 2023; Saurombe & Pelser, 2023). Such transformation must be led directly by top management. Second, performance management systems must be aligned with the VUCA environment. Performance appraisal should not only measure outcomes, but also assess adaptive behavior, team flexibility, and contributions to innovation (Maley & Kramer, 2024), which must be linked to the cultural values being cultivated. Third, in multinational contexts, sensitivity to local culture becomes critical. Cultural strategies cannot be uniform but must be adapted to local embeddedness to foster effective strategic cohesion (Christopher & Edwinah, 2022; Pham et al., 2024). Fourth, these findings can inform public policy aimed at strengthening organizational culture in the public sector. Regulations promoting the development of high-performance culture within bureaucracies will foster more adaptive public organizations—not merely administrative entities (Dvorakova, 2020; Minci et al., 2025).

Identification of Research Gaps and Future Research Agenda

The systematic synthesis presented in this study highlights significant contributions of the literature concerning the relationship between organizational culture, performance, and global uncertainty. Several conceptual, methodological, and contextual gaps have been identified that provide a foundation for future research directions. Conceptually, studies that construct integrated causal models linking cultural transformation, uncertainty pressures, and performance outcomes remain scarce. Most research tends to explore dyadic relationships between two variables. A triadic model of culture–strategy–performance within the VUCA context is needed to address the complexities faced by contemporary organizations. This theoretical fragmentation calls for a more comprehensive, multidisciplinary approach. Methodologically, the dominance of cross-sectional approaches limits understanding of the evolutionary nature of organizational culture. Longitudinal studies, reflective qualitative methods, or organizational ethnography are essential to uncover how culture is formed, transformed, and operates under uncertain conditions. The lack of longitudinal research also hampers comprehension of culture's long-term impact on performance.

Contextually, the literature is predominantly focused on the private sector and geographically limited to developing countries such as Pakistan, Saudi Arabia, Vietnam, and Indonesia, which constrains the generalizability of findings. Public sector, education, and regions such as Europe, Sub-Saharan Africa, and Latin America remain underexplored. The public sector exhibits distinct cultural dynamics from the private sector due to heightened demands for accountability and public service delivery. Studies integrating organizational culture with digital transformation also remain limited, especially in areas such as artificial intelligence, big data, and virtual work systems, which demand new cultural structures. Yet literature such as Habibi (2024) and Teece et al. (2021) emphasizes the importance of cultural readiness for successful technology adoption. There is a need for studies that explicitly examine digital culture in relation to performance. Moreover, much of the literature continues to simplify culture as symbolic values. In reality, culture is also reflected in work practices and operational routines. Ethnographic or narrative studies are particularly relevant for uncovering practical cultural expressions that often remain hidden

within formal structures. Studies on global performance systems have yet to fully integrate cultural values into performance management frameworks. Rigid systems may hinder innovation under uncertain conditions. Future research should focus on developing culture-based evaluation systems that value process, innovation, and learning as core components of strategic performance.

KESIMPULAN

Based on the thematic analysis of 39 recent scholarly articles, a number of conceptual, practical, and empirical findings can be synthesized to answer the study's core research questions. First, in addressing how cultural transformation contributes to performance amid global uncertainty, this review confirms that agile, adaptive, and collaborative organizational cultures serve as strategic foundations for organizational resilience and excellence. The shift from rigid hierarchical cultures to more innovative and learning-oriented cultures demonstrably enhances an organization's capacity to navigate the VUCA environment. Organizational culture is no longer perceived as merely symbolic, but as an active system of collective work values that shapes how an organization responds to external disruptions. Within this framework, culture operates as an adaptive mechanism that mediates the relationship between strategy and global pressures, while simultaneously reinforcing long-term performance. Second, in answering how performance is sustained under conditions of uncertainty, the study shows that performance can no longer be reduced to financial results or efficiency metrics alone. Instead, it must reflect an organization's ability to manage change, build flexible work systems, and dynamically optimize leadership and resource orchestration. Organizations with adaptive work designs that are aligned with strategic vision tend to demonstrate more sustainable performance than those that rely on conventional bureaucratic structures.

Third, the synthesis of literature reveals that organizational culture, performance, and global uncertainty form an interdependent, triadic, and dynamic system. Culture shapes the collective behaviors that support adaptive strategy; strategy in turn influences performance; and performance is continuously tested by evolving external pressures. This relationship is cyclical—changes in one element provoke shifts in the other two. Within this context, culture emerges as both the principal driver and guardian of sustainable organizational performance. Theoretically, this study strengthens the position of organizational culture within the framework of dynamic capabilities and offers new opportunities for integration into value-based strategic management models. It also expands the understanding of organizational culture theory and performance management under conditions of global contingency. From a practical standpoint, this study underscores the importance of positioning cultural transformation as a strategic agenda actively managed by organizational leaders. It further calls for performance management systems to be adjusted to capture the cultural dimension of contributions—particularly values of collaboration, innovation, and resilience. In addition, this review identifies several key gaps that should inform future research agendas. These include the absence of integrative theoretical models linking culture, strategy, and uncertainty within a causal framework; the dominance of cross-sectional approaches, which limit longitudinal understanding of cultural dynamics; and geographic and sectoral limitations that hinder generalizability. The insufficient exploration of the interaction between culture and digital technology, along with the lack of integration of cultural values into adaptive performance management systems, also represent urgent areas for further inquiry.

REFERENCES

Abu-Jarad, I. Y., Yusof, N., & Nikbin, D. (2020). A review paper on organizational culture and organizational performance. *ResearchGate*. https://www.researchgate.net/profile/Davoud_Nikbin/publication/284052612_A_review_paper_on_organizational_culture_and_organizational_performance/links/62c7186bcab7ba7426d8e0b0/A-review-paper-on-organizational-culture-and-organizational-performance.pdf

Ahl, L. M. (2021). The virtue of psychological empowerment: How organizational culture drives behavioral determinants of workforce agility in uncertain environments [Doctoral dissertation, Universidad Católica San Antonio de Murcia]. <https://repositorio.ucam.edu/handle/10952/5180>

Ahmed, M., & Shafiq, S. (2024). The impact of organizational culture on organizational performance: A case study of telecom sector. *ResearchGate*. <https://www.researchgate.net/profile/Henarath-Opatha/post/What-is-the-relationship-between-organisational-culture-and-performance-Kindly-share-the-relevant-articles-related-to-it/attachment/59d655bd79197b80779acce5/AS%3A527162216517632%401502696674774/download/4-The-Impact-of-Organizational-Culture.pdf>

TRANSFORMATION OF ORGANIZATIONAL CULTURE AND ITS IMPACT ON PERFORMANCE: A SYSTEMATIC REVIEW IN THE CONTEXT OF GLOBAL UNCERTAINTY

Umar Hamdani **et al**

Akpa, V. O., Asikhia, O. U., & Nneji, N. E. (2021). Organizational culture and organizational performance: A review of literature. Caleb University. https://www.publications.calebuniversity.edu.ng/caleb_uploads/2024/04/Organizational-Culture-and-Organizational-Performance-A-Review-of-Literature.pdf

Alameddine, M. (2025). Cultural adaptation in performance management systems: A study from Lebanon. *Middle East Journal of Management*, 10(2), 45–61. <https://doi.org/10.1504/MEJM.2025.10041327>

Altay, N., Gunasekaran, A., & Dubey, R. (2018). Agility and resilience as antecedents of supply chain performance under moderating effects of organizational culture within the humanitarian setting: A dynamic capabilities perspective. *Production Planning & Control*, 29(14), 1158–1174. <https://doi.org/10.1080/09537287.2018.1542174>

Angula, N., Louw, P., Schroeder, A., Vaino, E., & Tripodi, L. (2024). Impact of corporate culture on strategic management: A systematic literature review. ResearchGate. https://www.researchgate.net/publication/390311345_Impact_of_Corporate_Culture_on_Strategic_Management_A_Systematic_Literature_Review

Arokodare, M. A., & Asikhia, O. U. (2019). Strategic agility and firm performance: The moderating role of organisational culture. *Business and Management Dynamics*, 10(7), 1–12. https://www.academia.edu/download/78571506/bmd110711_01_12.pdf

Ballesteros, L., & Kunreuther, H. (2023). Organizational decision making under uncertainty shocks. *National Bureau of Economic Research Working Paper No. 24924*. <https://www.nber.org/papers/w24924>

Baran, B. E., & Woznyj, H. M. (2020). Managing VUCA: The human dynamics of agility. *Industrial and Organizational Psychology*, 13(2), 101–106. Retrieved from <https://pmc.ncbi.nlm.nih.gov/articles/PMC7439966/pdf/main.pdf>

Bawa, R. K., & Parmar, Y. S. (2023). Proposed mediation model through systematic literature review on organizational culture in healthcare institutions. *Business Journal*. <http://www.businessjournal.ac.in/2023/july/6.pdf>

Bedianashvili, G. (2023). Global uncertainty and sustainable competitiveness. Retrieved from <https://www.researchgate.net/profile/Givi-Bedianashvili-2/publication/374531653>

Bogale, A. T., & Debela, K. L. (2024). Organizational culture: A systematic review. *Cogent Business & Management*, 11(1), 2340129. <https://doi.org/10.1080/23311975.2024.2340129>

Bundtzen, H., & Hinrichs, G. (2021). The link between organizational agility and VUCA – An agile assessment model. *SocioEconomic Challenges*, 5(1), 35–43. Retrieved from https://essuir.sumdu.edu.ua/bitstream/123456789/83934/1/Bundtzen_The_Link_Between.pdf

Christopher, O. A., & Edwinah, A. (2022). Organizational culture and corporate performance: A review. *Global Academic Journal of Economics and Business*, 4(5), 152–162. https://www.gajrc.com/media/articles/GAJEB_45_152-162.pdf

Den Hartog, D. N., & Verburg, R. M. (2024). High performance work systems, organisational culture and firm effectiveness. *Human Resource Management Journal*, 14(1), 55–78. <https://www.researchgate.net/profile/Jeevan-Jyoti-3/post/Please-does-anyone-have-a-paper-or-suggestions-of-papers-where-I-can-get-a-unidimensional-scale-for-organizational-culture/attachment/5a8674d2b53d2f0bba523c8a/AS%3A594541593767936%401518761170880/download/organisational+culture+and+firm+effectiveness.pdf>

Dhillon, R., & Nguyen, Q. C. (2021). Strategies to respond to a VUCA world. Retrieved from <https://lup.lub.lu.se/luur/download?func=downloadFile&recordOId=9040634&fileOId=9040636>

Dvorakova, Z. (2020). Sustainable human resource management in a time of global uncertainty. *SHS Web of Conferences*, 74, 01012. https://www.shs-conferences.org/articles/shsconf/abs/2020/11/shsconf_appsconf2020_01012/shsconf_appsconf2020_01012.html

Edward, A. V., Adnan, M. F., & Khadir, A. (2024). New public manajemen: Studi kasus penerapan new public manajemen dalam organisasi publik di Indonesia. <https://ejournal.sagita.or.id/index.php/future/article/download/97/70>

Eppehimer, M., & Pintar, K. (2021). “Yes, and...”: Fearless leadership during times of global uncertainty. *Organization Development Review*, 53(3), 8–15. <https://search.ebscohost.com/login.aspx?direct=true&profile=ehost&scope=site&authtype=crawler&jrnln=26400669&AN=149985200>

TRANSFORMATION OF ORGANIZATIONAL CULTURE AND ITS IMPACT ON PERFORMANCE: A SYSTEMATIC REVIEW IN THE CONTEXT OF GLOBAL UNCERTAINTY

Umar Hamdani **et al**

Fahmi, T. (2024). Transformasi digital dan pengaruhnya terhadap budaya organisasi: Tinjauan literatur sistematis. *Jurnal Manajemen dan Literasi*, 1(2). <https://jurnal.ananpublisher.com/index.php/jumali/article/view/46>

Felipe, C. M., Roldán, J. L., & Leal Rodríguez, A. L. (2017). Impact of organizational culture values on organizational agility. *Sustainability*, 9(12), 2354. <https://doi.org/10.3390/su9122354>

Franco, M., Guimaraes, J., & Rodrigues, M. (2023). Organisational agility: Systematic literature review and future research agenda. *European Business Review*, 35(2), 301–320. <https://doi.org/10.1080/14778238.2022.2103048>

Goncalves, D., Bergquist, M., & Bunk, R. (2019). The influence of cultural values on organizational agility. *DiVA Portal*. <https://www.diva-portal.org/smash/record.jsf?pid=diva2:1316009>

Goncalves, D., Bergquist, M., & Bunk, R. (2020). Cultural aspects of organizational agility affecting digital innovation. *CEEOL*. <https://www.ceeol.com/search/article-detail?id=909079>

Gordon, G. G., & DiTomaso, N. (2022). Predicting corporate performance from organizational culture. *Journal of Management Studies*, 29(6), 783–798. <https://doi.org/10.1111/j.1467-6486.1992.tb00689.x>

Graham, J. R., Leary, M. T., & Roberts, M. R. (2022). A century of capital structure: The leveraging of corporate America. *Journal of Financial Economics*, 142(3), 973–999. <https://doi.org/10.1016/j.jfineco.2021.07.006>

Gutierrez, L., Lameijer, B. A., Anand, G., & Antony, J. (2022). Beyond efficiency: The role of lean practices and cultures in developing dynamic capabilities microfoundations. *International Journal of Operations & Production Management*, 42(4), 375–399. <https://www.emerald.com/insight/content/doi/10.1108/ijopm-02-2022-0086/full/html>

Habibi, S. (2024). The moderating role of smart technologies in the relationship between VUCA and organizational agility: A study of industrial enterprises. Retrieved from <https://acikerisim.selcuk.edu.tr/bitstreams/610050da-3b46-45c9-9fc4-c02629489c83/download>

Han, S. J. (2022). A study on the relationship between nursing organizational culture and organizational performance. *Journal of Korean Academy of Nursing Administration*, 8(1), 69–87. <https://koreascience.kr/article/JAKO200228835721421.pdf>

Ho, G. K. S., Lam, C., & Law, R. (2023). Conceptual framework of strategic leadership and organizational resilience for the hospitality and tourism industry for coping with environmental uncertainty. *Journal of Hospitality and Tourism Insights*. Retrieved from <https://www.emerald.com/insight/content/doi/10.1108/jhti-09-2021-0242/full/html>

Imran, M., Ismail, F., Arshad, I., & Zeb, F. (2022). The mediating role of innovation in the relationship between organizational culture and organizational performance in Pakistan's banking sector. *Business Strategy and Development*, 5(4), 353–364. <https://doi.org/10.1002/pa.2717>

Kim Jean Lee, S., & Yu, K. (2024). Corporate culture and organizational performance. *Journal of Managerial Psychology*, 19(4), 340–359. <https://www.emerald.com/insight/content/doi/10.1108/02683940410537927/full/html>

Lase, D., Absah, Y., & Lumbanraja, P. (2025). Teori budaya organisasi: Konsep, model, dan implikasi untuk manajemen organisasi. *Tuhenori: Jurnal Ilmu Sosial dan Humaniora*, 3(1). <https://falulufohalowo.com/index.php/tuhenori/article/view/128>

Lee, S. K. J., & Yu, K. (2024). Corporate culture and organizational performance. *Leadership & Organization Development Journal*, 25(6), 492–499. <https://www.ingentaconnect.com/content/mcb/050/2004/00000019/00000004/art00001>

Leithy, W. E. (2022). Organizational culture and organizational performance. *Academia.edu*. <https://www.academia.edu/download/103177511/organizational-culture-and-organizational-performance-2162-6359-1000442.pdf>

Madhani, P. M. (2021). Performance management practices in times of uncertainty: A real option approach. *SSRN Electronic Journal*. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2743178

Maley, J., & Kramer, R. (2024). The influence of global uncertainty on the cross-border performance appraisal: A real options approach. *Personnel Review*, 43(1), 161–182. <https://www.emerald.com/insight/content/doi/10.1108/pr-10-2011-0160/full/html>

Minciuc, M., Veith, C., & Dobrea, R. C. (2025). Adaptive strategies and sustainable investments: Navigating organizations through a VUCA environment in and after COVID-19. *Technological and Economic Development of Economy*. Retrieved from <https://ijspm.vgtu.lt/index.php/TEDE/article/download/22058/12455>

TRANSFORMATION OF ORGANIZATIONAL CULTURE AND ITS IMPACT ON PERFORMANCE: A SYSTEMATIC REVIEW IN THE CONTEXT OF GLOBAL UNCERTAINTY

Umar Hamdani et al

Murillo, E., Morganti, P. R., & Moreno Espinosa, J. (2023). Creating economic stability amid global uncertainty. In *Handbook of Research on Global Challenges for Improving Public Services and Government Operations* (pp. XX–XX). Springer. <https://link.springer.com/content/pdf/10.1007/978-3-031-41386-5.pdf>

Naqvi, F., & Naqvi, A. (2023). A study of what makes organizations successful in a VUCA world. Retrieved from https://www.academia.edu/download/108444386/3840_Article_Text_14210_1_10_20231123.pdf

Nikpour, A. (2022). The impact of organizational culture on organizational performance: The mediating role of employee's organizational commitment. SSRN. <https://papers.ssrn.com/sol3/Delivery.cfm?abstractid=3333078>

Pathiranage, Y. L., & Jayatilake, L. V. K. (2020). A literature review on organizational culture towards corporate performance. ResearchGate. https://www.researchgate.net/profile/Yasas-Pathiranage-2/publication/344667769_A_Literature_Review_on_Organizational_Culture_towards_Corporate_Performance/links/5f881848299bf1b53e28f228/A-Literature-Review-on-Organizational-Culture-towards-Corporate-Performance.pdf

Petty, M. M., Beadles, N. A., & Chapman, D. F. (2025). Relationships between organizational culture and organizational performance. *Psychological Reports*, 76(2), 483–492. <https://doi.org/10.2466/pr0.1995.76.2.483>

Pudjiarti, E. S. (2023). Transformasi organisasi: Membangun kultur pembelajaran untuk menghadapi tantangan masa kini. STIEPARI Press. <https://badanpenerbit.stiepari.org/index.php/stieparipress/article/view/136>

Rehman, A., & Jajja, M. S. S. (2023). The interplay of integration, flexibility and coordination: A dynamic capability view to responding environmental uncertainty. *International Journal of Operations & Production Management*, 43(3), 273–296. <https://www.emerald.com/insight/content/doi/10.1108/IJOPM-11-2021-0708/full.html>

Resho, & Singh, N. P. (2024). PRISMA model-driven systematic literature review on the effectiveness of organisational cultural intelligence and communication for global leadership readiness. *South Asian Journal of Business and Management Cases*. <https://doi.org/10.1177/2319510X241247100>

Rimita, K. N. (2019). Leader readiness in a volatile, uncertain, complex, and ambiguous (VUCA) business environment (Doctoral dissertation, Walden University). Retrieved from <https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=8999&context=dissertations>

Rismanto, C., Metris, D., & Rasyiddin, A. (2025). Pengembangan organisasi: Penerapan metode agile melalui transformasi inovasi, budaya organisasi, digitalisasi, dan manajemen. *Al-Kalam: Jurnal Manajemen dan Ekonomi Syariah*, 13(1), 55–68. <https://ojs.uniska-bjm.ac.id/index.php/alkalam/article/view/16352>

Sari, P. N., Rosari, R., Sitalaksmi, S., & Nastiti, R. T. (2024). Indonesian tourism organizations resilience in a global uncertainty and complexity: Could multiresource orchestration be the strategy? SSRN. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=5071167

Saurombe, H., & Pelser, A. M. (2023). Exploring the sustenance of an agile organizational culture in a VUCA world: A literature review. Retrieved from <https://www.researchgate.net/publication/376392491>

Seong, J. Y. (2020). The effects of high performance work systems, entrepreneurship and organizational culture on organizational performance. Seoul National University. https://space.snu.ac.kr/bitstream/10371/75582/1/03_Jee%20Young%20Seong.pdf

Shahzad, F., Luqman, R. A., & Khan, A. R. (2012). Impact of organizational culture on organizational performance: An overview. APA PsycNet. <https://psycnet.apa.org/record/2012-22425-035>

Sirait, A. A., Safitri, D., & Batubara, E. P. (2024). Kepemimpinan global dan pengaruhnya terhadap manajemen kinerja dalam organisasi internasional. YSEJ Server. <https://ejurnal.yossoedarso.ac.id/index.php/ysej-server/article/view/YEJ-6317>

Steinhart, J. (2024). Sustainable organizational performance, its trends and developments. *Engineering for Rural Development*, 1, Article 8011. <https://doi.org/10.17770/etr2024vol1.8011>

Sunoto, S. P., & Daryanto, E. (2025). The role of strategic leadership in building organizational resilience. *International Journal of Innovation Studies*, 4(3), Article 89. Retrieved from <https://mryformosapublisher.org/index.php/ijis/article/view/89>

Teece, D. J., Peteraf, M. A., & Leih, S. (2021). Dynamic capabilities and organizational agility: Risk, uncertainty, and strategy in the innovation economy. *California Management Review*, 58(4), 13–35. Retrieved from <https://escholarship.org/content/qt9w86b523/qt9w86b523.pdf>

Tseng, S. M. (2020). The correlation between organizational culture and knowledge conversion on corporate performance. *Journal of Knowledge Management*, 14(2), 269–284. <https://66six.wordpress.com/wp-content/uploads/2012/07/the-best-ini.pdf>

TRANSFORMATION OF ORGANIZATIONAL CULTURE AND ITS IMPACT ON PERFORMANCE: A SYSTEMATIC REVIEW IN THE CONTEXT OF GLOBAL UNCERTAINTY

Umar Hamdani **et al**

Vientiany, D., Pane, A. H., & Indah, U. N. (2024). Transformasi budaya organisasi: Menuju organisasi yang adaptif dan modern. *Journal of Management and Business*, 4(2), 55–70. <https://jurnaluniv45sby.ac.id/index.php/jmebus/article/view/2678>

Wang, C., Xie, X., Chen, X., Shuai, C., & Shuai, J. (2024). Factors influencing green construction practices in context of COVID-19 pandemic: Empirical evidence from China. *Buildings*, 14(11), 3031. Retrieved from <https://researchers.mq.edu.au/files/380926744/buildings-14-03031-v2.pdf>

Yıldız, E. (2024). A study on the relationship between organizational culture and organizational performance and a model suggestion. *Core.ac.uk*. https://core.ac.uk/download/pdf/230936537.pdf?trk=article-ssr-frontend-pulse_x-social-details_comments-action_comment-text