

The Role of Organizational Culture in Improving Customer Engagement and its Impact on Marketing Outcomes

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Abstract. This study aims to analyse the role of organisational culture in enhancing customer engagement and its impact on marketing effectiveness using the Systematic Literature Review (SLR) method. This study synthesises previous research findings to identify the relationship between organisational culture and customer engagement and its contribution to marketing performance. Data were obtained through literature searches on academic databases such as Scopus, DOAJ, and Google Scholar, with inclusion criteria being articles from reputable journals that address organisational culture, customer engagement, and marketing outcomes. Literature selection was done through title, abstract and full text screening before data extraction to identify patterns, trends and research gaps. The results of the evaluation show that organisational culture plays an important role in enhancing creativity, innovation, and adaptation of marketing strategies, which strengthens a company's competitiveness. Market orientation and innovation also contribute to business growth, especially in MSMEs, where enterprise capabilities and social networks influence marketing performance. However, there are research gaps related to the optimisation of organisational culture in digital marketing strategies and the influence of technology and changing customer preferences on the effectiveness of innovation. Therefore, future research needs to examine the role of organisational culture in the digital transformation of marketing and its impact on customer engagement in the era of data-driven economy.

Keywords: Organisational culture, customer engagement, marketing effectiveness, innovation, digital transformation.

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1. Introduction

Organizational culture reflects company values and practices that shape interactions with customers [1]. Customer-oriented organizations are more responsive to market needs, increase satisfaction, and build loyalty [2], [3], [4]. In the digital era, customer engagement is a key strategy in maintaining competitiveness [5]. Therefore, understanding the relationship between organizational culture and customer engagement is important for business sustainability. Customer engagement reflects customers' active interaction with the brand, which contributes to loyalty and advocacy [6]. In digital marketing, customers act as co-creators who help shape the brand image [7]. Organizations with a culture that places customers at the center of their strategy are better able to build authentic and sustainable engagement [8]. A strong organizational culture enhances customer engagement through values reflected in services and interactions [9]. Innovation orientation and transparency build customer trust, which is a major factor in their engagement [10]. In addition, a culture that encourages employee participation in creating value strengthens the customer experience.

A literature review shows that organizational culture plays an important role in marketing strategy and performance by enhancing employee engagement as well as response to competition [11]. In addition, organizational culture shapes brand identity and corporate reputation, which impact customer loyalty and market position [12]. However, overemphasizing culture can neglect other factors such as market trends and technology, so a more balanced approach in marketing strategy is needed. Increasing customer engagement is becoming a business priority as consumer expectations and digital media evolve. Key trends include value co-creation, where customers actively participate in value creation, as well as new media integration that expands customer interactions and experiences [13]. Companies are also implementing holistic engagement frameworks to align marketing and service [14]. However, challenges such as strategy complexity, changing customer [15], and an interconnected market environment require businesses to continuously innovate to keep customer engagement sustainable [16].

Employee performance in Indonesia is influenced by organizational culture, leadership, work environment, and organizational climate [17]. In addition, job satisfaction, organizational commitment, and work motivation also play a role in improving employee performance. These findings suggest that various organizational factors are interrelated in influencing employee performance. There is still a research gap in understanding the role of organizational culture on customer engagement and marketing outcomes. Despite the rapidly growing trend of customer engagement, research linking it to organizational culture is limited. In addition, organizational culture is known to improve employee performance, but it has not been studied in depth in building more effective interactions with customers. Therefore, this study uses Systematic Literature Review to analyze the relationship of organizational culture, customer engagement, and marketing outcomes to provide strategic insights for companies.

2. Method

This study aims to analyze the role of organizational culture in improving customer engagement and its impact on marketing outcomes using the Systematic Literature Review (SLR) method. This study aims to synthesize previous research findings to identify the relationship between organizational culture and customer engagement and how it contributes to marketing effectiveness. Using a qualitative approach, this research seeks to explore patterns, trends and gaps in the published literature on this topic.

The literature search strategy was conducted using academic databases such as Scopus, DOAJ, and Google Scholar to obtain relevant articles. This study established inclusion criteria, which included articles published in reputable journals within a certain time frame, in English or Indonesian, and discussing the relationship between organizational culture, customer engagement, and marketing outcomes. Exclusion criteria included non-peer-reviewed articles, studies that did not focus on the organizational context, and research that was not relevant to the study objectives. The literature selection process involved screening titles, abstracts, and full texts, and then extracting data to identify key findings, methods used, and research implications related to customer engagement in the context of organizational culture.

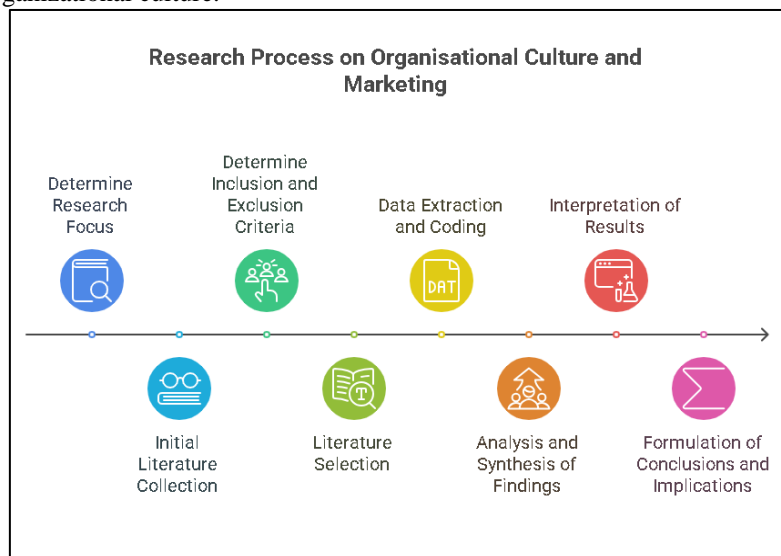


Figure 1: Research Process

This research analyzes the role of organizational culture in improving customer engagement and its impact on marketing outcomes using Systematic Literature Review (SLR). The process began with determining the focus and formulating research questions based on literature gaps. Next, relevant literature was collected through academic databases with strict inclusion and exclusion criteria. After selection, data was extracted and categorized based on aspects of organizational culture, customer engagement, and marketing outcomes. Analysis was conducted to identify key patterns and trends which were then interpreted in the discussion. The study ended with the formulation of conclusions and strategic recommendations to optimize organizational culture in improving customer engagement and marketing effectiveness.

3. Results and Discussion

Research results regarding the role of organizational culture in marketing and organizational performance can be categorized into six main areas. First, the influence of organizational culture on customer engagement highlights how a strong culture can increase customer loyalty and brand reputation. Second, organizational culture

relates to employee performance, where a conducive work environment increases employee engagement, commitment and productivity. Third, an innovative culture in the organization plays a role in encouraging creativity as well as adaptive marketing strategies. Fourth, market orientation and innovation are proven to contribute to marketing effectiveness and business growth. Fifth, customer involvement in marketing strategy strengthens brand loyalty and campaign effectiveness, but needs to be managed with balance. Sixth, the right marketing strategy, based on customer segmentation and analysis, supports a company's profitability and competitiveness.

No	Field or Focus	Author Name	Research Insights or Variables
1	Effect of Organizational Culture on Customer Engagement	Coelho & Kurtz (2020), Gupta et al. (2018), Jamali (2010)	A strong organizational culture increases customer engagement, builds loyalty, and strengthens brand reputation.
2	Organizational Culture and Employee Performance	Subchan et al. (2017), Kusuma & Lina (2018), Elistia et al. (2020), Dewanggana et al. (2016)	Organizational culture increases employee engagement, commitment, and productivity, and strengthens the company's competitiveness.
3	Organizational Culture and Innovation in Marketing	Jiao & Zhu (2013), Wen et al. (2011), Naranjo-Valencia et al. (2011), Toaldo et al. (2013)	An innovative organizational culture supports creativity, risk-taking, and adaptive marketing strategies.
4	Market Orientation, Innovation, and Marketing Effectiveness	Putri & Arifiani (2020), Prabawati & Handayani (2019), Sofyan (2017), Mani (2018)	Market orientation and innovation contribute to business growth and increased marketing effectiveness.
5	Customer Engagement and its Impact on Marketing	Nagaraj (2020), Christofi et al. (2020), Rohadian & Amir (2019), Harmeling et al. (2017)	Customer engagement strengthens brand loyalty, increases marketing effectiveness, but needs to be managed so that it is not excessive.
6	Marketing Strategy and Market Segmentation	Jamal & Yanto (2019), Freng Svendsen et al. (2011), Harahap (2018), El Rahman (2020)	Customer analysis, market segmentation, and marketing strategies based on differentiation and competitor orientation increase profitability.

The table above presents six key areas of research relating to organizational culture, marketing, innovation and customer engagement. This analysis shows that organizational culture not only impacts customer engagement and brand loyalty but also plays an important role in innovation and effective marketing strategies. In addition, market orientation and customer engagement are major factors in improving the competitiveness of companies. These overall findings confirm that an approach based on a strong organizational culture and adaptive marketing strategy can provide a sustainable competitive advantage for companies.

Organizational Culture Affects the Level of Customer Engagement in Various Industry Contexts

Organizational culture has a significant effect on customer engagement by shaping employee behaviors, values, and interactions. A strong culture drives employee engagement, improves service quality, and strengthens customer loyalty [18]. Strategic alignment with national culture helps companies meet customer expectations and build stronger connections [19]. In addition, an organizational culture aligned with brand identity can improve reputation and customer engagement. Companies that prioritize social responsibility are also more attractive to customers who value ethical business practices [20]. However, cultural mismatches with customer expectations can decrease engagement, so companies must continually adapt their culture to remain relevant and competitive.

Organizational culture plays an important role in improving employee engagement, commitment and performance in various industries. A strong culture encourages employee engagement, which has a positive impact on their performance [21]. In addition, an organizational culture that supports job satisfaction strengthens employee commitment and increases productivity [22]. A service-oriented culture also strengthens the company's competitiveness [23], while the development of Organizational Citizenship Behavior contributes to improved performance [24]. Thus, building a strong organizational culture is an important strategy in increasing the organization's competitive advantage.

Organizational culture plays an important role in improving customer engagement and employee performance by shaping behaviors, values, and interactions within the company. A strong culture drives employee engagement, improves service, and strengthens brand loyalty and reputation. In addition, cultural alignment with the company's brand identity and ethical values attracts more loyal customers. Internally, a positive organizational culture increases employee job satisfaction, commitment, and productivity, and strengthens the company's

competitiveness. However, cultural mismatches with customer expectations can decrease engagement, so organizations must continuously adapt to market changes to maintain a competitive advantage.

Orientasi Budaya Organisasi Berkontribusi Terhadap Inovasi Dan Efektivitas Pemasaran

An organizational culture that supports innovation plays an important role in enhancing creativity, risk-taking, and the development of adaptive marketing strategies [25]. Market orientation and innovation strengthen an organization's innovative capacity, which has a positive impact on performance [26]. A flexible adhocratic culture is also effective in promoting innovation [27]. In terms of marketing, an innovative culture allows companies to adapt strategies to market dynamics, strengthening competitive advantage [28]. However, while innovative culture is beneficial, its impact on marketing effectiveness is not always immediately apparent, suggesting the need for other factors in determining its success [28].

Organizational culture and market orientation play an important role in driving innovation and improving marketing effectiveness. A market-oriented culture can strengthen innovation, which has a positive impact on marketing performance, although some studies show mixed results [29]. Innovation, both technical and administrative, contributes to market growth and firm competitiveness [30]. Studies on SMEs show that social networks and firm capabilities influence innovation as well as marketing performance [31]. In addition, market orientation and product innovation significantly improve marketing effectiveness [32]. These findings confirm the importance of an organizational culture that supports innovation and market orientation to strengthen marketing strategies.

An organizational culture that supports innovation and market orientation plays an important role in enhancing creativity, risk-taking, and the development of adaptive marketing strategies. An innovative culture helps companies deal with market dynamics and increase competitiveness, although its impact on marketing effectiveness is not always immediately apparent. In addition, market orientation and innovation contribute to business growth, especially in SMEs, where social networks and firm capabilities influence marketing performance. The findings confirm that in addition to innovative culture and market orientation, additional factors need to be considered to improve innovation effectiveness and firm competitiveness.

High Customer Engagement Can Improve Marketing Strategy Effectiveness

High customer engagement strengthens brand loyalty, word of mouth, and marketing effectiveness [33]. Marketing analytics and artificial intelligence personalize interactions to increase engagement [33]. Customer participation in donation campaigns strengthens emotional connections with brands [34], while social media increases loyalty through interactive feature [35]. Engagement marketing also encourages customer ownership of the brand, which has a positive impact on company performance [36]. However, excessive engagement can lead to customer saturation, so the strategy must be managed in a balanced way [36].

Customer engagement improves the effectiveness of marketing strategies through RFM analysis and customer clustering, which helps identify potential customers and their level of loyalty [37]. Customer participation in product development also positively impacts profitability, especially with differentiation strategies and competitor orientation [38]. In addition, the right marketing strategy influences customer purchasing decisions, as in the case study of motor vehicle insurance [39]. Market segmentation and the implementation of marketing strategies that include promotion, price, and quality improvement allow companies to reach customers more effectively and increase competitiveness [40].

Customer engagement plays an important role in increasing brand loyalty, marketing effectiveness and company competitiveness. Marketing analytics and artificial intelligence personalize customer interactions, while social campaigns and interactive media strengthen emotional connections with brands. Involvement in product development also increases profitability through differentiation strategies and competitor orientation. In addition, market segmentation and strategies based on RFM analysis and customer clustering help identify potential customers and influence purchasing decisions. However, over-involvement can lead to burnout, so strategies must be managed with balance to remain effective and sustainable.

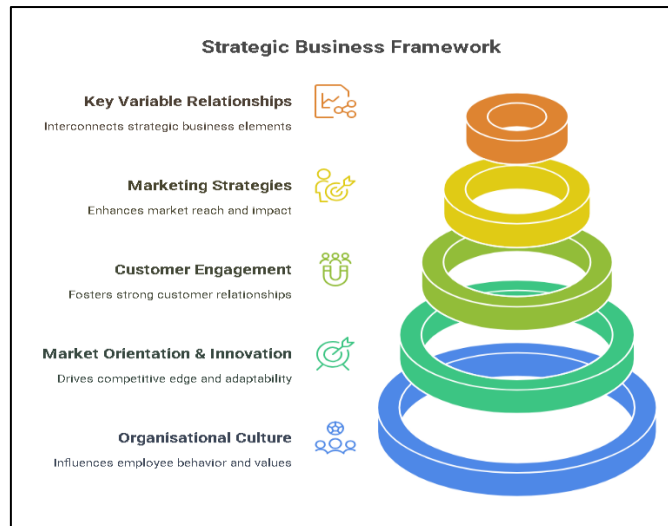


Figure 2: Strategic Business Framework

This strategic business framework highlights five key elements that are interrelated in improving organizational effectiveness. Organizational culture is a key foundation that influences employee behavior and values, creating a work environment that supports innovation and productivity. Market orientation and innovation enable companies to maintain competitiveness by understanding customer needs and adapting to industry trends. This results in customer engagement, which strengthens business relationships with consumers, increases loyalty, and encourages word-of-mouth recommendations. Furthermore, effective marketing strategies play a role in expanding market reach and increasing marketing impact through proper branding, promotion and communication. All these elements are linked by inter-variable relationships, which ensure that organizational culture, innovation, customer engagement, and marketing strategy work synergistically to achieve competitive advantage and sustainable business growth.

4. Conclusion

The evaluation results show that organizational culture plays a crucial role in improving customer engagement, employee performance, innovation, and marketing effectiveness, which in turn strengthens the company's competitiveness. A strong culture encourages creativity, risk-taking, and adaptation of marketing strategies to market dynamics. Market orientation and innovation have also been shown to contribute to business growth, especially in the context of SMEs, where corporate capabilities and social networks influence marketing performance. High customer engagement supports brand loyalty and marketing strategy effectiveness, but requires balanced management to avoid customer saturation. However, there is a research gap regarding how organizational culture can be optimized in digital-based marketing strategies and how external factors, such as technology and changing customer preferences, affect the effectiveness of innovation. Therefore, future research needs to examine the role of organizational culture in the digital transformation of marketing and its impact on customer engagement in the era of the data-driven economy, as well as how companies can adapt innovative cultures to the evolving dynamics of the global market.

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