Exploring the Concept of Cultural Fit and its Impact on Positive Organizational Outcomes: A Bibliometric and Network Mapping Analysis
ABSTRACT
Purpose
The concept of cultural fit, also known as 'person-organization fit', has gained significant attention within the organizational culture literature. This study aims to establish the foundations of cultural fit and its influence on positive outcomes at the organizational level. By employing bibliometrics and network mapping analysis techniques, this research sheds light on the interplay between cultural fit and positive organizational outcomes. Further research is necessary to explore the contextual factors and mechanisms that influence the relationship between cultural fit and performance.

Design/methodology/approach
This paper makes use of bibliometrics and cutting-edge network mapping analysis techniques.

Findings
This paper sheds light upon the interplays between cultural fit and a set of positive organizational outcomes while providing a systematic review, which facilitates the task for new researchers interested in delving into this field.

Limitations and Implications
The available literature on "cultural fit" is considerable but fairly limited as it focuses mainly on individual and operational performance, leaving out such important aspects as financial performance and strategic outcomes. Additionally, the limitations could encompass the quality and quantity of articles available for analysis, as well as the fact that the obtained results solely assess publications indexed in the selected databases, potentially lacking a comprehensive comprehension of the research subject.

As an implication, the study suggests that a positive relationship exists between cultural fit and performance. Cultural fit can be explored from different perspectives and
applied in various situations. Further research is needed to understand the mechanisms and contextual factors that influence the relationship between cultural fit and performance.

**Originality**
The scientific literature lacks until the moment of a rigorous systematic review with which to ascertain whether this paradigmatic concept contributes to or leads firms to attain superior performance.

**KEYWORDS**
cultural fit; person-organization fit; organizational culture; positive outcomes; bibliometric study; network mapping analysis; organizational performance.

**JEL CLASSIFICATION**
M14; Y10

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**RESUMEN**

**Propósito**
El concepto de ajuste cultural, también conocido como "ajuste persona-organización", ha ganado una atención significativa dentro de la literatura de cultura organizacional. Este estudio tiene como objetivo establecer los fundamentos del ajuste cultural y su influencia en resultados positivos a nivel organizacional. Mediante el empleo de técnicas de bibliometría y análisis de mapeo de redes, esta investigación arroja luz sobre la interacción entre el ajuste cultural y los resultados positivos en las organizaciones. Es necesario realizar más investigaciones para explorar los factores contextuales y los mecanismos que influyen en la relación entre el ajuste cultural y el desempeño.

**Diseño/metodología/enfoque**
Este artículo utiliza la bibliometría y técnicas avanzadas de análisis de redes.

**Hallazgos**
Este artículo arroja luz sobre las interacciones entre el ajuste cultural y un conjunto de resultados organizacionales positivos, al tiempo que proporciona una revisión sistemática que facilita la tarea para los nuevos investigadores interesados en adentrarse en este campo.

**Limitaciones e implicaciones**
La literatura disponible sobre "ajuste cultural" es considerable pero bastante limitada, ya que se centra principalmente...
1. INTRODUCTION
Organizations have recognized the importance of understanding their internal workings and optimizing this knowledge, particularly in regard to their corporate culture. Organizational culture has long been acknowledged as a significant driver of company success. Peter Drucker famously stated that "culture eats strategy for breakfast," emphasizing the crucial role of culture in organizational performance. Human resources policies and measures can either positively or negatively impact organizational culture, and HR managers consider culture fit when selecting new employees.

On the one hand, recent research has extensively explored the relationship between "cultural fit" or "person-organization fit" (POF) and positive organizational outcomes. Numerous studies have been conducted to investigate the impact of fit on various outcomes within organizations, including job satisfaction, organizational commitment, employee well-being, and performance.

One study examined the relationship between person-organization fit and job satisfaction (Kristof-Brown, 1996). The findings suggested that individuals who perceive a higher level of fit with their organization tend to experience greater job satisfaction. An study by Cable and DeRue (2002) investigated the effects of person-organization fit on organizational commitment and found a positive relationship. They concluded that individuals who perceive a higher level of fit with their organization are more likely to exhibit higher levels of commitment. Boon and Biron (2016) investigated also the temporal aspects of person-organization fit and person-job fit. Their research highlights the positive relationship between congruence of individual attributes and the work environment, and desirable outcomes such as job satisfaction, commitment, engagement, and lower turnover. Treviño et al. (2020) conducted a cross-cultural examination
of person-organization fit (POF) and its impact on organizations. Their study explores how the compatibility between individual values and organizational cultural values affects positive organizational outcomes. The authors suggest that P-O fit relationships may differ across countries due to variations in societal values. A most recent study by Tholen (2023) explores the concept of cultural fit and its implications in organizational settings. The author emphasizes the importance of assessing organizational fit during the selection process and discusses the potential consequences of misalignment between individuals and organizational culture.

On the other hand, there is also a solid body of research supporting the hypothesis that a healthy corporate culture can also contribute to boosting firm performance as well as its value in the marketplace (Roldán et al., 2012; Chamberlain, 2015; Guiso et al., 2015; Leal-Rodríguez et al., 2017). A recent study surveying 1,348 North American executives makes this clear (Graham et al., 2017). Specifically, more than 90% of respondents indicate that having the right corporate culture influences their companies' results and almost 80% of them admit that culture ranks among the top five drivers of corporate value.

Hence, there is growing evidence to suggest that cultural fit or POF is positively related to firm performance, including productivity, profitability, and customer satisfaction (Kristof-Brown et al., 2005; Chatman, 1991), and it is also a truly critical aspect of organizational management that can have a major impact on organizational performance (Van Vianen et al., 2004; Cameron & Quinn, 2011). Therefore, the findings demonstrated a positive association between cultural fit and individual or organizational performance.

This study seeks to lay the foundations intrinsic to the concept of cultural fit and its impact on a set of positive outcomes at the organizational level. To this aim, we make use of bibliometrics and cutting-edge network mapping analysis techniques to analyze and visualize the structure and evolution of knowledge domains. The objectives of the review include (i) identifying influential studies, (ii) identifying most relevant papers by number of citations, (iii) mapping research networks, (iv) identifying the number of publications by source of the topic, and (v) identifying key research topics and their linkages. Overall, this review will provide a comprehensive overview of the current state of cultural fit studies and will serve as a valuable resource for further research in the field.

2. THEORETICAL BACKGROUND
2.1. Organizational Culture

The concept of organizational culture is intuitively easy to understand, but difficult to define conceptually. Since this concept was introduced into the management literature, its definitions have multiplied. Following Schein (1985) "organizational culture can be understood as the set of values, beliefs and hidden assumptions that the members of an organization share or have in common".

Organizational culture would therefore not only reflect the visible or tangible aspects of the organization, such as the mission, vision and values set out, but also constitutes a broad spectrum that also encompasses the ways people act, the expectations they have of others, the decisions they make and the way they interact with each other within the organization (McDermott & O’Dell, 2001). Several studies such as those conducted by O’Reilly and Chatman (1996) or by Schein (1996) agree with the idea that organizational culture is a socially constructed attribute that functions as a kind of "social glue" that binds an organization together. Numerous scholars and researchers in the field of organizational theory have devoted their attention to the study of organizational culture and have provided their own unique
definitions of the term. In fact, Verbeke et al. (1998) conducted a study in which they identified as many as 54 distinct definitions of organizational culture. A widely accepted delimitation of organizational culture is absent yet (Bryson, 2008) which continues to go through a diversified development today. The following table lists some of the most relevant definitions of organizational culture that have been offered.

Multiple definitions of organizational culture by various scholars emphasize the collective beliefs, values, norms, and assumptions that influence behavior in an organization. These definitions emphasize the significance of shared meanings and interpretations among organizational members. Analysing other context of organizational culture studies, we may include three main theoretical and methodological perspectives: functionalist, interpretive, and critical. Functionalistic theories focus on shared values and norms that contribute to organizational effectiveness and efficiency (Sułkowski, 2014). Interpretive theories emphasize understanding individuals’ subjective experiences and the meanings they assign to their organizational encounters (Smircich, 1983). Critical theories focus on power relations and social inequalities in organizational contexts and are used in studies of diversity and inclusion (Alvesson & Willmott, 2012).

For methodological perspectives, the two main approaches are qualitative and quantitative methods. Qualitative methods have gained popularity in organizational culture research due to their ability to explore subjective experiences and meanings

<table>
<thead>
<tr>
<th>Author</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Pettigrew (1979)</td>
<td>Culture is a system of meanings publicly and collectively accepted by a group at a given time, and which provides individuals with an interpretation of their own situation.</td>
</tr>
<tr>
<td>Ouchi (1981)</td>
<td>Culture is a system of meanings publicly and collectively accepted by a group at a given time, and which provides individuals with an interpretation of their own situation.</td>
</tr>
<tr>
<td>Tunstall (1983)</td>
<td>A general constellation of beliefs, customs, traditions, value systems, norms of conduct and ways of doing business that is characteristic of each organization.</td>
</tr>
<tr>
<td>Hofstede (1990)</td>
<td>Collective mental configuration that distinguishes the members of the company from those of other companies.</td>
</tr>
<tr>
<td>Leal-Millán (1991)</td>
<td>Organizational culture is the set of fundamental or basic beliefs, expectations and principles shared by the members of an organization. These beliefs and expectations generate rules and norms of conduct that condition or powerfully shape the behavior of individuals and members of the organization.</td>
</tr>
<tr>
<td>Schein (1996)</td>
<td>Organizational culture is the combination of artifacts, values, beliefs and assumptions that members of the organization share regarding the behaviors that are considered to be correct.</td>
</tr>
<tr>
<td>Tushman and O'Reilly (1997)</td>
<td>Shared value system that establishes what is relevant and the norms that define the appropriate attitudes and behaviors within the company.</td>
</tr>
<tr>
<td>Cameron and Quinn (2011)</td>
<td>The combination of an organization's core values underlying assumptions, expectations, and collective memory. Culture reveals how the company operates.</td>
</tr>
</tbody>
</table>

*Source: own elaboration.*
(Van Maanen, 1998). Quantitative methods, such as surveys, provide objective measurements of cultural dimensions and allow for generalization.

Understanding organizational culture is crucial for improving performance and creating a positive work environment for employees. Organizational culture research involves a diverse range of theoretical perspectives and methodological approaches, and this diversity can provide valuable insights into organizational functioning and serve as a guide for organizations seeking to improve their culture.

2.2. Person-organization cultural fit: does it really matter?

Person-organization fit (POF), which refers to the degree of compatibility between an individual and an organization, has also been shown to have a positive impact on job satisfaction, organizational commitment, and performance (Kristof-Brown, 1996; Cable & Judge, 1997; Kristof-Brown et al., 2005). However, there is also some evidence to suggest that an overemphasis on cultural fit may lead to a lack of diversity and a narrower range of perspectives within an organization (Chatman, 1991; Tsui et al., 1992). Therefore, organizations should strive to balance the importance of cultural fit with the need for diversity and inclusion.

The organization’s culture is a crucial factor considered by human resources managers in various aspects, such as recruitment, selection, assignments, promotions, training programs, and career development. Managers aim to recruit and retain candidates who align well with the company’s culture. Conversely, employees may leave a company if they feel that its culture does not align with their values and beliefs. A study conducted in the UK by ThriveMap (2019) found that up to 31% of employees left their jobs because the company’s culture did not meet their expectations.

Several scientific studies (O’Reilly et al., 1991; Kristof-Brown, 2000; Kristof-Brown et al., 2005; Lu, 2006; Bouton, 2015) have been pointing out the multiple advantages derived from employees and the organization sharing the same culture, that is, that their values are aligned or keep a substantial level of congruence between them. Cultural fit or adjustment offers numerous benefits in the workplace. Firstly, it helps new employees adapt quickly to their new environment, increasing motivation and engagement. Additionally, cultural adjustment reduces absenteeism and turnover by minimizing work-related difficulties. Prioritizing cultural adjustment in the workplace is crucial for promoting employee well-being, satisfaction, and overall organizational success.

As mentioned, cultural fit can have a significant impact on an organization’s performance and the retention of employees, but there are also several factors that can hinder the POF in organizations. Some of the main factors that influence an organization’s culture include leadership styles, organizational characteristics such as structure and history, environmental factors, and the cultural philosophy of the organization’s founders (Szczepańska et al., 2017). Additionally, an article published in the Harvard Business Review suggests that differences in culture, age, language proficiency, and other personal factors can make it more difficult for team members to attain a cultural fit (Taras et al., 2021). Finally, a study published in the Academy of Management Journal found that a lack of fit between an employee’s values and the organization’s culture was a significant predictor of employee turnover and decreased job satisfaction (Sheridan, 1992).

2.3. Cultural fit: From individual outcomes to firm performance

Many studies have been conducted on cultural fit and individual employee performance or positive outcomes, but less research has been done on how cultural fit impacts firm performance.
despite it has been a topic of interest in the field of organizational behavior and management for decades. Understanding the relationship between cultural fit and firm performance is crucial for organizations looking to improve their performance and build a positive work environment for their employees. A study by *Harvard Business Review* (Corritore et al., 2020) found that employees with high levels of cultural fit are more likely to be high performers within their organizations. Additionally, another study from the *Journal of Organizational Culture, Communications and Conflict* (Owino et al., 2019) found that culture conditions behavior, and in turn, behavior modifies culture, thereby promoting learning by members of the organization and the generation of new answers to performance-oriented questions faced by the firm. Finally, *The China Journal of Accounting Research* found that corporate culture plays an important role in corporate behavior and firm performance, though it can take different forms depending on the firm’s characteristics (Hailin et al., 2018).

However, despite these findings, there is a gap in the academic literature regarding the mechanisms through which cultural fit impacts firm performance. For instance, while some studies suggest that cultural fit may impact employee job satisfaction and commitment (Chatman, 1991), it is unclear how these factors translate into improved firm performance, because it may depend on a range of individual and organizational factors (Kristof-Brown, 1996). There is a need for more research to further explore the relationship between cultural fit or POF and firm performance, particularly in different cultural contexts and across different types of organizations (Kristof-Brown et al., 2005; Van Vianen, 2000). This will help to develop a more nuanced understanding of the factors that influence the impact of cultural fit on organizational outcomes.

Overall, while there is evidence of a relationship between cultural fit and firm performance, further research is needed to fully understand the mechanisms through which cultural fit impacts performance and to develop more objective measures of cultural fit.

### 3. METHOD

Bibliometrics is a discipline that essentially consists of the application of a series of statistical methods aimed at evaluating the quality, profusion and impact of the scientific literature related to a specific topic or problem, using quantitative information and, in turn, providing information that can be very useful for those who intend to deepen the study of that topic (Albort-Morant et al., 2018). The first step of bibliometric analysis involves identifying the most appropriate database or databases to conduct the study (Albort-Morant and Ribeiro-Soriano, 2016). The second step will be the collection and cleaning the data which involves removing duplicates, correcting errors and ensuring that the data is accurate and complete. The third step will be to analyze the data using statistical methods and as a final step the interpretation of the results will draw the conclusions about trends and patterns in the field. Besides, in the context of cultural fit, a bibliometric and network mapping analysis can provide valuable insights into the following areas: (i) identification of key topics and concepts; (ii) mapping the structure of the literature; (iii) identification of research gaps; and (iv) identification of novelty. This study will be a valuable tool for researchers who aim to gain a comprehensive understanding of the existing literature on cultural fit by covering these four areas and can help to advance our understanding of the relationship between cultural fit and firm performance.

Regarding the Search Methodology, this study was based on the use of the Web of Science (WoS) database, which is an online assistant of scientific information containing scientific papers and research papers belonging to all disciplines and branches of knowledge.
As for the inclusion criteria, the keyword search was carried out in March 2022. Specifically, the keywords search entered was the following: "cultural fit" (Topic) or "culture fit" (Topic) or "person-organization fit" (Topic) or "people-organization fit" (Topic) or "P-O fit" (Topic) or "PO fit" (Topic). The logical operator OR was included between each phrase, meaning that a journal article only had to return one of these topics. No exclusion criteria were added to the search because there were no alternative uses of the phrases object of study. A set of 2,119 results from all databases were found.

4. RESULTS

4.1. Relevance and evolution of the topic
The WoS database collects a total of 2,119 research papers related to the keywords search from the year 1989, when J. A. Chatman published his seminal article, entitled “Improving Interactional Organizational Research - A Model Of Person-Organization Fit” in the journal *Academy of Management Review*, until the first quarter of 2022. Figure 1 shows the evolution of the number of publications and citations on this topic for the period 1968-2022.

4.2. Number of publications by source
Table 2 reveals that in addition to generalist journals in the area of management and specialized journals in the area of human resources, there are also many journals in the area of psychology that contain a large number of publications on the topic in question. This only goes to show that cultural fit is a cross-cutting line of research that is attracting the interest of various specialists.

4.3. Most relevant papers
In relation to the most relevant papers, we will use the "number of citations" indicator to quantitatively approximate the...
### Table 2. Number of publications by Source

<table>
<thead>
<tr>
<th>Rank</th>
<th>Publication Titles</th>
<th>Record Count</th>
<th>% of 2119</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>International Journal of Human Resource Management</td>
<td>40</td>
<td>1.888</td>
</tr>
<tr>
<td>2</td>
<td>Journal of Business Ethics</td>
<td>38</td>
<td>1.793</td>
</tr>
<tr>
<td>3</td>
<td>Journal of Applied Psychology</td>
<td>34</td>
<td>1.605</td>
</tr>
<tr>
<td>4</td>
<td>Journal of Vocational Behavior</td>
<td>34</td>
<td>1.605</td>
</tr>
<tr>
<td>5</td>
<td>The Journal of Applied Psychology</td>
<td>32</td>
<td>1.510</td>
</tr>
<tr>
<td>6</td>
<td>Personnel Psychology</td>
<td>30</td>
<td>1.416</td>
</tr>
<tr>
<td>7</td>
<td>Frontiers in Psychology</td>
<td>26</td>
<td>1.227</td>
</tr>
<tr>
<td>8</td>
<td>Human Resource Management</td>
<td>24</td>
<td>1.133</td>
</tr>
<tr>
<td>9</td>
<td>International Journal of Selection and Assessment</td>
<td>23</td>
<td>1.085</td>
</tr>
<tr>
<td>10</td>
<td>Personnel Review</td>
<td>23</td>
<td>1.085</td>
</tr>
<tr>
<td>11</td>
<td>Journal of Managerial Psychology</td>
<td>21</td>
<td>0.991</td>
</tr>
<tr>
<td>12</td>
<td>Journal of Business And Psychology</td>
<td>18</td>
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</tr>
<tr>
<td>13</td>
<td>Public Administration Review</td>
<td>18</td>
<td>0.849</td>
</tr>
<tr>
<td>14</td>
<td>Journal of Business Research</td>
<td>17</td>
<td>0.802</td>
</tr>
<tr>
<td>15</td>
<td>Review of Public Personnel Administration</td>
<td>16</td>
<td>0.755</td>
</tr>
<tr>
<td>16</td>
<td>Sustainability</td>
<td>16</td>
<td>0.755</td>
</tr>
<tr>
<td>17</td>
<td>Academy of Management Journal</td>
<td>14</td>
<td>0.661</td>
</tr>
<tr>
<td>18</td>
<td>Applied Psychology An International Review</td>
<td>14</td>
<td>0.661</td>
</tr>
<tr>
<td>19</td>
<td>Journal of Occupational and Organizational Psychology</td>
<td>14</td>
<td>0.661</td>
</tr>
<tr>
<td>20</td>
<td>Korean Journal of Industrial and Organizational Psychology</td>
<td>14</td>
<td>0.661</td>
</tr>
<tr>
<td>21</td>
<td>Journal of Organizational Behavior</td>
<td>13</td>
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<tr>
<td>22</td>
<td>Korean Journal of Business Administration</td>
<td>12</td>
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<tr>
<td>23</td>
<td>Public Personnel Management</td>
<td>12</td>
<td>0.566</td>
</tr>
<tr>
<td>24</td>
<td>Human Relations</td>
<td>11</td>
<td>0.519</td>
</tr>
<tr>
<td>25</td>
<td>International Journal of Manpower</td>
<td>11</td>
<td>0.519</td>
</tr>
</tbody>
</table>

*Source: own elaboration.*
impact of the research. Thus, as can be observed in Table 3, the article that ranks first in terms of number of citations is the one developed by Kristof-Brown et al. (2005), with 2449 citations. This work is followed by those carried out by Kristof-Brown (1996) and O’Reilly et al. (1991), with 1983 and 1967 citations, respectively. Besides, it is worth noting that within this top ten most cited papers, a number of very specific journals proliferate, such as Personnel Psychology (three papers) and the Academy of Management Journal and Academy of Management Review- (together they add up to five papers).

Table 3. Most relevant papers by number of citations

<table>
<thead>
<tr>
<th>Rank</th>
<th>Title</th>
<th>Authors</th>
<th>Source Title</th>
<th>Year</th>
<th>DOI</th>
<th>Total Citations</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Improving interactional organizational research - a model of person-organization fit</td>
<td>Chatman, J. A.</td>
<td>Academy of Management Review</td>
<td>1989</td>
<td>10.5465/AMR.1989.4279063</td>
<td>900</td>
</tr>
</tbody>
</table>

Source: own elaboration.
4.4. Research network analysis

To visualize the co-authorship networks, we used the Vosviewer software (Van Eck & Waltman, 2010). Figures 2 and 3 visually present the network map of co-authorship clusters. We can observe the existence of several clusters, which could be considered as the main leaders in terms of cultural
Figure 3. Authorship clusters by number of documents

Source: own elaboration.
fit research. However, it can be easily observed that there are no very robust collaboration networks and that research in this topic is very fragmented and disintegrated around small groups of scholars.

In addition, Figure 4 shows the collaboration networks by number of citations, being the groups led by Professor Daniel M. Cable (London Business School) and Amy Kristof-Brown (University of Iowa) the most prominent.

Figure 4. Authorship clusters by number of citations
Source: own elaboration.
4.5. Research topics analysis
Figures 5 and 6 show the main research topics to which the concept of cultural fit is related in the existing academic litera-
ture. Figure 5 employs the text comprised only at the title of the documents, while Figure 6 employs the text included both in the title and abstract sections.

Figure 5. Topics clusters (title)

Source: own elaboration.
Figure 7 depicts that there is clearly a preponderance of positive rather than negative effects in the set of papers analyzed.

Besides, Figure 8 reveals the substantial appearance of a broad set of organizational performance and positive outcomes, both of soft (i.e., job satisfaction, implication, support, work engagement,
attraction, attitude, success, identification) and hard nature (i.e., performance, effectiveness, efficacy). For instance, a study by Farndale and Murrer (2015) defined employee engagement (EE) as a state where employees fully invest themselves physically, cognitively, and emotionally in their daily tasks. Engaged and motivated employees are more likely to excel in their work, leading to better performance outcomes. Understanding the relationship between cultural fit and engagement/motivation enables organizations to promote cultural alignment and enhance employee performance.

This leads us to believe that, given that management studies often tend to model organizational performance as a dependent variable, we find results that support the positive impact of cultural fit on performance.

![Figure 7. Number of occurrences of Positive-Negative terms](image)

*Source: own elaboration.*
5. CONCLUSIONS, IMPLICATIONS, AND FUTURE LINES OF RESEARCH

5.1. Conclusions

After the study carried out, we have drawn several conclusions. Firstly, cultural fit is a fairly new concept which has gained much attention in recent years. The significant surge in publications on this topic, particularly within the last decade, highlights its relevance and importance as a subject of study. Additionally, our analysis indicates that cultural fit is an interdisciplinary concept that attracts attention from diverse fields such as specialized human resources, general management, and psychology journals. This indicates the multifaceted and complex nature of cultural fit that has relevance across various fields of study.

Focusing on the analysis carried out by co-authorship clusters there are several important conclusions to mention. The lack of robust collaboration networks may limit the exchange of ideas, methodologies, and findings, hindering the progress and advancement of cultural fit research as a cohesive field. This fragmentation around small groups of scholars implies a lack of cohesive and integrated research efforts. This could be due to different research interests, methodologies, or approaches within the field. It may result in redundancies, gaps, and inconsistencies in the literature, making it difficult to build a comprehensive and coherent body of knowledge on cultural fit. It is important to establishing research networks to serve as a hub for researchers to connect, exchange ideas, engage in joint research projects, and disseminate findings. By the same way, the presence of three different clusters by topics (title and abstract) highlights different aspects related with the keywords search. This implies that there is a variety of topics and approaches within the field of research.

Figure 8. Number of occurrences of terms indicating a positive outcome
Source: own elaboration.
The existing research on the relationship between cultural fit and organizational outcomes suggests that there are generally more occurrences of positive terms, positive relationships, and increases in the relationship between cultural fit and desirable outcomes. Numerous studies have demonstrated the positive impact of cultural fit on various organizational outcomes, such as job satisfaction, commitment, engagement, and lower turnover. This indicates that when there is a high level of compatibility between individual attributes and the organizational culture, it tends to lead to positive outcomes for both individuals and organizations.

While there may be some studies that highlight negative aspects or potential drawbacks of cultural fit, the overall body of research leans towards a predominance of positive occurrences and relationships. This suggests that, in general, there is more evidence to support the positive influence of cultural fit on organizational outcomes.

Moreover, the concept of cultural fit is closely linked to related concepts including performance, success, effectiveness, and satisfaction. When employees align their values and behaviors with the organization, they experience job satisfaction, a sense of belonging, motivation, and a positive work environment. Cultural fit also positively impacts organizational outcomes, with employees who fit well exhibiting high engagement, commitment, and productivity, leading to enhanced performance and success. These findings emphasize the importance of recruiting individuals who align with the organization's values and culture, as it can increase employee satisfaction and improve organizational performance. Extensive research explores the connections between cultural fit and these variables, aiming to deepen our understanding of their complex relationships. This literature highlights the positive outcomes associated with cultural fit and its interconnectedness with other relevant concepts. Further exploration and understanding of the multifaceted dimensions of cultural fit are crucial in academic research and practical applications.

On the other hand, although extensive research has been conducted on cultural fit, there are still notable gaps in the existing literature that warrant further investigation. One crucial gap lies in the lack of clarity regarding the definition and measurement of cultural fit. Varying interpretations of this concept across studies hinder the ability to compare findings and establish consistent conclusions. To address this gap, it is imperative to develop a clear and universally accepted definition of cultural fit, along with standardized measures to assess it accurately. Another area that requires more attention is the limited research on how to achieve cultural fit within organizations. Despite the substantial exploration of cultural fit’s influence on firm performance, there remains a dearth of knowledge concerning effective strategies for fostering cultural fit in businesses. Bridging this gap requires further research aimed at identifying efficient methods for cultivating cultural fit within organizational contexts.

Additionally, the impact of cultural fit on different types of firm performance remains relatively understudied. While research has predominantly focused on its influence on operational performance, little is known about its effects on other vital aspects, such as financial performance or strategic outcomes. Furthermore, there is a need for more research on the role of cultural fit in diverse teams. Although cultural fit is frequently discussed in terms of individual traits, its implications for diverse teams and their effectiveness and outcomes have received limited attention.

Finally, while cultural fit has been explored in various industries and contexts, more research is necessary to better comprehend its impact on different types of organizations and industries. By
To gain a more comprehensive understanding of the dynamics between cultural fit and firm performance, future research should incorporate longitudinal designs. By examining the relationship over an extended period, scholars can capture the temporal aspects and dynamics of cultural fit's impact on firm performance, enabling a deeper understanding of its long-term effects.

Furthermore, the significance of diversity and inclusion in the context of cultural fit should be explored. Researchers should investigate the potential trade-offs or synergies between cultural fit and diversity and inclusion initiatives, and how these factors collectively influence firm performance. Understanding the interplay between cultural fit and diversity will provide valuable insights for organizations aiming to foster inclusive environments while optimizing performance.

Lastly, future research should delve into the mediating and moderating factors that shape the relationship between cultural fit and firm performance. By identifying and examining these factors, such as leadership styles, organizational climate, or employee attitudes, researchers can elucidate the mechanisms through which cultural fit influences performance outcomes. This understanding will help organizations develop effective strategies for leveraging cultural fit to enhance firm performance.

By addressing these implications and pursuing further research in these areas, scholars can contribute to a more robust and nuanced understanding of the relationship between cultural fit and firm performance.

5.3. Limitations and future lines of research

The bibliometric study has limitations that need to be considered when interpreting the results. The literature on "cultural fit" is significant but lacking in areas such as financial performance and strategic outcomes. There are also limitations in the quality and
quantity of articles and the narrow scope of publications evaluated. Nonetheless, cultural fit remains important for generating competitive advantages through strong corporate cultures. Addressing the gaps in the literature can deepen understanding and identify strategies for promoting cultural fit. Therefore, there are several lines of research to explore in this area.

First, investigating the relationship between cultural fit and firm innovation: while research has suggested that cultural fit can improve firm performance, less is known about its impact on innovation. Researchers can investigate how cultural fit influences firm innovation and its implications for firm competitiveness.

Second, exploring the impact of cultural fit on employee creativity: it is unknown how cultural fit affects creativity inside businesses, despite the fact that it has been related to better performance. Researchers can look at this relationship and its possible effects on fostering creativity and innovation at work.

Third, examining cultural fit in the context of international business: less is known about the influence of culture on international company operations, despite research on cultural fit in domestic firms. The function of cultural fit in cross-cultural business interactions and its effect on firm performance can be studied by researchers.

Finally, the impact of digital technologies on cultural fit: With the increasing use of digital technologies in the workplace, it is important to explore how these technologies are affecting cultural fit. For example, how do virtual teams impact cultural fit, and how can organizations overcome cultural barriers in digital environments?

This study has successfully synthesized the current literature on cultural fit, providing a broad yet comprehensive perspective that enhances our understanding of the subject. Although the literature on cultural fit is still emerging and diverse, this categorization aims to expedite research and simplify the process for newcomers interested in investigating this area. In essence, this work serves to consolidate the scattered literature on cultural fit, providing a useful resource for researchers seeking to explore this topic further.

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