

# Corporate Culture in Mining Industry: A Comprehensive Literature Review on Development and Integration

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## ABSTRACT

This literature review examines how corporate culture development and integration in the mining industry affect employee management, including relations, engagement, and development. The aim is to analyze existing research to understand the significance and impact of corporate culture on employees within this sector. The review involved shortlisting 600 journals and analyzing 42 articles using a systematic critical review, complemented by a meta-analysis through VOS Viewer software. A taxonomy of the research gap was applied to identify areas for further exploration. The findings highlight the critical role of leadership in shaping and promoting corporate culture, as well as the strategies and approaches required for successful culture development initiatives in the mining industry. The meta-analysis from VOS Viewer suggests the need for further investigation into this area, while the systematic review uncovers gaps related to population, evidence, and knowledge. The study acknowledges limitations in the existing literature, recommending future research to address these gaps and enhance the understanding of effective corporate culture practices. The originality of this review lies in its methods, offering valuable insights for both practitioners and scholars interested in fostering corporate culture development and integration, contributing to the advancement of knowledge in the field.

## 1. INTRODUCTION

Developing a corporate culture is pivotal in shaping organizational behavior and managerial decision-making, with a shared vision and core values being instrumental for spurring innovation and collective responsibility. (Uhl-Bien et al., 2019) and (Yohn, 2021) emphasize these elements, aligning with Drucker's principle that "Culture eats strategy for breakfast" This tenet, discussed further by Vakil, suggests that cultural considerations frequently trump strategic ones, especially from a leadership standpoint. (Vakil Tushar, 2020)

The role of culture becomes particularly pronounced in the context of Mergers and Acquisitions (M&A), which Gazzola et al. (2022) and Bouwman (2013) note as a growth strategy often compromised by cultural misalignments. Despite M&A's potential, the high failure rate of about 50%, according to Koi-Akrofi (2016), largely stems from human-related issues such as resistance to cultural integration and communication breakdowns. Shah (2019) recommends devising more robust integration strategies to mitigate cultural conflicts, a sentiment echoed by Riach and Schneider (2022) in their analysis of M&A failures like the Daimler Chrysler case.

While extensive research has delved into corporate culture in M&A, including assessments of cultural transformation (Idris et al., 2015), integration-performance links (Hartijasti & Toar, 2015), HRM practices (Idris et al., 2014), resistance to change (Appelbaum et al., 2017) and impact of behavior factors (Savović & Babić, 2021). The lack of understanding in effectively blending diverse corporate cultures is highlighted, emphasizing its importance in lowering failure rates and leveraging cultural synergies after mergers. This leads to the critical research question: How does leadership impact the formation and integration of corporate culture, and what are the effects on employee relations, engagement, and development in the mining industry? Answering this question could illuminate the complex dynamics of corporate culture in mining, providing insights into leadership's multifaceted role in navigating these cultural shifts successfully.

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## Literature Review

### *Underlying Theories*

The theoretical framework plays a crucial role in academic research, ensuring the dependability, coherence, and objective achievement of contributions to business management science. The definition of corporate culture varies among different sources. According to the Organizational Behavior Book (Uhl-Bien et al., 2019), organizational culture can be defined as the collective patterns of actions, values, and beliefs that emerge within an organization and shape the conduct of its members. According to Millman, organizational culture is the collective understanding of tasks and operations within a given context, incorporating knowledge, beliefs, values, and shared group experiences (Herath et al., 2017). Lal Balkaran posits that corporate culture comprises the collective values and beliefs that interact with individuals, organizational structures, and systems to develop customary practices (Herath et al., 2017). This case study's central focus is examining the fundamental elements of corporate culture, which primarily involve interpersonal interactions and guiding concepts such as norms, values, beliefs, and systems.

### *National Culture Models*

Two well-known cultural models, namely Hofstede's and Trompenaars's, have been developed to examine the impact of national cultural variety on organizational behavior and global business. Sattorovich (2020) discusses Hofstede and Trompenaars' influential cultural models, which analyze the impact of national culture on organizational behavior and global business. Hofstede's model identifies four factors, with core values particularly resistant to change. Trompenaars' framework aims to enhance cross-cultural competence in corporate and social settings. The article underscores the significance of communication norms and traditions in fostering intercultural understanding, suggesting that shared knowledge in this area can aid in resolving global conflicts between cultures. (Sattorovich, 2020)s (2011) models, despite differing in certain aspects like long-term orientation and focus, share commonalities such as individualism-collectivism and masculinity-femininity. These models aid in assessing disparities in cross-cultural communication, work ethics, and decision-making, which is crucial for formulating cross-cultural management strategies (Hofstede, 2011). Furthermore, Pirlog (2021) employs these models to analyze interculturality in Moldova, stressing the importance of understanding cultural values in globalized business settings. (Pirlog, 2021)

### *The Theory of Planned Behavior*

For decades, The Theory of Planned Behaviour (TPB), developed by Icek Ajzen, a prominent social psychologist, in the late 1980s, provided an in-depth analysis of the factors that influence human behavior. Ajzen's extensive research, as expounded in his publication "Attitudes, Personality, and Behavior" in 2012, emphasizes that intentions and behaviors are influenced by three fundamental factors: personal determinants, social influence, and control. The individual's perception of the behavior plays a pivotal role in the TPB, as it reflects their comprehensive judgment:

1. Attitude is evaluating a behavior, encompassing beliefs about outcomes and their positive or negative assessment.
2. Subjective Norms reflect social influence, incorporating perceptions of societal or peer expectations and motivation to comply.
3. Perceived Behavioral Control encompasses self-efficacy, difficulty perception, and facilitators or constraints.

While intentions are potent predictors of actions, other external factors, like environmental constraints, can impact behavior. TPB finds application in diverse health, environment, and consumer behavior domains (Ajzen, 2011, 2020). In corporate culture, development ensures uniform behavior guidelines for employees. This theory offers insight into cognitive processes driving human behavior and guiding behavior change interventions. (Ajzen, 2020).

The primary goals of corporate culture development encompass achieving desired shifts in employee behavior towards corporate objectives and providing guiding principles for management decision-making to address challenges. Behavior, denoting responses to stimuli, can be actions, reactions, or adaptations. As described in "Organizational Behavior" by Uhl-Bien et al., attitudes are predispositions to respond in specific ways to individuals and entities. However, attitudes alone do not ensure corresponding behavior. This assertion aligns with the insight of Uhl-Bien et al., who states that attitudes do not guarantee ensuing actions. (Uhl-Bien et al., 2019)

It has been established for years that attitudes comprise cognitive, affective, and conative elements. The cognitive facet involves knowledge or beliefs about an attitude object, while the affective aspect encompasses emotions. Additionally, the conative dimension relates to how attitudes influence actual

conduct or behavior. As per McLeod and Ajzen, this concept underscores that attitude shapes behaviors through these components (McLeod, 2018).

Uhl-Bien et al. (2019) highlight the objectives of corporate culture development, focusing on behavioral shifts toward corporate goals and guiding management decisions. Behavior, encompassing actions, reactions, and adaptations, is influenced by attitudes, which consist of cognitive, affective, and conative elements. However, as emphasized by Uhl-Bien et al. (2019), attitudes alone do not guarantee corresponding behavior. McLeod underscores that attitudes shape behaviors through these components, emphasizing their interplay in organizational dynamics (McLeod, 2018).

## 2. METHODS

The first stage of our literature review methodology entails extensive search across many databases, such as Scopus and ProQuest. The aim is to gather diverse studies to conduct a comprehensive review. The initial search yielded 12,973 articles, the foundation for our extensive examination of corporate culture in the Indonesian mining sector following mergers and acquisitions (M&A). In the subsequent phase, we undertake a process of refining the collected literature to precisely target studies that are in alignment with our study objectives. From the initial selection, 600 articles have been chosen based on their direct pertinence to corporate culture transformations after mergers and acquisitions. The publications undergo a thorough screening process to determine their relevance and potential contribution to our research objectives. Moreover, five journals have been selected that strongly correlated with behavior science for critical systematic review; meanwhile, forty-two journals analyzed and broken down the topic into four classifications, which are corporate culture development (sixteen journals), the role of corporate culture in M&A, which the topic of corporate culture integration (thirteen journals), management of employee topic that related into employee relations, engagement, development, and change management (eleven journals). Those forty-two journals were analyzed using a Systematic literature review process to understand the gaps and future study opportunities.

The literature network is analyzed using the bibliometric program VOSviewer, which enables the creation of visual representations depicting the links within the research community. This visualization facilitates the identification of prominent authors, fundamental concepts, and the overall progression of the corporate culture field in the context of mergers and acquisitions. The literature selected for consideration is categorized into three primary areas: the creation of corporate culture, integration processes, and employee relations or change management. The utilization of this systematic categorization facilitates a comprehensive structuring of the review. Subsequently, each primary category is subdivided into sub-themes to examine the topic comprehensively.



Figure 1. The Literature Review Process

The diagram delineates the systematic literature review methodology, encapsulating search, collection, filtering, and categorization into four distinct classifications. Specifically, five journals were identified as highly relevant to behavioral science for an in-depth review. Conversely, a broader analysis was conducted on 42 journals, which were subsequently grouped as follows: corporate culture development (16 journals), corporate culture's role in mergers and acquisitions (13 journals), and

personnel management topics, including employee relations, engagement, development, and change management (11 journals). These 42 journals underwent a meticulous, systematic literature review to pinpoint existing gaps and prospective research avenues.

Each journal was rigorously evaluated for quality, relevance, and impact, focusing intently on contributions to the field of behavioral science. This critical appraisal scrutinized the research findings, methodologies applied, and constraints faced and identified research voids, aiming to discern the literature's strengths and limitations concerning corporate culture's genesis and amalgamation. Utilizing Miles's taxonomy of knowledge gaps, our analysis categorized identified research needs into evidence, knowledge, practical, methodological, empirical, theoretical, and demographic gaps. This taxonomy provides a structured approach to recognize under-explored areas and determines how our review may substantially aid in bridging these knowledge disparities.

### 3. Results and Discussion

#### Vosviewer Result

This study utilizes the VOSviewer application to represent the academic research landscape comprehensively and visually. It incorporates abstracts, papers, keywords, and citation indices to identify areas needing further investigation. The visualization aligns with the research's objective of resolving knowledge gaps. VOSviewer's meta-analysis aids in highlighting emerging boundaries in the academic discipline, revealing limited research on specific topics and indicating the need for further examination.

Figure 3 of the study provides a detailed bibliometric analysis of 600 scholarly publications, focusing on terminologies related to corporate culture, dynamics in Indonesia, and mergers and acquisitions. The analysis reveals trends and patterns in the research landscape, particularly regarding the development and intersection of corporate culture.

The VOSviewer analysis of existing literature on mergers and acquisitions reveals a notable gap in understanding the impact of corporate culture post-merger. Despite substantial research, more exploration of this crucial aspect must be explored, indicating a significant knowledge gap in scholarly works. The convergence of findings in three key areas suggests a promising avenue for further investigation. Particularly, the study underscores the under-explored aspects of developing and integrating corporate culture post-merger, as indicated in Figure 4, especially regarding personnel management. This observation emphasizes the necessity for comprehensive research efforts to address these knowledge gaps and enhance our understanding of corporate culture dynamics in the post-merger context.

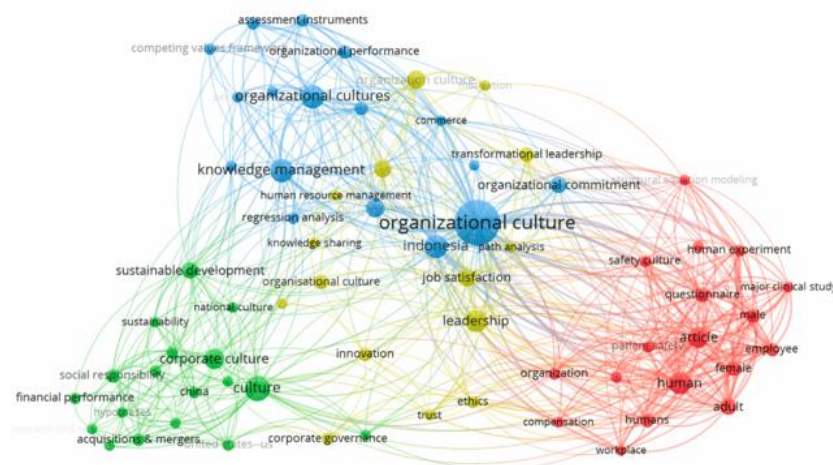
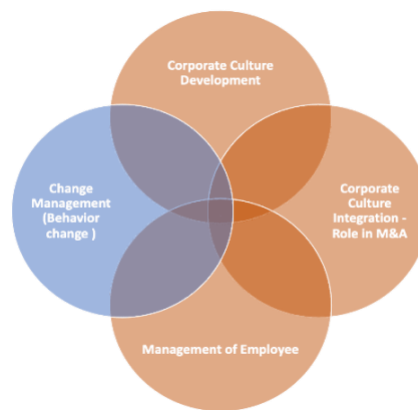


Figure 2. VOSviewer Mapping Keywords Selected Corporate Culture of 600 Journals

The VOSviewer analysis of corporate culture literature uncovers a paradox: while ample research exists, there needs to be a more comprehensive exploration into corporate culture development and integration, notably in the context of mergers and acquisitions, primarily within Indonesia's mining sector. Despite the broad literature on corporate culture, a noticeable gap persists, emphasizing the need for focused research on post-merger culture.



**Figure 3.** Classification Topic in The Literature Review

#### *Findings from Critical Systematic Review*

The research conducts a comprehensive review of literature from five selected journals. It categorizes an additional forty-two journals into four key areas: corporate culture development, its role in mergers and acquisitions (M&A), and employee management aspects such as engagement, development, and change management. This extensive review identifies existing gaps and suggests future research directions. Echoing methodologies from Parris & Peachey (2013) and Sindakis et al. (2022), the research employs systematic literature reviews to explore servant leadership's efficacy and applicability and to develop predictive models on the relationship between organizational culture and performance, particularly in family businesses. (Parris & Peachey, 2013; Sindakis et al., 2022)

The research thoroughly analyzes five behavioral science journals, examining various components, including research background, methodologies, theoretical foundations, and implications for behavioral science. Savović's (2017) work notably emphasizes the importance of managing organizational culture variations for successful post-acquisition outcomes, highlighting the need for proactive management of employee attitudes during transitions. Corporate culture development involves crafting and implementing an organizational culture ethos, while integration concerns merging disparate cultures in M&A scenarios. Change management is pivotal, impacting employee relationships, engagement, and training. Graham et al. (2022) indicates a strong consensus among North American executives regarding the importance of corporate culture in enhancing firm value. (Graham et al., 2022; Savović, 2017; Savović & Babić, 2021)

The research identifies significant gaps in employee management, corporate culture integration, and change management, which are particularly relevant to challenges in the Indonesian mining industry. Studies by Hartijasti & Toar (2015), Aristos et al. (2018), and Samal et al. (2021) underscore the importance of understanding post-M&A employee management and successful culture integration models to address culture-related M&A failures effectively. (Aristos, 2018; Hartijasti & Toar, 2015; Samal et al., 2021)

#### *Past Studies on Corporate Culture Development*

The investigation into corporate culture within a prominent Indonesian oil and gas State-Owned Enterprise (SOE) was detailed, evaluating existing culture, structural policies, and implementation strategies. Darmadi and Gustomo (2012) found an awareness of public brand identity among employees but a gap in internal confidentiality understanding, emphasizing the need for proactive management to prevent discord. (Darmadi & Gustomo, 2012)

Bakhov et al. (2020) examined corporate culture in innovation-driven ventures, defining it as a complex blend of tangible and intangible values fostering entrepreneurial excellence. They propose a tiered approach to culture development, prioritizing cultural identification, behavior shaping, integration into practices, and stakeholder alignment. (Bakhov et al., 2020)

A comprehensive literature review of sixteen journal articles broadened the exploration of corporate culture development across diverse geographical landscapes. This synthesis revealed a need for more research on corporate culture in Indonesia's mining sector, highlighting the urgent need for in-depth exploration to inform its evolution and integration in future endeavors.

#### *Past Studies on Corporate Culture Integration Role in Mergers and Acquisition*

Corporate culture's pivotal role in the success or failure of mergers and acquisitions (M&As) is emphasized in contemporary business research. Bouwman's (2013) study highlights that a significant portion of M&As fail to achieve their initial goals, underscoring the need to examine the impact of corporate culture on these transactions. Case studies, such as the Aegean and Olympic Air merger, reveal employees'

perceptions during M&As, with findings from [Aristos et al. \(2018\)](#) suggesting the importance of aligning these perceptions with strategic objectives for success. ([Aristos, 2018](#); [Bouwman, 2013](#))

Cultural disparities pose challenges in international M&As and contribute to post-merger losses, as noted by [Aghabayov \(2015\)](#). [Liu et al. \(2021\)](#) extend this discussion by examining the effects of cross-cultural management on M&A outcomes and organizational performance, emphasizing the need to consider cultural variations and employee involvement. ([Aghabayov, 2015](#); [Liu et al., 2021](#))

A comprehensive literature review of thirteen journal articles focuses on corporate culture integration during M&As across international settings, revealing a research gap in Indonesia's mining industry. This gap underscores the need for further inquiry into corporate culture development and integration during M&As, highlighting opportunities for understanding and navigating potential obstacles for effective cultural integration in future consolidations.

#### *Past Studies Related to Change Management and Employee Relations*

Corporate culture plays a fundamental role in shaping the work environment, influencing employee creativity, work approach, and organizational effectiveness. [Ahmad \(2020\)](#) highlights its critical connection to employee operational performance, asserting its importance for organizational success. [Savović and Babić \(2021\)](#) delve into how behavioral factors, particularly cultural disparities and transformational leadership, impact post-merger performance, emphasizing the need for compatible cultures in M&A scenarios. ([Ahmad, 2020](#); [Savović & Babić, 2021](#))

Studies within Indonesia, like those by [Afkar and Sayekti \(2020\)](#), stress the importance of a strong organizational culture in enhancing employee engagement ([Afkar & Sayekti, 2020](#)). An analytical literature review of eleven journals explores corporate culture development and integration, highlighting a gap in research related to Indonesia's mining sector. This indicates a significant opportunity for academic inquiry to address challenges and devise strategies for successful culture development and integration, indicating the vast potential for future advancements.

#### *Discussion*

The research landscape on corporate culture development and integration within the mining industry focuses on understanding this phenomenon in Indonesia's mining sector, particularly post-mergers and acquisitions. Drawing from established models like Hofstede's and Trompenaars' and theories such as the Theory of Planned Behavior, the discourse explores various theoretical frameworks. Innovative analytical tools like VOSviewer contribute to a nuanced perspective. This study adopts a comprehensive systematic review methodology, analyzing forty-two scholarly journals to explore corporate culture's nuances, its role in M&A integration, and its impact on employee relationships and organizational change. This approach's utility and robustness are demonstrated by contributions from [Díaz-Millón & Olvera-Lobo, \(2023\)](#), [Pedrini & Ferri \(2019\)](#), [Rahman et al. \(2022\)](#), and [Tian et al. \(2018\)](#)

The literature review uncovers significant insights, including [Shah's \(2019\)](#) findings on the adverse effects of cultural discord on M&A objectives and [Savović's \(2017\)](#) exploration of post-acquisition cultural disparities, which can enhance performance when managed effectively. [Hartijasti and Toar \(2015\)](#) highlight the struggle to instill global corporate values within localized cultural frameworks, revealing competency gaps in achieving competitive globalization ([Savović, 2017](#); [Shah, 2019](#)).

The systematic categorization of literature informs the study's conceptual framework, identifying research deficits, particularly in the impact of corporate culture post-M&A in Indonesia's mining sector. Given the industry's unique attributes and regulatory context, a thorough investigation is warranted to influence real-world practices. Drawing from [Miles's taxonomy \(Miles, 2017\)](#), the review identifies three critical gaps:

1. Evidence Gap: Lack of empirical studies necessitates more rigorous research to fortify theoretical understanding.
2. Knowledge Gap: Further research is needed to comprehend the evolution of corporate culture fully, mainly post-M&A.
3. Population Gap: Past research focuses on sectors other than mining, highlighting the need for broader research efforts, especially in the mining sector.

#### **4. CONCLUSION**

The research identifies significant gaps in understanding the development and integration of corporate culture, especially in Indonesia's mining industry, emphasizing the need for further exploration. Bridging these gaps with empirical studies and innovative methodologies is crucial for deepening comprehension of this organizational process, particularly post-mergers and acquisitions. Despite

numerous studies in various industry sectors, the literature review must include more knowledge in successfully navigating corporate culture development post-M&A, particularly from the employee management perspective. Substantial gaps in population, empirical evidence, and knowledge highlight the need for further research, particularly in evaluating how corporate culture development impacts acquiring companies' performance.

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