Jurnal Penelitian Ilmu Ekonomi dan Keuangan Syariah
Volume 4, Nomor 4, November 2026
e-ISSN: 2988-134X ; p-ISSN: 2988-148X; Hal. 250-272
DOI: https://doi.org/10.59059/jupiekes.v4i4.3570
Tersedia: https://journal.staiypiqbaubau.ac.id/index.php/jupiekes

Determining Organizational Effectiveness in Various Sectors: A Systematic Literature Review

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Abstract. Organizational effectiveness is a key indicator of an organization's ability to achieve objectives and adapt to environmental changes. Although research on organizational effectiveness has expanded across sectors, the influencing factors remain dispersed. This study aims to identify determinants of organizational effectiveness, examine research methods, analyze findings, and highlight gaps in the literature. A Systematic Literature Review (SLR) was conducted following PRISMA 2020 guidelines. Articles were retrieved from Scopus using the keyword "organizational effectiveness" within the 2016–2026 publication period. After identification and screening, 24 empirical articles were selected. Manual analysis was performed using Microsoft Excel, supported by bibliometric analysis with VOSviewer and narrative synthesis. Findings reveal that organizational effectiveness is shaped by leadership, employee involvement and commitment, organizational culture, learning, knowledge sharing, innovation, management practices, digital transformation, communication, employee well-being, and strategic flexibility. Quantitative research dominated, with 15 of 24 articles (62.5%), subject to verification against methodological classifications. Results indicate that organizational effectiveness is multidimensional and varies across sectors and contexts. Research gaps include limited use of qualitative, mixed-methods, longitudinal, and comparative approaches. Future studies should integrate organizational, technological, and human resource factors to provide a more comprehensive understanding. A limitation of this review is reliance on Scopus alone, which may exclude relevant studies indexed elsewhere.

Keywords: Determinants; Organizational Effectiveness; PRISMA; Systematic Literature Review; Various Sectors.

1. INTRODUCTION

The increasingly dynamic environment across various sectors has posed greater challenges for organizations in maintaining and improving their effectiveness (Bauwens, 2026; Rushton et al., 2024a). Fierce competition, technological advancements, changing stakeholder expectations, and the need to improve performance require organizations to manage resources and work processes effectively. Therefore, organizational effectiveness is a crucial indicator of an organization's ability to achieve its goals and adapt to changes in its environment. Previous research has identified various factors associated with organizational effectiveness, including leadership, employee engagement, organizational culture, managerial practices, innovation, organizational learning, communication, employee well-being, and digital transformation (Asamani, Acquah, et al., 2025; Bah et al., 2024; S. Lee & Seo, 2017). However, these findings are scattered across various sectors and organizational contexts, making it difficult to obtain a unified understanding of the determinants of organizational effectiveness.

These findings suggest that organizations with better leadership, human resource management, learning, and innovation capabilities tend to have stronger capabilities in achieving organizational goals. However, the factors that play a significant role are not always the same in every organization (Yuan, Ma, Id, et al., 2024). Differences in sector

Naskah Masuk: 10 Agustus 2026; Revisi: 17 September 2026; Diterima: 20 Oktober 2026; Terbit: 01 November 2026

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characteristics, resources, work environments, and organizational conditions can lead to differences in the factors that contribute to organizational effectiveness. Therefore, a systematic review is needed to identify and synthesize factors that influence organizational effectiveness across sectors (Jinke, 2024). Unlike studies that primarily identify individual determinants, this review compares the reported relationships between these factors and organizational effectiveness across sectors to identify common patterns, contextual differences, and research gaps. This study focuses on four research questions: RQ1: What factors influence organizational effectiveness across sectors? RQ2: What research methods and approaches are used to study organizational effectiveness? RQ3: How do the identified determinants relate to organizational effectiveness across different sectors and contexts? RQ4: What research gaps remain in the existing literature on organizational effectiveness?

To answer these research questions, this study conducted a systematic literature review of empirical and conceptual studies examining the determinants of organizational effectiveness across various sectors. The review followed the PRISMA guidelines, which provide a transparent and systematic framework for identifying, screening, and selecting relevant studies. The use of PRISMA supported a structured review process and enhanced the reliability and reproducibility of findings. Recent research on organizational effectiveness has examined a wide range of factors, including leadership, employee engagement, organizational culture, organizational learning, innovation, managerial practices, communication, digital transformation, and employee well-being. However, existing findings are scattered across various sectors and organizational contexts. Differences in research methods and sector characteristics also contribute to variations in findings, necessitating a synthesis of the available evidence to gain a more comprehensive understanding of the determinants of organizational effectiveness.

This phenomenon is evident across various research sectors. In the information technology sector, organizational effectiveness is closely linked to employee engagement, organizational learning, knowledge sharing, and employee competency (Naveed, Alhaidan, Halbusi, & Al-Swidi, 2022; Rubio et al., 2025). In the education sector, research highlights leadership, communication, and factors related to educators. Meanwhile, in the healthcare sector, attention is paid to employee well-being and morale, while in the business and MSME sectors, research increasingly addresses innovation, strategic flexibility, and digital transformation. This diversity of focus indicates that organizations face different effectiveness challenges according to the characteristics of their sectors (Huang et al., 2024; Meher, 2021; Rushton et al., 2024b). These differences suggest that organizational effectiveness is shaped

by multiple interrelated factors rather than a single determinant. Some studies emphasize leadership and managerial practices, whereas others focus on organizational culture, employee engagement, innovation, and adaptability. In this review, organizational effectiveness refers to an organization's overall ability to achieve its objectives and fulfill its organizational goals. It is distinguished from organizational performance, which refers to specific outcomes or indicators; team effectiveness, which focuses on team-level outcomes; and intervention effectiveness, which evaluates the effects of particular programs or interventions. Accordingly, studies were considered relevant when they directly examined organizational effectiveness or its determinants at the organizational level.

Previous research has generally focused on specific factors or sectors, while research integrating these determinants across various organizational contexts is still limited. Therefore, this study aims to identify and synthesize key factors influencing organizational effectiveness, examine research methods used, compare findings across sectors, and identify research gaps that can guide future research. This study applies a Systematic Literature Review using the PRISMA protocol to map research on organizational effectiveness. The results of this study are expected to contribute to the literature by providing an integrated overview of the determinants of organizational effectiveness across various sectors. Furthermore, these findings can provide practical insights for organizations in developing appropriate strategies to improve effectiveness and respond to the ever-changing organizational environment.

2. RESEARCH METHODS

This study employed a Systematic Literature Review (SLR) method to identify and synthesize empirical evidence on factors influencing organizational effectiveness across various sectors. The research process followed the PRISMA 2020 guidelines to ensure systematic and transparent identification, screening, eligibility assessment, and article selection. Each selected article was analyzed based on organizational effectiveness factors, research sector, methods, data sources, and key findings (Brinia et al., 2022). The review process comprised identification, screening, eligibility assessment, and inclusion of relevant research.

Determination of Eligibility Criteria

Eligibility criteria were established to ensure that selected articles met the research objectives (Awais et al., 2023). Included articles were peer-reviewed empirical studies using quantitative, qualitative, or mixed-methods approaches, published in English and examining factors influencing organizational effectiveness. Conceptual articles were excluded to maintain

a focus on empirical evidence. Articles that were irrelevant, lacked full text, were preprints, or did not address organizational effectiveness were excluded from the analysis. Because qualitative studies were eligible for inclusion, the methodological distribution reflects the approaches identified in the literature rather than a restriction imposed by the review criteria. The eligibility and exclusion criteria used in this study are presented in Table 1.

Table 1. Eligibility and exclusion criteria

Eligibility Criteria	Exclusion Criteria
The article is a final manuscript that has gone through a peer review process.	Articles that do not examine factors directly related to organizational effectiveness
The article is an empirical research.	Articles that do not discuss organizational effectiveness.
The article uses a quantitative or mixed method approach.	Incomplete article.
The article examines the factors that influence organizational effectiveness.	The article is a pre-print.
The article is written in English.	Articles that are not written in English.

Sources and Article Identification

This study used Scopus as the primary database. The search strategy used the query TITLE-ABS-KEY ("organizational effectiveness" OR "organisational effectiveness"), covering publications from 2016 to [actual final coverage date in 2026]. The search was conducted on [actual search date], with filters applied for English-language journal articles published in their final form. The initial search yielded 1,127 records [confirm whether this number was obtained before or after applying the publication, language, and document-type filters]. The records were then screened against predetermined eligibility criteria. Following identification, screening, and full-text eligibility assessment, 24 empirical articles met the inclusion criteria and were retained for the final analysis (Gehringer, 2024b; Elsa et al., 2025). The PRISMA flow diagram reports the number of records at each stage, including records removed before screening and articles excluded after full-text assessment

Articles Deleted Before Screening Stage

Before the screening process was carried out, articles found through the Scopus database were first adjusted to the research criteria. The search was limited to articles published during the period 2016–2026. From the initial search results of 1,127 articles, selection was carried out based on document type, publication status, journal source, and language. Articles that were not journal articles that had not been published in final form, did not come from journals that had not gone through a peer-review process, or were written in languages other than English were excluded from the research process. After this process, articles that met the

criteria proceeded to the screening and eligibility assessment stage. The search was conducted through Scopus using the keywords TITLE-ABS-KEY ("*organizational effectiveness")*with restrictions on publication year 2016–2026, article document type, final publication status, journal source, and English language. Furthermore, articles that met all selection stages were used in the final analysis, resulting in 24 articles relevant to the research objectives.

Article Content Analysis

After the screening phase was completed, articles that met the criteria were thoroughly reviewed based on their full text to assess their suitability for the research objectives (Jinke et al., 2024; Asamani, Acquah-Coleman, et al., 2025). Articles that did not meet the inclusion and exclusion criteria were excluded from the analysis. The review process was carried out manually to ensure that the selected articles were truly relevant to the topic of organizational effectiveness. Title and abstract screening, followed by full-text assessment, was conducted by [number of reviewers] reviewer(s). Any disagreements were resolved through discussion and, where applicable, consultation with an additional reviewer. Data were extracted using a standardized spreadsheet covering authors, publication year, sector, research design, determinants, and main findings. The extracted data were checked for consistency against the original articles. Study quality and risk of bias were assessed using [appropriate appraisal tool] according to the study designs.

Analyzed Articles

Based on the entire selection process, 24 articles met the eligibility criteria and were included in the final analysis (Yuan, Ma, Wang, et al., 2024). Each article was analyzed based on the research sector, factors influencing organizational effectiveness, the theoretical framework used, and key findings and conclusions. The analysis results were recorded and organized using Microsoft Excel to facilitate data management and synthesis. All stages of selection and analysis were conducted systematically to maintain the consistency and objectivity of the research results.. The research process flow based on the PRISMA guidelines is presented in Figure 1 (Abd Alhosine & Mahmood, 2022).

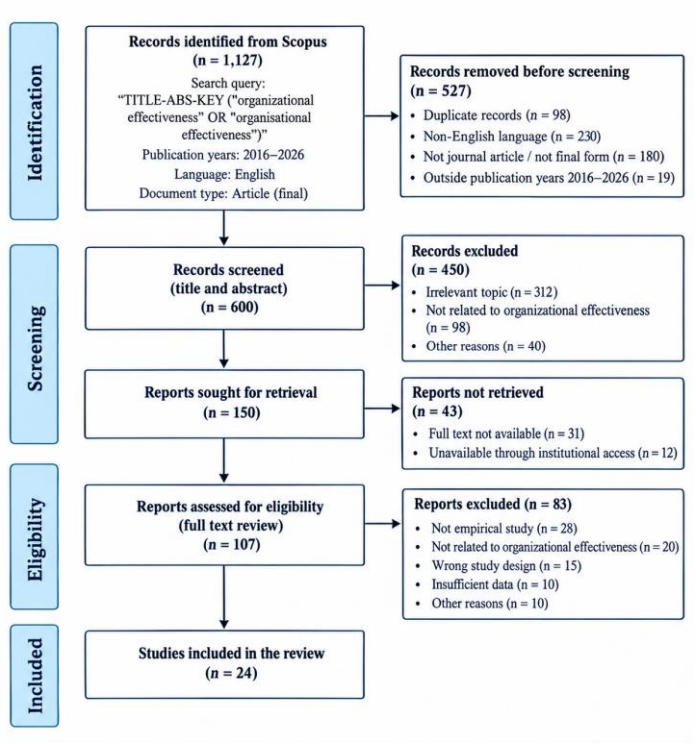


Figure 1. PRISMA Flowchart.

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3. RESULTS AND DISCUSSION

In this study, 24 selected articles were analyzed as part of a Systematic Literature Review (SLR) on organizational effectiveness. To ensure accuracy and minimize the risk of bias, each selected article was analyzed manually without the use of automated software. Relevant information from the articles was recorded and categorized using*Microsoft Excel*to maintain data accuracy and avoid duplication.

Thematic Analysis

The thematic map presented in Figure 1 illustrates the distribution and development of major themes in research on organizational effectiveness. The themes that are central and highly developed represent important and rapidly developing areas in the literature.

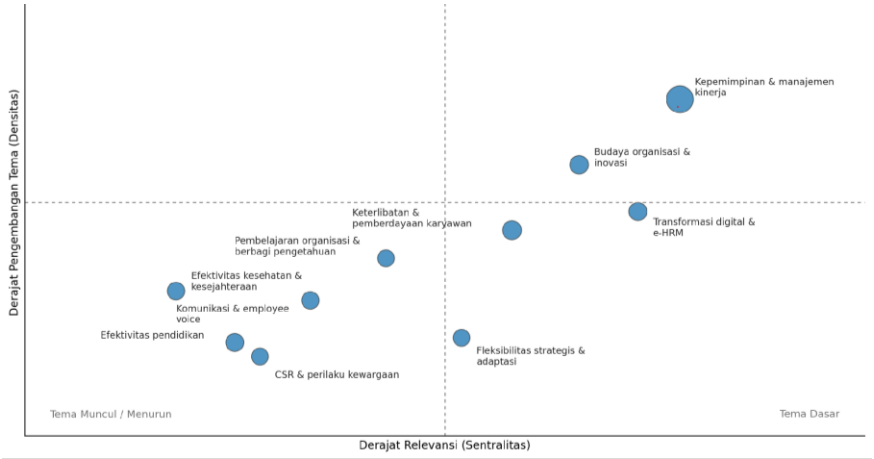


Figure 2. Distribution and development of main themes

Figure 2 presents a thematic map of research on organizational effectiveness based on two dimensions: centrality, which indicates the relevance of a theme to the broader research field, and density, which reflects the degree of internal development of the theme. The map is constructed by grouping related keywords into thematic clusters and calculating their positions according to their centrality and density scores. The data source consists of [specify the database and publication period], while the unit of analysis comprises [specify the keywords or keyword co-occurrence clusters]. The thematic positions are determined using [specify the software and calculation method], with keyword standardization and cluster interpretation applied to ensure conceptual consistency. The resulting clusters are validated by examining the relevance of their constituent keywords and the coherence of their underlying concepts. Themes located in the upper-right quadrant, such as leadership and performance management and organizational culture and innovation, exhibit relatively high centrality and density, suggesting that they are both well-developed and closely connected to the broader research field. Themes in the lower-right quadrant, including strategic flexibility and adaptation and digital transformation and e-HRM, demonstrate relatively high centrality but lower density, indicating that they are connected to the broader field but comparatively less developed internally. Meanwhile, themes in the lower-left quadrant have relatively low centrality and density, suggesting a more specialized or less developed position within the thematic structure. These positions represent the thematic structure at the time of analysis and should not be interpreted as evidence of declining or increasing research interest without additional longitudinal analysis.

Articles by Year

In this study, the 24 unique articles included in the reviewed corpus were grouped by year of publication to provide an overview of the distribution of research on organizational effectiveness. Figure 2 presents the annual distribution of the included articles. The distribution shows variation in the number of publications across the study period, with some years contributing more articles than others. These findings describe the publication pattern within the reviewed corpus and should not be interpreted as evidence of an overall trend in the entire field or a statistically significant increase in research activity :

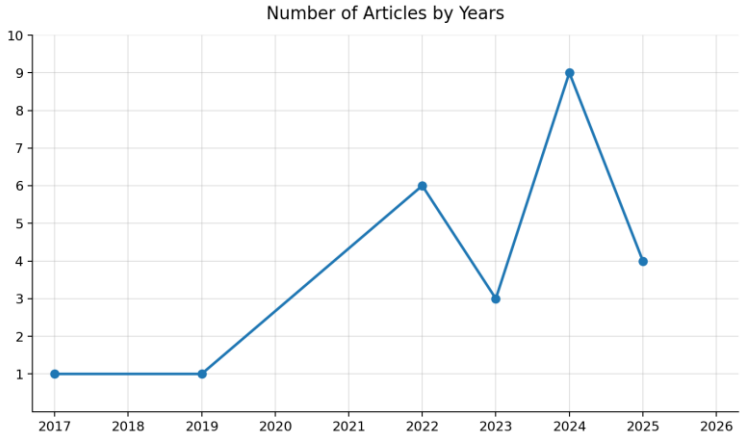


Figure 3. Distribution of Articles by Year

The distribution shows that the number of publications increased significantly in 2022 and 2024, with 2024 recording the highest number of articles. This indicates a growing interest in research on organizational effectiveness in recent years. In contrast, 2017 and 2019 had relatively few publications, with only one article each, while publication activity increased substantially from 2022 onward.

Articles Based on Sources

This study also categorized the selected articles based on their journals of origin. Based on the distribution shown in Table 3, the selected articles were published across multiple academic journals, reflecting the diversity of publication sources in research on organizational effectiveness. The frequency of articles published in each journal should be determined by assigning a unique identification number to each article, separating journals that were previously combined into a single row, and recalculating the frequencies without counting duplicate studies. This procedure is necessary to ensure consistency between the number of unique articles, the journal distribution presented in Table 3, and the accompanying narrative. The resulting distribution can then be used to describe the diversity of academic sources examining organizational effectiveness from various perspectives.

Table 3. Distribution of Articles Based on Journal Source

Source	Amount	Writer
Sustainability	2	Bah et al. (2024); Lee & Seo (2017)
Discover Psychology	2	Asamani et al. (2025)
Administrative Sciences	2	Gehringer (2024)
SAGE Open	3	Lightning (2022); Huang, Liu, & Zhao (2024); Awais et al. (2023)
Journal of Healthcare Engineering / Journal of Nursing Management	2	Rushton et al. (2024)
Frontiers in Education	1	Lee, Aziz & Kadir (2024)
Journal of Organizational Effectiveness: People and Performance	1	Bauwens et al. (2023)
International Journal of Human Capital and Information Technology Professionals	1	Reetu, Yadav & Singh (2022)
Tikrit Journal of Administrative and Economic Sciences	1	Abd Alhosine & Mahmood (2022)
PLOS ONE	1	Yuan et al. (2024)
The Journal of Technology Transfer	1	Rubió-Andrés et al. (2025)
Journal of Innovation & Knowledge	1	Mahmoud et al. (2022) / Naveed et al.
Social Sciences & Humanities Open	1	Imam et al. (2025)
Education Sciences	1	Brinia et al. (2022)
VINE Journal of Information and Knowledge Management Systems	1	Meher et al. (2022)
European Journal of Training and Development	1	Jha et al. (2019)
The Electronic Journal of Information Systems in Developing Countries	1	William et al. (2023)

Based on the distribution of journal sources, the 24 selected articles were published in 18 different journals, reflecting the multidisciplinary nature of research on organizational effectiveness.*Sustainability and SAGE Open*each contributed three articles, while*Discover Psychology* And *Administrative Sciences*each contributed two articles. The other journals each published one article related to organizational effectiveness. The articles published in*Sustainability*y addresses organizational effectiveness from various perspectives, such as organizational change, corporate social responsibility, and employee-related factors. Meanwhile, SAGE Open covers topics related to school effectiveness, corporate innovation, work-family conflict, and organizational performance. Other journals contribute research from areas including leadership, organizational learning, employee engagement, digital transformation, communication, health, education, and strategic flexibility. This distribution indicates that organizational effectiveness is a broad and multidisciplinary research topic, with contributions spanning various sectors and theoretical perspectives. Information regarding the journal sources and articles published in these journals is presented in Table 3.

Articles based on Research Methods

Figure 3 illustrates the distribution of research methods used in studies on organizational effectiveness. Quantitative methods were the most dominant, accounting for 67% of the studies. Meanwhile, methods that had not yet been verified represented 21% of the total. Experimental, exploratory, and empirical methods each accounted for 4%. These findings indicate that, within the reviewed corpus, quantitative methods were more frequently employed than other research methods. However, the studies classified as unverified require further examination of their full texts to ensure accurate methodological classification..

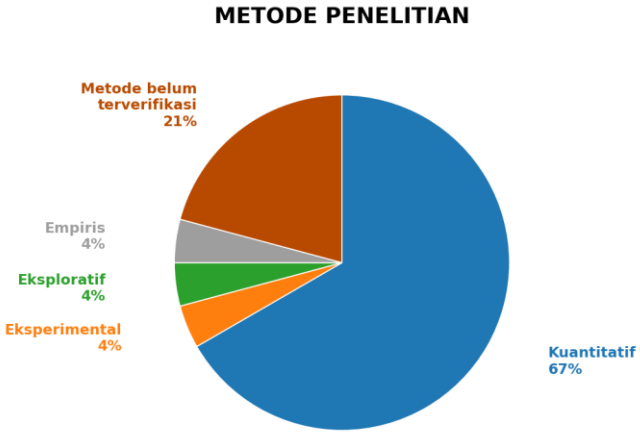


Figure 4. Articles based on research methods

Keyword Network and Thematic Development

The first figure shows the keyword linkage network with*organizational effectiveness*as the central theme.*Node organizational effectiveness*has a relationship with several topic groups, especially*management practices, corporate foundations, digital transformation strategy, firm innovation*, as well as educational themes such as te*acher efficacy, entrepreneurial leadership*, educational administration, and training institutions. Position*organizational effectiveness*which is in the middle shows its relationship to various research themes.

The second image is a visualization overlay that shows the development of themes based on the year of publication.*organizational effectiveness*with themes like digital*transformation strategy, firm innovation, management practices*, as well as the leadership and teacher efficacy groups, demonstrate the development of research from discussions of management practices and organizational effectiveness to issues of innovation, digital transformation, leadership, and effectiveness in the education sector. The colors in the network indicate differences in publication periods, allowing visualization to be used to see

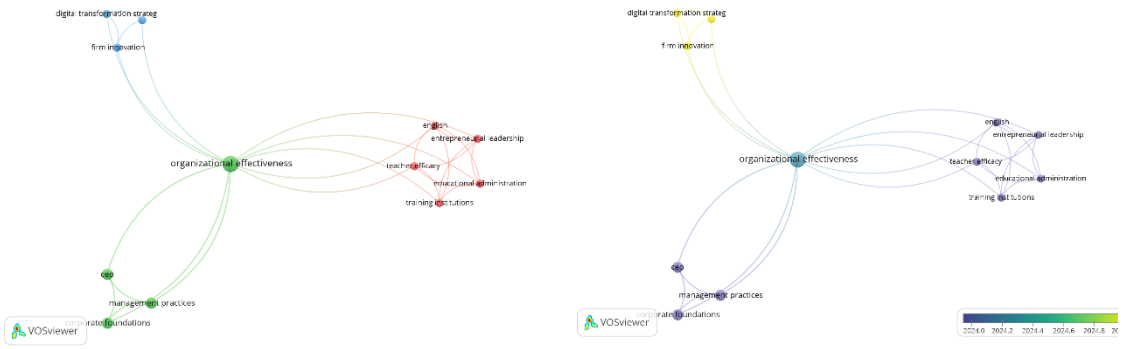


Figure 5. Blibliometric Visualization

Following the VOSviewer visualization, keyword occurrences and total link strength (TLS) were analyzed to identify the main themes related to organizational effectiveness. The analysis used [author keywords/all keywords] from [number] documents, with a minimum occurrence threshold of [value] and [full/fractional] counting. Relevant terms were standardized using a thesaurus file, where applicable. The keyword frequencies and TLS values were obtained from VOSviewer export data, and differences between the table and network visualization were checked to ensure consistency.

Table 5. *Keyword Occurrences and Total Link Strength*

Keyword	Occurrences	Total Link Strength
Organizational effectiveness	4	14
Organizational performance	2	12
Innovative human resource management	1	8
Management practices	2	6
Corporate foundations	2	6
Organizational culture	1	7
Organizational innovation	1	7
Organizational resistance	1	7
Organizational change	1	4
Employee involvement	1	4
Empowerment	1	4
Innovation	1	4
Strategic flexibility	1	4
Digital transformation strategy	1	3
Firm innovation	1	3
SMEs	1	3
Teacher efficacy	1	5
Training institutions	1	5
Entrepreneurial leadership	1	5
Transformational leadership	1	2
Performance management system	1	2
Innovative work behavior	1	2
Communication climate	1	5
Corporate social responsibility	1	5
CSR motive attributions	1	5

Keyword	Occurrences	Total Link Strength
Job satisfaction	1	5
Organizational commitment	1	5
Organizational citizenship behavior	1	5
Psychological safety	1	8
Psychological well-being	1	8
Work-family conflict	1	8

Based on the VOSviewer analysis, organizational effectiveness was the most dominant keyword, with 4 occurrences and a total link strength (TLS) of 14. This finding reflects its central position in the reviewed corpus, including studies on resource availability, role clarity, employee motivation, and organizational effectiveness (Asamani et al., 2025), as well as leadership behaviors and organizational effectiveness (Abd Alhosine & Mahmood, 2022). Organizational performance recorded 2 occurrences and a TLS of 12. Relevant studies include Yuan et al. (2024), "The Internal Organizational Performance Influence Factors Study—An Empirical Test," and Awais et al. (2023), "Strategic Flexibility and Organizational Performance: Mediating Role of Innovation." These findings indicate that organizational effectiveness and organizational performance are connected themes in the reviewed literature, although keyword frequency and TLS alone do not establish the strength of causal relationships between variables.

Other connected keywords include organizational culture, organizational innovation, and organizational resistance, which appear in Naveed et al. (2022). These themes highlight the role of internal organizational factors in discussions of organizational effectiveness. Similarly, management practices, employee involvement, leadership, and performance management reflect research on managerial practices, organizational change, leadership, and performance management systems (Bah et al., 2024; Bauwens et al., 2024; Gehringer, 2024). Meanwhile, digital transformation strategy and firm innovation represent additional research themes, as discussed by Rubio et al. (2025). Other keywords concerning psychological well-being and work–family conflict indicate that employee-related factors are also represented in the reviewed corpus. Overall, the VOSviewer results demonstrate that research on organizational effectiveness encompasses multiple themes, including organizational performance, leadership, culture, innovation, management practices, digital transformation, and employee well-being. These patterns describe keyword co-occurrence within the reviewed corpus and should not be interpreted as direct evidence of causal relationships or the overall development of the entire research field.

Factors Determining Organizational Effectiveness

This study further analyzes the factors influencing organizational effectiveness based on the findings reported in 24 selected articles. Table 6 summarizes the main variables studied related to organizational effectiveness,

Table 6. Factors Determining Organizational Effectiveness

No.	Dependent Variable	Terms used	Number of Articles	Results	Writer
1	Resource and individual factors	Resource availability, role clarity, employee motivation, job satisfaction	2	Significance not stated	Asamani et al. (2025)
2	Management practices	Managerial practices	2	Significance not stated	Gehringer (2024)
3	Leadership	Leadership, entrepreneurial leadership, transformational leadership, adaptive leadership	4	Significance not stated	Bauwens et al. (2023); Abd Alhosine & Mahmood (2022); Li et al. (2024); Imam et al. (2025)
4	Employee engagement	Employee involvement, employee engagement, employee voice	3	Significance not stated	Bah et al. (2024); Jha et al. (2019)
5	Employee satisfaction and commitment	Job satisfaction, organizational commitment	2	Significance not stated	Reetu et al. (2022); Asamani et al. (2025)
6	Organizational culture	Organizational culture, learning culture	2	Significant	Mahmoud et al. (2022); Meher et al. (2022)
7	Sharing knowledge and competence	Knowledge sharing, employee competencies	1	Significant	Meher et al. (2022)
8	Organizational innovation	Organizational innovation, corporate innovation	2	Significance not stated	Mahmoud et al. (2022); Huang et al. (2024)
9	Organizational resistance	Organizational resistance	1	Significance not stated	Mahmoud et al. (2022)
10	Digital transformation and technology	Digital transformation, e-HRM tools	2	Significance not stated	Rubió-Andrés et al. (2025); William et al. (2023)
11	Organizational communication	Organizational communication, communication effectiveness	1	Significance not stated	Brinia et al. (2022)
12	CSR and organizational behavior	CSR perception, organizational commitment, organizational citizenship behavior	1	Positive relationship reported; significance not stated	Lee & Seo (2017)
13	Welfare and moral condition	Moral resilience, moral injury, psychological well-being	2	Relationship reported; significance not stated	Rushton et al. (2024)
14	Strategic flexibility	Strategic flexibility, innovation	1	Significance not stated	Awais et al. (2023)

15	Work-family factors	Work-family conflict, psychological safety, well-being	1	Significance not stated	Huang et al. (2024)
16	Organizational cynicism	Organizational cynicism	1	Negative relationships were reported	Lightning (2022)

The findings presented in Table 6 indicate that organizational effectiveness has been examined in relation to various organizational, managerial, and employee-related factors. Leadership was the most frequently identified factor, appearing in four articles in different forms, including transformational, entrepreneurial, and adaptive leadership. Employee engagement, commitment, and voice were also examined as factors related to organizational effectiveness. Organizational learning culture was reported to influence knowledge sharing, employee competencies, and organizational effectiveness (Meher, 2021).

However, the relationship between organizational culture and organizational effectiveness should only be described as statistically significant when supported by the relevant study's reported results. Other factors, including managerial practices, resource availability, role clarity, employee motivation, job satisfaction, organizational innovation, digital transformation, e-HRM, communication, and strategic flexibility, were also examined. Where statistical significance was not reported in the article, this was distinguished from cases in which significance information had not yet been extracted by the reviewers. Because individual articles could examine multiple factors, the number of factor categories does not represent the number of unique studies. Overall, the findings suggest that organizational effectiveness is a multidimensional concept involving leadership, organizational culture, employee participation, management practices, innovation, technology, and employee well-being. Nevertheless, the strength and direction of each relationship should be interpreted according to the empirical findings and the quality of evidence reported in the individual studies.

Discussion

The findings for RQ1 indicate that organizational effectiveness has been examined in relation to organizational, managerial, technological, and employee-related factors across different sectors. Leadership, including transformational, entrepreneurial, and adaptive leadership, is a recurring factor. Other factors include employee engagement, employee voice, job satisfaction, organizational commitment, employee motivation, organizational culture, organizational learning, knowledge sharing, innovation, managerial practices, communication, resource availability, and digital transformation. However, the relevance of these factors varies

across organizational contexts. To provide a more systematic cross-sector comparison, Table 6 presents a sector-by-factor matrix based on the 24 unique studies included in this review.

Table 7. Sector-by-Factor Matrix of Organizational Effectiveness

Factors	Education	IT	Healthcare	Business/SMEs
Leadership	✓	✓	✓	✓
Employee engagement	✓	✓	✓	✓
Employee voice	✓	✓	—	✓
Job satisfaction	✓	✓	✓	✓
Organizational commitment	✓	✓	✓	✓
Employee motivation	✓	✓	✓	✓
Organizational culture	✓	✓	✓	✓
Organizational learning	✓	✓	—	✓
Knowledge sharing	✓	✓	—	✓
Innovation	—	✓	—	✓
Managerial practices	✓	✓	✓	✓
Communication	✓	✓	✓	✓
Resource availability	✓	—	✓	✓
Digital transformation	—	✓	✓	✓
Employee well-being	✓	✓	✓	✓
Strategic flexibility	—	✓	—	✓
Teacher efficacy	✓	—	—	—
Moral resilience	—	—	✓	—

The sector-by-factor matrix in Table 6 shows that leadership, employee-related factors, and managerial practices are examined across multiple sectors, although the emphasis varies by context. In education, studies emphasize leadership and teacher efficacy (Jinke et al., 2024), while healthcare research highlights employee well-being and moral resilience (Rushton et al., 2024). In business and SMEs, greater attention is given to innovation and digital transformation (Naveed et al., 2022; Rubio et al., 2025). Organizational learning culture is also associated with knowledge sharing, employee competencies, and organizational effectiveness (Meher, 2021). These differences may reflect sector-specific objectives and operational demands; however, the strength and significance of each relationship must be interpreted based on the individual studies' findings and methodological quality (Rahmanda & Rino, 2025).

The reviewed studies in RQ2 were dominated by quantitative research methods. Of the 24 articles, 15 (62.5%) used a quantitative approach, while one article used an experimental approach, one used an exploratory approach, and one was categorized as empirical (Abousoliman & Hamed, 2026; Hutchison et al., 2019; Nishanthi et al., 2025; Zareisaroukolaei

et al., 2024). Six articles could not be classified more specifically because their research methods were not sufficiently verified in the available data. Quantitative studies generally used surveys, cross-sectional designs, SEM, PLS-SEM, regression analysis, and statistical testing. Some studies also applied more sophisticated approaches, such as a combination of PLS-SEM with SVM and k-NN. This suggests that existing research primarily emphasizes empirical testing of the relationship between organizational factors and effectiveness. However, the limited use of qualitative and mixed-method approaches suggests an opportunity to explore organizational effectiveness more deeply from both organizational and employee perspectives.

The main findings for RQ3 indicate that organizational effectiveness has been examined in relation to leadership, organizational culture, organizational learning, employee participation, innovation, technology, and employee well-being. Meher (2021) reported that organizational learning culture influences knowledge sharing, employee competencies, and organizational effectiveness, highlighting the importance of developing a learning-oriented environment. Employee engagement and organizational commitment have also been investigated in relation to organizational effectiveness and organizational change (Rino et al., 2023). Other studies examine leadership, organizational culture, and innovation as factors associated with organizational outcomes (Bellini et al., 2025; Elling et al., 2020; Shamsiev, 2022). Recent research has also considered digital transformation, e-HRM, and strategic flexibility in organizational contexts. However, these findings should be interpreted according to the specific outcomes and empirical results reported in each study. Only studies included among the 24 selected articles should be used as direct evidence for the synthesis; other references should serve as background literature rather than evidence from the review.

The findings for RQ4 highlight several research gaps in the study of organizational effectiveness. Although leadership, organizational culture, innovation, and digital transformation have received attention, further research is needed on organizational learning, employee voice, communication, employee well-being, and corporate social responsibility (CSR). These gaps should be verified against the thematic distribution of the 24 included studies. Methodologically, the predominance of quantitative research indicates a need for qualitative, mixed-methods, and cross-sector comparative studies to provide deeper explanations of how organizational factors relate to effectiveness. Future research could also develop an integrated framework combining leadership, organizational culture, employee factors, innovation, digital transformation, and well-being. These recommendations should be grounded primarily in the findings and limitations of the 24 included studies, while other references may be used as supporting background literature..

4. CONCLUSION AND SUGGESTIONS

The findings of this systematic literature review indicate that organizational effectiveness is a multidimensional concept influenced by leadership, employee engagement, organizational culture, learning, innovation, digital transformation, communication, employee well-being, and strategic flexibility. The reviewed studies also show that the determinants of organizational effectiveness vary across sectors, including education, healthcare, IT, manufacturing, public organizations, banking, and MSMEs. Overall, organizational effectiveness is increasingly linked not only to internal management practices but also to the organization's ability to adapt to technological and environmental changes. Future research should focus more on longitudinal and comparative studies to examine how organizational effectiveness evolves over time and how it differs across sectors and countries. Future research should also explore the interactions between digital transformation, leadership, organizational culture, employee competencies, and innovation. Researchers are also encouraged to employ mixed-methods and more robust empirical approaches to provide a deeper explanation of the mechanisms underlying organizational effectiveness. Further research could also explore emerging issues such as artificial intelligence, hybrid work, employee well-being, and organizational resilience to provide a more comprehensive understanding of organizational effectiveness in a changing work environment.

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