The Influence of Organizational Culture and Ethnic Diversity on Police Officer Performance: A Systematic Literature Review

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ABSTRACT

This systematic literature review (SLR) analyzes the influence of organizational culture and ethnic diversity on police officer performance, emphasizing global studies. The study consolidates findings from 35 pertinent studies published between 2020 and 2025, highlighting main issues concerning organizational culture, ethnic diversity, and their collective impact on police officer outcomes. Essential findings indicate that a constructive corporate culture improves police officer performance by fostering trust, transparency, inclusion, and professionalism, whereas detrimental cultures result in diminished morale, misconduct, and inadequate community interactions. The presence of ethnic diversity in the police force is essential for enhancing community participation, decision-making, and problem-solving. Nonetheless, issues including implicit bias, internal discord, and miscommunication may emerge if diversity is not adeptly managed. The interaction between corporate culture and ethnic diversity greatly impacts police officer outcomes, yielding favourable effects when both elements converge to promote inclusivity and trust. This analysis underscores the necessity for additional research on the enduring effects of organizational culture and ethnic diversity. Recommendations for law enforcement agencies emphasize the establishment of supportive cultures and the management of diversity to improve police performance and foster community trust.

Keywords: organizational culture, ethnic diversity, police performance, law enforcement, diversity management, police officer outcomes

INTRODUCTION

Organizational culture, ethnic diversity, and police officer performance are essential factors affecting the operation and efficacy of law enforcement agencies, especially in a diverse and multicultural nation. Organizational culture denotes the collective values, conventions, and practices within a police force that influence officers' conduct, interactions, and overall efficacy (Al Dari, Jabeen, Hussain & Al Khawaja, 2021). A constructive organizational culture in law enforcement promotes collaboration, ethical behavior, and robust community ties, whereas a detrimental culture can result in misconduct, diminished morale, and subpar performance (Neong, Isa & Manaf, 2022). The distinctive demographic landscape renders the organizational culture of its police force crucial for fostering effective policing and enhancing public safety results (Osman, Noranee & Bashirun, 2022).

The ethnic diversity of the police force is a significant element affecting law enforcement efficacy. In Malaysia particularly, the diverse ethnic composition, comprising Malays, Chinese, Indians, and indigenous communities, poses both opportunities and challenges for law enforcement. Ethnic diversity denotes the incorporation and representation of various ethnic groups within the workforce, facilitating the connection between police officers and the diverse populations they serve (Khan, Ismail, Hussain & Alghazali, 2020). Studies indicate that ethnic diversity can increase police-community relations, improve decision-making, and promote greater understanding between officers and civilians (Eshaq, 2022). Nonetheless, if inadequately managed, it may result in internal conflicts, biases, and communication hurdles that impede police efficacy (Palumbo & Douglas, 2024).

The performance of police officers, a crucial measure of law enforcement agencies' efficacy, is affected by organizational culture and ethnic diversity. Officer performance encompasses multiple variables, including crime resolution, public relations management, equitable law enforcement, and compliance with ethical norms (Mohd Rasdi, Tauhed, Zaremohzzabieh & Ahrari, 2023). A positive corporate culture enhances police officers' performance by fostering a supportive work environment, providing clear leadership, and ensuring proper training (Alosani, Yusoff, Al-Ansi & Al-Dhaafri, 2021). Diversity within the police force enhances performance by offering diverse views that assist officers in managing intricate community interactions and addressing issues with greater cultural sensitivity (Rasli, Manaf & Ismail, 2020). A deficiency in diversity or a detrimental organizational culture might diminish officer morale and performance, resulting in an increased likelihood of corruption and decreased community collaboration (Fuadah, Dewi, Mukhtaruddin, Kalsum & Arisman, 2022).

Organizational culture can enhance police performance by fostering an ethical, supportive atmosphere that increases job satisfaction and mitigates stress (Lee, Yeh, Yu & Luo, 2023). Likewise, ethnic diversity within the police force can improve its capacity to engage with varied groups, promote collaboration, and diminish the potential for bias in law enforcement (Rafaqat, Rafaqat, Rafaqat, S., & Rafaqat, 2022). It is essential to confront difficulties associated with bias, inequality, and intergroup interactions to guarantee that diversity and culture enhance police effectiveness (Tehseen, Deng, Wu & Gao, 2023).

This SLR aims to investigate the influence of organizational culture, ethnic diversity, and police officer performance, concentrating on research conducted from 2020 to 2025. This review seeks to elucidate how these elements influence police practices, performance, and overall law enforcement efficacy through the analysis of current literature. To get a better undersanding the influence of organizational culture and ethnic diversity on police officer performance, emphasizing global studies. This study will achieve two research objectives which are:

1. To identify the influence of organizational culture and ethnic diversity on police officer performance based on national and year tendencies.
2. To identify the influence of organizational culture and ethnic diversity on police officer performance, emphasizing global studies.

METHODOLOGY

Formulation of the Research Question

The framing of research questions is a vital phase in any systematic review, since it directs the scope and trajectory of the study. This SLR formulated research questions centered on the primary themes of organizational culture, ethnic diversity, and police officer performance. The research questions were:

1. What are the national and year tendencies of past studies?
2. How do organizational culture and ethnic diversity influence police officer performance?

The questions aimed to evaluate the individual and collective impacts of organizational culture and ethnic diversity on police officer performance. The evaluation seeks to consolidate current evidence, pinpoint deficiencies, and offer insights to guide future research and law enforcement actions.

Searching Strategies

The search technique employed a methodical and thorough method to discover pertinent publications. The principal resources utilized for this SLR were Scopus journal database. The search strategy was established using key phrases pertinent to the subject, such as "organizational culture in policing," "ethnic diversity in law enforcement," "police officer performance."

Prima

The review process conformed to the Preferred Reporting Items for Systematic Reviews and Meta- Analyses

Analyses (PRISMA) criteria (Diana, Supriyanto, Ekowati & Ertanto, 2021) to ensure compliance with best standards in systematic reviews. PRISMA facilitates the review process by delineating precise procedures, including the identification of research questions, database searches, study screening for inclusion, data extraction, and evaluation of the quality of the reviewed studies. The PRISMA flowchart was employed to record the screening process and to provide transparency in the identification of pertinent studies. The inclusion criteria were explicitly delineated to encompass papers published from 2020 to 2025 that concentrated on police forces and met the research inquiries.

Resources

The resources for this review are derived from Scopus journal databases. Scopus serves as the principal database employed in this systematic review research. Established in 2004, it boasts a global network of over 10,000 publishers. It includes several academic areas, such as social science, medicine, physical science, and agriculture.

Eligibility and Exclusion Criteria

This review concentrated exclusively on journal publications. Review articles, books, book series, book chapters, and conference proceedings were eliminated. The search exclusively targeted English content to enhance understanding. When analysing non-English literature, linguistic misinterpretations and translation challenges may occur. Third, owing to the enormous volume of research, such as organizational culture in policing, "ethnic diversity in law enforcement and police officer performance. This evaluation encompasses only the most recent five years of publication (2020-2025). This timeline option assures the most recent studies. This article review examines the global patterns of variables related to the studies without concentrating on a specific area or nation.

Table 1: Inclusion and exclusion criteria

Criteria	Inclusion	Exclusion
Document Type	Article Journal	Review articles, book series, books, Chapter in a book, conference proceeding
Language	English	Non-English
Publication Timeline	2020-2025	<2020

Systematic Review Process

This study employed a systematic review procedure characterized by an organized and rigorous methodology to find, screen, and evaluate pertinent papers regarding the influence of organizational culture and ethnic diversity on police officer performance. The initial phase of the review entailed identifying the keywords and search strings to direct the literature search. Relevant terms were discerned through literature analysis, prior research, and thesaurus inquiries pertaining to the fundamental subjects of organizational culture, ethnic diversity, and police performance. Table 2 delineates the search terms employed, including "organizational culture in police," "ethnic diversity in law enforcement," and "police officer performance." A total of 415 studies were initially identified using these search terms from Scopus journal databases .

During the screening phase, 285 studies were rejected according to established criteria. Studies were excluded if they failed to satisfy the inclusion requirements, published in languages other than English, or released prior to 2020. Furthermore, papers that did not concentrate on the primary research issues of organizational culture, ethnic diversity, or police performance were omitted. Subsequent to the screening process, 130 studies were retained for additional examination.

The subsequent phase entailed a comprehensive evaluation of the full-text papers to determine their eligibility. The papers were meticulously analyzed to confirm their relevance to the study inquiries concerning organizational culture, ethnic diversity, and police officer performance. This phase resulted in the rejection of

56 studies due to insufficient empirical data, or lack of direct correlation to the parameters under investigation. At the conclusion of this phase, 20 studies were selected for data extraction and analysis.
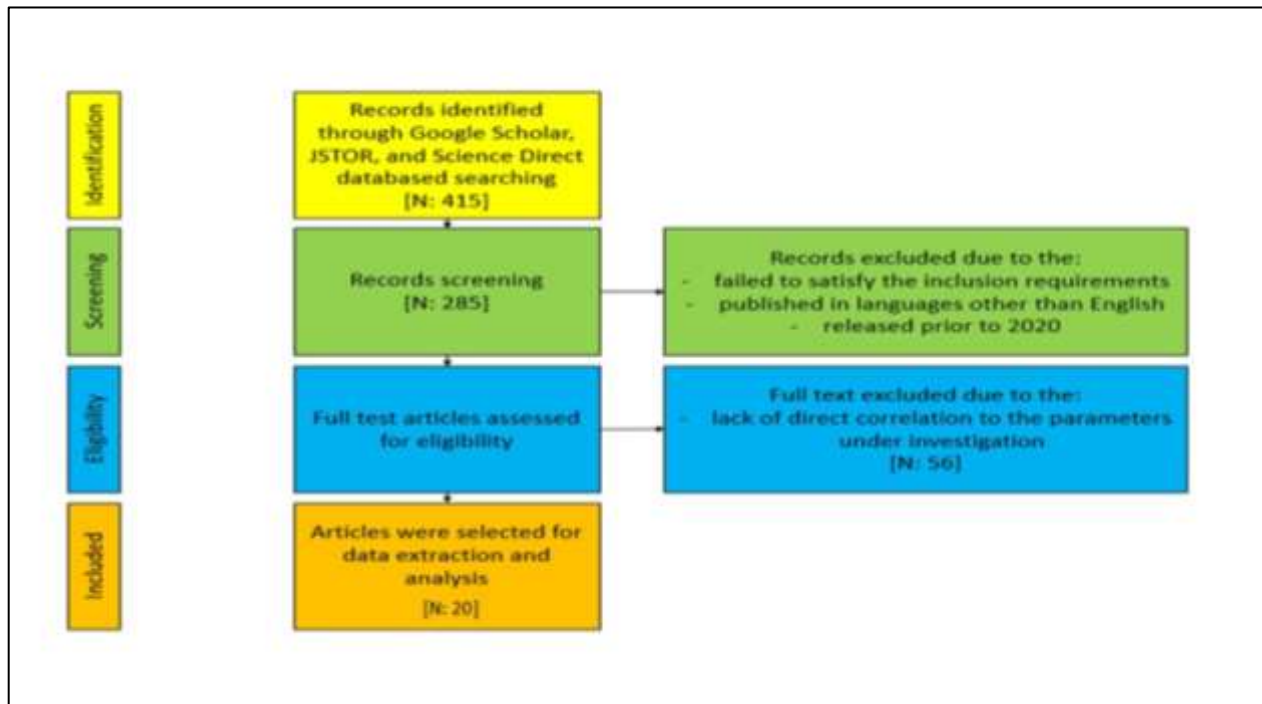

Figure 1: PRISMA Framework

Data Abstraction and Analysis

A total of 20 studies were meticulously examined and evaluated for inclusion in this SLR, concentrating on the correlation between organizational culture, ethnic diversity, and police officer performance. The analysis commenced with an evaluation of the abstracts of the selected papers to determine their pertinence to the research topic. Subsequently, the complete text of the pertinent publications was meticulously examined to comprehend their subject matter, principal conclusions, and their treatment of the fundamental topics of organizational culture, ethnic diversity, and police officer performance.

Table 2: Search string

DATABASE	SEARCH STRING
SCOPUS	TITLE-ABS-KEY (ethnic AND organizational culture AND diversity AND police officer performance) AND PUBYEAR > 2020 AND PUBYEAR < 2025 AND (LIMIT-TO (PUBSTAGE, "final")) AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (LANGUAGE, "English"))

The chosen papers encompassed research from multiple nations globally, providing a varied array of viewpoints on the influence of these elements on police performance. A comprehensive examination of the papers utilized content analysis to discern reoccurring themes and patterns about organizational culture and ethnic diversity within police forces, along with their impact on police officer results. The qualitative content analysis facilitated the discovery of recurring themes across the studies, including the influence of leadership, communication, trust, and diversity training on police officer behaviour and performance.

The investigation examined the correlation between ethnic diversity in the police force and the efficacy of policing techniques, investigating how a varied workforce may either improve or impede police performance. The thematic analysis identified numerous key elements, including the effect of cultural competence on police-community relations, the influence of organizational values on police decision-making, and the role of a multicultural team in problem-solving within law enforcement contexts.

Table 3 delineates the 20 research used in this systematic literature analysis, which jointly investigate the influence of organizational culture and ethnic diversity on police officer performance from a worldwide standpoint.

Table 3: List of papers included in the study

No.	Year	Country	Title
1	2025	India	Influences of work stressors and family support: the mediating role of job performance
2	2024	China	The Impact of Artificial Intelligence on Organizational Justice and Project Performance: A Systematic Literature and Science Mapping Review
3	2024	United Kingdom	The secret ingredient? Uncovering the effect of organizational culture on quality management: a literature review
4	2023	Malaysia	Corporate Culture and Its Effects on Organizational Performance: Multi-Group Analysis Evidence from Developing Countries
5	2023	Brazil	Organizational culture and the individuals' discretionary behaviors at work: a cross-cultural analysis
6	2022	South Africa	The influence of organizational culture on performance in public entities of South Africa
7	2022	Malaysia	The impact of digital leadership on sustainable performance: a systematic literature review
8	2022	Malaysia	The Effect of TQM and Innovation on Organizational Performance of Dubai Police: The Mediating Role of Organizational Culture
9	2022	Malaysia	Does Organizational Culture Influence Police Integrity? A Scoping Review
10	2022	Malaysia	Police's and victim care officers' beliefs about memory and investigative interviewing with children: Survey findings from Malaysia
11	2022	Malaysia	Emotional Intelligence And Organizational Culture: A Systematic Literature Review
12	2022	Pakistan	The Impact of Workforce Diversity on Organizational Performance: A Review
13	2021	Dubai	The mediating role of innovation culture on the relationship between Six Sigma and organizational performance in Dubai police force
14	2021	Indonesia	Factor Influencing Employee Performance: The Role of Organizational Culture
15	2021	Malaysia	The influence of personal characteristics and workplace learning on information technology competency among external auditors: The role of organisational culture as a moderator
16	2021	Dubai	'How types of organizational culture and technological capabilities contribute to organizational learning
17	2020	Malaysia	Examining the integrity behaviour challenges of enforcement officers in Malaysian local government
18	2020	Saudi Arabia	The Interplay of Leadership Styles, Innovative Work Behaviour, Organizational Culture, and Organizational Citizenship

			Behaviour
19	2020	Indonesia	The effects of emotional intelligence and organizational justice on job satisfaction, caring climate, and criminal investigation officers' performance
20	2020	UAE	A mediated model of the effect of organizational culture on the intentions to engage in change-supportive behaviours: insights from the theory of planned behaviour

RESULT

First research objective: To identify the influence of organizational culture and ethnic diversity on police officer performance based on national and year tendencies

Figure 2 illustrates the distribution of publications about organizational culture and its influence on police officer performance across several countries. The figure reveals that 13 countries have disseminated publications regarding the influence of organizational culture in law enforcement. Malaysia emerged as the leading country, generating 5 publications (38%), while the Indonesia followed with 2 articles (15%). Countries including the United Kingdom, Brazil, South Africa, United Arab Emirates (UAE), Dubai and Saudi Arabia each contributed one article (7.7%). This distribution underscores Malaysia's substantial contribution to research on organizational culture in policing, reflecting the nation's proactive engagement in analysing elements that affect police performance and organizational behaviour.
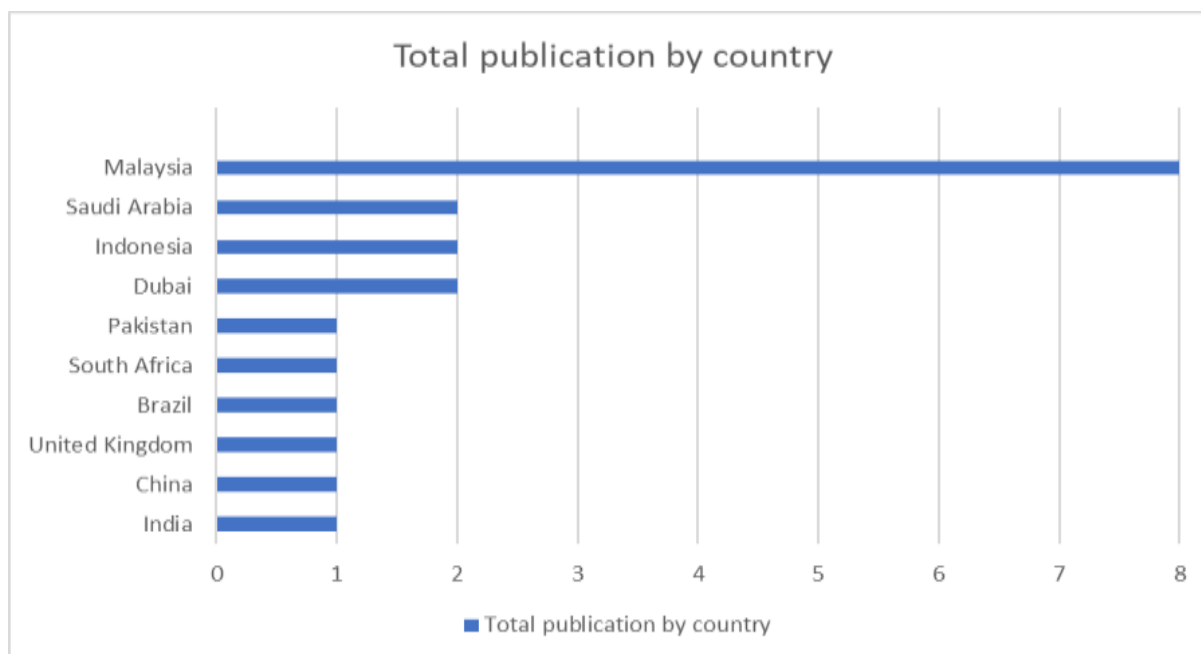

Figure 1: The national tendency of publication

Figure 3 illustrates the trends in publication years of research examining organizational culture and ethnic diversity its influence on police officer performance. Between 2020 and 2025, a significant fluctuation in the volume of published articles has been noted. A total of 20 articles were published, with publishing numbers varying annually. The peak number of publications occurred in 2022, totalling 7 articles (35%). In 2020 and 2021, each had 4 articles (20%) were published, but 2023 and 2024 each had 2 articles (10%), and 2025 had merely 1 article (5%).

Recent trends indicate a growing interest in studies about the influence of corporate culture on police officer performance, especially in 2022.Nevertheless, the quantity of publications declined once more in 2023 and is anticipated to continue diminished in 2025. This drop may signify changing research goals or possible difficulties in data accessibility or funding in recent years.
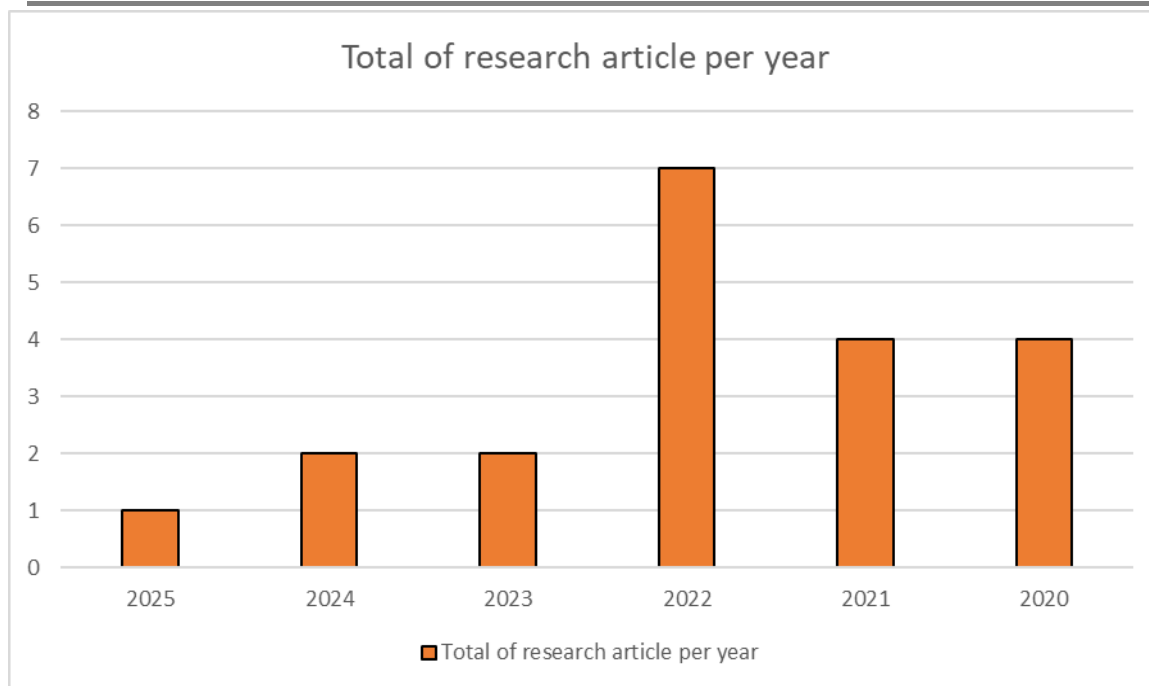
Figure 2: The year tendency of publication

Second research objective: To identify the influence of organizational culture and ethnic diversity on police officer performance

Ethnic diversity in law enforcement can influence multiple facets of police efficacy, including community relations, decision-making, and internal dynamics within the department. A diverse police force unites individuals from many ethnic and cultural backgrounds, impacting officers' interactions with the communities they serve and the efficacy of their jobs.

Figures 2 and 3 from the preceding sections illustrate the worldwide spread of research concerning ethnic diversity in law enforcement and its effects on police efficacy. The research examined in this SLR indicate that ethnic diversity within police forces yields both advantageous and detrimental impacts on police performance, contingent upon the management and integration of diversity into the organizational culture.

Studies demonstrate that a police force mirroring the ethnic makeup of the community is more likely to cultivate trust, collaboration, and efficient problem-solving (Ibrahim et al., 2022). A diverse police force can boost cultural competence, resulting in improved communication and a more compassionate policing strategy, hence augmenting overall performance (Ng et al., 2021). Ethnic diversity enhances decision-making, since officers contribute diverse viewpoints that foster more effective ways for addressing complicated community concerns (Teng et al., 2023).

The incorporation of ethnic diversity within police organizations presents several obstacles. Research indicates that inadequate training and assistance regarding ethnic diversity might result in conflicts or miscommunication within police units, adversely impacting performance (Al Dari, Jabeen, Hussain & Al Khawaja, 2021). Factors such as implicit bias, stereotyping, and insufficient cultural awareness among officers might diminish the beneficial impacts of diversity on police efficacy (Keerio, Ahmad & Abbas, 2022). The absence of inclusive policies and leadership can impede the formation of a cohesive and high-performing team, even with various ethnic backgrounds (Alsabahi, Ku Bahador & Saat, 2021).

An examination of global publications indicates that police forces in nations with greater ethnic diversity, such Malaysia, the United Kingdom, and the United States, have increasingly concentrated on studies concerning the influence of ethnic diversity on policing. Malaysia has experienced a notable increase in publications on the topic, as illustrated in Figures 2 and 3, where the country continuously adds to the worldwide dialogue regarding the influence of ethnic diversity on law enforcement procedures.

This analysis suggests that although ethnic variety might augment police efficacy by fostering community interactions and enhancing decision-making, it necessitates meticulous supervision to guarantee that diversity yields favorable results instead of internal discord. Additional research is required to investigate optimal strategies for incorporating ethnic diversity within the police force and the particular organizational elements that enhance its beneficial effects on police performance.

The relationship between these two characteristics is intricate, as organizational culture influences officer interactions within the force and governs the management, integration, and utilization of ethnic diversity to enhance police performance and community relations.This systematic research analysis indicates that the interplay between organizational culture and ethnic diversity significantly influences police officer outcomes, such as work happiness, performance, and community engagement.

Studies demonstrate that the organizational culture of a police force substantially affects the perception and management of ethnic diversity. An affirmative organizational culture that fosters inclusivity, respect, and equitable opportunities can enhance the effective integration of a diverse workforce, resulting in improved performance outcomes (Kaur, 2025). In this context, ethnic variety can augment decision-making, stimulate innovation, and promote communication between officers and the community they serve (Hernández-Soto, Gutiérrez-Ortega & Rubia-Avi, 2021). A detrimental organizational culture that does not foster inclusiveness or permits discriminatory conduct can intensify conflicts among officers of diverse ethnic backgrounds and impede the overall efficacy of the police force (Fernandes, Pereira & Wiedenhöft 2023).

The organizational culture of a police force profoundly affects officers' motivation and morale, particularly regarding ethnic diversity. A supportive culture that prioritizes diversity can enhance work happiness, diminish attrition rates, and elevate the overall efficacy of officers (Khaw, Teoh, Khalid & Letchmunan, 2022). Officers from underrepresented ethnic groups are more inclined to feel appreciated and inspired in a culturally proficient atmosphere that honors diversity. A prejudiced or discriminatory culture can result in irritation, disengagement, and diminished faith in leadership, adversely impacting police performance (Sembiring, Nimran, Astuti & Utami, 2020). This dynamic is especially crucial in multicultural cultures such as Malaysia, where officers from diverse ethnic origins may encounter distinct problems within an organizational culture that either fosters or obstructs diversity.

The amalgamation of organizational culture and ethnic diversity significantly influences community policing. When organizational culture and ethnic variety converge to facilitate effective community involvement, police forces are more inclined to establish trust with the communities they serve. Ethnic variety allows police forces to comprehend and address the unique requirements of many communities, while an organizational culture that prioritizes community relations ensures this diversity is utilized effectively to promote collaboration and alleviate tensions (Zhang, Antwi-Afari, Zhang & Xing, 2024).In Malaysia, the police force, responsible for overseeing a multi-ethnic population, has achieved notable enhancements in policing methods due to the interaction between these two aspects, since diverse teams may engage more successfully with various community groups (Siyal, Ahmad, Riaz, Xin & Fangcheng, 2022).

Notwithstanding the promising potential of the interplay between corporate culture and ethnic diversity, some problems persist. Research indicates that the mere existence of ethnic variety does not ensure favorable results unless accompanied by robust leadership and explicit policies that foster inclusivity. Cultural misconceptions or implicit bias within the force may, in certain instances, diminish the advantages of diversity, resulting in internal discord and diminished collaboration. Furthermore, organizational cultures that resist change or adapt slowly may not fully leverage the advantages provided by a diverse police force (Jamil & Ramli, 2022).

DISCUSSION

This SLR sought to examine the influence of organizational culture and ethnic diversity on police officer performance, specifically emphasizing global studies and those pertaining to Malaysia. This analysis highlights the crucial influence of organizational culture and ethnic diversity on police officer outcomes, including work satisfaction, community relations, and overall performance.

The review established that corporate culture is a pivotal factor influencing police officer effectiveness. An affirmative organizational culture promotes elevated morale, ethical conduct, and job satisfaction, hence augmenting police efficacy. Research consistently demonstrates that police departments characterized by a culture of inclusivity, support, and professionalism exhibit superior performance in both internal dynamics and exterior community relations. When organizational culture is toxic marked by mistrust, favoritism, or corruption police performance suffers, resulting in detrimental effects such as diminished morale, elevated turnover, and heightened occurrences of misconduct (Pantouvakis & Syntychaki, 2021).

The review emphasized the significance of ethnic diversity within the police force and its effect on performance. A diversified police force is more adept at comprehending and addressing the requirements of a multicultural society, hence enhancing police-community. This SLR emphasized numerous significant findings about the influence of organizational culture and ethnic diversity on police officer performance. A predominant theme in the research is that organizational culture significantly influences police officer performance. Cultures that prioritize principles like trust, honesty, inclusion, and professionalism typically generate a pleasant work environment in which officers feel encouraged and driven. This thus elevates job happiness, mitigates burnout, and promotes overall police performance. Research regularly demonstrates that positive organizational cultures enhance collaboration levels, both among police teams and between officers and the communities they serve (Ahmed, Abd Aziz, Haque, Bin S. Senathirajah & Qazi, 2024). This is especially apparent in organizations that emphasize transparent communication, collaboration, and ethical behavior, all of which are crucial for effective policing (Mitter, Kuttner, Duller & Sommerauer, 2024).

The results of this SLR hold significant implications for police agencies worldwide, especially in multicultural contexts such as Malaysia, where the management of diversity and the cultivation of a constructive organizational culture are essential for efficient law enforcement. Upon reviewing the information, numerous solutions can be proposed for law enforcement agencies aiming to enhance their organizational culture and effectively manage ethnic diversity.

Initially, law enforcement agencies ought to prioritize the development of a constructive organizational culture that emphasizes inclusivity, integrity, and professionalism. This necessitates a commitment from leadership to exemplify and advocate these principles across the organization. Leaders must be educated to cultivate a culture of trust and transparency, enabling officers to feel supported and empowered to execute their responsibilities ethically and efficiently. Fostering a culture of inclusivity necessitates the proactive identification and confrontation of biases, guaranteeing that all officers, irrespective of their ethnic backgrounds, receive equitable treatment and equal prospects for growth. This can be accomplished by policies that foster diversity at all organizational levels, with diversity training programs aimed at enhancing cultural understanding and competency among officers (Chung, Ding & Sumampouw, 2022).

Secondly, law enforcement agencies ought to formulate explicit policies and procedures to address ethnic diversity within the workforce. This entails advocating for equitable representation of diverse ethnic groups within the police force and guaranteeing that officers from all backgrounds experience inclusion, appreciation, and respect (Ibrahim et al., 2022). Diversity and inclusion training programs are crucial for reducing biases and promoting understanding among officers of various ethnic backgrounds. Furthermore, agencies must to establish routine reviews and feedback systems to evaluate the efficacy of diversity policies and make any modifications. Establishing a supportive atmosphere for officers from many origins enables agencies to fully harness the potential of ethnic diversity, resulting in enhanced performance and improved police-community interactions (Ahmad, Butt, Chen & Liu, 2023).

CONCLUSION

This SLR examined the impact of corporate culture and ethnic diversity on police officer performance. The results indicate that organizational culture is a vital factor influencing police effectiveness. Fostering positive corporate cultures that emphasize inclusivity, trust, and professionalism enhances morale, work satisfaction, and community relations, hence improving police performance. Toxic organizational cultures characterized by mistrust, favoritism, and ineffective leadership lead to adverse consequences, including fatigue, misconduct, and diminished public confidence.

The ethnic variety of the police force significantly influences officer performance. A varied workforce improves communication, problem-solving, and community involvement, especially in multicultural settings. The advantages of ethnic variety may be compromised if not effectively managed, as issues such as implicit bias, cultural misunderstandings, and internal conflicts can impede performance.

The relationship between organizational culture and ethnic diversity is essential. When aligned and promoting diversity, police forces enhance their performance, cultivating trust and collaboration internally and with the community. Nonetheless, a discord between culture and diversity can undermine the potential beneficial impacts.

Subsequent research should concentrate on formulating optimal strategies for incorporating ethnic diversity within police forces, emphasizing the role of organizational culture in facilitating or obstructing this integration. Research should investigate how police forces in multicultural nations, such as Malaysia, administer diversity in their operations. Furthermore, additional longitudinal studies are required to investigate the enduring effects of organizational culture and ethnic diversity on police officer performance and public trust.

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