

The Role of Organizational Culture in Improving Work Performance and Effectiveness in The Organizational Environment

Peran Budaya Organisasi dalam Meningkatkan Kinerja dan Efektivitas Kerja di Lingkungan Organisasi

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ARTICLE INFO

Article history:

Received, June 18, 2025
Revised, June 18, 2025
Accepted, June 18, 2025
Available online, June 19, 2025

Kata Kunci:

Budaya Organisasi, Kinerja Karyawan, Kepemimpinan

Keywords:

Organizational Culture, Employee Performance, Leadership

About Article



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ABSTRAK

Penelitian ini membahas peran budaya organisasi dalam meningkatkan stabilitas, perkembangan, dan responsivitas organisasi terhadap perubahan lingkungan. Budaya organisasi tidak hanya menjadi identitas unik bagi suatu organisasi, tetapi juga berperan dalam menciptakan lingkungan kerja yang kondusif. Studi ini menggunakan pendekatan kualitatif dengan metode literature review, menganalisis lima artikel ilmiah yang relevan dalam rentang tahun 2019–2024. Hasil penelitian menunjukkan bahwa budaya organisasi yang kuat dapat meningkatkan motivasi, komitmen, serta kolaborasi tim, yang berdampak pada peningkatan kinerja karyawan. Selain itu, kepemimpinan yang efektif menjadi faktor utama dalam membentuk budaya organisasi yang unggul, terutama di lingkungan lembaga pendidikan. Penelitian ini memberikan wawasan mengenai pentingnya strategi implementasi budaya organisasi yang terencana dan konsisten dalam meningkatkan efektivitas kerja serta mencapai tujuan organisasi.

ABSTRACT

This study discusses the role of organizational culture in enhancing stability, development, and organizational responsiveness to environmental changes. Organizational culture not only serves as a unique identity for an organization but also plays a crucial role in creating a conducive work environment. This study employs a qualitative approach using a literature review method, analyzing five relevant scholarly articles published between 2019 and 2024. The findings indicate that a strong organizational culture can enhance motivation, commitment, and team collaboration, which positively impact employee performance. Furthermore, effective leadership is identified as a key factor in shaping a superior organizational culture, particularly within educational institutions. This study provides insights into the importance of well-planned and consistent strategies for implementing organizational culture to improve work effectiveness and achieve organizational goals.

1. INTRODUCTION

Currently, discussions on organizational culture are increasingly prevalent among experts, business practitioners, and managers. This is due to the proven role of organizational culture in making an organization more stable, progressive, and responsive to environmental changes. Organizational culture is a vital element in human resource curricula as well as organizational theory. Every organization has a unique culture that serves as its identity. The role of organizational culture is crucial, as a positive culture can create a comfortable environment that supports the performance of its members (Ritman Hendra &

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Monadia Turrahmi, 2022). According to Robins in (Faturahman, 2018), organizational culture is defined as a system of shared values and beliefs among members that interact with organizational structure and control systems to produce behavioral norms. Organizational culture is not formed instantly, but rather develops over a long process involving interaction between management and employees, and is also influenced by external factors such as the industrial environment and national culture. To effectively implement organizational culture, a well-planned strategy and consistent execution are required. This includes efforts to communicate the organization's core values to all employees, integrate the culture into management practices, and ensure that every member understands and applies it in their daily work activities. With increasing awareness of the importance of organizational culture, many companies are now making it a priority in their business strategies.

However, not all companies or organizations succeed in developing such a culture. A major challenge lies in ensuring that the implemented organizational culture truly aligns with the company's strategic goals, rather than being merely a slogan or formality (Kurniawan et al., 2024). A strong leader is someone who can set the direction for the organization, drive change to achieve desired goals, and foster a culture of openness within the organization. Organizational culture is a characteristic that is inherent and continuously maintained within an organization or society, and it cannot be separated from the influence of the prevailing culture. This culture reflects the behavioral norms and values that are understood and accepted by all members of the organization, serving as the foundation for the rules that are applied. The roots of organizational culture stem from the founders, as they have a significant influence in shaping the initial culture, both through the practices they establish and the ideologies they uphold.

Every organization has a unique culture. Each possesses its own philosophy and business principles, distinctive ways of solving problems and making decisions, as well as beliefs, behaviors, mindsets, business practices, and characteristics that set it apart (Wahyudi et al., 2019). Organizational culture plays a crucial role for any organization or institution, particularly in establishing norms, building traditions, and guiding the elements within it. In educational institutions, organizational culture will develop effectively when leaders actively participate in shaping it. The attitudes and behaviors of leaders—both in words and actions—serve as examples that members follow in carrying out their activities. The formation of an organization within an educational institution is essentially aimed at achieving certain standards. Therefore, an educational institution is considered successful in delivering its educational activities if it is able to meet the predetermined standards. Organizational performance becomes a key factor in determining its success, influenced by various factors both internal and external to the organization.

2. METHOD

This study employed a qualitative approach using a literature review research design. The qualitative approach was chosen because the study aims to understand and analyze phenomena related to organizational culture through an in-depth examination of existing literature. Data collection was conducted using Publish or Perish (PoP) software to retrieve scholarly articles from Google Scholar. The search was limited to publications from 2019 to 2024. The keyword used during the search was "Organizational Culture." The data analysis process began with an initial selection of 50 articles deemed relevant to the topic. These articles were then screened based on the relevance of their titles and abstracts to the theme of organizational culture, as well as journal quality, such as inclusion in SINTA or Scopus indexes. From this screening process, 5 of the most relevant and high-quality articles were selected for in-depth analysis. The data analysis was conducted through the following steps: (1) Theme Identification: The selected articles were analyzed to identify key emerging themes related to organizational culture. (2) Data Coding: Data from the articles were grouped according to relevant themes or concepts, such as definitions of organizational culture, influencing factors, its impact on performance, and strategies for developing organizational culture. (3) Synthesis of Findings: The findings from each article were synthesized to generate a comprehensive understanding of organizational culture. (4) Interpretation: The synthesized results were interpreted to answer the research questions and provide practical recommendations or implications. To ensure the validity of the data, source triangulation was used by comparing and contrasting information from various articles to ensure the consistency and accuracy of the findings. The research findings are presented in the form of a descriptive and critical analysis of the five selected articles, summarized into a literature-based conclusion on organizational culture.

3. RESULT OF THE JOURNAL LITERATURE REVIEW

No	RESEARCHER	TITLE	YEAR	METHOD	ANALYSIS
1	Radiva Dianda Zahra Putri, Sherly Yulianti, dan M. Isa Anshori	The Influence of Organizational Culture and Leadership Style on Employee Performance	2024	Literatur Review	Organizational culture and transformational leadership style have a significant impact on employee performance. The combination of the two creates an ideal work environment.
2	Revina Dewi Agustin, Wilda Ulil Ulya, Feni Selfiana, Muhammad Sadam Reyhan, dan Mu'alimin	The Influence of Organizational Culture and Work Environment on Teacher Performance	2024	Qualitative (Literature Review)	Organizational culture and work environment influence teacher performance, especially an inclusive organizational culture. The work environment is a factor that influences the improvement of teacher performance in schools.
3	Mu'alimin, Atiqotus Sa'adaah, Nova Kharisma, Roikul Ubbad, dan Siti Aminatus Zuhriyah	Building Organizational Culture as an Effort to Improve Performance through Effective Performance Planning	2024	Qualitative (Literature Review)	A strong organizational culture and structured performance planning increase team motivation, commitment, and collaboration.
4	Wan Dedi Wahyudi & Zulaspan Tupti	The Influence of Organizational Culture, Motivation, and Job Satisfaction on Employee Performance	2019	Quantitative (Multiple Linear Regression)	Motivation has a significant effect on performance, while organizational culture and job satisfaction do not. The combination of the three has a positive effect (13.5%).
5	Afiatus Solihan, Nafirotul Hasanah, Anisya Nadila Salsabila Ervani, dan Mu'alimin	Visionary Leadership in Building a Superior Organizational Culture in Educational Institutions.	2024	Literature Review	Visionary leadership shapes a superior organizational culture through strategies such as focus on goals, innovation, and collaboration.

The five studies examined various aspects of organizational culture and its influence on employee performance. The results indicate that organizational culture, especially when combined with transformational or visionary leadership styles, can have a significant impact on employee performance by creating a conducive work environment. Some studies also found that organizational culture affects employee performance, although other factors such as motivation and the work environment also play a

role. On the other hand, there are studies suggesting that motivation has a more significant influence compared to organizational culture and job satisfaction. Additionally, a strong organizational culture and effective performance planning can enhance motivation, commitment, and team collaboration. Overall, organizational culture plays an important role in improving performance, particularly when supported by appropriate leadership and other supporting factors.

4. RESULT AND DISCUSSION

The Role of Organizational Culture in Enhancing Performance

Organizational culture plays a very important role in shaping a conducive and productive work environment. A strong and well-planned organizational culture can enhance motivation, commitment, and collaboration within work teams (Mu'alimin et al., 2024). An organizational culture that supports transparency and innovation significantly contributes to improving employee performance (Revina Dewi Agustin et al., 2024).

A study by Fitriani & Sadarman showed that organizational culture contributed 59.2% to the improvement of performance among administrative employees at PT PLN. This finding demonstrates that a positive culture-based work environment can increase individual productivity within an organization (Fitriani & Sadarman, 2018). Employee motivation is the primary factor driving performance, while organizational culture and job satisfaction have a lesser influence. However, the combination of these three factors still has a positive impact on employee performance (Wahyudi et al., 2019).

In the context of educational institutions, a strong organizational culture can help improve the work effectiveness of teachers and educational staff. A conducive work environment and an inclusive culture are key factors in enhancing the quality of educators' work. Visionary leadership also plays a role in shaping a superior organizational culture (Revina Dewi Agustin et al., 2024). Leaders who can establish a clear vision and encourage innovation are more effective in building a strong organizational culture (Solihan et al., 2024). An organizational culture that emphasizes teamwork, transparency, and fairness can increase employee satisfaction and loyalty. Thus, a strong culture not only impacts individual performance but also the sustainability of the organization as a whole. Furthermore, implementing a strong organizational culture cannot be done instantly; it requires a long-term process (Zahra et al., 2024). Organizational culture is formed through continuous interactions between management and employees (Wahyudi et al., 2019).

Organizations that successfully integrate organizational culture with strategic work planning tend to perform better than those that do not implement both optimally. However, despite the many benefits of organizational culture, challenges in its implementation cannot be overlooked (Mu'alimin et al., 2024). One of the main challenges is ensuring that the culture being implemented truly aligns with the company's strategic vision and does not merely serve as a formality (Putri et al., 2024).

Another common challenge faced by organizations is resistance to change. The success of building an organizational culture largely depends on the ability of managers and leaders to respond to both internal and external dynamics. In this regard, effective communication strategies are key to successfully establishing a sustainable organizational culture (Revina Dewi Agustin et al., 2024). The communication of the organization's core values to all employees must be carried out consistently (Fitriani & Sadarman, 2018).

An effective organizational culture is reflected in trust, open communication, leadership that welcomes feedback and is supported by subordinates, group problem-solving, work autonomy, and information sharing (Ishiqah Ramadhany Putri & Ningrum Fauziah Yusuf, 2022). Organizational culture significantly influences the behavior of its members because the value system embedded in the culture serves as a guideline for human behavior within an organization that is oriented toward achieving predefined goals or performance outcomes. Therefore, when the organizational culture is strong and aligned with those goals, it is not surprising that the organization consists of individuals who are competent and of high quality. Consequently, organizational culture, whether directly or indirectly, will impact employee performance (Kholiqin, 2021).

Overall, organizational culture has a significant impact on both individual and organizational performance. However, the implementation of an effective organizational culture requires a strategic approach and strong leadership to ensure that core values are genuinely practiced in day-to-day activities.

Strategies for Developing Organizational Culture

Effective strategies for developing organizational culture must be carried out through a systematic and data-driven approach. Organizations that succeed in building a strong culture are those that can integrate performance planning with core work values. One of the main strategies in developing

organizational culture is establishing a clear vision (Mu'alimin et al., 2024). Visionary leadership plays a significant role in shaping a strong organizational culture by consistently communicating the organization's vision and mission (Solihan et al., 2024).

Companies that adopt a culture of collaboration and openness tend to have higher job satisfaction levels compared to those with rigid organizational cultures (Fitriani & Sadarman, 2018). A conducive work environment is essential to support the implementation of organizational culture. Factors such as adequate facilities, social support, and a fair reward system can strengthen the existing organizational culture. Enhancing employee competencies through training is also an effective strategy for building a strong organizational culture (Revina Dewi Agustin et al., 2024). Continuous training can raise employees' awareness of the importance of organizational culture (Wahyudi et al., 2019).

In the context of education, the development of organizational culture can be achieved through the professional development of educators, with a focus on reinforcing institutional values. Educational institutions with strong organizational cultures tend to be more effective in achieving their academic goals. One major challenge in building an organizational culture is resistance to change (Revina Dewi Agustin et al., 2024). Many organizations struggle to change old cultural patterns due to employees' discomfort with new changes. To overcome this resistance, organizations need to implement participatory approaches (Putri et al., 2024). Involving employees in every stage of cultural transformation allows them to feel a sense of ownership and contribute to the change (Mu'alimin et al., 2024).

In addition, organizations must ensure that their evaluation and reward systems support the desired work culture. Companies that provide rewards based on organizational cultural values are more capable of sustaining the culture they have established. In terms of implementation, an effective internal communication strategy is also essential (Fitriani & Sadarman, 2018). Open and transparent communication between management and employees is a key factor in maintaining a healthy organizational culture. The successful implementation of organizational culture also depends on the exemplary behavior of organizational leaders (Zahra et al., 2024). Leaders who demonstrate behavior that reflects the organization's core values are more effective in building a strong work culture (Solihan et al., 2024).

Overall, strategies for developing organizational culture require a holistic and sustainable approach. By integrating organizational culture into all aspects of operations, companies or institutions can create a more productive work environment that is adaptive to change

5. CONCLUSION

This study confirms that organizational culture plays a crucial role in shaping identity, enhancing employee motivation, and creating a conducive work environment. A strong organizational culture can improve both individual and team performance, thereby supporting the achievement of organizational goals. Additionally, effective leadership plays a significant role in shaping and maintaining a positive organizational culture. The study also shows that the implementation of organizational culture must be planned and sustained in order to generate optimal impact. Therefore, organizations, especially in the field of education, need to pay attention to strategies for managing work culture to enhance effectiveness and productivity.

The development of an effective organizational culture requires a systematic and holistic approach, beginning with the establishment of a clear vision and consistent leadership in applying organizational values. A conducive, collaborative, and open work environment supported by adequate facilities and a reward system based on cultural values can reinforce its implementation. Improving employee competence through continuous training and involving them in the change process is also essential in reducing resistance. Transparent communication and exemplary leadership are key to sustaining a healthy organizational culture. By integrating culture into all aspects of operations, organizations can create a productive, adaptive, and goal-oriented work environment.

6. ACKNOWLEDGE

The authors sincerely thank UIN Kiai Haji Achmad Siddiq Jember for the support, our supervisor, Muallimin, for the guidances to write this article so the authors are able to publish. We also extend our gratitude to colleagues and family for their invaluable contributions and encouragement throughout this research

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