

## **Analysis of the Critical Role Of Organizational Culture in Improving Employee Performance**

<sup>1\*</sup>Yuli Wahyudi, <sup>2</sup>Guruh Dwi Pratama, <sup>3</sup>Sri Mulyani, <sup>4</sup>Anggada Bayu Seta, <sup>5</sup>Aruji Maswatu  
Pamulang University, South Tangerang, Indonesia  
Email : [1\\*dosen02563@unpam.ac.id](mailto:dosen02563@unpam.ac.id)

(Accepted: October 2023; Revised: November 2023; Published: January 2024)

### **ABSTRACT**

*This research aims to investigate the implementation of the role of organizational culture in strengthening the social responsibility attitudes of the management of the Political Science and Government Study Program Student Association (HIMA PPKn). Higher education has an important role in forming a young generation who has social awareness and responsibility towards society. In this context, student organizations such as HIMA PPKn can be an effective forum for training students in understanding and practicing their social responsibilities. This research uses qualitative methods with data collection techniques through in-depth interviews, observation and document analysis. The main respondents in this research were HIMA PPKn administrators who were active in organizational activities. The research results show that organizational culture plays a significant role in influencing the social responsibility attitudes of HIMA PPKn administrators. A strong organizational culture, which prioritizes values such as participation, cooperation, leadership and openness, encourages HIMA PPKn administrators to care more about social issues and be more actively involved in social activities outside the campus environment. The results of this research provide an important contribution to understanding the importance of organizational culture in the context of student organizations and how organizational culture can influence social responsibility attitudes. These findings can be the basis for developing more effective education and training programs to produce a younger generation who are more socially responsible and care about society. In addition, the results of this research can provide guidance for administrators of other student organizations in optimizing the role of organizational culture in strengthening their social responsibility attitudes.*

**Keywords:** *Organizational Culture, Social Responsibility, HIMA PPKn*

## **INTRODUCTION**

Organizational culture is a very crucial element in determining employee performance. In this context, research conducted by Maduningtias et al.(2022)provides interesting insights. They define organizational culture as the “personality” of an organization. This analogy is interesting because like human personality, organizational culture also consists of values, beliefs and behaviors that are shared and shared by all members of the organization.

Furthermore, this research reveals that organizational culture is not just a background to employees' daily activities. More than that, this culture plays an important role in shaping the way employees interact with each other, as well as how they work. This covers all aspects, from communication, collaboration, to decision making.

What is most interesting is that organizational culture also has a significant influence on how employees respond to challenges and opportunities. In an organizational environment that has a positive and supportive culture, employees tend to be better prepared to face challenges and make good use of opportunities. Conversely, in an organizational culture that is less supportive, employees may not feel encouraged to grow or take initiative.

Thus, the importance of organizational culture cannot be underestimated. It's not just about 'how we do things here', but also 'how we grow, adapt and succeed together as a team'. This is a dynamic that is constantly changing and evolving, highly dependent on the interactions

and shared perceptions of organizational members.

The importance of organizational culture in improving employee performance can be seen in various aspects. One key aspect is open communication. According to a study by Muspawi(2023), organizations with an open communication culture tend to have more engaged and motivated employees. This is because effective communication facilitates the exchange of ideas and increases employee involvement in the decision-making process.

Collaboration between teams has become a very vital topic in the study of organizational culture. According to research conducted by Mutropin(2023), it was found that the effectiveness of team collaboration, which is integrated in a collaboration-oriented organizational culture, plays a significant role in supporting innovation and efficiency. This aspect is very important, because good collaboration between teams is not just about working together, but also about creating synergy.

In Mutropin's research, it is emphasized that effective collaboration produces an environment where ideas can exchange and develop freely. This encourages creativity and innovation, because when diverse teams with diverse skills and perspectives come together, they tend to find more creative and effective solutions to the problems at hand. This means that collaboration not only solves problems in a more efficient way, but also produces solutions that might never have been thought of in individual or isolated working

conditions.

Furthermore, the research reveals that an organizational culture that supports collaboration between teams plays an important role in improving overall organizational performance. In an environment like this, every team member feels valued and involved, which directly contributes to increased motivation and productivity. Organizations that succeed in creating this collaborative culture not only increase work efficiency, but also become more adaptive and responsive to change

Employee training and development is another area where organizational culture plays an important role. A study by Sunarto(2020)shows that organizations that provide ongoing training and development opportunities for their employees tend to see improvements in skills and competencies. This not only benefits individual employees, but also increases the capacity of the organization as a whole.

Employee welfare is another aspect that should not be ignored(Novziransyah, 2017). According to research by Izzah(2021), an organizational culture that supports employee well-being can reduce stress levels and increase job satisfaction. This directly impacts increased performance because happy and healthy employees tend to be more productive.

Case studies from various global companies, as shown in the analysis by Maulidiyah(2020), illustrates how a strong and positive organizational culture can directly improve employee performance. These companies have successfully

implemented organizational culture strategies that involve all the aspects mentioned above, resulting in better employee performance and sustainable competitive advantage.

Thus, organizational culture has a very important role and is often considered the backbone of improving employee performance. One crucial aspect of a good organizational culture is open communication. Open communication allows ideas and information to flow freely and efficiently throughout the organization, ensuring that every team member has a clear understanding of the organization's goals and objectives. It also creates an environment where employees feel comfortable to voice their opinions and input, which is critical for innovation and continuous improvement.

Additionally, employee well-being is another important component of organizational culture. Organizations that emphasize the health and well-being of their employees tend to see increases in motivation and job satisfaction. This can include initiatives such as work flexibility, support for work-life balance, and access to mental health resources. When employees feel valued and supported, they are more likely to commit to their work and contribute at a higher level.

Another factor that plays a role in organizational culture is employee empowerment. Giving employees autonomy in their work and the opportunity to participate in decision making can increase their sense of ownership of their work. This not only increases their engagement and

dedication but also encourages innovation, as employees who feel empowered are often better prepared to take creative risks and think outside the box.

Thus, recognition and appreciation are also important components of a successful organizational culture. Recognizing and celebrating employee achievements can improve morale and provide motivation to continue achieving. This recognition can take the form of praise, promotions, or even financial incentives.

Therefore, to achieve long-term success, it is critical for organizations to not only develop but also maintain a supportive organizational culture. This means investing in employee communication, wellbeing, empowerment and recognition, to create a productive, efficient and, most importantly, sustainable work environment.

## **METHOD**

This research uses a qualitative approach to explore the influence of organizational culture on employee performance, providing in-depth insight into employees' subjective experiences and interpretations of their organizational culture. This research design adopts a case study, allowing a detailed analysis of the implementation and perception of organizational culture in a specific context. In-depth interviews with semi-structured questions served as the primary data collection technique, encouraging open and in-depth discussions about employee experiences.

The research sample involved employees and managers from

various organizations, selected purposively based on the diversity of work culture practices and industries. Selection criteria focused on participants' experience and in-depth knowledge of the organization's culture, ensuring that they could provide valuable insights. Data collection was carried out through semi-structured interviews, both face-to-face and virtually, as well as field observations in several organizations. This allows researchers to gain a contextual understanding of the practical manifestations of organizational culture.

Data obtained from interviews and observations were analyzed using thematic analysis, which involves identifying, coding and categorizing main themes. Findings from field observations were used to enrich and validate interview results. To ensure validity and reliability, this study relied on data triangulation, using multiple data collection methods. Continuous critical reflection was undertaken throughout the research process to maintain objectivity and reduce bias.

This method is designed to allow flexibility in the exploration and interpretation of complex and multifaceted phenomena such as organizational culture and employee performance, considering diverse perspectives from various levels within the organization. This approach ensures that research can capture rich nuances and provide layered insights into the critical role of organizational culture in employee performance.

## **RESEARCH RESULT**

Recent research results reveal several important findings regarding the impact of organizational culture on employee performance, with a particular focus on the role of open communication. This research shows that when organizations adopt open communication, it has a significant impact on employee motivation and engagement. Employees who feel free to express their opinions and ideas tend to feel more valued and recognized. This, in turn, contributes to improving their performance.

Furthermore, these findings are in line with existing literature, which consistently emphasizes the importance of effective communication in creating a positive work environment. Open communication facilitates better information flow, reduces misunderstandings, and allows for conflict resolution in a more constructive manner. In an environment where communication is valued and promoted, employees feel more comfortable sharing ideas, offering feedback, and expressing their concerns. This not only helps in identifying and resolving problems faster, but also encourages innovation and creativity.

In addition, the research also indicates that open communication contributes to establishing a sense of trust and transparency between employees and management. When employees feel that they can communicate openly and honestly without fear of negative consequences, they tend to have more trust in the organization. This trust is the foundation for deeper employee engagement, giving them a sense of

security and comfort to contribute fully to organizational goals.

Thus, open communication is not only an important aspect of organizational culture, but also the key to creating a productive and harmonious work environment, which ultimately supports improved employee performance. This research underscores that organizations seeking to improve employee performance must actively work to promote and maintain an open and inclusive communication culture.

Second, collaboration between teams has become a key factor in achieving efficiency and innovation in the workplace. Recent research shows that in organizations where a culture of collaboration is deeply embedded, there is increased synergy in the way teams work. This culture encourages the involvement of every team member in the creative and problem-solving process, leading to more effective and innovative results.

In a work environment where collaboration is emphasized, teams don't just work together, but they combine different skills and perspectives to achieve a common goal. This creates an atmosphere where new ideas and creative approaches are not only appreciated, but expected. When thoughts and experiences are freely shared and valued, more innovative solutions often emerge. Collaboration like this can overcome traditional silos within organizations and pave the way for more holistic and insightful problem solving.

Furthermore, an organizational culture that supports collaboration allows employees to feel more involved and connected to their work.

This can improve morale and job satisfaction, which in turn has a positive impact on employee retention. When employees feel that their contributions matter and that they are part of something bigger, they tend to be more committed and passionate about their work.

Effective collaboration also encourages learning and skill development. Employees get the opportunity to learn from their peers and develop new skills through teamwork. This not only enhances individual capabilities, but also enhances the capabilities of the organization as a whole.

Thus, it can be concluded that an organizational culture that supports collaboration not only increases work efficiency but is also an important catalyst for innovation. Organizations that successfully maintain a collaborative environment tend to be more adaptive, creative, and ultimately more successful in achieving their long-term goals.

Third, recent research highlights the importance of employee training and development as a key aspect of organizational culture. Interestingly, the results of this research show that organizations that prioritize skill development and employee growth tend to have a workforce that is not only more competent but also better able to adapt to the rapidly changing business environment.

This concept is rooted in the understanding that investment in employee development is an investment in the future of the organization itself. When employees are given the opportunity to improve their skills and develop

professionally, they feel more valued and recognized by the organization. This results in an increased sense of ownership and involvement in their work, which ultimately influences their commitment and performance positively.

Additionally, ongoing training and development helps ensure that employees stay up-to-date with the latest trends and best practices in their industry. This is especially important in a dynamic business environment, where adaptability and continuous learning are key to remaining competitive. Employees who continually hone their skills are better able to innovate and respond effectively to new challenges.

It is also important to note that an organizational culture that supports employee development also helps in attracting and retaining talent. Talented professionals often look for organizations that provide not only good compensation, but also opportunities for personal and professional growth. Therefore, organizations that offer comprehensive and engaging training and development programs tend to be more successful in recruiting and retaining the best employees.

Thus, this research confirms that employee development is not just an add-on program, but is an integral component of a successful organizational culture. Creating an environment that supports continuous learning and skills development not only benefits employees, but also helps organizations achieve long-term success and sustainability.

Finally, recent research results confirm the importance of employee well-being in the context of

organizational culture. According to these findings, organizations that prioritize aspects of employee well-being, including work-life balance and support for mental health, tend to experience significant increases in employee job satisfaction and productivity. These findings provide important insight that attention to employees' non-work factors can have a major impact on their overall performance.

Work-life balance, for example, is an important aspect that is often overlooked in many organizations. When employees have enough time for personal life and recovery from work stress, they are more likely to return to work with renewed energy and better focus. This not only improves their work efficiency, but also minimizes the risk of burnout.

Additionally, support for mental health is another critical component of employee well-being. Organizations that provide resources such as counseling, mental health awareness programs, and a supportive work environment help employees manage the stress and challenges they may face. This creates a more positive and inclusive work environment, where employees feel safe and supported to talk about their mental health issues.

The importance of these factors is not only limited to increasing job satisfaction. Employees who feel valued and supported in aspects of their well-being tend to have a higher level of loyalty to the organization. This also helps in attracting and retaining talent, as today's employees are increasingly looking for companies that recognize the importance of employee well-being.

Thus, this research shows that investing in employee well-being is a profitable strategy for both employees and organizations. Providing support for work-life balance and mental health is not only an ethical action, but also a smart business decision that can lead to increased productivity and overall organizational success.

Overall, the results of this research indicate that an organizational culture that is supportive, transparent, and focuses on employee growth and well-being can contribute significantly to improving employee performance. This emphasizes the importance of maintaining a healthy organizational culture as a key strategy for business success.

## **DISCUSSION**

### **1. Effect of Open Communication on Employee Performance:**

In the context of organizational culture, open communication has been recognized as a key driver of employee motivation and engagement. This is in line with findings by [Author, Year] which shows that a work environment that supports the free expression of ideas and concerns can improve employee performance. This research found that in organizations where employees feel valued and heard, there is a significant increase in productivity and job satisfaction. This confirms research by (Dhinantia & Meilany, 2023) that links open communication with improved morale and efficiency.

## **2. Culture of Collaboration and Work Efficiency:**

Collaboration between teams, as an important part of organizational culture, contributes to increased efficiency and innovation. These findings echo research by (Al Qusaeri et al., 2023), who found that effective team collaboration can spark creativity and problem solving. This research observed that in teams that have a strong culture of collaboration, there is greater openness in sharing ideas, which leads to innovative solutions and improved overall performance.

## **3. Role of Training and Development in Employee Growth:**

Opportunities for ongoing training and development have been recognized as an important factor in improving employee performance. This supports the findings by (Sinambela et al., 2022), which shows that investment in employee development leads to improved organizational performance. From the data obtained, it appears that organizations that focus on developing employee skills tend to have more adaptive and innovative teams, as discussed in research by (Wahyudi et al., 2023).

## **4. Employee Wellbeing and Productivity:**

This research also highlights the importance of employee well-being. Organizations that emphasize work-life balance and mental health support see improvements in employee satisfaction and productivity. This is in accordance with a study by

[Author, Year], which found a positive correlation between employee well-being and work performance. Employees in this supportive environment demonstrated higher levels of commitment and loyalty, consistent with the findings (Putra & Mardikaningsih, 2021).

## **5. Implications for Practical Management:**

Based on these findings, it is important for organizations to develop strategies that support a positive organizational culture. Managers must prioritize open communication, collaboration, training and development, and employee well-being as an integral part of organizational culture.

## **6. Limitations and Future Research Directions:**

This study has several limitations, including the scope of the sample and the methodology used. Further studies could explore the impact of organizational culture on various industry sectors and in different cultural contexts. Future research could also expand the focus on how digital technology and remote work trends influence organizational cultural dynamics.

## **CONCLUSION**

This research, which focuses on "Analysis of the Critical Role of Organizational Culture in Improving Employee Performance", has revealed a number of important findings. First, it is clear that organizational culture plays a critical role in shaping the work environment, which directly influences employee performance. Open communication,



identified as a key element of positive organizational culture, is proven to increase employee motivation and engagement. Employees who feel they can communicate freely and are appreciated tend to be more committed and productive.

Second, collaboration between teams, as part of organizational culture, encourages a more innovative and efficient work environment. The active involvement of employees in collaboration and decision-making processes leads to more creative and effective solutions, which in turn improves the overall performance of the organization.

Third, investment in employee training and development is another important component of a supportive organizational culture. Organizations that emphasize the importance of employee professional growth and development tend to see improvements in employee skills, competencies, and overall performance.

Fourth, a focus on employee wellbeing, including work-life balance and mental health support, has a significant positive impact on job satisfaction and productivity. Employees who feel supported in their well-being tend to be happier, healthier and more productive at work.

Thus, this research confirms that a strong, positive and supportive organizational culture plays an important role in improving employee performance. Therefore, it is important for organizations to understand and maintain the key elements of a favorable organizational culture, not only to improve performance but also to

create a healthy and sustainable work environment for employees. This demands a holistic and integrated managerial approach that takes into account the needs and aspirations of employees, and encourages their active participation in shaping the organizational culture.

## REFERENCES

- Al Qusaeri, M. A., Khasbulloh, M. W., Mesra, R., & others. (2023). Pengaruh Budaya Organisasi Terhadap Inovasi Pada Perusahaan Teknologi: Studi Deskriptif Pada Startup XYZ Di Kota Bandung. *Sanskara Manajemen Dan Bisnis*, 1(03), 114–123.
- Dhinantia, A. A., & Meilany, L. (2023). KOMUNIKASI ORGANISASI PELAYANAN SOSIAL DALAM ADMINISTRASI PEKERJAAN SOSIAL (STUDI KASUS TIM PARTNERSHIP DAN MARKETING INDONESIA MENGAJAR). *Focus: Jurnal Pekerjaan Sosial*, 6(1), 46–56.
- Izzah, W. I. (2021). *Pengaruh Stres Kerja dan Budaya Organisasi Terhadap Tingkat Turnover Intention Karyawan dengan Kepuasan Kerja Sebagai Variabel Mediasi (Studi pada Karyawan Rumah Makan Ayam Goreng Nelongso Cabang Malang)*.
- Maduningtias, L., Narimawati, U., Affandi, A., Priadana, S., & Erlangga, H. (2022). Pengaruh Budaya Organisasi dan Kepemimpinan terhadap Kinerja Karyawan pada PT. Indomarco Pristama Kebayoran

- Lama. *JIIP - Jurnal Ilmiah Ilmu Pendidikan*, 5(4), 1206–1213. <https://doi.org/10.54371/jiip.v5i4.547>
- Maulidiyah, N. N. (2020). Peran budaya organisasi dalam meningkatkan kepuasan kerja serta dampaknya terhadap kinerja karyawan Bank Indonesia. *Jurnal Manajemen Bisnis*, 17(2), 273–286.
- Muspawi, M., Masita, M., & Swastini, S. (2023). Komunikasi Organisasi dan Motivasi. *Jurnal Pendidikan Tambusai*, 7(2), 7432–7440.
- Mutropin, M., Riono, S. B., & Khojin, N. (2023). Pengaruh Budaya Organisasi, Komitmen Organisasi, dan Kepuasan Kerja terhadap Kinerja Karyawan (Studi Kasus di PT Bintang Indokarya Gemilang Brebes). *JECMER: Journal of Economic, Management and Entrepreneurship Research*, 1(3), 174–189.
- Novziransyah, N. (2017). Pengaruh budaya organisasi terhadap kinerja karyawan PT. PLN (Persero) Kantor wilayah Sumatera Utara Medan. *JUMANTIK (Jurnal Ilmiah Penelitian Kesehatan)*, 2(1), 14–25.
- Putra, A. R., & Mardikaningsih, R. (2021). Kompensasi dan Lingkungan Kerja serta Pengaruhnya terhadap Komitmen Organisasi. *Jurnal Ilmiah Edunomika*, 6(1), 44–53.
- Sinambela, E. A., Darmawan, D., & Mendrika, V. (2022). EFFECTIVENESS OF EFFORTS TO ESTABLISH QUALITY HUMAN. *Journal of Marketing and Business Research*, 2(1), 47–58. <https://doi.org/10.56348/mark.v2i1.43>
- Sunarto, A. (2020). Pengembangan Sumber Daya Manusia dengan Berbasis Inovasi Untuk Menghadapi Revolusi Industri 4.0. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 4(2), 397–407.
- Wahyudi, A., Assyamiri, M. B. T., Al Aluf, W., Fadhillah, M. R., Yolanda, S., & Anshori, M. I. (2023). Dampak Transformasi Era Digital Terhadap Manajemen Sumber Daya Manusia. *Jurnal Bintang Manajemen*, 1(4), 99–111.