Effect of Organizational Culture on Employee Performance: A Survey of Selected Public Sector Organizations in Enugu

Sanjoy Kumar Mukhopadhyay

Research Scholar, Department of Management, Maharaja Chhatrapati Shahu Ji University, Kanpur, U. P., India

Abstract: *Employee performance is significantly impacted by organizational culture because it helps employees match their goals with the organization's overarching objectives. This helps ensure that public organizations uphold their obligation to provide end users with necessary services. This study's main goal is to explore the relationship between organizational culture and employee performance. It does this by employing both descriptive and exploratory research designs using both primary and secondary instruments to collect data. 100 employees of the Enugu State Ministry of Finance and Economic Planning, the Enugu State Civil Service Commission, the Enugu State Economic Planning Commission, and the Office of the Head of Service completed a structured questionnaire that served as the primary data source. While secondary data came from government papers, textbooks, the internet, and journal publications. Statistical Package for the Social Sciences (IBM SPSS) was used to analyze the collected data and evaluate the hypotheses. The analysis's findings indicate that organizational norms have a significant impact on employee commitment within an organization in terms of professional growth and development, recognition and rewards for good performance, clear communication of the organization's goals and values, and a positive work environment. Additionally, a well-structured work routine has a significant impact on how much work is completed by employees by improving productivity, time management, and work quality. The study makes the urgent recommendation that the Ministries, Departments, and Agencies (MDAs) under review establish and uphold strong organizational norms that encourage employee commitment with a particular focus on professional growth and development, recognition and reward for good performance, clear communication of organizational goals and values, and a positive work environment that fosters performance. It's important for leaders to be aware of their preferred styles and to adapt them as necessary to create a positive and productive work environment. Ministries, Departments, and Agencies (MDAs) should promote employee delivery on workload with a view to ensuring productivity, time management, and adaptability.*

Keywords: organization, culture, employee, performance, employee delivery on workload, employee commitment

1. Introduction

Organizations that are goal oriented are usually driven by value-motivated organizational culture in order to achieve its goals and objectives. In order to achieve organizational goals, members of an organization must interact with one another and their external environment in accordance with a common set of beliefs, expectations, values, norms, leadership style, and work practices that constitute their organizational culture. Organizational culture, according to Yusuf (2022), is a set of conventions, values, and beliefs that guide how employees should conduct themselves. It reflects the unique working methods and interpersonal interactions of organizational members both inside and outside the organization. Organizational culture, according to John, Militza, Carolyn, and Peter (2007:2), is a "pattern of shared basic assumptions, belief, values, myths, stories, and rituals that are created by organizational members as they learn to cope with the labor process. "Organizational values are opinions on what is considered ideal for organizational operations and with a view to achieving goal-oriented results. Organizational values can be seen in the areas of care and regard for other people within and beyond the organization, competence, competition, teamwork, and customer relations. The stronger an organization's value system is, the more it influences employee performance. According to Armstrong (2014:6), organizational values are firmly imbedded in an organization's culture, which reinforces behavior, and as such, the stronger they are, the more they are likely to affect employees' behavior. The approach taken by management in directing the organization's affairs is also critical because the way in which employees and outsiders are dealt with forms an important aspect of the organizational culture. Most managers use an aggressive approach to handling problems, but some play a transforming and enabling role in motivating employees.

For organizations to enhance their service delivery to their corporate public, organizational norms, usually made up of written and unwritten codes of conduct, serve as a guide for organizational operations. Such norms instruct the employees on how to carry out their responsibilities, what to say, do, how to dress, etc. Organizational norms can also be reflected on how it rewards performance, such as awards for diligence, praise for well-behaved employee(s) in the month, quarter, or even a year. This dimension of organizational culture reinforces good behavior and higher performance of employees as they anticipate such acknowledgements in the future. On the other side, it also provides sanctions for bad behavior which at the same time serves as a deterrent for future poor performance. Another aspect of organizational culture spells out work routines which provide a guide for assigning roles to employees so they can carry out their responsibilities properly. It also assist the organization in holding employees accountable for their assigned responsibilities especially if something goes wrong while they are performing their functions. Schein (2011) made the point that organizational culture has the ability to impact the attitudes and behaviors of its staff in either a positive or negative way. This requires the management of the organization to develop cultures that support employees' recognition, growth opportunities, clarity in job description,

delivery on workload, efficiency and effectiveness. The behaviours of individuals, team members, how employees are represented in interactions, internal procedures, and even self-image are consequently influenced by organizational culture.

However, the bulk of our public organizations are set up without a very clear organizational culture to regulate the operations of the establishment, except for the Code of Conduct which is not very explicit in defining the organization's culture. They only serve as mere guidelines for disciplining and promoting employees. This lack of a defined culture and the loss of its numerous benefits has become a concern to the operations of public sector organizations. The absence of a defined and concise organizational culture in the public sector to guide employee recognition, opportunities for growth, a job description that is clear and concise, employee delivery of workload, and employee efficiency and effectiveness, which are intended to drive employee performance, lowers employee morale and breeds low performance in the service. Some of the non-performance indicators usually arising from the absence of a driving organizational culture include a lack of commitment to the system, poor norms and values, cloudy job description, ineffective and inefficient leadership. It is strongly suspected that lack of an effective organizational culture substantially contribute to these shortfalls in employees performance. Therefore this study aims at investigating how organizational culture affects employees' performance using three performance indicators: employee commitment, delivery on workload, and employee efficiency and effectiveness.

2. Literature/Theoretical Underpinning

2.1.1. Organizational Culture

Organizational culture refers to the shared values, beliefs, attitudes, behaviors, and practices that characterize an organization. It is the personality of an organization that reflects its core values, beliefs, and norms. Organizational culture is shaped by a variety of factors, including the organization's history, leadership style, mission, and goals. Culture can have a significant impact on how an organization functions, including its decision-making processes, communication patterns, and employee behavior. Bratton, Militza, Carolyn and Peter (2007) view organization culture as a pattern of shared basic assumptions, beliefs, values, myths, stories and rituals that are created by organizational members, as they learn to cope with the labour process. Managerialists such as Cray (1998), Geertz (1973) & Schein (1991) see it as something that is transmitted to new employees as the correct way to perceive, think and act in relation to challenges and opportunities facing the organization while critics like Hodson (1999) & Grey (2005:71) observed that organizational culture is socially constructed and reconstructed over time, and contains implicit notions of communication and ideologies. They further stress that culture can be controlled: top manager mould middle managers, and in turn managers attempt to mould their subordinates to organizational ends. The ultimate goal of this is to ensure that employees' objectives are aligning with that of the organization.

Schein (1992) Limerick (1990) and Hofstede (1998) gave a bird view about organizational culture and how it effects by noting that organizational culture is divided into visible and invisible processes that guide the organization and it employees'. The uppermost sub-triangle might be viewed as the tip of an iceberg, representing the visible parts of culture, which are embedded in collective human values, assumptions and beliefs that are invisible to the human eye. The organization's physical setting- its structure and physical space-expresses its culture. For example, the demarcation of the office space where the superiors have their office space separate from the subordinate, car parking space separate from the subordinate. All this characterized the physical setting of organization culture.

Bratton, Militza, Carolyn and Peter (2007:414) noted that "artifacts are observable material objects such as technology and art that the organization uses to express it culture". For instance, when organization adopts high-tech for employees' to clock in and clock out, the cultural message is that technology is highly appreciated resource by the organization. Harding (2003) opted that the display of art on the office wall gives visitors and employees ideas that aesthetics is highly valued. The adoption of a dress code, flags and statutes belong to this category. Language shapes organizational reality for its members, and different kinds of shared language describe manifestations of the organizational culture. How superiors address others, interact with patrons and describe employees are all ways in which members of the organization use verbal symbols and written signs to convey meaning to each other. Collective behavior refers to the actions, attitudes, and beliefs that emerge from the interactions of employee within the organization. It can be observed in the shared values, norms, and customs that guide the behavior of employees and shape the overall culture of the organization. Collective behavior can take various forms, such as conformity to established norms, group decision-making processes, and the emergence of informal leaders and power structures. It can also manifest in shared attitudes towards work, customer service, and innovation. It is important because it can impact the effectiveness and productivity of the organization as a whole. When employees share common values and beliefs, they are more likely to work together towards common goals and achieve greater success. Conversely, when there is a lack of cohesion or conflicting values within an organization, it can lead to decreased morale and productivity.

2.1.2. Employee Performance

Employee performance refers to the level of productivity, efficiency, and effectiveness with which an employee performs their job responsibilities and meets the expectations set by their employer. It includes various aspects of an employee's work, such as the quality and quantity of their output, their ability to meet deadlines, their adherence to company policies and procedures, their communication and teamwork skills, and their overall work ethic and attitude.

Employee performance can be evaluated through various methods, including performance appraisals, feedback from supervisors and colleagues, and metrics such as sales figures or customer satisfaction ratings. Effective performance management involves setting clear goals and expectations, providing regular feedback and coaching, and offering

opportunities for employee development and growth. Researchers like Hellriegel, Jackson, & Slocum (1999); Karakas, (2010) are of the view that the term "employee performance" signifies individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around. Aligning the employee with the objective of the organization is very imperative to the utilization human resources within the organization. Scholars like Jena, & Pradhan, (2014); London, (2003); Mone, & London, (2009) have argued that; In order to utilize HR fully and augment organizational success, effective employee performance management system is imperative for a business organization. The performance driven objective is expected to be aligned with the organizational policies so that the entire process moves away from being event-driven to become more strategic and a people-centric perspective.

Agreeing to the above argument of Jena, & Pradhan, (2014); London, (2003); Mone, & London (2009), Etalong (2020) the alignment of employees to the organizational goal, vision and mission is very imperative and cannot be emphasize enough. As such, there is need for organizations to deliberately bring their workforce on board to achieve this set goals or targets. The overall essence of this is to ensure the performance of employees. Employee performance in this study is measured using employee commitment, delivery on workload, and employee efficiency and effectiveness.

2.1.3. Conceptual Framework
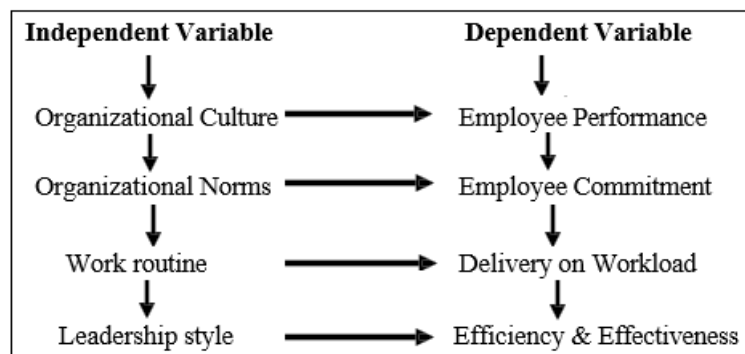
Source: Author's conceptualization (2023)

2.2. Theoretical Framework

Under this section, one theory was reviewed and adopted to anchor the study for proper direction and comprehension. There are several theories that attempt to explain how organizational culture develops and its impact on the employee's performance. Here is one of the most popular theories of organizational culture.

Schein's model
Schein's model of organizational culture was first propounded in the year 1980 by Edgar Schein, a former professor at the MIT Sloan School of Management; he introduced the model in his book "Organizational Culture and Leadership". The model identifies three levels of organizational culture: artifacts and behaviors, values, and underlying assumptions. Schein's model has become a widely used framework for understanding and analyzing organizational culture., which he defines as a pattern of shared basic assumptions that a group has learned as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. Schein's model consists of three levels of culture:

1) **Artifacts and behaviors**: This level includes visible and tangible aspects of culture, such as dress codes, office layout, and rituals, as well as the behaviors and interactions of employees' and groups.
2) **Values:** This level includes the beliefs, attitudes, and goals that underlie and guide behaviors and decisions in an organization. Values may be explicit (written down) or implicit (unspoken), and they shape how people perceive and respond to their environment.
3) **Basic assumptions**: This level includes the unconscious, taken-for-granted beliefs and expectations that underlie values and behaviors. These assumptions are often deeply embedded and difficult to change, and they are usually shared across groups in the organization.

According to Schein, the deeper levels of culture are more difficult to access and understand, but they are also more powerful in shaping organizational behavior and outcomes. Understanding these levels is important for leaders who want to create and sustain a healthy organizational culture.

Implication on employee performance with relation to the study.
The implication of this model on employee performance is that the culture of an organization plays a significant role in shaping employee behavior and performance. A positive organizational culture that values employee well-being, growth, and development can motivate employees and improve their performance. In contrast, a negative culture that promotes a toxic work environment can lower employees' moral and negatively impact their performance.

Moreover, according to Schein's model, the unconscious assumptions and beliefs at the deepest level of culture are challenging to change. Therefore, it is essential to create and maintain a positive organizational culture to improve employee performance, as it can be challenging to modify the unconscious beliefs and assumptions that shape behavior.

3. Methodology

3.1. Research Design

This study adopts descriptive and exploratory designs. The justification for adopting both descriptive and exploratory design is that, it provides an in-depth and accurate account of the phenomena or population under study. This is helpful when researchers wish to comprehend the traits, mannerisms, attitudes, or viewpoints of a specific group.

3.2. Sources of Data

3.2.1 Primary source of Data
The primary source of data was obtained using questionnaire. The questions were drawn in line with the objectives of the study and research questions

3.2.2 Secondary Sources of Data
Secondary sources of data were sourced from textbooks, journal articles, Government publications, internet, periodical etc.

3.3. Population of the study

The targeted population for this study is staff of Enugu State Civil Service Commission, Office of the Head of Service, Enugu State, Enugu State Ministry of Finance and Economic Development, and Enugu State Economic Planning Commission. Totaling One Hundred (100) respondents drawn from the ministries and agencies stated above as represented (see table 1), the researcher chose the targeted population because they were thought to be in the greatest position to have the necessary information for the study.

3.4. Determination of Sample Size

From the population of this study, 100 respondents were selected from ministries under study as shown in table 1. They were specifically chosen for the study based on their expertise and openness to sharing knowledge. **Table 1 shows the determination of sample size**

Organizations	Sample Size
Enugu State Civil Service Commission	25
Enugu State Ministry of Finance and Economic Planning	25
Enugu State Economic Planning Commission	25
Office of Head of the Service, Enugu State.	25
TOTAL	**100**

Source: Field survey (2023)

3.4 Method of Data Collection

Data were gathered using a standardized questionnaire that had research questions aligned with the study's goals and a list of hypotheses. It was divided into two sections: part A, which contained the bio-data of the respondents, and section B, which had the questions and options to choose from. Direct distribution of 100 questionnaires to the respondents was adopted. The Likert scale served as the foundation for the structured questionnaire questions.

Very High (VH) = 5
High (H) = 4
Don't Know (DK) = 3
Very Low (VL) = 2
Low (L) = 1

3.5 Method of Data Analysis

The Statistical Package for the Social Sciences (SPSS) was used to analyze the data that was obtained. The null hypothesis will either be accepted or disregarded.

4. Results/Findings

Table 2: Showing the responses of respondents

Options	Very High	High	Don't Know	Very Low	Low
Professional growth and development	55%	30%	12%	0%	1%
Recognition and rewards for good performance	33%	64%	1%	0%	0%
Communication with significant others	22%	35%	29%	0%	12%
Collaboration with significant others	19%	44%	9%	0%	26%
Clear communication of the organization's goals and values	36%	35%	18%	0%	9.20%
Communication skills of employees	31%	36%	31%	0%	0%
Teamwork among employees	28%	17%	18%	35%	0%
Timeliness of employees	23%	61%	12%	0%	2%
Adaptability of employees	20%	44%	4%	0%	30%
Number of tasks completed	26%	54%	19%	0%	0%
Quality of work delivered	24%	54%	19%	1%	1%
The amount of time taken to complete a task	28%	58%	10%	2%	0%
Efficiency of employees	18%	48%	32%	0%	1%
Resources utilize to achieve desired result	17%	26%	2%	25%	28%

Source: Field Survey 2023.

5. Discussion

Organizational norms have no significant effect on employee commitment
From the analysis so far, the result revealed that organizational norms have significant effect on employee commitment with reference to professional growth and development, recognition and rewards for good performance, clear communication of the organization's goals and values and positive work environment. Organizational norms breed a positive and supportive culture that aligns with employees' values, encourages desired behaviors, and provides a sense of belonging fosters higher levels of commitment and engagement among employees. On the other hand, negative

or conflicting norms can lead to decreased commitment and even turnover. This finding is in line with the findings of Nzuva and Kimanzi (2022) who observed that effective organizational norms motivates employees to perform their duties with diligence in support of the goals of the organization

Work routine are not significantly correlated with employee delivery on workload

The impact of a work routine on employee performance and workload delivery is substantial. A well-designed work routine can enhance productivity, job satisfaction, and overall work quality, while a poorly structured routine can lead to burnout, decreased performance, and lower moral. This is in line with the findings of Schein (2011), Etalong and Chikeleze (2022) who observed that work routine has the ability to impact the attitudes and behaviors of its staff in either a positive or negative way. Some significant ways in which work routines affect employee delivery on workload: Timeliness, quality of work delivered, quantity of work delivered, efficiency, communication with significant others, collaboration with significant others and adaptability.

Organization leadership style has no significant impingement on employee efficiency and effectiveness

The organizational leadership style has a profound impact on employee efficiency and effectiveness. Different leadership styles can influence employee motivation, job satisfaction, productivity, and overall organizational performance. Here are some significant impacts of organizational leadership style on employee efficiency and effectiveness are in the areas of number of tasks completed, quality of work delivered, the amount of time taken to complete a task, resources utilize to achieve desired result, ability to meet deadlines, communication skills and teamwork.

6. Implication to Research and Practice

This research has implications for both theory and practice. The findings of this study will theoretically contribute to the body of knowledge on organizational culture that explores how to enhance employee performance using five indicators: belief, employee recognition, opportunity for growth, efficiency and effectiveness. Additionally, it will benefit academics and students and add to our body of knowledge. Lastly, the research will broaden the body of knowledge in the domains of management and social science. Empirically, the end users of public organizations are increasingly demanding effective service delivery in order to provide the required services in the society and to lead good lives. Therefore, it is appropriate for policy experts to research and consider potential policy measures to address these problems in order to boost institutional productivity and effectiveness. This study provides those policy measures for the Enugu State Civil Service Commission, heads of departments and units, and other relevant organizations as they pursue an agenda that would guarantee a positive organizational culture and the development of laws and plans that will boost labor productivity.

7. Conclusion

This study is on Effect of Organizational Culture on Employee Performance: A Survey of Selected Public Sector Organizations in Enugu. This study succeeded in establishing facts that organizational culture has a significant effect on employee performance using the following indicators work routine, leadership style, organizational norms by looking at how it affect employee delivery on workload, employee commitment and employee effectiveness and efficiency. It cannot be overemphasized, as organizational culture play pivotal role in shaping the behavior, emotions and productivity of employee in an organization to bring about the attainment of the overall objectives of the organization.

8. Future Research

The study proposes that further study can be carried in the areas of organizational culture and its effect on organizational reward system and how it enhances employee productivity.

References

[1] Abdullah, N. N., & Othman, M. B. (2016). Effects of Intellectual Capital on the Performance of Malaysian Food and Beverage Small and Medium-Sized Enterprises. *International Journal of Civil Engineering and Technology (IJCIET)*, 10(2), 135-143.

[2] Anozie, O. P & Ismail N (2016) Effects of Organizational Culture on Employees Performance: Case of Singapore Telecommunication. *International Journal of Accounting, Business and Management* 4(1) 1-9

[3] Anwar, K., & Louis, R. (2017). Factors Affecting Students' Anxiety in Language Learning: A Study of Private Universities in Erbil, Kurdistan. *International Journal of Social Sciences & Educational Studies*, 4(3), 160.

[4] Abdullah, N. N. (2018). Probing the Level of Satisfaction towards the Motivation Factors of Tourism in Kurdistan Region. *Scholars Journal of Economics, Business and Management*, 5 (6). 439-443.

[5] Ahsanullah, M, Najibullah N &Sarwar, E (2020) the Impact of Organizational Culture on Employees Performance: An Overview. *International Journal of Management (IJM)* 11(8)879-888

[6] Anwar, G., & Abdullah, N. N. (2021). Inspiring future entrepreneurs: The effect of experiential learning on the entrepreneurial intention at higher education. *International Journal of English Literature and Social Sciences,* 6

[7] Ada, M.O & Cross, O. D (2021) the Effect of Organizational Culture on Employees' Performance of NAFDAC, Abuja. *World Journal of Management and Business Studies*, 1(1) 29-44

[8] Alfian, M, Ade, T.R. R, Achmad, M & Andriana ,G (2023) The influence of leadership style, supervisory and organizational culture on employee performance through motivation as an intervening variable (Descriptive Study of Quantitative Analysis of Employee Performance at the Education and Culture Office of Serang Regency). *Baltic Journal of Law & Politics* 16 (3): 531-546 DOI: 10.2478/bjlp-2023-0000043

[9] Etalong, T. A (2020) Self Assessment Tools (SAT) as

Volume 14 Issue 4, April 2025
Fully Refereed | Open Access | Double Blind Peer Reviewed Journal
www.ijsr.net

Paper ID: SR25421102733   DOI: https://dx.doi.org/10.21275/SR25421102733   1767

One of the Basic Tools for Performance Management: A Critique. *Journal of Economics, Management and Trade* 26(11): 1-10

[10] Erica, O. O, Chang, H & Simon A. A (2022) the Influence of Organizational Culture on Employee Performance in the Banking Sector: Evidence from GCB Bank, Ghana. *European Journal of Business and Management Research* 7(2) 168-175

[11] Etalong, T. A & Chikeleze, F. O (2022) the Impact of a Performance Appraisal and Reward System on Employee Workload Delivery, *Global Journal of Human Resource Management*, 10(3)51-58

[12] Gennaro, C (2023) What Is Schein's Model of Organizational Culture? The Schein's Model Of Organizational Culture In A Nutshell. Available at https://fourweekmba.com/scheins- model-of-organizational/. Retrieved on 17th April 2023.

[13] Hellriegel, D., Jackson, S.E., & Slocum, J.W. (1999*). Management* (8th Ed.). Cincinnati, Ohio: South-Western College

[14] Hofstede, G. (2003). Cultural dimensions. *www. geert-hofstede. Com.*

[15] Halid, H, Endang, S. A, Tri Wulida, A & Iqbal, M (2020) Impact of Organizational Culture on Employee Engagement and Employee Performance: A Stimuli-Organism-Response Approach. *Wacana* 23(4)

[16] Hauwa, A. Y (2022) Effect of Organizational Culture on Employee Performance in Nigerian Telecommunication Sector. *International Journal of Management, Social Sciences, Peace and Conflict Studies (IJMSSPCS),* 5(2)243- 253.

[17] Jena, L.K., & Pradhan, R.K. (2014). Deliverables towards HR Sustainability: A conceptual Review. *European Journal of Business Management*, 6(23), 95–102

[18] Kelinger, F (1995). *Foundation of Behavioral Research:* New York; Holt, Rinehart and Winston. Karakas, F. (2010). Spirituality and performance in organizations: A literature review. *Journal of Business Ethics,* 94(1), 89–106.

[19] London, M. (2003). *Job feedback: Giving, seeking and using feedback for performance improvement* (2nd ed.). Mahwah, NJ: Lawrence Erlbaum.

[20] Mone, E.M., & London, M. (2009*). Employee engagement through effective performance management: A manager's guide*. New York: Routledge.

[21] Melletus, U.A &Meruo, E. O (2020) Impact of Organizational Culture on Employee Productivity (A Study of Nigerian Breweries Plc, Enugu) Enugu State, Nigeria. *International Journal of Research and Innovation in Social Science (IJRISS)* IV (VI) 140-148.

[22] Motunrayo, F. A (2020) Impact of Organizational Culture on Employee Performance A Case Study of IHS Towers Nigeria. *Thesis Submitted to National College of Ireland* for award of Master of Art in Human Resource Management.

[23] Marie M, Naděžda K &Vojtěch M (2023) Evaluation of organizational culture dimensions and their change due to the pandemic. *Evaluation and Program Planning* 97 (23)2-13

[24] Mariyani, M., Aripin, S., & Darmanto, D. (2023). The Influence of HR Competence and Organizational Culture on Employee Performance in the Regional Financial and Asset Board of Paser Regency. International Journal of Community Service & Engagement, 4(1), 1-15. https://doi.org/10.47747/ijcse.v4i1.1047

[25] Nasruddin, N; Mursalim; U; Ruslan; S, Adrianus P & Hasanuddin, R (2023) the Influence of Organizational Culture on Employee Performance through Employee Commitment and Discipline at the South Sulawesi Bapenda Office. *Asian Academic Summit*, 1(2) 97-109

[26] Pakize, B. A, Mahije, M, & Xhavit, I (2023) the Role of Organizational Culture on Employee Engagement. *Business: Theory and Practice*, 24 (1) 109–122 https://doi.org/10.3846/btp.2023.17241

[27] Schein, E. H. (1985). *Organizational culture and leadership* (1st Ed.). San Francisco, CA: Jossey- Bass.

[28] Schein, E. H. (2010). *Organizational culture and leadership* (4th Ed.). San Francisco, CA: Jossey- Bass.

[29] Silas, M. N & Purity, M.K (2022) the Impact of Organizational Culture on Employees' Productivity: A Comprehensive Systematic Review. *European Journal of Business and Management*. 14 (4) 42-55

[30] Yasas, L. P, Lakmini, V. K. J & Ruwan, A (2020) A Literature Review on Organizational Culture towards Corporate Performance. *International Journal of Management, Accounting and Economics*, 7(9) 522-544.

[31] Wahyu, R & Trias, S (2022) the Effect of Quality of Work Life and Organizational Culture on Employee Performance through Job Satisfaction as Intervening Variable at LudiraHusada Tama Hospital Yogyaka. *DOI 10.4108/eai.10-8-2022.2320894*