

**THE ROLE OF ORGANIZATIONAL CULTURE ON EMPLOYEE
PERFORMANCE
A Scoping Review**

Erika Sophia Darmoko, Erie Retno Handayani, Yohan Kartika, Dewi Rahmawanti
Master of Management Study Program, Postgraduate, Wisnuwardhana University Malang
Email: erika13sophia@gmail.com; erie.retno80@gmail.com;
yohankartika79@gmail.com; dewarahma1986@gmail.com

ABSTRACT

Organizational culture is a system of values, norms, and beliefs shared by members of an organization and serves as a guide for their actions and interactions. This study aims to assess the role of organizational culture on performance using a scoping review. The results indicate that when organizational culture aligns with employee goals and expectations, performance tends to improve significantly. Therefore, understanding and managing organizational culture are strategic keys to human resource development and achieving organizational competitive advantage.

Keywords: organizational culture, employee performance, scoping review

INTRODUCTION

Employee performance is one of the main indicators in assessing the success of an organization. The phenomenon of employee performance is often a hot topic of discussion, because low or suboptimal performance can affect overall organizational productivity (Nugraha, 2020). In many organizations, low employee performance is often a serious problem, considering that employees are a key resource in achieving goals. Therefore, employee performance needs to be measured systematically so that organizations can determine whether their human resources are functioning well and whether there is a need for improvement or enhancement in certain aspects.

According to Mangkunegara (2013), employee performance refers to the outcomes accomplished by employees while carrying out their assigned duties, which contribute to the achievement of organizational objectives. As noted by Sedarmayanti (2017), employee performance is affected by several factors, including individual capabilities, motivation, and the work environment. Robbins (2016:260) states that performance indicators serve as tools to evaluate the extent to which employee performance has been realized, several indicators for assessing employee performance are: (1) Work Quality; (2) Quantity; (3) Timeliness; (4) Effectiveness; (5) Independence. Therefore, assessment of employee performance

is not only seen in terms of the quantity of work, but also from the quality and its impact on the overall organizational goals.

Several studies have examined the relationship between organizational culture and employee performance. Research by Manery et al. (2018), Hendri et al. (2021), and Safira et al. (2020) demonstrated that organizational culture significantly influences employee performance. These studies suggest that elements such as organizational values, norms, and behaviors positively contribute to enhancing employee productivity and effectiveness. This implies that a well-established and constructive organizational culture can serve as a critical factor in promoting employee performance. However, contrasting evidence was presented by Nasir et al. (2020), who reported no significant positive correlation between organizational culture and employee performance, indicating that organizational culture may not always be a decisive factor in performance outcomes. Furthermore, Maulidiyah (2020) found that organizational culture had a negative impact on employee performance, highlighting that its influence may vary depending on contextual or organizational factors.

Edgar H. Schein (2010) defines organizational culture as a pattern of basic assumptions discovered or created by a group in solving problems, which are then accepted and learned by new members as the correct way to act and think. This organizational culture can be seen through various indicators. Sulaksono Hari (2015: 14) defines organizational culture as follows:

1. Innovative in taking risks into account, such as:
 - a. Creating new ideas for the company's success
 - b. Dare to take risks in developing new ideas
2. Results-oriented, such as:
 - a. Determine the targets to be achieved by the company
 - b. Evaluation of the results of the work that has been carried out
3. Oriented towards all employee interests, such as:
 - a. Fulfilling the need to carry out and do work
 - b. Support employee performance
4. Detail-oriented in tasks, such as:
 - a. Be thorough in doing your assignments
 - b. Accuracy of work results

This study seeks to explore and synthesize existing literature concerning the influence of organizational culture on employee performance. Through a comprehensive literature review, it aims to examine and consolidate findings from various academic sources, including the *Professional Journal*, *Journal of Economic Education*, *Skylandsea Scientific Journal*, and the *Journal of Informatics and Business*. These publications generally report that organizational culture plays a significant role in shaping and enhancing employee performance.

A scoping review serves as a complementary approach to a systematic literature review and is particularly useful when guided by frameworks such as the Review Methodology Decision Tree proposed by Eldemire, which assists researchers in selecting the most appropriate review methodology. This type of review is especially suitable for studies that aim to gather and synthesize a wide range of existing research on a particular topic, particularly when addressing broad

or exploratory research questions that require comprehensive explanatory insights (Tricco et al., 2018). According to Pham et al. (2014), a scoping review can also function as a preliminary stage in the development of a systematic literature review, providing foundational understanding and direction for more focused investigation.

METHOD

This study adopts a descriptive qualitative approach through the application of a scoping review methodology to investigate the influence of organizational culture on employee performance. The research primarily focuses on the systematic collection and analysis of secondary data sourced from peer-reviewed journals and scholarly publications related to organizational behavior and performance management. By synthesizing findings from a diverse body of literature, the study aims to develop a deeper understanding of how various dimensions of organizational culture contribute to shaping employee performance outcomes across different organizational contexts.

The use of a scoping review is deemed appropriate given the exploratory nature of the research question and the need for a broad, integrative perspective on existing studies. Unlike more narrowly focused systematic reviews, a scoping review facilitates the comprehensive mapping of key concepts, theoretical frameworks, and empirical findings within the selected domain. Additionally, this method allows for the identification of recurring themes, methodological approaches, and existing research gaps, thereby offering valuable insights for future studies. By employing this approach, the study not only consolidates current knowledge but also contributes to the development of a more coherent and structured understanding of the dynamic relationship between organizational culture and employee performance.

Identifying Research Questions

The identification of research questions is conducted at the preliminary stage of the review process, as formulating clear research questions enables researchers to develop a structured and focused strategy for the literature search, ensuring that all relevant substantive areas aligned with the research topic are thoroughly explored. The research question is: How does organizational culture literature affect employee performance in various organizational contexts?

Identifying Relevant Studies

This study relies on secondary data, which is derived from existing research that explores the relationship between organizational culture and employee performance. The data were gathered through a systematic online search of national academic journals published in Indonesia. The primary focus of the literature selection was on peer-reviewed research articles that specifically examined the influence of organizational culture on various aspects of employee performance within organizational settings. By utilizing secondary data, the study aims to synthesize established knowledge, identify patterns across studies, and provide a comprehensive overview of current scholarly perspectives on the topic.

The criteria guiding the literature search process are presented in Table 1. One of the main parameters was the time frame of publication, which spanned 12 years—from 2017 to 2025. This duration was chosen deliberately to ensure both the relevance and the depth of the literature being reviewed. A twelve-year scope allows for the capture of evolving trends, theoretical advancements, and empirical developments in the study of organizational culture and employee performance. It also provides a balanced perspective that reflects both earlier foundational studies and more recent contributions in the field.

Only empirical journal articles published in the Indonesian language were included in the review, as they represent original research findings conducted in local organizational contexts. This criterion ensures that the literature reflects both practical and theoretical insights that are contextually relevant to Indonesia. All studies were included as long as they fulfilled the core selection requirements, which involved a clear examination of the relationship between organizational culture and employee performance. By focusing on empirical evidence, the review prioritizes studies that offer measurable data and real-world observations, thereby enhancing the validity and applicability of the research findings.

Table 1. Inclusion Criteria

Criteria	Inclusion	
Period	2017 - 2025	12 years of observation
Types of Language	Indonesian	Most of the articles are published in Indonesian
Publication Type	Journal articles	Empirical articles

Study Selection

The results of an electronic database search using Google Scholar. These articles were then examined to determine their relevance to the research question. They were also checked for possible duplicates in different databases. Most articles that did not align with the research question were removed because they did not address the topic. the role of organizational culture on employee performance.

Mapping Data

In the data mapping stage, selected articles were extracted to summarize the most substantial data. The data recorded included author(s), title, year of study, research variables, research methods, and research results.

Compiling, Summarizing and Reporting Results

The final phase of the scoping review process involves the compilation, synthesis, and presentation of the research findings. During the compilation stage, a structured table is created to display the extracted data from each selected article, reflecting the outcomes of the earlier data mapping process. This table serves as a foundational tool for organizing the reviewed literature and facilitating further analysis.

In the summarization stage, key themes, patterns, and trends emerging from the reviewed studies are identified and analyzed. This step allows the researcher to draw meaningful insights regarding the role of organizational culture in influencing employee performance. The thematic synthesis helps to highlight consistencies, contradictions, and research gaps across the selected literature.

Finally, the reporting stage involves organizing the findings into a coherent format suitable for academic dissemination. In this study, the reporting is structured to support publication, ensuring that the results are presented clearly and systematically for scholarly and practical reference. This final output aims to contribute to the broader academic discourse while also providing evidence-based insights for organizational development and performance improvement.

Table 2. Data Collection Results

No	Author and journal identity	Title	Variables	Method	Research result
1	Yana Rosdiana, Suryanto Suryanto and Muhammad Yusuf Alhadihaq Professional Journal Vol. 10 No. 2, 2023	The Influence of Organizational Culture on Employee Performance at the Solokan Jeruk District Office	Organizational culture Employee Performance	Quantitative	A strong and positive organizational culture has a positive impact on employee performance.
2	Made Ary Meitriana and M. Rudi Irwansyah Equity – Journal of Economic Education Vol. 5 No. 1, Year 2017	The Influence of Organizational Culture on Employee Performance (Case Study at KSU Tabungan Nasional, Singaraja)	Organizational culture Employee performance	Causal Research	Organizational culture has a significant influence on employee performance at the Singaraja National Savings Multipurpose Cooperative.
3	Elizabeth Wijaya Skylandsea Scientific Journal Vol. 2 No. 1, Year 2017	The Influence of Organizational Culture on Employee Performance at the Medan Institute of Information Technology and Business	Organizational culture Employee performance	Descriptive research using survey methods	Organizational culture has a significant impact on employee performance
4	Mochamad Noufal Satria Permana and Recky Swabumi Journal Vol.13 No. 1, Year 2025	The Influence of Work Environment on Organizational Culture as a Mediating Variable	Organizational culture Work environment	Quantitative Approach with Probability Sampling Method	The work environment has significant and positive implications on Organizational Culture.
5	Alfitri Rijanto and Mukaram Journal of Business and Investment Research Vol. 4, No. 2, 2018	The Influence of Organizational Culture on Employee Performance (A Study in the Account Executive Division of PT Agrodana Futures)	Organizational culture Employee performance	Quantitative using simple regression analysis	There is a significant positive influence between organizational culture variables and employee performance variables.

6	Silmi Nadhira Setiawan and Puspita Wulansari Journal of Business Economics Informatics Vol.5 No.2, Year 2023	The Influence of Organizational Culture on Employee Performance at PT Budiman Maju Megah Farmasi (Bumame) Bandung	Organization Employee performance	Quantitative using simple regression analysis	Corporate culture has a significant influence on employee performance outcomes.
7	Abdul Rohman Alasyari, Muhammad Ajid, Oka Nur Irgan, Syahrudin Alkhawas, Sofrotun Journal of Syntax Administration Vol. 4 No. 1, Year 2023	The Influence of Organizational Culture on Employee Job Satisfaction	Organizational culture Employee Satisfaction, Employee performance.	Qualitative Research Methods	Organizational culture has a positive and significant influence on job satisfaction.
8	Miawati, 2 Budi Rismayadi, 3 Neni Sumarni Wahana Pendidikan Scientific Journal 10 (5), 2023	The Influence of Organizational Culture on the Performance of Employees in Karang Pawitan Village, Karawang Regency	Organizational culture Employee Performance	Quantitative	Organizational Culture (X1) has a significant positive effect on the performance of Karang Subdistrict employees Pawitan Karawang.
9	Agustin Pratiwi Trunojoyo University, Madura Journal of Management Research and Research Innovation Vol 2 No. 3, Year 2024	The Influence of Organizational Culture on Employee Performance at BPJS Bangkalan Employment	Organizational Culture, Employee Performance, BPJS Employment Bangkalan	Literature Review	Organizational culture is a key element for achieve the performance obtained by employees.
10	Mohamad Akbar Datau, Muchtar Ahmad, Agus Hakri Bokingo Jambura Vol 5 No. 1, 2022	The Influence of Organizational Culture on Employee Performance at the Pohuwato Regency Agriculture Service	Organizational culture; Employee Performance	Quantitative using simple regression analysis techniques	Organizational culture has a positive and significant influence on employee performance at the Pohuwato Regency Agriculture Service.
11	Alfia Asrul, Muhammadiyah, Nuryanti Mustari Journal.unismuh vol 2 number 6, Year 2021	The influence of organizational culture on performance employees at the planning agency office regional development of North Kolaka Regency	Organizational culture employee performance	Quantitative using simple regression analysis techniques	The influence of organizational culture on performance employees have a positive and significant influence
12	Werni Sarumaha Jamane Vol 1 No. 1, 2022	The Influence of Organizational Culture and Competence on Employee Performance	Organizational culture Competence Employee performance	Associative quantitative	Organizational culture and competence simultaneously or together have a positive and significant influence on employee performance at the Telukdalam District Office, South Nias Regency.

RESULTS

Yana Rosdiana et al. (2023) conducted a study involving 40 employees at the Solokan Jeruk District Office, examining the relationship between organizational culture and employee performance. The findings indicated that organizational culture has a substantial impact on employee performance and serves as a key factor in achieving institutional goals and desired work outcomes. This suggests that fostering an effective organizational culture can directly contribute to improving the overall productivity and success of public sector institutions.

A strong organizational culture typically stems from the core values embraced and actively promoted by the organization. In this context, values such as integrity, professionalism, dedication to public service, and a commitment to delivering high-quality services play a pivotal role. These values not only shape the organizational climate but also act as guiding principles for employees, influencing their behavior and performance.

By embedding these values into daily operations and work practices, the organization provides a clear framework for employees to align their actions with institutional expectations. As a result, employees are more likely to perform their duties effectively, demonstrating accountability and consistency in achieving performance standards set by the organization.

Made Ary Meitriana and M. Rudi Irwansya (2017) conducted an empirical study at the Singaraja National Savings Multipurpose Cooperative, involving 31 employees as research respondents. The study aimed to examine the influence of organizational culture on employee performance. The findings indicated that the organizational culture variable (X) had a statistically significant impact on employee performance (Y), with a significance value of 0.000 at a 5% margin of error. This result confirms that organizational culture plays a crucial role in shaping and enhancing employee performance within the cooperative.

Similarly, Elyzabeth Wijaya (2017) carried out a study involving 60 employees of STIE Information Technology and Business (IT&B) Medan to investigate the effect of organizational culture on employee performance. The study revealed several important findings. First, deficiencies were identified in the organizational culture at STIE IT&B, particularly in the "people orientation" dimension, where performance-based rewards received the lowest scores. This shortcoming was attributed to the absence of a standardized system for evaluating individual performance, leading to performance assessments that were not aligned with actual achievements.

Second, weaknesses were also identified in the performance variable, where several dimensions showed insufficient development, thereby reducing overall performance effectiveness. Third, the results of the quantitative analysis demonstrated that organizational culture had a significant collective effect on employee performance. However, individual variable analysis revealed that only "attention to detail" and "outcome orientation" had significant positive effects, while the remaining cultural dimensions did not exhibit a measurable impact on

performance. These findings underscore the importance of aligning cultural values and organizational systems to optimize employee outcomes.

Mochamad Noufal Satria Permana and Recky Recky (2025) conducted a study involving 69 civil servants from the Department of Energy and Mineral Resources in West Java Province. The findings revealed that while a strong organizational culture can positively and directly enhance employee performance, it does not significantly moderate the relationship between the work environment and performance. This suggests that simply improving the work environment is insufficient to boost performance through the influence of organizational culture alone. As a result, a more integrated and comprehensive approach is required to effectively enhance employee productivity.

The study further demonstrated that both the work environment and organizational culture independently exert a significant influence on employee performance. A conducive and supportive work environment contributes to higher productivity, as it enables employees to carry out their responsibilities more effectively. Additionally, organizational culture—reflected in shared values, norms, and established behavioral patterns—plays a pivotal role in motivating employees to perform at an optimal level.

Moreover, the research also found that the work environment has a significant and positive effect on organizational culture. This finding indicates that a well-structured and supportive work environment can reinforce and strengthen the cultural values embedded within the organization. In this context, fostering a healthy organizational climate is not only beneficial for performance outcomes but also essential for cultivating a resilient and value-driven organizational culture.

Research conducted by Alfitri Rijanto and Mukaram (2018) on 150 respondents in the account executive division at PT. Agrodana Futures showed a relationship between organizational culture and employee performance, as seen in the correlation analysis of 0.473 and located in the interval of +0.30 to +0.49. Therefore, it can be said that there is a significant positive influence between organizational culture variables and employee performance variables. The contribution of organizational culture to the performance of employees in the account executive division at PT Agrodana Futures is 26.3%. While the remaining 73.7% contributes to other factors not explained in this study.

Silmi Nadhira Setiawan and Puspita Wulansari (2023) conducted a study involving 125 employees of PT. Budiman Maju Megah Farmasi to examine the influence of organizational culture on employee performance. The findings indicated that organizational culture exerts a strong and positive impact on employee performance within the company. The study suggests that a positive, consistent, and well-established organizational culture enhances employee morale and encourages individuals to perform at their best. By embedding values and principles that align with organizational objectives, companies can foster a constructive and supportive work environment that drives performance. This research contributes valuable insights and is expected to serve as a reference for future studies exploring the relationship between organizational culture and employee outcomes.

In a related discussion, Abdul Rohman Alasyari, Muhammad Ajid, Oka Nur Irgan, Syahrudin Alkhowas, and Sofrotun (2023) define organizational culture as a collection of values, assumptions, beliefs, and norms that are implemented, shared, and adhered to by members of an organization. These cultural elements act as guiding principles for behavior and serve as solutions to organizational challenges. When effectively internalized, organizational culture functions as a cohesive force that influences decision-making and daily practices across all levels of the organization.

Moreover, their study highlights the strong relationship between organizational culture and job satisfaction. Job satisfaction is described as a positive emotional response toward one's job, characterized by feelings of contentment and engagement. Key indicators of job satisfaction include the nature of the work itself, compensation, opportunities for promotion, quality of supervision, and relationships with coworkers. The findings demonstrate that organizational culture significantly and positively affects job satisfaction, suggesting that when cultural values align with employee expectations and needs, overall workplace satisfaction and performance are likely to improve.

Miawati, Budi Rismayadi, Neni Sumarni (2023) stated that organizational culture significantly influences the performance of employees in the Karang Pawitan Village, Karawang. The resulting influence shows a positive relationship with performance, meaning that organizational culture, both within employees and from outside the environment, can help improve performance because organizational culture can unite various individual characteristics into a behavioral framework based on shared values and believed to be true.

Agustin Pratiwi's (2024) research at the Bangkalan BPJS Ketenagakerjaan Office showed that employee performance at the Bangkalan BPJS Ketenagakerjaan can be improved by having a superior organizational culture. Employee performance in a company is strongly influenced by organizational culture. Organizational culture refers to the standards, conventions, practices, and ideas upheld and used by the company as guidelines. The organizational culture implemented within a company plays a crucial role in employee performance. This is because employees will have an understanding of the culture within the organization. Organizational culture is a key element in achieving employee performance.

A study conducted by Mohamad Akbar Datau, Muchtar Ahmad, and Agus Hakri Bokingo (2022) at the Agriculture Service Office of Pohuwato Regency involving 187 employees revealed that organizational culture has a positive and significant influence on employee performance. The findings indicate that various dimensions of organizational culture—such as innovation and risk-taking, attention to detail, results orientation, individual and team orientation, aggressiveness, and stability—contribute meaningfully to enhancing performance outcomes.

These cultural elements were shown to positively affect key aspects of employee performance, including the quality and quantity of work, sense of responsibility, collaboration with colleagues, and initiative in completing tasks. Each of these performance indicators benefits from a strong and well-developed organizational culture that supports both individual and collective effectiveness.

The study concludes that improvements in organizational culture directly correlate with improvements in employee performance. A supportive and strategically aligned culture not only shapes employee behavior but also creates a work environment that fosters continuous development and productivity. As such, cultivating a robust organizational culture should be a priority for institutions aiming to achieve optimal performance outcomes.

Alfia Asrul, Muhammadiyah, and Nuryanti Mustari (2021) conducted research at the Regional Development Planning Agency (BAPPEDA) Office in North Kolaka Regency. Fifty-one employees were selected as respondents, using a saturated sampling technique. The results of this study, using simple regression analysis, showed that organizational culture significantly influences employee performance. This means that the better the culture implemented in the organization, the better the performance of the employees. The results of the descriptive analysis of employee performance variables showed that the indicators of work quantity, work quality, creativity, work performance, and initiative each obtained an average score that fell into the good category. Thus, it can be said that employee performance at the BAPPEDA in North Kolaka Regency can be said to be good. Werni Sarumaha (2022) conducted research at the Telukdalam District Office in Nias Regency, involving 35 employees. The results of the study showed that organizational culture and competency variables had a positive and significant effect on employee performance at the Telukdalam District Office in South Nias Regency.

DISCUSSION

Meutia, KI and Husada, C (2019) Organizational culture as a foundation in an organization based on beliefs, norms, and shared values about doing something. In the scope of government, organizational culture means attitudes and behaviors between employees who perform work in accordance with beliefs, reliability, norms and policies, and values that are of common interest. Organizational culture will provide good hopes for employees to achieve common goals. Rivai, A. (2020) states that organizational culture is a perception built by employees and forms a pattern of expectations for employees. Organizational culture in government performance is very necessary to create a solution to problems. Liana, Y. (2020) states that the purpose of organizational culture needs to be developed in order to solve problems together. The existence of an organizational culture will provide a democracy in the performance of each employee and increase cooperation between employees in the government. A strong organizational culture in the internal environment of employees will affect employee performance. The quality of organizational culture within employees will create a high commitment for government officials in carrying out their obligations. In their research, Saputra, PEW & Supartra, IWG (2019) stated that a better organizational culture will create better employee commitment. Similarly, regarding the services provided by government officials to the public, a quality organizational culture will create quality service performance (Andari, DPTA & Novitasari, NLG 2022). Therefore, an organizational culture in government is essential for creating a good internal employee base with good commitment and performance.

Mangkunegara (2021) defines performance as the output produced by employees in carrying out their duties, which is evaluated based on two main dimensions: quality and quantity. Quality reflects how well tasks are completed according to established standards, while quantity measures the volume of work achieved in carrying out responsibilities. Saputri and Susanti (2023) define performance as the behavior demonstrated by individuals as a result of contributing to the achievement of organizational goals. Indications of high employee performance in an organization can be seen from the results of employee work on work completed according to predetermined standards and always being present to complete the work. Therefore, if employee performance can be realized well, it will support the achievement of organizational goals effectively and efficiently (Nyoto, 2019; Sulaksono, 2015).

The quality of organizational culture in a local government will affect employee performance or the performance of government officials. Organizational culture can help the process of implementing employee performance. Dunggio, S. (2020) stated that organizational culture can provide motivation for employees to improve the quality of employee performance and take advantage of job opportunities provided by the organization or government. Organizational culture has a positive impact on employees or government officials, organizational culture in government will encourage employees to continuously improve their performance and improve the quality of employee performance, one of which is the competency possessed by employees or government officials. Research findings confirm that Organizational Culture has significant and positive implications for Performance. This is in accordance with the study findings (Alfinsyah Matondang et al., 2023; Deisti & Ridlwan Muttaqin, 2023; Shinta Octaviana Shifa et al., 2024) which explain that organizational culture has positive and significant implications for performance. Intensive application of organizational culture to employees can improve cultural values and change employee behavior to be more positive and can serve as a foundation for facing change. (Setiawan et al., 2023).

CONCLUSION

Based on the findings of the scoping review, it can be concluded that organizational culture has a consistently positive and significant impact on employee performance. Various dimensions of organizational culture—such as innovation and risk-taking, attention to detail, results orientation, individual and team orientation, aggressiveness, and stability—are shown to enhance multiple aspects of employee performance. These include improvements in work quality and quantity, a stronger sense of responsibility, increased collaboration, and greater initiative. A well-established and supportive organizational culture provides clear behavioral expectations and motivates employees to align their efforts with organizational goals. As such, the stronger and more cohesive the culture within an organization, the more likely it is to foster high employee performance.

To achieve this, organizations must actively cultivate a positive work culture through several strategic initiatives. Enhancing internal communication channels, offering professional development opportunities, and implementing fair

and transparent reward systems are crucial steps in this process. In addition, encouraging employee innovation and supporting new ideas can lead to a more dynamic and adaptive organizational environment. Promoting employee involvement in decision-making processes further strengthens a sense of ownership, engagement, and commitment to shared objectives. When employees feel valued and empowered, they are more likely to contribute meaningfully to organizational success and maintain consistent performance outcomes.

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