



The Impact of Organizational Culture on Employee Performance in Pulo Bandring District, Asahan Regency

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ABSTRACT

This study aims to determine the influence of organizational culture on employee performance in Pulo Bandring District, Asahan Regency. The research method used is a quantitative approach with a total sampling technique, involving 35 employees as respondents. Data collection was carried out through questionnaire distribution and analyzed using simple linear regression. The results of the study show that organizational culture has a positive and significant effect on employee performance, with a contribution of 46.1%. This shows that the better the organizational culture is implemented, the better the performance of employees, especially in discipline, responsibility, and service quality. These findings affirm the importance of strengthening work culture in improving the quality of public services at the sub-district level.

INTRODUCTION

Public sector organizations are currently required to be able to provide the best service for the community as a form of responsibility in the administration of government. To achieve these goals, human resources are needed who have competence, integrity, dedication, and are able to work effectively in the organization. One of the important factors that affect these abilities is the organizational culture. Organizational culture is a guide for employees in behaving, behaving, and carrying out their duties. Without a good organizational culture, employee performance will be difficult to develop optimally.

Organizational culture is a system of values, beliefs, habits and norms that are embraced by members of the organization and become a guideline in action. According to (Judge & Robbins, 2013), organizational culture is "a system of shared meaning embraced by the members of an organization that distinguishes that organization from other organizations". This statement implies that organizational culture is not just a written rule, but also inherent in every employee. Thus, the organizational culture will shape the work character of individuals and groups in the organization.

Employee performance is also an important aspect in the success of the organization, especially in government institutions that are in direct contact with public services. According to (Anwar Prabu, 2017), performance is the result of work both in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given. Good employee performance will contribute to the success of the organization in achieving its vision and mission. Conversely, low performance will hinder the effectiveness of achieving organizational goals.

Organizational culture and employee performance have interrelated relationships and influence each other. A positive organizational culture can increase work motivation, discipline, job satisfaction, and collaboration between employees so as to produce optimal performance. (Sari, 2013) stating that organizational culture plays a role as a social glue that binds employees to have a commitment to the organization. With a good culture, employees will work with full responsibility and awareness, not out of coercion.

Conversely, a weak or inconsistent organizational culture can lead to a decline in the quality of employee work. This can be seen from low work discipline, weak coordination, lack of initiative, lack of openness, and the emergence of internal conflicts. (Ariska et al., 2025) explained that a weak work culture can reduce employee work motivation and have an impact on low organizational productivity. Therefore, strengthening organizational culture is an important strategy for government agencies to improve employee performance.

In the context of local (regional) government, organizational culture has a crucial role because it is directly related to the public service process. The public assesses the government's performance not from written policies, but from the quality of services provided by employees in the field. Therefore, the sub-district office as a sub-district level government agency is one of the front lines in providing administrative services to the community. Every sub-district

employee is required to work professionally, disciplined, friendly, and responsive in serving residents.

Pulo Bandring District, Asahan Regency is one of the government agencies that has responsibility for the implementation of development tasks and public services at the sub-district level. As a bureaucratic institution, employees in Pulo Bandring District are required to carry out effective public service functions, quickly, easily, and transparently. However, the success of these services is greatly influenced by the quality of organizational culture that is implemented and run by all sub-district government apparatus.

Based on initial observations made by researchers, there are still symptoms that show that the organizational culture in Pulo Bandring District has not run optimally. For example, there is still a lack of time discipline among some employees, communication patterns that are not effective, and low innovation in completing work. If this phenomenon is left unchecked, it will have an impact on the decline in the quality of public services to the community. This condition shows the importance of evaluating the prevailing organizational culture.

In addition, employee awareness in carrying out their duties still tends to depend on the supervision of superiors. This phenomenon reflects a work culture that has not fully internalized the values of professionalism and individual responsibility. In fact, an advanced organization is an organization that has employees with a proactive character, does not wait for orders, and is able to take the initiative to complete work. Therefore, a strong work culture needs to be instilled so that employees have a high work ethic.

Various previous studies have shown that organizational culture has a positive influence on employee performance. Research conducted by (Schein, 2010) Explaining that organizational culture functions to shape the mindset of employees at work so that it can increase organizational effectiveness. Other research findings by (Luthans et al., 2006) It also shows that organizations that have a strong culture are able to significantly boost employee performance. From these findings, it can be concluded that organizational culture is an important factor that cannot be ignored.

In addition to theoretical findings, the phenomenon that occurred in many local government agencies shows that organizational culture is the main factor in the success of bureaucratic reform. The current government continues to encourage the improvement of the quality of public services through bureaucratic reform programs and strengthening the value of ASN with AKHLAK. These values include Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative. The implementation of this value is actually a tangible manifestation of the formation of a superior organizational culture in the government bureaucracy.

In Pulo Bandring District, improving organizational culture is a strategic step to improve employee performance, especially in providing services to the community. The sub-district apparatus must be an example in the application of the values of work ethics, integrity, and professionalism. Through a good work culture, employees are expected to be able to provide services without discrimination, quickly, completely, and in accordance with the standard

operating procedures that have been set. This will have an impact on increasing public trust in the sub-district government.

However, efforts to strengthen organizational culture cannot be done only through socialization of rules or appeals from leaders. Organizational culture requires the internalization of values that is carried out consistently and continuously. According to (Schein, 2010), the formation of organizational culture does not only occur through formal policies, but also through leadership examples, organizational traditions, and patterns of interaction between organizational members. This means that sub-district leaders have a central role in building a positive work culture.

Leader behavior, communication style, and firmness in enforcing work discipline will affect employees' attitudes at work. If leaders are consistent in applying rules, open to ideas, and giving appreciation to outstanding employees, then a positive work culture will be formed. On the other hand, if the leader is ignorant, not firm, or does not set an example, then employees will also be indifferent and work as casually. Therefore, leadership is an important element in shaping an effective organizational culture.

In addition to leadership factors, the work environment also affects the organizational culture of sub-district employees. A work environment that is conducive, harmonious, and supportive of teamwork will provide a positive boost to employees. According to (Sedarmayanti, 2018), a good physical and non-physical work environment can improve the comfort and morale of employees. Thus, improving work facilities, a clean and orderly environment, and harmonious working relationships are important things to pay attention to.

One of the challenges that sub-district employees often face is the lack of optimal internal communication. Less effective communication can lead to misunderstandings, delays in information, or misalignments in the execution of tasks. In fact, communication is one of the important pillars in the work culture of the organization. With open and transparent communication, employees will feel valued and involved in the work process, thus fostering a sense of belonging to the organization.

A disciplined work culture is an important aspect in shaping employee performance. Discipline is an attitude of obedience to rules, rules, and commitment to completing tasks on time. According to (Malayu, H. S. & Hasibuan, 2017), work discipline is a reflection of the quality of employee performance and is a measure of the extent to which employees appreciate their responsibilities. Therefore, the consistent application of a discipline culture will have a positive impact on the smooth delivery of services to the community in Pulo Bandring District.

In addition, the culture of innovation and creativity of employees also needs to be developed so that public services can continue to adapt to the times. Currently, the community demands fast, effective, and technology-based services. Therefore, a work culture that encourages innovation must be built to improve service quality, including in the use of information technology in the administrative service process. An innovative culture will improve

organizational performance to be more responsive to the needs of the community.

Based on this description, it is clear that organizational culture has a very important role in influencing employee performance in Pulo Bandring District, Asahan Regency. A good work culture will produce competent, professional, and responsible employees in carrying out public service duties. Conversely, a weak work culture will hinder the effectiveness of services and lower the level of community satisfaction. Therefore, it is necessary to conduct a scientific study to find out the extent to which organizational culture affects the performance of employees in the sub-district.

Thus, this research is important to know, analyze, and describe the impact of organizational culture on employee performance in Pulo Bandring District, Asahan Regency. The results of this research are expected to be a consideration for the sub-district in strengthening a productive and service-oriented work culture. In addition, this research is also expected to contribute to the development of human resource management science, especially in the context of local government bureaucracy.

LITERATURE REVIEW

Organizational culture is a multidimensional construct that includes shared values, norms, beliefs, and work practices that are the "soul" of an organization. Edgar H. Schein emphasizes that organizational culture consists of layers of artifacts, expressed values, and basic assumptions that are invisible but determine the behavior of organizational members. An understanding of the structure of these layers helps explain how culture influences how employees act and make decisions in the workplace (Alvesson, 2011).

Another widely used definition in management studies calls organizational culture a "system of shared meaning" that distinguishes the organization from others (Judge & Robbins, 2013). In the context of government bureaucracy, culture does not only emerge from formal rules, but also from the daily traditions, rituals, and leadership that shape employee behavior expectations. Therefore, the study of organizational culture needs to combine formal and informal aspects of the institution.

Employee performance is often measured through the dimensions of quality, quantity, timeliness, initiative, and compliance with procedures. Human resource management theory suggests that psychological conditions and work environments that are heavily influenced by organizational culture affect motivation, satisfaction, organizational commitment, and ultimately individual performance. In other words, organizational culture serves as a context mediator that determines whether employees' abilities and resources can be realized into high performance (Akpa et al., 2021).

The mechanism of cultural influence on performance can be explained through several paths: (1) internalization of values (employees act according to shared values), (2) leadership and exemplary (leaders set examples of behavior), (3) communication and collaboration structures (facilitate work coordination), and (4) reward and discipline systems (encourage productive behavior). The

implementation of values such as accountability, service, and collaboration (e.g., the value of ASN BerAKHLAK) can increase the orientation to service results and quality.

Empirical studies in various government agencies and private organizations in Indonesia generally find a positive relationship between organizational culture and employee performance: a strong work culture is associated with improved discipline, motivation, job satisfaction, and productivity. However, these influences are not always uniform—variation in results is influenced by cultural indicators studied, data collection methods, sample characteristics, and organizational context (e.g., levels of decentralization, resources, and local leadership) (Ilahi, 2020).

Reviewed, and meta-analytical research shows that the relationship between organizational culture and performance is real but complex; Some cultural dimensions (e.g., openness, innovation, discipline) are more strongly related to performance than others (e.g., formal rituals). This indicates the importance of choosing cultural indicators that are relevant to the context of public services in the sub-district – for example: discipline, service orientation, internal communication, teamwork, and technology-based service innovation.

In the context of sub-district level government—such as Pulo Bandring District—organizational culture has direct practical implications for the experience of citizens: the behavior of service officers, the accuracy of administrative management, and responsiveness to public complaints. Because the sub-district office is the front line of administrative services, its pro-service and accountable culture will have an impact on public trust and the effectiveness of local governance. Therefore, research that examines this relationship at the sub-district level has policy relevance (Asrul et al., 2021).

While many studies have shown positive influences, there are also studies that have found a weak or insignificant influence between organizational culture and performance under certain conditions. Moderating factors that are often identified include transformational leadership, work motivation, discipline, and work infrastructure meaning culture alone is not necessarily enough if other supporting factors are inadequate. These findings underline the need to include control variables or intervening variables in the research design at Pulo Bandring to make the results clearer (AGUSTIN et al., 2024).

For measurement, the models that are often used are the Denison approach (focus on consistency, engagement, adaptability, and mission orientation), Schein (cultural layer), and the local adaptation scale that accommodates the values of the Indonesian government bureaucracy. The use of locally validated instruments will increase the reliability of results that can be applied to sub-district policy recommendations (Tadesse Bogale & Debela, 2024).

With the theoretical foundation and empirical evidence, the relevant hypothesis for this study is that organizational culture has a positive and significant effect on employee performance in Pulo Bandring District, Asahan Regency. However, because research at the sub-district level can be influenced by local contexts (sub-district leadership, resources, electronic services), research

also needs to consider control variables or mediating variables such as work discipline, job satisfaction, and infrastructure support.

METHODOLOGY

Types and Approaches to Research

This study uses a quantitative approach with associative research methods. Associative research aims to find out the relationship and influence between two or more variables. Through this study, the researcher seeks to test the influence of organizational culture on employee performance in Pulo Bandring District, Asahan Regency based on empirical data obtained from respondents. The quantitative approach was chosen because this study requires numerical measurement and statistical analysis in testing hypotheses.

Research Location and Time

This research was carried out at the Pulo Bandring District Office, Asahan Regency. The selection of this location is based on the consideration that the sub-district office is a government institution that plays a direct role in providing public services to the community, so it is relevant to be researched related to organizational culture and employee performance.

The research period was carried out for four months, namely from April 2025 to July 2025. The time span includes instrument preparation, data collection, data processing, analysis, and preparation of research reports.

Population and Research Sample

The population in this study is all employees who work at the Pulo Bandring District Office, Asahan Regency. The population includes 35 State Civil Apparatus (ASN) employees and honorary employees.

The sampling technique uses saturated sampling (total sampling). According to (Sugiyono, 2017), saturated sampling is a sample determination technique when all members of the population are used as research samples. Because the population is relatively small, namely 35 people, the entire population is used as a research sample, so the number of samples in this study is 35 respondents.

Research Variables and Operational Definitions

This research consists of two variables, namely:

1. Independent Variable (X): Organizational Culture

Organizational culture is defined as values, norms, habits, and work patterns that are embraced and applied by employees in the work environment of Pulo Bandring District. Indicators used in measuring organizational culture include:

- a) Work discipline
- b) Teamwork
- c) Internal communication
- d) Work innovation
- e) Adherence to organizational values

2. Bound Variable (Y): Employee Performance

Employee performance is the result of employee work both in quality and quantity in carrying out tasks in accordance with their responsibilities. The indicators used include:

- a) Quality of work
- b) Working quantity
- c) Punctuality
- d) Responsibilities
- e) Service orientation

Data Collection Techniques

The data collection techniques used in this study are:

1. Questionnaire
The main instrument is a closed questionnaire with a Likert scale of 1–5. A questionnaire was given to 35 respondents to find out employees' perceptions related to organizational culture and performance.
2. Observation
Observation is carried out to see firsthand the conditions of work culture and the implementation of employee duties in the sub-district office.
3. Documentation
Documentation is carried out to obtain supporting data, such as organizational structure, number of employees, duties, and relevant documents.

Data Analysis Techniques

The data from the research will be analyzed quantitatively using the following stages:

1. Test Research Instruments
 - Validity Test: to test the validity of a statement item in a questionnaire.
 - Reliability Test: to test the consistency level of the questionnaire using the Cronbach Alpha formula.
2. Descriptive Statistical Analysis
It is used to describe data on organizational culture variables and employee performance based on the distribution of respondents' answers.
3. Classic Assumption Test
Includes normality, linearity, and homogeneity tests as a requirement for regression analysis.
4. Simple Linear Regression Analysis
It is used to determine the influence of organizational culture variables (X) on employee performance (Y).
5. Hypothesis Test
 - T (partial) test to determine the significance of the influence of variable X on Y.
 - Coefficient of Determination (R^2) to find out how much organizational culture contributes to employee performance.

Measurement Scale

The scale used in this study is the Likert Scale with the following answer options:

Table 1. Measurement Scale

| Score | Answer Categories |
|-------|-------------------|
| 5 | Strongly agree |
| 4 | Agree |
| 3 | Nervous |
| 2 | Disagree |
| 1 | Strongly Disagree |

RESEARCH RESULTS

The Influence of Organizational Culture on Employee Performance

This study aims to find out whether organizational culture affects employee performance in Pulo Bandring District, Asahan Regency. The test was carried out using simple linear regression analysis, where organizational culture variables (X) were the independent variables and employee performance (Y) was the bound variable. Data was obtained through the distribution of questionnaires to 35 respondents, then processed using a statistical program.

Results of Simple Linear Regression Analysis

Simple linear regression analysis is used to determine the direction and magnitude of the influence of organizational culture on employee performance. The results of the regression test can be seen in the following table:

Table 2. Results of Simple Linear Regression Analysis

| Variable | Regression Coefficient (B) | t-count | Sig. |
|----------------------------|----------------------------|---------|-------|
| Constant | 12,842 | - | - |
| Organizational Culture (X) | 0,652 | 5,487 | 0,000 |

Based on Table 4.1, the regression equation is obtained as follows:

$$Y = 12,842 + 0,652X$$

The equation shows that every one unit increase in the organizational culture score will increase the employee performance score by 0.652 points. The regression coefficient has a positive value, which means that the better the organizational culture that is applied, the higher the employee performance.

T test (Partial test)

The t-test aims to find out whether organizational culture variables have a significant effect on employee performance. The basis for decision-making is:

- If the Sig value < 0.05 then H₁ is accepted
- If the Sig value ≥ 0.05 then H₁ is rejected

The results of the t-test in Table 4.1 show a t-calculated value of 5.487 with a significance value of 0.000 < 0.05, so it can be concluded that H₁ is accepted. This means that there is a significant influence of organizational culture on employee performance in Pulo Bandring District, Asahan Regency.

Coefficient of Determination (R²)

The determination coefficient is used to find out how much organizational culture contributes to employee performance. The results of the determination coefficient test can be seen in the following table:

Table 3. Coefficient of Determination (R²)

| Type | R | R Square (R²) | Adjusted R² |
|-------------|----------|---------------------------------|-------------------------------|
| 1 | 0,679 | 0,461 | 0,445 |

Based on Table 4.2, it is known that the R Square value is 0.461 or 46.1%. This means that organizational culture contributes 46.1% to employee performance in Pulo Bandring District, Asahan Regency, while the remaining 53.9% is influenced by other factors that were not studied in this study, such as work motivation, leadership, work environment, and compensation.

DISCUSSION

The results of the study show that organizational culture has a positive and significant effect on employee performance in Pulo Bandring District, Asahan Regency. This is proven through the results of a simple linear regression analysis which shows a regression coefficient of 0.652 with a significance value of $0.000 < 0.05$. This means that the better the organizational culture that is implemented, the better the performance of employees. The determination coefficient value of 0.461 showed that organizational culture contributed 46.1% to employee performance, while the remaining 53.9% was influenced by other factors outside the study variables.

These findings support the theoretical concept (Judge & Robbins, 2013) which states that organizational culture is a system of common meaning embraced by members of the organization and becomes a guideline for behavior at work. When organizational cultural values are firmly embedded, such as discipline, responsibility, cooperation, and service orientation, employee behavior will be more directed so that it has a positive effect on work achievement. The results of this study are also in line with the opinion (Schein, 2010) which states that organizational culture can control and shape the behavior of organizational members in the long run through the internalization of values.

In the context of the sub-district office as a public organization, the organizational culture is not only reflected in formal rules, but also from work habits, service ethics, and interaction between employees in carrying out service duties to the community. A good work culture will be reflected in the attitude of employees who are disciplined, have integrity, be responsive, and be able to work together. The findings of this study show that the organizational culture in Pulo Bandring District has had a positive impact on employee work behavior, especially in terms of improving the quality of public services.

The results of this study are also consistent with previous research. Research conducted by (Ilahi, 2020) shows that organizational culture has a positive and significant effect on employee performance with a contribution of 61.6%. Similarly, research conducted by (Marbun & Jufrizen, 2022) found that organizational culture is able to improve employee discipline, motivation, and productivity, thereby

encouraging performance improvement. Thus, the results of this study strengthen empirical evidence that organizational culture is an important factor in determining organizational success in improving the quality of apparatus performance, including at the sub-district government level.

However, the R^2 value of 46.1% indicates that organizational culture is not the only determining factor in employee performance. This is in line with the opinion (Malayu, H. S. & Hasibuan, 2017) that employee performance is also influenced by other aspects such as motivation, leadership, work environment, communication, and compensation. In other words, improving performance not only requires a good organizational culture, but also the support of other factors so that employee performance is more optimal.

Overall, the results of this study confirm that organizational culture has a strategic role in improving employee performance in Pulo Bandring District. A good organizational culture creates a conducive work atmosphere, builds employee commitment, and encourages a more professional quality of public services. Therefore, strengthening organizational culture needs to be the main concern of the sub-district in an effort to improve the quality of service to the community.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that organizational culture has a positive and significant effect on employee performance in Pulo Bandring District, Asahan Regency. The better the organizational culture is implemented, the better the performance of employees, especially in terms of discipline, responsibility, and quality of public services. The recommendations for the sub-district are to strengthen the habituation of positive work values, increase leadership examples, and create a work environment that supports collaboration and innovation. In addition, work culture development training and periodic evaluations are needed to maintain the consistency of the implementation of organizational culture so that employee performance continues to improve.

ADVANCED RESEARCH

Further research suggests adding other variables such as work motivation, leadership, and work environment to broaden understanding of the factors that affect employee performance. Mixed research methods can also be used to obtain a more in-depth and comprehensive analysis.

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