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Revisiting Work Culture: A Literature Based Analysis of Its Influence on Employee Performance

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Abstract - *In today's rapidly evolving business environment, organizational competitiveness is increasingly influenced by the quality of its human capital. Central to this is work culture, which serves as a foundation for promoting innovation, productivity, and employee well-being. This study adopts a qualitative literature review approach to examine how work culture affects employee performance. The analysis synthesizes findings from scholarly sources published within the last decade to ensure relevance and rigor. Results reveal that a strong and positive work culture characterized by open communication, mutual respect, ethical values, and managerial support—significantly contributes to individual and team performance. Moreover, cultural elements such as selfefficacy, motivation, fair workload distribution, and a supportive work environment mediate the relationship between organizational values and employee outcomes. These insights affirm the necessity of fostering a collaborative, values-driven workplace culture as a strategic imperative for sustainable organizational success.*

Keywords*: work culture, employee performance, organizational behavior, motivation, workplace environment.*

I. INTRODUCTION

Work culture is a crucial element in organizations that influences interactions between employees, the formation of values, and the creation of an environment that supports innovation and progress (Asbari et al., 2021b, 2021a; Asbari & Prasetya, 2021). A positive work culture, characterized by effective communication and appreciation of individual performance, contributes to improved team performance, employee loyalty and organizational reputation. A deep understanding of work culture enables management to create a harmonious and productive work environment. Substantively, work culture reflects the practices and values embraced by the organization that have a direct impact on productivity, output quality and corporate image (M. A. Fikri et al., 2020; Yuwono, Novitasari, et al., 2020; Yuwono, Wiyono, et al., 2020). Open communication and appreciation of individual contributions are important indicators of a healthy work culture, which in turn strengthens the spirit of collaboration and work motivation. A positive work culture will be realized if it is supported by a reward system, open communication, and active involvement from management, which will overall increase the efficiency and competitiveness of the organization (Septiyani et al., 2024). A safe, conducive and collaborative work environment, which takes into account the physical and psychological wellbeing of employees, plays an important role in boosting morale and productivity. A culture that facilitates collaboration, innovation and motivation creates a sense of comfort and appreciation for employees, which will encourage them to give their best performance. In addition, a fair division of workload in accordance with individual capacity is key in improving work effectiveness and efficiency (Firjatullah et al., 2023).

A constructive work culture also enhances a sense of togetherness, openness, kinship, and mutual cooperation among employees, which in turn strengthens the productivity of human resources in facing global challenges (Asbari et al., 2020; Purwanto, 2020; Tsoraya et al., 2022). Effective work time management helps maintain stamina and morale. Conversely, excessive use of working time without planning can have a negative

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impact on employee performance (Siregar et al., 2020). A strong organizational culture includes values of honesty, commitment, responsibility, and cooperation, and is able to encourage employees to improve performance on an ongoing basis (R. N. Adha et al., 2019). A supportive work environment, born from a strong corporate culture, not only increases motivation and engagement, but also plays an important role in increasing employee creativity and retention (H. Adha et al., 2024). The contribution of work culture to employee performance is also mediated by self-efficacy and job satisfaction. If these two aspects are fulfilled, the impact will be very positive on improving individual performance (Roni et al., 2024). Therefore, control over the implementation of work culture is needed so that the values and norms that apply in the organization can be consistently applied by all employees (Asbari & Novitasari, 2020; M. A. A. Fikri et al., 2021; Kamar et al., 2020). This control is important to prevent the emergence of negative behavior and internal conflicts that can harm the organization (Anwar et al., 2023). Furthermore, career planning is an integral part of human resource management, because it allows individuals to develop awareness of their potential and available career opportunities. With good career planning, employees can hone their potential optimally, which in turn has a positive impact on achieving organizational goals (Palin & Rahmat, 2024).

II. RESEARCH METHOD

This research uses a literature review method with a qualitative approach. The stages in this method include the process of collecting, critically reviewing, and analyzing various academic literature relevant to the topic of work culture and its influence on employee performance. The purpose of this approach is to gain a comprehensive understanding based on existing theoretical and empirical findings. The steps in conducting this literature study include: 1. Data Collection: Identifying and collecting references from scientific journals, academic articles, and other relevant documents that discuss the theme of work culture and employee performance. 2. Literature Selection: Screening the literature used based on relevance and recency criteria, i.e. literature published within the last ten years in order to maintain the validity and actuality of the data. 3. Literature Analysis: Grouping and analyzing the content of literature related to the dimensions of work culture and its implications for productivity and individual performance in the organizational environment. 4. Preparation of Research Item List: Compiling a list of research items adapted from the journals that have been analyzed, which are then summarized and presented in Table 1 as part of the bibliography of this study.

Table 1. Research Items List

Notes	Item
Budaya Kerja (B), Kinerja (K)	
BK1	Peran Manajemen Karir dalam Proses Peningkatan Kinerja Karyawan dalam Suatu Perusahaan.
BK2	Pengaruh Lingkungan Kerja, Budaya Kerja, dan Beban Kerja Terhadap Kinerja Karyawan
BK3	Optimalisasi Budaya Kerja di PT PAL Indonesia: Studi Literatur Review
BK4	Pengaruh Iklim Organisasi dan Efikasi Diri Terhadap Kepuasan Kerja dan Dampaknya Terhadap Kinerja Karyawan Bank Aceh Syariah Kantor Cabang Bireun.
BK5	Pengaruh Budaya Kerja dan Jam Kerja Terhadap Kinerja Karyawan Pada PT. Latexindo Toba Perkasa Binjai
BK6	Pengaruh Motivasi Kerja, Lingkungan Kerja, Budaya Kerja Terhadap Kinerja Karyawan Dinas Sosial Kabupaten Jember.
BK7	Pengaruh Budaya Kerja dan Budaya Organisasi Terhadap Kinerja Melalui Beban Kerja Aparatur Sipil Negara di Lingkup Pemerintah Kota Makasar
BK8	Budaya Kerja, Motivasi Kerja dan Kepuasan Kerja Terhadap Komitmen Kerja
BK9	Analisis Terhadap Faktor Berpengaruh Pada Peningkatan Kinerja Karyawan (Studi Pada Ubud Raya Resort
BK10	Pengaruh Kompensasi, Loyalitas Karyawan dan Pengembangan Karier Terhadap Kinerja Karyawan Hotel Sari Ater Kamboti Bandung
BK11	Analisis Budaya Kerja di PT Hino Motors Manufacturing Indonesia
BK12	Pengaruh Budaya Kerja, Kompensasi, dan Motivasi Kerja Terhadap Kepuasan dan Kinerja Karyawan PT. Paramount Enterprise International

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III. RESULTS AND DISCUSSION

Result

Work culture is proven to have a positive influence on employee performance, especially in aspects of innovation, collaboration, and motivation. A work environment based on a strong organizational culture is also able to create work comfort and increase individual achievement in the organization (Firjatullah et al., 2023). In addition, a good work culture reflects values such as commitment, responsibility, honesty, and the ability to work together effectively between employees. These values contribute to creating a healthy and productive work environment. Research by R. N. Adha et al. (2019) shows that a conducive work environment-characterized by harmonious relationships between employees and superiors and comfortable workspace arrangements-has a significant effect on increasing morale and work productivity. However, it was found that internal motivation does not always have a direct influence on improving performance without being supported by strong work culture elements. Furthermore, Wildana et al. (2024) emphasized that a positive work culture can increase the sense of being valued among employees, especially when corporate values are aligned with individual work behaviors. Job satisfaction arising from the application of moral values in the organization becomes a mediating factor that strengthens the influence of work culture on employee performance.

Anggariani et al. (2024) identified three main factors that influence performance through work culture: 1. Self-Confidence: Relates to the employee's ability to complete tasks and face challenges, which can increase motivation and work initiative. 2. Work Discipline: Refers to adherence to rules, procedures and schedules set by the company. Consistent discipline correlates with work accuracy and effectiveness. 3. Supportive Work Environment: Includes the provision of facilities that create a comfortable and productive work atmosphere. A healthy physical environment improves concentration and psychological comfort while working. Furthermore, a healthy work culture results in various positive impacts, including: 1. Increased motivation and productivity, 2. Decreased levels of stress and job burnout, 3. Increased work engagement and efficiency, 4. Emotional support and availability of resources, 5. Increased resilience to work pressure and drive to achieve optimal performance. However, although positive work culture contributes to work effectiveness, its effect on workload or performance improvement is not fully significant if it is not accompanied by a proportional distribution of workload and according to individual capacity (H. Adha et al., 2024).

Discussion

A conducive and comfortable work environment has a significant influence on the physical and psychological aspects of employees, which in turn contributes to improving work quality and productivity (Firjatullah et al., 2023). In this context, the two main factors that have the most influence on improving employee performance are the work environment and work culture (R. N. Adha et al., 2019). The work culture applied in an organization plays an important role in shaping employee behavior and work ethic. Values such as commitment, responsibility, honesty, and the ability to work together not only strengthen relationships between individuals, but also create a healthy, harmonious, and productive work environment. As explained in previous findings, a work environment supported by adequate lighting, positive interactions between superiors and subordinates, and a well-organized work structure can increase work enthusiasm and motivation (R. N. Adha et al., 2019). Furthermore, the implementation of a positive work culture can strengthen employee commitment to the organization. When work culture is aligned with individual values and expectations, it creates a sense of belonging and loyalty to the company, which has a direct impact on improving performance (Anwar, Didin Hikmah Perkasa, Hegar Harini, & Ryani Dhyan Parashakti, 2023). Employee performance itself can be measured through various dimensions, such as work quality, output quantity, timeliness, effectiveness in carrying out tasks, and the level of individual independence in completing work (Razmayanti & Kusuma, 2024). In addition to work culture, compensation and work motivation are also important factors that can affect performance, either directly or through indirect mechanisms such as job satisfaction (Sri et al., 2024). This means that efforts to improve employee performance cannot be done partially, but must include a comprehensive strategy by paying attention to aspects of the work environment, organizational culture, reward system, and strengthening internal motivation. Thus, the integration of a strong work culture, a supportive work environment, and a managerial system that pays attention to employee welfare and motivation is key in encouraging sustainable performance improvement.

IV. CONCLUSION

Employee confidence in completing tasks is proven to have a significant influence on improving performance, as it relates to initiative and ability to face work challenges. Work discipline, which is reflected in regularity, compliance with rules, and focus on carrying out responsibilities, also contributes positively to the effectiveness and quality of work results. In addition, a comfortable and supportive work environment physically and psychologically can create a conducive work atmosphere, increase comfort, and provide peace of mind for employees in completing their work optimally. A positive work culture and proper management of working hours are also important factors in influencing work performance, especially in creating a balance between productivity and employee welfare. Overall, employee performance is influenced by various interrelated factors, including work culture, motivation, compensation, discipline, and work environment. Therefore, efforts to improve performance must be done holistically by creating a work ecosystem that is structurally, culturally and emotionally supportive.

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