



# The Interplay of Organizational Culture and HRM in Shaping High-Performance Organizations

Abdurrozzaq Hasibuan<sup>1</sup>, Suhela Putri Nasution<sup>2</sup>, Taufiqurrahman Hasibuan<sup>3</sup>

<sup>1</sup>Department of Industrial Engineering, Faculty of Engineering, Universitas Islam Sumatera Utara

<sup>2</sup>Department of Agribusiness, Faculty of Agro-Technology, Universitas Prima Indonesia

<sup>3</sup>Department of Industrial Engineering, Faculty of Engineering, Universitas Malikussaleh

Corresponding Author E-mail ; [rozzaq@uisu.ac.id](mailto:rozzaq@uisu.ac.id)

Email : [rozzaq@uisu.ac.id](mailto:rozzaq@uisu.ac.id); [suhelaputrinasion@unprimdn.ac.id](mailto:suhelaputrinasion@unprimdn.ac.id); [taufiqurrahman.hsb@gmail.com](mailto:taufiqurrahman.hsb@gmail.com)

**Abstract**—This study investigates the dynamic relationship between organizational culture and human resource management (HRM) practices in fostering high-performance organizations. Using a mixed-methods approach, data were collected from 150 employees and HR managers across both public and private institutions in Indonesia. The quantitative analysis was conducted using Structural Equation Modeling, Partial Least Squares (SEM-PLS), while qualitative insights were obtained through in-depth interviews with 10 organizational leaders. The findings reveal that organizational culture has a significant influence on HRM practices ( $\beta = 0.512$ ;  $T = 7.83$ ), particularly in shaping the way HR systems such as recruitment, training, and performance appraisal are designed and accepted. Furthermore, HRM practices have a strong direct impact on organizational performance ( $\beta = 0.438$ ;  $T = 6.15$ ), especially in terms of innovation, employee engagement, and productivity. Importantly, the interaction between culture and HRM was found to significantly moderate the relationship between HRM and performance ( $\beta = 0.226$ ;  $T = 2.93$ ), suggesting that cultural alignment strengthens the effectiveness of HR strategies. Qualitative findings support the quantitative results, emphasizing the critical role of leadership in bridging cultural values with HR systems and identifying barriers such as bureaucracy and low employee involvement. This study confirms that the synergy between organizational culture and HRM is not merely complementary, but essential for sustaining high performance. The research contributes to the theoretical development of HRM–culture integration and offers practical recommendations for leaders to align values and systems in complex organizational contexts. Future studies are encouraged to expand this model across sectors and national cultures to validate its broader applicability.

**Keywords:** Organizational Culture, Human Resource Management, High-Performance Work System, SEM-PLS, Cultural Alignment, Organizational Performance

## 1. INTRODUCTION

In the era of digital disruption, globalization, and increasing organizational complexity, companies are under constant pressure to improve their agility, innovation, and long-term performance. Among the key internal enablers of organizational transformation are organizational culture and human resource management (HRM). When properly aligned, these two elements serve as the backbone of high-performing organizations by influencing employee behavior, engagement, and productivity.

Organizational culture refers to the shared values, beliefs, and behavioral norms that guide interactions and decision-making. In contrast, strategic HRM encompasses practices such as competency-based recruitment, performance-driven reward systems, leadership development, and talent management. The synergy between these two dimensions is essential in shaping an adaptive, committed, and results-oriented workforce. (Papadionysiou and Myloni, 2023)

However, in practice, many organizations struggle to align their declared cultural values with the actual implementation of HRM strategies. This misalignment often leads to reduced employee motivation, increased turnover, and suboptimal organizational performance. According to the PwC Global Culture Survey 2023, 72% of business leaders believe that strong organizational culture directly contributes to business performance, yet only 35% of employees feel that the culture in their organizations is consistently lived out. A 2022 Harvard Business Review study revealed that organizations with strong cultural alignment and strategic HRM practices are 1.6 times more likely to achieve above-average financial performance. A LinkedIn Indonesia 2023 survey found that 78% of young professionals consider organizational culture as a top factor in choosing an employer, more than salary or career path. A study by Indonesia's National Institute of Public Administration (LAN-RI, 2022) revealed that many public sector organizations maintain rigid, hierarchical cultures and lack HRM systems based on competency and accountability. In the state-owned enterprises (SOEs), the implementation of Core Values AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative) has shown progress. However, a 2023 survey by the Ministry of SOEs found that only 58% of employees feel these values are fully implemented in HRM practices.

### Current Issues

1. Misalignment between declared culture and HRM practices: Organizations often promote collaboration or innovation as cultural values but continue to implement rigid or bureaucratic HRM systems that do not support these ideals.
2. Overemphasis on output with limited regard for human process: A strong focus on targets and KPIs without adequate investment in employee well-being and engagement may result in burnout and organizational disengagement.
3. Digital transformation without cultural adaptation: The adoption of new technologies is often not matched by a cultural shift in mindset and work behavior, reducing the effectiveness of digital initiatives.



4. Limited localization of global HRM practices: In developing countries like Indonesia, global HRM frameworks are often implemented without adaptation to local cultural values such as collectivism, familial hierarchy, and social harmony.

This study aims to explore and analyze how the interaction between organizational culture and human resource management (HRM) practices contributes to the development of high-performance organizations. It seeks to identify the extent to which cultural values are integrated into HR strategies and how this alignment influences employee behavior, engagement, and overall organizational outcomes. The research also aims to highlight best practices and provide recommendations for achieving cultural-HRM synergy in diverse organizational contexts. To examine the influence of organizational culture on employee performance and organizational outcomes, To analyze the role of HRM practices in supporting or hindering cultural values within organizations., To evaluate the degree of alignment between HRM strategies and organizational culture, To identify critical factors that drive or impede the development of high-performance organizations through culture-HRM integration, and To propose practical recommendations for enhancing cultural and HRM alignment in both private and public sector organizations.

## 2. LITERATURE REVIEW

### Organizational Culture & High-Performance Linkages

Organizational culture is widely recognized as a fundamental driver of organizational effectiveness and long-term success. It encompasses the shared values, beliefs, assumptions, and behavioral norms that shape how employees interact, make decisions, and execute their work. A strong and adaptive organizational culture does not only foster internal cohesion but also enhances an organization's ability to respond to external challenges, innovate, and sustain high levels of performance. (Victoria, Olalekan and Evangeline, 2021)

Numerous empirical studies have validated the positive relationship between organizational culture and organizational performance. For example, Denison and Mishra (1995) identified four key cultural traits, involvement, consistency, adaptability, and mission, which are significantly associated with organizational outcomes such as return on assets (ROA), growth, and customer satisfaction. Organizations that cultivate a culture of employee involvement and shared mission tend to perform better in terms of both financial and non-financial metrics.

Culture functions as a performance enabler by shaping employee behavior and attitudes. A culture of trust and collaboration promotes psychological safety, encourages open communication, and supports risk-taking and innovation. When employees internalize organizational values, they are more likely to engage in discretionary efforts that exceed job expectations, a phenomenon known as organizational citizenship behavior (OCB), which contributes significantly to performance. In high-performance organizations (HPOs), culture is strategically aligned with vision, strategy, and HR systems. These organizations often exhibit: (Zeb, Mohammed and Mostafa, 2024)

- Clear and shared values
- Strong internal alignment
- Empowered and engaged employees
- Continuous learning and adaptability

(Papadionysiou and Myloni, 2023) Furthermore, the impact of culture on performance is not uniform across all contexts. It is moderated by factors such as leadership behavior, industry dynamics, and national culture. For instance, in collectivist societies like Indonesia, cultural attributes such as harmony, respect for hierarchy, and loyalty may play a different role compared to individualistic cultures. Thus, understanding the contextual fit of cultural traits is essential for enhancing organizational outcomes. A study by Denison Consulting (2019) on 422 organizations across 48 countries found that companies with high scores in cultural dimensions also demonstrated superior business performance, Tsai (2011) found that organizational culture has a significant effect on job satisfaction and organizational commitment among healthcare workers, and Harvard Business Review (2022) reported that companies with aligned culture and strategy are 1.6 times more likely to achieve above-average profitability. (Zeb, Mohammed and Mostafa, 2024)

### Synergy of Culture and HRM Practices

The alignment between organizational culture and human resource management (HRM) practices is increasingly recognized as a strategic imperative for building and sustaining high-performance organizations. While culture provides the normative framework that guides behavior, HRM delivers the systems and processes that shape how individuals are recruited, developed, rewarded, and retained. When these two elements are in harmony, they create a reinforcing system that amplifies employee commitment, engagement, and productivity. (Denison Consulting, 2019) (Wiyono *et al.*, 2025) The Resource-Based View (RBV) of the firm emphasizes that intangible assets, such as culture and human capital, are key sources of sustained competitive advantage. Strategic HRM practices, when aligned with the underlying organizational culture, support the development of human capital that is valuable, rare, inimitable, and non-substitutable (VRIN). Similarly, Social Exchange Theory (SET) explains that employees reciprocate fair and culturally consistent HR practices with loyalty and high performance. (Paredes-saavedra, Huancahuire-vega and Morales-garc, 2024).

Research shows that HRM systems are most effective when they reflect the cultural context of the organization. For example: In collectivist cultures, HRM practices that emphasize teamwork, group-based rewards, and harmonious



relationships are more effective. In innovation-driven cultures, HRM systems should support autonomy, creativity, and continuous learning, and When HRM practices contradict organizational values, it leads to cultural dissonance, employee cynicism, and reduced performance. Thus, successful organizations invest in ensuring cultural congruence, where HR policies are perceived as consistent with shared values and leadership behaviors. (Wiyono *et al.*, 2025)

High-Performance Work Systems (HPWS), a bundle of HR practices such as selective staffing, training, performance-based rewards, and participative decision-making, yield superior results only when embedded in a supportive organizational culture. (Wiese, Lehmann and Beckmann, 2024)

#### **Strategic Benefits of HRM–Culture Synergy**

When HRM and culture are aligned, organizations benefit from: Enhanced psychological safety and employee well-being, Improved employee engagement and retention, Stronger organizational citizenship behavior (OCB), and Greater resilience and adaptability to change

This synergy fosters an ecosystem where strategy, structure, people, and values move in the same direction—creating a cohesive and high-performing organization.

### **3. RESEARCH METHODOLOGY**

#### **1. Research Design**

(Creswell, J. W., & Creswell, 2017) This study adopts a mixed methods approach, combining quantitative and qualitative methods to gain a comprehensive understanding of how organizational culture and HRM interact to influence organizational performance. The design is explanatory sequential, where quantitative data is collected and analyzed first, followed by qualitative interviews to explain and enrich the findings. (Creswell, 2018)

#### **2. Quantitative Method**

- Instrument: Structured questionnaire using Likert-scale items
- Variables:
  - *Independent Variables*: Dimensions of Organizational Culture (e.g., involvement, consistency, adaptability) and HRM practices (e.g., recruitment, training, reward systems)
  - *Dependent Variable*: Organizational Performance (measured by perceived effectiveness, innovation, productivity)
- Respondents: Middle to top-level managers and HR practitioners across public and private organizations
- Sampling Technique: Purposive sampling
- Sample Size: Minimum 150 respondents
- Analysis Technique: Structural Equation Modeling (SEM-PLS) to assess causal relationships among variables. (Hair, Ringle and Sarstedt, 2022)

#### **3. Qualitative Method**

- Data Collection: In-depth interviews with key HR leaders and organizational culture specialists
- Purpose: To explore perceptions, experiences, and contextual insights related to culture-HRM alignment
- Sampling: Expert purposive sampling
- Analysis: Thematic content analysis to identify patterns and insights complementing the quantitative findings

#### **4. Research Tools**

- Standardized culture measurement: Denison Organizational Culture Survey
- HRM practices: Adapted from High Performance Work System (HPWS) framework
- Organizational performance: Based on Balanced Scorecard or customized KPIs (Key Performance Indicators)

#### **5. Validity and Reliability**

- Validity: Content and construct validity through expert judgment and pilot testing. (Joseph F. Hair Jr, et., 2021)
- Reliability: Cronbach's Alpha and Composite Reliability analysis (threshold > 0.70) (Ringle and Sarstedt, 2021)

#### **6. Ethical Considerations**

- Informed consent will be obtained from all participants
- Anonymity and confidentiality will be strictly maintained
- The research complies with institutional ethical research standards

### **4. RESULT AND DISCUSSION**

#### **Descriptive Results**

Based on the quantitative survey (n = 150), the following findings were obtained:

- Organizational Culture scored highly on dimensions of involvement (Mean = 4.2) and mission clarity (Mean = 4.0), indicating strong employee engagement and alignment with the organization's vision.
- HRM Practices, especially in training & development and performance appraisal, were rated positively (Mean = 4.1), but weaknesses were observed in recognition systems and career path transparency.



- Organizational Performance (measured via perceived effectiveness, innovation, and employee productivity) showed moderate to high scores (Mean = 4.0), with the highest dimension being team effectiveness.

### SEM-PLS Path Analysis

Using Structural Equation Modeling (Partial Least Squares), the following relationships were tested:

Table 1. Structural Equation Modeling (Partial Least Squares)

Hypothesized Path	Path Coefficient ( $\beta$ )	T-Value	Result
Organizational Culture $\rightarrow$ HRM Practices	0.512	7.83	Significant
HRM Practices $\rightarrow$ Organizational Performance	0.438	6.15	Significant
Organizational Culture $\rightarrow$ Organizational Performance	0.289	3.72	Significant
Culture $\times$ HRM Interaction $\rightarrow$ Performance	0.226	2.93	Significant (Moderating Effect)

All proposed relationships were statistically significant at  $p < 0.05$ , confirming that organizational culture not only directly influences performance but also strengthens the effect of HRM practices.

### Qualitative Insights

Interviews with 10 HR managers and organizational leaders revealed three dominant themes:

1. Cultural Alignment Enables HRM Consistency; HR leaders emphasized that HR systems function best when aligned with internal values. For instance, reward systems that reflect the organization's values (e.g., collaboration or innovation) receive greater acceptance and result in higher motivation.
2. Leadership as Cultural Carriers; Leaders play a pivotal role in embedding cultural values into HR practices, particularly through example-based behavior, mentoring, and non-formal communication.
3. Barriers to Integration; Respondents reported barriers such as bureaucratic legacy, lack of cross-functional coordination, and low employee voice in policy design as inhibitors of cultural-HRM synergy.

### Discussion

These findings affirm that the synergy between culture and HRM practices is a powerful determinant of organizational performance. Consistent with the Denison Model and High-Performance Work Systems (HPWS) framework, culture shapes how HR systems are perceived, adopted, and internalized.

When HRM practices are implemented in culturally aligned ways, employees are more likely to engage in behaviors such as proactivity, teamwork, and discretionary effort, leading to improved organizational outcomes.

The interaction effect also supports the notion that neither culture nor HRM alone is sufficient to create high-performance organizations. Their interplay must be strategically managed to achieve sustained excellence.

### Implications

- Organizations should conduct cultural audits before revising HRM systems.
- HR strategies must be contextualized to reflect both organizational values and national/local cultures.
- Leaders should be trained as culture carriers to bridge strategy and culture through HRM.

### Analysis of Results

The results of the study highlight the strategic interdependence between organizational culture and human resource management (HRM) practices in driving organizational performance. Both quantitative and qualitative findings converge to affirm the significance of their alignment in fostering a high-performance work environment.

#### Organizational Culture Enhances HRM Effectiveness

The **strong positive path coefficient** ( $\beta = 0.512$ ;  $T = 7.83$ ) between organizational culture and HRM practices suggests that a supportive cultural environment facilitates the successful design and implementation of HR systems. This is consistent with **Bowen & Ostroff's (2004)** assertion that a "strong HRM system" is one that is perceived as consistent, distinctive, and aligned with organizational values.

#### HRM Practices Directly Influence Organizational Performance

The study confirms a significant direct effect of HRM practices on organizational performance ( $\beta = 0.438$ ;  $T = 6.15$ ). Practices such as targeted training, clear performance evaluation, and merit-based rewards positively affect employee motivation and productivity. This finding aligns with the **High-Performance Work Systems (HPWS)** framework, which posits that integrated HRM bundles create synergy and generate sustainable competitive advantages.

#### Culture Also Has a Direct and Indirect Impact on Performance

Organizational culture not only affects HRM implementation but also has a direct positive effect on performance ( $\beta = 0.289$ ;  $T = 3.72$ ). This reinforces the Denison Model, where cultural traits such as mission clarity and adaptability are predictors of organizational outcomes.

Moreover, the **interaction effect** ( $\beta = 0.226$ ;  $T = 2.93$ ) confirms that culture **moderates** the HRM–performance relationship. HRM practices yield stronger performance results in culturally cohesive environments



### Triangulated Qualitative Findings

In-depth interviews corroborate the statistical findings:

- **Cultural Congruence:** HR policies were perceived as more effective when aligned with internal values (e.g., fairness, collaboration).
- **Leadership as a Cultural Bridge:** Leaders were viewed as critical actors in translating values into HR strategies.
- **Barriers to Alignment:** Resistance to change, lack of clarity in communication, and bureaucratic structures were noted as barriers to full integration.

### Theoretical and Practical Integration

These findings support an **integrative model** where:

- Culture acts as the *foundation* for designing relevant HRM systems,
- HRM practices serve as the *vehicles* for expressing cultural values in daily operations, and
- Their synergy results in improved **individual performance, team effectiveness, and organizational outcomes.**

Table 2. Summary of Findings

Construct	Key Result	Interpretation
Culture → HRM	$\beta = 0.512$ (Sig)	Culture supports effective HRM design and acceptance
HRM → Performance	$\beta = 0.438$ (Sig)	Strategic HRM practices improve performance
Culture → Performance	$\beta = 0.289$ (Sig)	Culture contributes to performance independently
Culture × HRM → Performance	$\beta = 0.226$ (Sig)	Culture strengthens the HRM–performance linkage
Interview Insight	Cultural alignment drives HRM success	Leaders, values, and systems must align

## 5. CONCLUSION

This study provides compelling evidence that organizational culture and human resource management (HRM) practices are deeply interrelated constructs that jointly contribute to shaping high-performance organizations. Through quantitative analysis supported by qualitative insights, several key conclusions can be drawn:

1. **Organizational culture significantly enhances the effectiveness of HRM practices.**  
A culture characterized by trust, clarity of purpose, adaptability, and internal alignment creates a fertile environment for implementing HRM strategies such as training, evaluation, and rewards.
2. **Strategic HRM practices have a direct and measurable impact on organizational performance.**
3. Practices rooted in employee development, performance recognition, and participative management lead to higher employee engagement, motivation, and productivity.
4. **Organizational culture exerts both direct and moderating effects on performance.**  
Not only does culture independently influence performance outcomes, but it also amplifies the positive impact of HRM practices when both are aligned.
5. **The synergy between culture and HRM is essential, not optional.**  
Misalignment between declared cultural values and HR practices can cause cynicism, disengagement, and underperformance. Conversely, cultural congruence drives psychological safety, innovation, and sustained excellence.
6. **Leadership plays a central role in integrating culture and HRM.**  
Leaders serve as carriers of cultural values and are instrumental in translating those values into HR policies, procedures, and informal practices.

In summary, this research confirms that neither culture nor HRM alone can fully optimize organizational performance. It is their strategic interplay, when values are embedded in systems, and systems reinforce values, that enables organizations to thrive in dynamic and competitive environments. Future research should explore this synergy across diverse cultural and industrial contexts, and organizations should continuously audit both their cultural foundations and HRM systems to ensure long-term alignment and resilience.

## RECOMMENDATIONS

Based on the study's findings, it is evident that the alignment between organizational culture and HRM practices plays a critical role in building high-performance organizations. Therefore, several strategic and practical recommendations are proposed to support the integration of cultural values into HRM systems and to optimize organizational performance. These recommendations are directed at HR leaders, top management, and organizational development practitioners who aim to transform their institutions into agile, value-driven, and performance-oriented entities.



### Systematic Recommendations

#### 1. Ensure Cultural Alignment in HRM Practices

Organizations should design and implement HR practices that consistently reflect the organization's core values. Recruitment, performance evaluation, promotion, and reward systems must be tailored to reinforce cultural norms such as collaboration, integrity, and innovation.

#### 2. Conduct Regular Cultural Diagnostics

Periodic assessment of organizational culture should be institutionalized to measure the gap between the stated cultural values and actual workplace behaviors. This can help HR teams realign policies and practices as needed.

#### 3. Develop Leaders as Cultural Champions

Leadership development programs should emphasize cultural stewardship. Leaders must be trained to internalize and model organizational values while integrating them into their HR-related decisions and management styles.

#### 4. Promote Employee Participation in HR Policy Design

Engaging employees in the development and refinement of HR systems ensures higher legitimacy, cultural fit, and acceptance. Mechanisms such as employee feedback loops, HR focus groups, and co-design workshops can be utilized.

#### 5. Contextualize Global HRM Standards to Local Culture

In multinational or diverse organizations, global HR frameworks should be localized to reflect national and organizational cultures. This enhances relevance and operational effectiveness across geographic and cultural boundaries.

#### 6. Incorporate Cultural Indicators into Performance Management

Organizations should integrate behavioral indicators related to cultural values, such as teamwork, adaptability, or ethical conduct, into employee appraisal systems to reinforce value-driven performance.

#### 7. Establish a Dynamic Culture–HRM Feedback System

A responsive mechanism that continuously connects HR initiatives with cultural changes is necessary. HR departments should work closely with employees and culture committees to monitor, evaluate, and adapt HR strategies in real time.

Implementing these recommendations will help organizations foster a **coherent and dynamic ecosystem** in which human resource management serves as both a reflection and a reinforcement of the organizational culture. This synergy, in turn, becomes a strategic asset that drives sustained employee engagement, innovation, and high organizational performance in today's competitive environment.

## REFERENCES

- Creswell, J. W., & Creswell, J.D. (2017) *Research Design: Qualitative, Quantitative, And Mixed Methods Approaches*, European University Institute. Thousand Oaks, California 91320: age Publications. Available at: <https://eur-lex.europa.eu/legal-content/PT/TXT/PDF/?uri=CELEX:32016R0679&from=PT%0Ahttp://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:52012PC0011:pt:NOT>.
- Creswell, J.W.C. and J.D. (2018) *Qualitative, Quantitative, and Mixed Methods Approaches*. United States of America: SAGE Publications, Inc.
- Denison Consulting (2019) 'High-Performance Organizational Culture Around the World', 6(2), 204–(6(2), 204–223). Available at: <https://doi.org/https://doi.org/10.1287/orsc.6.2.204>.
- Hair, J.F., Ringle, C.M. and Sarstedt, M. (2022) *Partial Least Squares Structural Equation Modeling ( PLS-SEM ) Using R*. Classroom Companion: Business. Available at: <https://doi.org/10.1007/978-3-030-80519-7>.
- Joseph F. Hair Jr, et., at (2021) *Partial Least Squares Structural Equation Modeling ( PLS-SEM ) Using R*. USA: Springer Nature Switzerland. Available at: <https://doi.org/https://doi.org/10.1007/978-3-030-80519-7>.
- Papadionysiou, E. and Myloni, B. (2023) 'How organizational culture and HRM practices affect organizational performance in Greece and Scandinavia', *Central European Management Journal*, Vol. 31 Is(January). Available at: <https://doi.org/10.57030/23364890.cemj.31.2.26>.
- Paredes-saavedra, M., Huanchuire-vega, S. and Morales-garc, W.C. (2024) 'Work Team Effectiveness: Importance of Organizational Culture, Work Climate, Leadership, Creative Synergy, and Emotional Intelligence in University Employees', *mdpi.com and journal admsci*, 2024, 14,(2024, 14, 280), pp. 2024, 14, 280. Available at: <https://doi.org/https://doi.org/10.3390/admsci14110280>.
- Ringle, C.M. and Sarstedt, M. (2021) *Partial Least Squares Structural Equation Modeling ( PLS-SEM ) Using R*. Switzerland: Springer Nature Switzerland AG.
- Victoria, O., Olalekan, U. and Evangeline, N. (2021) 'Organizational Culture and Organizational Performance : A Review of Organizational Culture and Organizational Performance : A Review of Literature', *International Journal of Advances in Engineering and Management*, 3(1), 361–(November). Available at: <https://doi.org/10.35629/5252-0301361372>.
- Wiese, S.A., Lehmann, J. and Beckmann, M. (2024) 'Organizational culture and the usage of Industry 4 . 0



- technologies : evidence from Swiss businesses †', *demonstrating culture's role in driving innovation*, pp. 1–27.
- Wiyono, D. *et al.* (2025) 'Strategic ESG-Driven Human Resource Practices : Transforming Employee Management for Sustainable Organizational Growth', *Jurnal Organisasi dan Manajemen*, 21(1), pp. 65–82. Available at: <https://doi.org/10.33830/jom.v21i1.9786.2025>.
- Zeb, A., Mohammed, A. and Mostafa, S. (2024) 'High-performance human resource practices , organizational identification and employee commitment : the moderating role of organizational culture', *Frontiers in Psychology* [Preprint], (October). Available at: <https://doi.org/10.3389/fpsyg.2024.1494186>.
- Creswell, J. W., & Creswell, J.D. (2017) *Research Design: Qualitative, Quantitative, And Mixed Methods Approaches*, European University Institute. Thousand Oaks, California 91320: age Publications. Available at: <https://eur-lex.europa.eu/legal-content/PT/TXT/PDF/?uri=CELEX:32016R0679&from=PT%0Ahttp://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:52012PC0011:pt:NOT>.
- Creswell, J.W.C. and J.D. (2018) *Qualitative, Quantitative, and Mixed Methods Approaches*. United States of America: SAGE Publications, Inc.
- Denison Consulting (2019) 'High-Performance Organizational Culture Around the World', 6(2), 204–(6(2), 204–223). Available at: <https://doi.org/https://doi.org/10.1287/orsc.6.2.204>.
- Hair, J.F., Ringle, C.M. and Sarstedt, M. (2022) *Partial Least Squares Structural Equation Modeling ( PLS-SEM ) Using R*. Classroom Companion: Business. Available at: <https://doi.org/10.1007/978-3-030-80519-7>.
- Joseph F. Hair Jr, et., at (2021) *Partial Least Squares Structural Equation Modeling ( PLS-SEM ) Using R*. USA: Springer Nature Switzerland. Available at: <https://doi.org/https://doi.org/10.1007/978-3-030-80519-7>.
- Papadionysiou, E. and Myloni, B. (2023) 'How organizational culture and HRM practices affect organizational performance in Greece and Scandinavia', *Central European Management Journal*, Vol. 31 Is(January). Available at: <https://doi.org/10.57030/23364890.cemj.31.2.26>.
- Paredes-saavedra, M., Huanchuire-vega, S. and Morales-garc, W.C. (2024) 'Work Team Effectiveness: Importance of Organizational Culture, Work Climate, Leadership, Creative Synergy, and Emotional Intelligence in University Employees', *mdpi.com and journal admsci*, 2024, 14,(2024, 14, 280), pp. 2024, 14, 280. Available at: <https://doi.org/https://doi.org/10.3390/admsci14110280>.
- Ringle, C.M. and Sarstedt, M. (2021) *Partial Least Squares Structural Equation Modeling ( PLS-SEM ) Using R*. Switzerland: Springer Nature Switzerland AG.
- Victoria, O., Olalekan, U. and Evangeline, N. (2021) 'Organizational Culture and Organizational Performance : A Review of Organizational Culture and Organizational Performance : A Review of Literature', *International Journal of Advances in Engineering and Management*, 3(1), 361–(November). Available at: <https://doi.org/10.35629/5252-0301361372>.
- Wiese, S.A., Lehmann, J. and Beckmann, M. (2024) 'Organizational culture and the usage of Industry 4 . 0 technologies : evidence from Swiss businesses †', *demonstrating culture's role in driving innovation*, pp. 1–27.
- Wiyono, D. *et al.* (2025) 'Strategic ESG-Driven Human Resource Practices : Transforming Employee Management for Sustainable Organizational Growth', *Jurnal Organisasi dan Manajemen*, 21(1), pp. 65–82. Available at: <https://doi.org/10.33830/jom.v21i1.9786.2025>.
- Zeb, A., Mohammed, A. and Mostafa, S. (2024) 'High-performance human resource practices , organizational identification and employee commitment : the moderating role of organizational culture', *Frontiers in Psychology* [Preprint], (October). Available at: <https://doi.org/10.3389/fpsyg.2024.1494186>.