Building A Strong Culture And Improving Performance: Organizational Strategies For Developing Superior Human Resources

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ABSTRACT

This study aims to understand the role of organizational culture in improving employee performance at Sekolah Tinggi Ilmu Ekonomi Bentara Persada (STIE BP) Batam. A qualitative approach was employed, using triangulation techniques to validate data through interviews and direct observations. The findings reveal that the organizational culture established at STIE BP characterized by values such as honesty, responsibility, care, fairness, and consistency has been internalized by employees and serves as a guiding principle in carrying out their duties and responsibilities. This culture is reflected in routine activities such as staff recollections, the use of symbols and uniforms, as well as the implementation of the institution's motto and vision-mission. In addition, the quality assurance system and the application of Key Performance Indicators (KPIs) contribute to increased productivity and work motivation. The findings also indicate that organizational culture fosters a sense of belonging, enhances self-confidence, and strengthens employee engagement with the institution. Thus, a strong organizational culture not only functions as a tool for social control but also serves as a key driver of employee performance.

INTRODUCTION

Globalization and technological advancements demand that organizations not only adapt quickly but also build a solid internal character through a strong and competitive work culture. In this era of rapid digital transformation, the excellence of human resources becomes a key determinant of organizational resilience and success in facing the complexities of the business environment (Amalia & Astuti, 2020).

Organizational culture is a set of shared values, norms, and beliefs that shape the mindset and actions of organizational members, serving as a framework for decision-making to achieve optimal performance (Madjidu, 2022). Furthermore, (Salma, 2024) emphasizes that culture plays a crucial role in strengthening collaboration and communication across divisions, While (Yuwarti, 2022) adds that a culture that supports innovation and creativity facilitates continuous improvement in products, services, and organizational procedures. Thus, organizational culture is not merely an internal element but a strategic force for achieving long-term competitive advantage.

Baba, as cited by (Sarumaha, 2022), defines organizational culture as a collection of basic assumptions, values, beliefs, and norms that are collectively agreed upon and internalized by members as a guide for behavior and problem-solving. Neglecting this culture for instance, a lack of leadership appreciation can reduce motivation and work effectiveness. Conversely, (Afriansyah et al., 2023) assert that a strong and positive culture creates an energetic, collaborative, and results-oriented work atmosphere, where the values of integrity, responsibility, and teamwork foster a sense of belonging and commitment to the organization's vision.

In practice, accountability and responsibility are key to work effectiveness (Putri, 2024). In the corporate sector, (Dewi & Astana, 2024), shows that open communication and hr development programs accelerate productivity. Meanwhile, research by (Ramdhani & Sutisna, 2024),reveals that an inclusive culture in the era of hybrid work significantly enhances employee loyalty and performance, and (Widyaamrita, 2024), states that a well-organized work structure strengthens individual motivation and service quality.

In the creative industry sector, team collaboration not only boosts productivity but also supports collective learning and sustainable innovation (Putri, 2024). More over, career development as explained by (Putri, 2024) along with the provision of both material and non-material rewards, becomes a key strategy for motivating employees to achieve optimal performance.

At stie bentara persada, the development of organizational culture and the implementation of institutional strategies aimed at producing excellent Human Rresources (HR) ready to face real-world challenges have not been maximized. This is evident from the limited integrative studies between academic organizational culture and hr development strategies. There is also a lack of explicit research exploring the dynamic relationship between the formulation of organizational culture and the achievement of hr excellence through appropriate institutional strategies.

This study offers a novelty through a contextual qualitative approach that explores in depth the process of forming and internalizing the work culture at stie bentara persada batam, including hr engagement strategies in creating a productive, collaborative, and results-oriented work environment. It also contributes theoretically by mapping unique organizational culture practices within the regional private higher education sector, and practically by offering recommendations for private university leaders in designing culture-based policies that are adaptive to change.

Therefore, this research aims to:Identify the process of organizational culture formation at stie bentara persada batam; and Evaluate the implementation of work culture in improving employee performance at stie bentara persada batam.

LITERATURE REVIEW

To understand the role of organizational culture in improving employee performance, this study examines three main aspects in stages: (1) the definition and characteristics of organizational culture, (2) the influence of culture on human resource performance, and (3) the integration of culture into organizational strategy.

Organizational Culture

Organizational culture is defined as a pattern of basic assumptions learned by a group in dealing with external adaptation and internal integration, which then becomes a guide for members' behavior (Schein, 2019). These assumptions include values, beliefs, and norms that shape the unique characteristics of an organization.

A strong culture can foster innovation and effective collaboration (Denison & Mishra, 2020) (Alvesson & Sveningsson, 2021), argue that a healthy culture cultivates a sense of belonging and responsibility, thereby aligning individual and organizational goals.

(Robbins & Judge, 2020) identify seven dimensions of organizational culture: innovation and risk-taking; attention to detail; outcome orientation; people orientation; team orientation; aggressiveness; and stability. These dimensions serve as the basis for analyzing the application of organizational culture in the workplace.

This framework serves as a foundation for evaluating how organizational cultural values at stie bentara persada batam are formulated and implemented.

Human Resource Performance

Employee performance refers to the work results achieved in accordance with their responsibilities (Afandi, 2020), (Mathis & Jackson, 2019) highlight that job satisfaction and the quality of the work environment significantly influence individual performance. (Armstrong & Taylor, 2021) emphasize the importance of implementing a participatory and transparent performance management system to build employee motivation and accountability.

(Afriansyah et al., 2023) state that a positive organizational culture creates an energetic and results-oriented work atmosphere, promoting behaviors of integrity, responsibility, and collaboration. This implies that performance management should focus not only on outcomes but also on employee well-being and morale.

This understanding will help analyze how the culture at stie bentara persada batam contributes to employee productivity and motivation.

Organizational Strategy

Lynch (2023) states that organizational strategy is a pattern of actions that aligns policies, resources, and activities to achieve the organization's mission and goals. In the context of human resources, (Taryono, 2022) stresses the importance of innovation strategies, including product development, production methods, distribution, services, and adaptive recruitment and training processes in response to environmental changes.

The integration of culture into organizational strategy ensures that core values guide all decision-making processes (Schein, 2019); (Putri & Hidayat, 2023), emphasize that accountability is the core of effective organizational strategy, while cultural creativity enhances organizational competitiveness (Florida, 2020).

Thus, this study will explore the extent to which the organizational culture development strategy at stie bentara persada batam can strengthen human resource capabilities and support institutional goals.

METHODS

Research Design

This study employs a descriptive-qualitative approach to explore the process of organizational culture formation and its impact on employee performance at STIE BP Batam. The descriptive-qualitative design was chosen because it allows for an in-depth portrayal of the social context, symbolic meanings, and the subjective experiences of informants in their natural setting.

Data Collection Techniques

Data were collected using three main techniques: In-depth interviews with 7 key informants comprising lecturers, administrative staff, and unit leaders who were purposively selected for their deep understanding of the organizational culture. Participant observation during institutional activities such as 5S training and academic meetings, to capture real-life manifestations of organizational culture.

Document analysis of materials such as quality policies, institutional handbooks, and meeting minutes, which served as supplementary sources and for data triangulation.

Data Analysis Techniques

The data analysis followed the stages outlined by (Creswell & Poth, 2021), data reduction, data presentation, and conclusion drawing, all conducted interactively and simultaneously:

Data reduction: Selecting interview transcripts and field notes to identify key themes and categories.

Data Presentation

 Organizing the reduced data into descriptive narratives and matrix tables that illustrate relationships between categories (Miles et al., 2020).Conclusion drawing: Examining the consistency of identified patterns and developing propositions regarding the relationship between organizational culture and employee performance.

This approach is flexible, combining both inductive and deductive logic to ensure theory serves as a tool for interpretation rather than a rigid framework.

Data Validity Testing

To enhance the validity and credibility of the findings, the study applied four-dimensional triangulation (Ariyani, 2023). Source triangulation: Using interviews, observations, and documents. Method triangulation: Combining narrative and matrix-based analysis.

Theoretical triangulation: Relating findings to literature on organizational culture and human resource performance. Researcher triangulation: Engaging in inter-researcher discussions to minimize individual bias.

RESULTS

This study aims to explore how organizational culture is implemented at STIE BP Batam to enhance employee performance. As a private higher education institution established by the Bentara Persada Foundation with strong Catholic values, STIE BP possesses a unique organizational background. These foundational values are not only formalized in the institution's vision, mission, and motto but are also deeply internalized in daily work practices, both individually and collectively.

Through observations, document analysis, and in-depth interviews with internal stakeholders, it was found that values such as honesty, responsibility, empathy, and consistency serve as the behavioral foundation for all employees. These values are not merely slogans; rather, they are integrated into various organizational activities. For example, through staff development programs, religious reflection (rekoleksi), celebrations of religious holidays, and the cultivation of positive workplace habits such as the 5S approach (Smile, Greet, Salute, Politeness, and Courtesy), organizational culture is consistently reinforced.

The findings also reveal that STIE BP Batam's organizational culture is clearly reflected in its leadership style, communication mechanisms, and interpersonal relationships. The instillation of core values occurs not only through formal regulations but also through informal means and role modeling by leaders. This has resulted in the development of a harmonious and productive working environment.

Table 1. Research Findings on Organizational Culture at STIE BP Batam

Aspect of Organizational Culture	Form of Implementation	Impact on Employee Performance
Core Values: Honesty, Responsibility, Care, Consistency	Integrated into the institution's vision, mission, and motto; applied in daily work	Enhances commitment, discipline, and sense of belonging
Positive Work Practices: 5S	Habituated in services, interactions among staff and students	Improves service quality and internal satisfaction
Value Internalization Programs	Employee development, recollection events, religious celebrations, leadership role modeling	Fosters loyalty, team cohesion, and collaborative spirit
Leadership Style	Direct role modeling, open communication, humanistic approach	Increases motivation, trust, and employee engagement
Organizational Communication Mechanisms	Regular meetings, informal discussions, openness to expressing opinions	Encourages innovation, participatory decision-making, and responsiveness

The table above illustrates that the success of organizational culture at STIE BP Batam does not rely solely on formal documentation but also on the consistent development of daily practices. The organizational culture is consciously shaped through core values grounded in

religious principles, reinforced by institutional activities, and manifested in a communicative and participative leadership style. Overall, this has a positive impact on employee performance, marked by increased discipline, engagement, and harmonious as well as productive working relationships.

DISCUSSION

The findings of this study reinforce the view that organizational culture is a crucial element in shaping and enhancing employee performance. In line with (Robbins & Judge, 2020), a strong organizational culture can foster commitment, loyalty, and a high work spirit in achieving shared goals. At STIE BP, values such as honesty, responsibility, and care have proven to be driving factors in creating synergy among individuals and work teams.

The work culture developed through both personal and institutional approaches demonstrates that the organization understands the importance of character development as part of human resource management. Practices such as recollection sessions, the habituation of 5S (Smile, Greet, Greet Back, Politeness, and Courtesy), and activities grounded in moral and spiritual values are not merely institutional rituals, but serve as reinforcements of a positive work culture. This reflects an integration of the institution's core values with organizational behavior that is adaptive to contemporary challenges.

This discussion is also in line with previous studies which indicate that organizational success particularly in higher education is largely determined by the strength of its culture in shaping individual behavior (Schein, 2019). In the context of stie bp, organizational culture plays a strategic role in enhancing efficiency, building collaboration, and fostering employee initiative and loyalty. Therefore, organizational culture is not merely an institutional identity but also a vital instrument for achieving sustainable organizational excellence.

CONCLUSION

Based on the research findings and the discussion presented, it can be concluded that organizational culture at stie bp batam plays a vital role in enhancing employee performance. Core values such as honesty, responsibility, empathy, and consistency deeply embedded in the institution's vision, mission, and daily activities form the foundation for positive behaviors that drive productivity and workplace harmony.

The implementation of organizational culture, integrated with effective leadership and open communication, fosters a conducive and synergistic work environment. This demonstrates that strengthening organizational culture is not merely a formality, but a key strategy for building employee commitment and loyalty in achieving the institution's goals.

Therefore, the sustainable management of organizational culture is an essential aspect that cannot be overlooked by private higher education institutions in their efforts to improve the quality of human resources and institutional competitiveness in today's era of globalization.

LIMITATION

This study has several limitations that should be considered when interpreting the results and their implications. First, the qualitative approach employed focuses on a single case study STIE BP Batam therefore, the findings may not be generalizable to other private higher education institutions (HEIs) in Indonesia, especially those with different organizational characteristics.

Second, the data were collected through in-depth interviews with selected informants, making them subjective and highly influenced by individual perceptions and experiences. Although triangulation techniques were used to enhance data validity, the potential for bias remains.

Third, the scope of the study is limited to aspects of organizational culture and employee performance, without taking into account other external factors such as labor market dynamics, government regulations, or economic conditions, which may also affect overall institutional performance.

Therefore, future research is recommended to adopt a quantitative or mixed-methods approach, involving a broader range of respondents and comparing multiple institutions to obtain a more comprehensive understanding.

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