CORPORATE CULTURE AND EMPLOYEE PERFORMANCE: THE ROLE OF VISION, MISSION, NORMS, AND EMPLOYEE FOCUS

Hizbul Khootimah Az-Zaakiyyah
[1]Fakultas Ekonomi dan Bisnis, Universitas Diponegoro, Semarang
azzaakiyyahhizbulk@gmail.com
Abu Muna Almaududi Ausat
[2]Fakultas Ilmu Administrasi, Universitas Subang, Jawa Barat
abumuna742@unsub.ac.id
Suherlan
[3]Fakultas Ilmu Administrasi, Universitas Subang, Jawa Barat
suherlan@unsub.ac.id

Abstract

In the era of globalization and increasingly fierce business competition, a profound understanding of how corporate culture influences employee performance has become a primary focus for organizational leaders and managers. The purpose of this research is to analyze the influence of corporate culture on employee performance. This study is a qualitative descriptive study that explores previous studies related to corporate culture and employee performance. First, relevant studies were collected regarding corporate culture and employee performance, as well as the possible impacts of these constructs. Subsequently, the author summarized the relevant studies and discussed the concepts of corporate culture and employee performance and how these concepts can be utilized within organizations. The next step is to express the author's views on the potential of corporate culture and employee performance within the organization. The study results indicate that corporate culture, including clear vision and mission, emphasized norms, and employee-focused orientation, significantly influences employee performance. A strong and positive culture shapes an inspirational work environment, motivates employees to contribute their best, enhances productivity, work quality, and teamwork, and provides a competitive advantage for the company in achieving its goals and success. Corporate culture also plays a crucial role in employee retention, attracting top talents, and differentiating the company in the job market.
Kata kunci: Culture, Employee Performance, Company

Abstrak

Di era globalisasi dan persaingan bisnis yang semakin ketat, pemahaman mendalam tentang bagaimana budaya perusahaan memengaruhi kinerja karyawan telah menjadi fokus utama bagi pemimpin dan manajer organisasi. Tujuan dari penelitian ini adalah untuk menganalisis pengaruh budaya perusahaan terhadap kinerja karyawan. Studi ini merupakan studi deskriptif kualitatif yang mengeksplorasi penelitian-penelitian sebelumnya yang terkait dengan budaya perusahaan dan kinerja karyawan. Pertama, studi-studi relevan dikumpulkan mengenai budaya perusahaan dan kinerja karyawan, serta dampak-dampak yang mungkin dari konstruk-konstruk ini. Selanjutnya, penulis merangkum studi-studi relevan tersebut dan mendiskusikan konsep-konsep budaya perusahaan dan kinerja karyawan serta bagaimana konsep-konsep ini dapat dimanfaatkan dalam organisasi. Langkah selanjutnya adalah menyatakan pandangan penulis mengenai potensi budaya perusahaan dan kinerja karyawan dalam organisasi. Hasil penelitian menunjukkan bahwa budaya perusahaan, termasuk visi dan misi yang jelas, norma-norma yang ditekankan, dan orientasi yang berfokus pada karyawan, secara signifikan memengaruhi kinerja karyawan. Budaya yang kuat dan positif membentuk lingkungan kerja yang inspiratif, memotivasi karyawan untuk memberikan yang terbaik, meningkatkan produktivitas, kualitas kerja, dan kerja tim, serta memberikan keunggulan kompetitif bagi

perusahaan dalam mencapai tujuan dan kesuksesannya. Budaya perusahaan juga memainkan peran penting dalam retensi karyawan, menarik bakat terbaik, dan membedakan perusahaan di pasar kerja.
Kata kunci: Budaya, Kinerja Karyawan, Perusahaan

INTRODUCTION

In the tumultuous era of globalization and intense business competition, a profound understanding of the influence of corporate culture on employee performance is essential for organizational leaders and managers. Corporate culture not only reflects the values and identity of an organization but also has significant implications for intrinsic and extrinsic motivation, levels of commitment, and employee productivity. Delving into the dimensions of corporate culture can provide broader insights into the internal dynamics of an organization, enabling leaders to design more effective strategies in creating a supportive work environment conducive to long-term growth and success.[1]

Corporate culture is a concept encompassing various key elements that play a crucial role in shaping the identity and characteristics of an organization. These elements include the company's vision and mission, which not only provide clear direction and purpose for all members of the organization but also serve as the foundation for strategic decision-making. Additionally, emphasized norms within corporate culture create a framework that governs behavior and interactions in the workplace, affirming the values upheld by the organization.[2] Furthermore, employee orientation is an essential aspect of corporate culture, indicating the importance of organizations in addressing the needs and well-being of individuals as integral parts of the success and sustainability of a healthy organizational culture.[3]

In the realm of organizational research and management, the importance of exploring the relationship between corporate culture and employee performance continues to be a relevant focus of study. A comprehensive analysis of how organizational vision, applied norms, and employee orientation collectively influence employee behavior, motivation, and job satisfaction is essential in understanding the internal dynamics of organizations. With a profound understanding of these

[1] Palumbo, R., & Douglas, A. (2024). The secret ingredient? Uncovering the effect of organizational culture on quality management: a literature review. *International Journal of Quality & Reliability Management*, *41*(1), 195–268. https://doi.org/10.1108/IJQRM-03-2023-0077

[2] Zeb, A., Akbar, F., Hussain, K., Safi, A., Rabnawaz, M., & Zeb, F. (2021). The competing value framework model of organizational culture, innovation and performance. *Business Process Management Journal*, *27*(2), 658–683. https://doi.org/10.1108/BPMJ-11-2019-0464

[3] Kim, J., & Jung, H.-S. (2022). The Effect of Employee Competency and Organizational Culture on Employees' Perceived Stress for Better Workplace. *International Journal of Environmental Research and Public Health*, *19*(8), 4428. https://doi.org/10.3390/ijerph19084428

factors, managers can design more effective strategies to enhance productivity and job satisfaction, creating a work environment that supports individual growth and overall organizational success.[4] Furthermore, in the context of rapidly changing business landscapes, an organization's ability to adapt its corporate culture to internal and external dynamics is key to long-term success, highlighting the need for sustained alignment in addressing emerging challenges and opportunities. Therefore, in-depth and ongoing research on the interaction between corporate culture and employee performance has significant implications for management practices and the formation of sustainable organizational strategies.

Equally important to consider are the implications of corporate culture on employee retention and an organization's ability to attract top talent. Organizations that successfully create and maintain an inclusive work environment, where every individual feels supported and valued, and has opportunities for personal and professional development, will have a competitive advantage in attracting and retaining potential talents that are valuable assets for long-term growth and success.[5] In an era where competition to recruit the best talents is increasingly fierce, investment in an employee-centric corporate culture can be a highly effective strategy for organizations to build a positive reputation among potential professionals and create strong bonds between individuals and the company.

Previous research has highlighted the significant impact of corporate culture on employee performance. A strong corporate culture has a significant impact on employee performance. When corporate culture is based on positive values such as honesty, collaboration, innovation, and support for individual development, employees tend to feel more engaged and motivated in their work.[6] They feel they share the same goals as the company and feel valued for their contributions.[7] Conversely, an unhealthy corporate culture, such as a work environment oriented towards harsh hierarchy, unhealthy competition, or lack of transparency, can hinder employee performance.[8] This can result in dissatisfaction, decreased motivation, and even increased

---

[4] Sypniewska, B., Baran, M., & Kłos, M. (2023). Work engagement and employee satisfaction in the practice of sustainable human resource management – based on the study of Polish employees. *International Entrepreneurship and Management Journal*, *19*(3), 1069–1100. https://doi.org/10.1007/s11365-023-00834-9

[5] Abraham, M., Kaliannan, M., Avvari, M. V, & Thomas, S. (2023). Reframing talent acquisition, retention practices for organisational commitment in Malaysian SMEs: A managerial perspective. *Journal of General Management*, *0*(0), 1–13. https://doi.org/10.1177/03063070231184336

[6] Radu, C. (2023). Fostering a Positive Workplace Culture: Impacts on Performance and Agility. In *Human Resource Management - An Update [Working Title]*. IntechOpen. https://doi.org/10.5772/intechopen.1003259

[7] Khandelwal, K. A., & Mohendra, N. (2010). Espoused Organizational Values, Vision, and Corporate Social Responsibility: Does it Matter to Organizational Members?</i>. *Vikalpa: The Journal for Decision Makers*, *35*(3), 19–36. https://doi.org/10.1177/0256090920100302

[8] Rasool, S. F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021). How Toxic Workplace Environment Effects the Employee Engagement: The Mediating Role of Organizational Support and

employee turnover rates.[9] There is a close correlation between corporate culture and employee performance. A positive and inclusive corporate culture creates a work environment that supports growth, creativity, and collaboration.[10] In such cultures, employees feel valued, heard, and have a sense of ownership over the company's goals. In this context, a corporate culture that promotes open communication and constructive feedback enables employees to share ideas, provide feedback, and feel comfortable taking initiatives.[11] This encourages the creation of innovative solutions and strengthens ownership of outcomes.[12]

Thus, research and deep understanding of corporate culture as a key factor in influencing employee performance become crucial in the context of human resource management and organizational development. Measures to manage and cultivate a strong and positive corporate culture need to be considered as an integral part of sustainable and competitive business strategies.

RESEARCH METHODS

This article presents the findings of a descriptive-qualitative study that reviews existing literature on corporate culture and employee performance. Firstly, it is a compilation of research on corporate culture and employee performance, along with the consequences of such activities. Additionally, the aim of this section is to provide a summary of relevant scholarly works elucidating the fundamentals of corporate culture and employee performance and their potential applications in various business organizational contexts. A comprehensive search was conducted using Google Scholar and the Google search engine to find relevant publications and data published between 2010 and 2024. Organizational culture and employee performance, as well as a suitable combination of the above keywords, were selected to ensure relevant research retrieval.

Purpose of the Study

This study focuses on corporate culture and employee performance. It intends to analyze the effectiveness of corporate culture and employee performance in various business

Employee Wellbeing. *International Journal of Environmental Research and Public Health*, *18*(5), 2294. https://doi.org/10.3390/ijerph18052294

[9] Al-Suraihi, W. A., Samikon, S. A., Al-Suraihi, A.-H. A., & Ibrahim, I. (2021). Employee Turnover: Causes, Importance and Retention Strategies. *European Journal of Business and Management Research*, *6*(3), 1–10. https://doi.org/10.24018/ejbmr.2021.6.3.893

[10] Alkhodary, D. A. (2023). Exploring the Relationship between Organizational Culture and Well-Being of Educational Institutions in Jordan. *Administrative Sciences*, *13*(3), 92. https://doi.org/10.3390/admsci13030092

[11] Henkel, T., Ade, A. M., & Schmid, C. (2023). The Necessity for Advancing Supportive Professional Communication in the Workplace. *Business and Professional Communication Quarterly*. https://doi.org/10.1177/23294906231206097

[12] Anderson, N., Potočnik, K., & Zhou, J. (2014). Innovation and Creativity in Organizations. *Journal of Management*, *40*(5), 1297–1333. https://doi.org/10.1177/0149206314527128

organizational contexts (not specifically referring to any particular organizational unit). This research will analyze existing literature to determine what theories, methodologies, and findings have been published on the topic. The aim is to elucidate how corporate culture can impact employee performance by explaining the framework, benefits, and barriers of implementing corporate culture in organizational contexts.

Research Analysis

Summarizing the contents of the selected papers as targets, and organizing them based on year, measurement graphics, frequency differences, and percentage based on the common characteristics of research subjects obtained. Furthermore, the relationship between variables related to corporate culture and employee performance in various organizational contexts is analyzed.

Inclusion and Exclusion Criteria

The main criteria for selecting articles are how well employees perform when their organizations implement organizational culture practices including vision and mission, norms, and employee orientation. All publications published between 2010 and 2024 that are accessible through Google Scholar and the Google search engine are included in the current review analysis. Additionally, peer-reviewed literature on the topic written in English is also included in this research. Conference papers, non-peer-reviewed articles, and publications not written in English are also included in this study due to the quality of discussion and topic relevance.

Characteristics of the Study

216 papers were selected for further review after initial evaluation of 1009 published article titles. After removing duplicates, abstracts of 116 papers were selected for screening. After screening, full articles from 33 remaining publications were chosen, while abstracts from the remaining 83 publications were disregarded. After careful review, 27 studies that did not meet our inclusion criteria were eliminated. 56 remaining articles were considered in this study for high-quality data analysis. Each is presented in Figure 1.
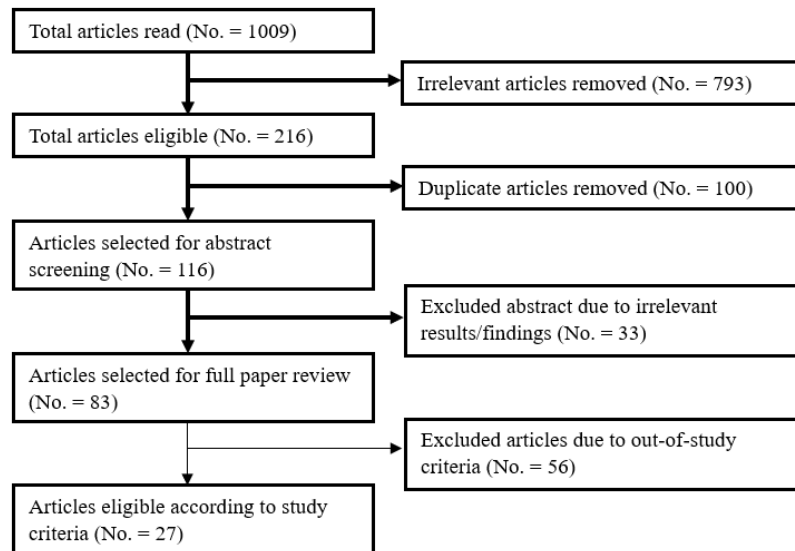
Figure 1. Review process adapted for organizational culture and employee performance

Source: Data Processing Results (2024)
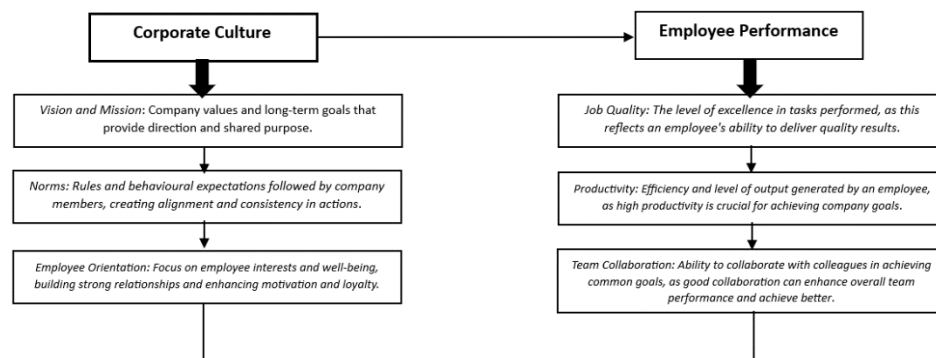
RESULTS AND DISCUSSION

Figure 2. Theoretical basis of research construct relationships

Source: Data Processing Results, (2024)

Corporate culture refers to a set of values, beliefs, and norms that shape the identity of the organization as a whole.[13] This includes aspects related to the vision, mission, and goals of the company, which regulate behavior, attitudes, and interactions among members of the organization. Corporate culture also encompasses emphasized and highly valued norms, as well as

---

[13] Iskamto, D. (2023). Organizational Culture and Its Impact on Employee Performance. *International Journal of Management and Digital Business*, 2(1), 47–55. https://doi.org/10.54099/ijmdb.v2i1.584

views or orientations instilled in employees as guidance in actions and decision-making.[14] Thus, corporate culture is not just a characteristic or characteristic of an organization, but also a primary driver in shaping a dynamic work environment and influencing various aspects of employee performance, including but not limited to work quality, productivity, and teamwork.

First and foremost, the company's vision and mission play a crucial role as guidelines that direct every step and decision made by each individual within the organization.[15] A clearly defined vision not only provides concrete direction and tangible goals for the company but also offers a profound insight into the desired future. On the other hand, the company's mission elaborates in detail the strategies and steps to be taken to achieve that vision.[16] The clarity of vision and mission provides a solid foundation for employees, allowing them to feel emotionally and intellectually connected to the organization's goals. This creates strong intrinsic motivation among employees, inspiring them to contribute maximally in efforts to achieve common goals. When employees understand and feel engaged with the company's vision and mission, they feel that the roles and jobs they perform have deep, relevant, and significant meaning in achieving the organization's overall goals.[17]

Secondly, the norms reflected in corporate culture play a crucial role in shaping the behavior and work practices adopted by employees. These norms include ethical values that emphasize integrity, responsibility, and honesty in every interaction, as well as strong cooperation, where each individual is valued and respected.[18] When these norms are consistently applied and carefully socialized to all members of the organization, a conducive work environment for productivity and psychological well-being is created. Employees feel comfortable collaborating, sharing ideas, and supporting each other, thus creating an inclusive and harmonious work climate. In this context, work effectiveness and overall team performance significantly increase, as strong relationships and well-established cooperation are fostered among

---

[14] Bisbey, T. M., Kilcullen, M. P., Thomas, E. J., Ottosen, M. J., Tsao, K., & Salas, E. (2021). Safety Culture: An Integration of Existing Models and a Framework for Understanding Its Development. *Human Factors: The Journal of the Human Factors and Ergonomics Society*, *63*(1), 88–110. https://doi.org/10.1177/0018720819868878

[15] Akter, S. (2020). Companies' vision, mission, and core values focus on human resource management. *International Journal of Financial, Accounting, and Management*, *2*(4), 343–355. https://doi.org/10.35912/ijfam.v2i4.412

[16] Farida, I., & Setiawan, D. (2022). Business Strategies and Competitive Advantage: The Role of Performance and Innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, *8*(3), 1–16. https://doi.org/10.3390/joitmc8030163

[17] Shahid, A., & Azhar, S. M. (2013). Gaining Employee Commitment: Linking to Organizational Effectiveness. *Journal of Management Research*, *5*(1), 250. https://doi.org/10.5296/jmr.v5i1.2319

[18] Schroeder, D., Chatfield, K., Singh, M., Chennells, R., & Herissone-Kelly, P. (2019). The Four Values Framework: Fairness, Respect, Care and Honesty. In *Equitable Research Partnerships* (pp. 13–26). SPRINGER. https://doi.org/10.1007/978-3-030-15745-6_3

team members.[19] These norms serve as moral foundations for individual and collective actions, ultimately leading to the achievement of common goals and organizational success.

Furthermore, employee orientation is an integral aspect of corporate culture that deeply considers the well-being, development, and appreciation of all team members.[20] Employee dedication includes recognition of their individual needs as well as genuine efforts to meet and exceed their expectations.[21] Initiatives such as providing structured career development opportunities, relevant training programs, and flexibility in work schedules all create an environment where employees feel valued, heard, and supported holistically. Moreover, regular recognition of employees' contributions and achievements reaffirms the company's values towards performance and dedication.[22] In this context, a reciprocal relationship between the company and employees is formed, forming a solid foundation for high engagement, dedication, and loyalty. Employees who feel valued and supported by the company tend to manifest higher levels of motivation in their efforts to achieve the best results in every aspect of their work, which in turn contributes to the long-term success of the company.

In essence, a corporate culture that encompasses elements such as clear vision and mission, well-defined norms, and a strong focus on employees, is not just an attribute but also a key driver in driving employee performance. When the corporate culture is reinforced with inspiring and motivating principles, it not only creates a dynamic work environment but also encourages employees to reach their full potential. In this context, a strong and positive culture provides a boost for employees to deliver their best contributions, thereby enhancing overall productivity, improving the quality of work outcomes, and strengthening teamwork. Moreover, a deep-rooted and inherent corporate culture provides the company with significant competitive advantage in achieving its goals and success in an increasingly changing and competitive market. Therefore, awareness of the importance of paying attention to and developing a corporate culture that aligns with core values and organizational objectives becomes increasingly crucial, as well as consistency in implementing that culture in all operational aspects and interactions with employees.

---

[19] Assbeihat, J. M. (2016). The Impact of Collaboration among Members on Team's Performance. *Management and Administrative Sciences Review*, *5*(5), 248–259. https://www.researchgate.net/publication/311811209

[20] Lam, L., Nguyen, P., Le, N., & Tran, K. (2021). The Relation among Organizational Culture, Knowledge Management, and Innovation Capability: Its Implication for Open Innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, *7*(1), 66. https://doi.org/10.3390/joitmc7010066

[21] Osborne, S., & Hammoud, M. S. (2017). Effective Employee Engagement in the Workplace. *International Journal of Applied Management and Technology*, *16*(1), 50–67. https://doi.org/10.5590/IJAMT.2017.16.1.04

[22] Yang, T., Jiang, X., & Cheng, H. (2022). Employee Recognition, Task Performance, and OCB: Mediated and Moderated by Pride. *Sustainability*, *14*(3), 1631. https://doi.org/10.3390/su14031631

Furthermore, corporate culture also plays a very significant role in influencing employee retention rates. When the corporate culture is able to create a work environment that is not only pleasant but also inclusive and supportive, employees tend to feel more satisfied with their jobs and more motivated to stay in the organization for a longer period.[23] This occurs because a culture that promotes engagement, appreciation, and opportunities for personal growth and development encourages employees to feel emotionally connected to the company. The impact is a significant reduction in employee turnover rates, which not only reduces the costs associated with recruiting and training new employees but also strengthens organizational stability and operational continuity. Therefore, investment in developing a supportive and motivating corporate culture becomes key in maintaining the sustainability and long-term success of an organization.[24]

A strong corporate culture not only influences internal performance but can also be a crucial differentiating factor in attracting top talent to the organization.[25] Companies known for their cohesive culture, which promotes positive values such as integrity, collaboration, and innovation, and provides sustained attention to career development and employee well-being, tend to attract interest from high-quality job seekers.[26] This is because the company's reputation as a workplace that caters to the needs and aspirations of employees, and offers a dynamic and attractive work environment, holds great appeal for ambitious and achievement-oriented individuals. Thus, a solid corporate culture not only plays an important role in enhancing the performance of existing employees but also substantially aids in recruiting and retaining the best talents in the industry. This provides a significant competitive advantage for organizations, strengthening their position as pioneers in an increasingly competitive and dynamic job market.

Although the importance of the role of corporate culture in shaping employee performance has been widely recognized, managing and developing this culture is a complex and demanding task. This process requires deep commitment from company leaders to build, maintain, and continuously adapt the corporate culture to the dynamics of both internal and external changes. It also requires high consistency in implementing the values and practices of corporate culture throughout all layers of the organization, as well as clear, open, and ongoing

---

[23] Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. *Frontiers in Public Health*, *10*, 1–13. https://doi.org/10.3389/fpubh.2022.890400

[24] Wang, S., & Huang, L. (2022). A Study of the Relationship between Corporate Culture and Corporate Sustainable Performance: Evidence from Chinese SMEs. *Sustainability*, *14*(13), 7527. https://doi.org/10.3390/su14137527

[25] Junça Silva, A., & Dias, H. (2023). The relationship between employer branding, corporate reputation and intention to apply to a job offer. *International Journal of Organizational Analysis*, *31*(8), 1–16. https://doi.org/10.1108/IJOA-01-2022-3129

[26] Agustina, L., & Samsyir. (2022). The Effect of Career Development, Integrity, and Work Motivation on Employee Performance. *Jurnal Ilmiah Ilmu Administrasi Publik: Jurnal Pemikiran Dan Penelitian Administrasi Publik*, *12*(2), 247–256. https://ojs.unm.ac.id/iap/article/download/35238/16870

communication to all employees about the importance of corporate culture in achieving collective success. These steps involve continuous monitoring of the effectiveness of corporate culture, identifying areas that require improvement or innovation, and developing appropriate strategies to strengthen the culture as a solid foundation for the organization's growth and success in the future.[27] Thus, managing corporate culture is not only the responsibility of leadership but also a collective task for all members of the organization to ensure that core values and practices of corporate culture are continually enriched and reinforced.

Therefore, corporate culture, consisting of elements such as clearly defined vision and mission, high-valued norms, and employee-oriented orientation, has a profound and extensive impact on employee performance. A strong and positive culture not only influences fundamental aspects of performance such as job quality, productivity, and teamwork, but also affects several other critical factors. Among these is the contribution of corporate culture to employee retention, creating an attractive work environment that retains top talent, and differentiating the company in the competitive job market by attracting high-quality job seekers. Additionally, a resilient and robust corporate culture also significantly impacts the long-term success of the organization as a whole, helping to establish a foundation for sustainable growth and competitive advantage amid a continuously changing business environment. Therefore, investing in the development and maintenance of corporate culture aligned with the organization's core values and goals is not just a necessity but a strategic imperative for any organization seeking optimal success and excellence in an increasingly complex and dynamic business environment.

CONCLUSION

Corporate culture, encompassing clear vision and mission, emphasized norms, and employee-oriented orientation, significantly influences employee performance. A strong and positive culture shapes an inspirational work environment, motivates employees to contribute their best, enhances productivity, job quality, and teamwork, and provides a competitive advantage for the company in achieving its goals and success. Corporate culture also plays a crucial role in employee retention, attracting top talents, and differentiating the company in the job market.

To ensure success, company leaders need to have a strong commitment to building and maintaining a corporate culture that aligns with desired values and goals. Consistency in implementing corporate culture values and practices at all levels of the organization, coupled with clear and open communication to all employees about the importance of corporate culture in

---

[27] Metz, D., Ilieș, L., & Nistor, R. L. (2020). The Impact of Organizational Culture on Customer Service Effectiveness from a Sustainability Perspective. *Sustainability*, *12*(15), 6240. https://doi.org/10.3390/su12156240

achieving collective success, is required. The right investment in developing and maintaining a good corporate culture is also an inevitable strategic step for every organization that wants to gain a competitive advantage in an increasingly complex and dynamic business environment.

BIBLIOGRAPHY

Abraham, M., Kaliannan, M., Avvari, M. V, & Thomas, S. (2023). Reframing talent acquisition, retention practices for organisational commitment in Malaysian SMEs: A managerial perspective. *Journal of General Management*, *0*(0), 1–13. https://doi.org/10.1177/03063070231184336

Agustina, L., & Samsyir. (2022). The Effect of Career Development, Integrity, and Work Motivation on Employee Performance. *Jurnal Ilmiah Ilmu Administrasi Publik: Jurnal Pemikiran Dan Penelitian Administrasi Publik*, *12*(2), 247–256. https://ojs.unm.ac.id/iap/article/download/35238/16870

Akter, S. (2020). Companies' vision, mission, and core values focus on human resource management. *International Journal of Financial, Accounting, and Management*, *2*(4), 343–355. https://doi.org/10.35912/ijfam.v2i4.412

Alkhodary, D. A. (2023). Exploring the Relationship between Organizational Culture and Well-Being of Educational Institutions in Jordan. *Administrative Sciences*, *13*(3), 92. https://doi.org/10.3390/admsci13030092

Al-Suraihi, W. A., Samikon, S. A., Al-Suraihi, A.-H. A., & Ibrahim, I. (2021). Employee Turnover: Causes, Importance and Retention Strategies. *European Journal of Business and Management Research*, *6*(3), 1–10. https://doi.org/10.24018/ejbmr.2021.6.3.893

Anderson, N., Potočnik, K., & Zhou, J. (2014). Innovation and Creativity in Organizations. *Journal of Management*, *40*(5), 1297–1333. https://doi.org/10.1177/0149206314527128

Assbeihat, J. M. (2016). The Impact of Collaboration among Members on Team's Performance. *Management and Administrative Sciences Review*, *5*(5), 248–259. https://www.researchgate.net/publication/311811209

Bisbey, T. M., Kilcullen, M. P., Thomas, E. J., Ottosen, M. J., Tsao, K., & Salas, E. (2021). Safety Culture: An Integration of Existing Models and a Framework for Understanding Its Development. *Human Factors: The Journal of the Human Factors and Ergonomics Society*, *63*(1), 88–110. https://doi.org/10.1177/0018720819868878

Farida, I., & Setiawan, D. (2022). Business Strategies and Competitive Advantage: The Role of Performance and Innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, *8*(3), 1–16. https://doi.org/10.3390/joitmc8030163

Henkel, T., Ade, A. M., & Schmid, C. (2023). The Necessity for Advancing Supportive Professional Communication in the Workplace. *Business and Professional Communication Quarterly*. https://doi.org/10.1177/23294906231206097

Iskamto, D. (2023). Organizational Culture and Its Impact on Employee Performance. *International Journal of Management and Digital Business*, *2*(1), 47–55. https://doi.org/10.54099/ijmdb.v2i1.584

Junça Silva, A., & Dias, H. (2023). The relationship between employer branding, corporate reputation and intention to apply to a job offer. *International Journal of Organizational Analysis*, *31*(8), 1–16. https://doi.org/10.1108/IJOA-01-2022-3129

Khandelwal, K. A., & Mohendra, N. (2010). Espoused Organizational Values, Vision, and Corporate Social Responsibility: Does it Matter to Organizational Members?</i>.

Vikalpa: The Journal for Decision Makers, *35*(3), 19–36. https://doi.org/10.1177/0256090920100302

Kim, J., & Jung, H.-S. (2022). The Effect of Employee Competency and Organizational Culture on Employees' Perceived Stress for Better Workplace. *International Journal of Environmental Research and Public Health*, *19*(8), 4428. https://doi.org/10.3390/ijerph19084428

Lam, L., Nguyen, P., Le, N., & Tran, K. (2021). The Relation among Organizational Culture, Knowledge Management, and Innovation Capability: Its Implication for Open Innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, *7*(1), 66. https://doi.org/10.3390/joitmc7010066

Metz, D., Ilieş, L., & Nistor, R. L. (2020). The Impact of Organizational Culture on Customer Service Effectiveness from a Sustainability Perspective. *Sustainability*, *12*(15), 6240. https://doi.org/10.3390/su12156240

Osborne, S., & Hammoud, M. S. (2017). Effective Employee Engagement in the Workplace. *International Journal of Applied Management and Technology*, *16*(1), 50–67. https://doi.org/10.5590/IJAMT.2017.16.1.04

Palumbo, R., & Douglas, A. (2024). The secret ingredient? Uncovering the effect of organizational culture on quality management: a literature review. *International Journal of Quality & Reliability Management*, *41*(1), 195–268. https://doi.org/10.1108/IJQRM-03-2023-0077

Radu, C. (2023). Fostering a Positive Workplace Culture: Impacts on Performance and Agility. In *Human Resource Management - An Update [Working Title]*. IntechOpen. https://doi.org/10.5772/intechopen.1003259

Rasool, S. F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021). How Toxic Workplace Environment Effects the Employee Engagement: The Mediating Role of Organizational Support and Employee Wellbeing. *International Journal of Environmental Research and Public Health*, *18*(5), 2294. https://doi.org/10.3390/ijerph18052294

Schroeder, D., Chatfield, K., Singh, M., Chennells, R., & Herissone-Kelly, P. (2019). The Four Values Framework: Fairness, Respect, Care and Honesty. In *Equitable Research Partnerships* (pp. 13–26). SPRINGER. https://doi.org/10.1007/978-3-030-15745-6_3

Shahid, A., & Azhar, S. M. (2013). Gaining Employee Commitment: Linking to Organizational Effectiveness. *Journal of Management Research*, *5*(1), 250. https://doi.org/10.5296/jmr.v5i1.2319

Sypniewska, B., Baran, M., & Kłos, M. (2023). Work engagement and employee satisfaction in the practice of sustainable human resource management – based on the study of Polish employees. *International Entrepreneurship and Management Journal*, *19*(3), 1069–1100. https://doi.org/10.1007/s11365-023-00834-9

Wang, S., & Huang, L. (2022). A Study of the Relationship between Corporate Culture and Corporate Sustainable Performance: Evidence from Chinese SMEs. *Sustainability*, *14*(13), 7527. https://doi.org/10.3390/su14137527

Yang, T., Jiang, X., & Cheng, H. (2022). Employee Recognition, Task Performance, and OCB: Mediated and Moderated by Pride. *Sustainability*, *14*(3), 1631. https://doi.org/10.3390/su14031631

Zeb, A., Akbar, F., Hussain, K., Safi, A., Rabnawaz, M., & Zeb, F. (2021). The competing value framework model of organizational culture, innovation and performance. *Business Process Management Journal*, *27*(2), 658–683. https://doi.org/10.1108/BPMJ-11-2019-0464

Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. *Frontiers in Public Health*, *10*, 1–13. https://doi.org/10.3389/fpubh.2022.890400