ORGANIZATIONAL CULTURE AND RESILIENCE : SYSTEMATIC LITERATURE REVIEW

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ABSTRACT

Organizations face numerous external challenges such as regulatory changes, market shifts, and emerging competition, necessitating quick adaptation and risk management for survival and optimal performance. Organizational culture, encompassing shared norms, beliefs, and systems, plays a crucial role in this adaptive capability, significantly influencing organizational resilience. Studies indicate that cultural factors such as flexibility, adaptability, and open communication enhance resilience, while leadership deficits and internal conflicts hinder it. Methodologically, this research uses a Systematic Literature Review (SLR) to synthesize findings from 21 studies, highlighting the centrality of organizational culture in fostering resilience. Different cultural dimensions, depending on the organizational context, impact resilience levels, with evidence suggesting that robust, adaptable cultures support better performance and mental health, and facilitate effective business processes. The study concludes that strategic human resource policies promoting a supportive and adaptive culture are vital for organizational success in dynamic environments. Recommendations for future research include deeper exploration of cultural impacts across sectors and the implementation of policies to enhance employee adaptability and leadership development, thereby reinforcing long-term organizational resilience.

Keywords : Culture; Organizational Culture; Resilience; Systematic Litertaure Review

ABSTRAK

Organisasi kerap menghadapi berbagai tantangan eksternal seperti perubahan regulasi, pergeseran pasar, dan munculnya persaingan baru, yang memerlukan adaptasi cepat dan manajemen risiko untuk bertahan hidup dan mencapai kinerja optimal. Budaya organisasi, yang mencakup norma, kepercayaan, dan sistem bersama, memainkan peran krusial dalam kemampuan adaptif ini, yang secara signifikan mempengaruhi ketahanan organisasi. Studi menunjukkan bahwa faktor-faktor budaya seperti fleksibilitas, adaptabilitas, dan komunikasi terbuka meningkatkan ketahanan, sementara kekurangan kepemimpinan dan konflik internal menghambatnya. Secara metodologis, penelitian ini menggunakan Tinjauan Literatur Sistematis (Systematic Literature Review atau SLR) untuk mensintesis temuan dari 21 studi, menyoroti penerapan budaya organisasi dalam mendorong ketahanan. Berbagai dimensi budaya, tergantung pada konteks organisasi, mempengaruhi tingkat ketahanan, dengan bukti yang menunjukkan bahwa budaya yang kuat dan adaptif mendukung kinerja dan kesehatan mental yang lebih baik, serta memfasilitasi proses bisnis yang efektif. Penelitian ini menyimpulkan bahwa kebijakan sumber daya manusia yang strategis yang mempromosikan budaya yang mendukung dan adaptif sangat penting untuk keberhasilan organisasi dalam lingkungan yang dinamis. Rekomendasi untuk penelitian di masa depan mencakup eksplorasi lebih dalam tentang dampak budaya di berbagai

sektor dan implementasi kebijakan untuk meningkatkan adaptabilitas karyawan dan pengembangan kepemimpinan, sehingga memperkuat ketahanan organisasi jangka panjang.

Kata Kunci : Budaya; Budaya Organisasi; Ketahanan; Tinjauan Literatur Sistematis

INTRODUCTION

In the landscape of an industry filled with uncertainty, organizations are often confronted with various external conditions that can significantly impact their performance and survival. These range from regulatory changes, market trend shifts, to the emergence of new industries that grow into serious competitors. Maintaining the existence and optimal performance amid the onslaught of these challenges becomes crucial for the sustainability of an organization. This uncertainty necessitates organizations to be able to adapt quickly and agilely, identify new opportunities, and respond to emerging risks. The rise of new industries, often driven by innovation and technology, intensifies competition. Organizations need to have a solid strategy to not only endure but also thrive amidst this competition. The importance of organizational culture in this context becomes increasingly evident. Organizational culture refers to shared norms, beliefs, attitudes, systems, and regulations that guide and influence the behavior of employees within an organization (Raetze et al., 2021).

Organizational culture consists of values, beliefs, and shared norms embraced by employees in an organization, giving meaning to their situations and influencing their attitudes and behaviors (Tsai, 2011). The presence of a strong organizational culture can provide a consistent framework and guidance, steer decision-making processes and action implementation, motivate the workforce, and play a role in achieving their full potential (Dong, 2023) . Organizational resilience is the result of a combination of vulnerability, situational understanding, and an organization's ability within a complex, dynamic, and interdependent system (Seville et al., 2006) . Resilient organizations can achieve their core objectives even in contrasting situations. This not only implies crisis management capability but also enhancing the organizational adaptability to effectively face crises (adaptive capacity). To effectively handle crises, organizations need to recognize and respond to changes in the complex system where they operate (situational awareness) and seek new opportunities even in crisis conditions.

Resilience and organizational culture are two crucial factors influencing an organization's ability to endure and grow when facing challenges or difficult situations.

In the literature, it is found that organizational culture plays a central role as one of the key determinants of organizational resilience. In some cases, organizational culture is considered equivalent or even more vital than resources, organizational structure, and managerial practices in shaping organizational resilience and maintaining its survival (Sakikawa, 2022). Dong (2023) identifies organizational culture as a factor influencing organizational resilience, emphasizing that it is not merely a supportive element but a foundational pillar playing a central role in shaping an organization's character and resilience.

Previous studies have explored the relationship between organizational culture and organizational resilience. Su et al. (2023) found that cultural elements showing appreciation for individuals or teamwork have a positive relationship with organizational resilience throughout the organizational life cycle stages (such as establishment, growth, maturity, and rejuvenation). Additionally, cultural dimensions focusing on achieving results, particularly innovation, can enhance organizational resilience, especially during growth and rejuvenation stages (maturity). Other studies highlight findings in the specific context of organizational resilience studies, emphasizing the significance of the influence of organizational culture on its resilience level. The importance of addressing the gap between more detailed findings and broader, generalizable conclusions is also emphasized.

In a rapidly changing and uncertain business world, organizations need the ability to overcome challenges. This research can provide insights into how organizational culture can be a resource for organizations to withstand crises) and navigate unexpected changes (Obialo & Godson-Wejimogu, 2021).

LITERATURE REVIEW

Organizational Culture

According to (Hofstede, 2011) , organizational culture can be defined as the collective mindset programming that distinguishes members of an organization from others. Organizational culture generally represents routine activities that occur within an organization (Lundy & Cowling, 1996) . More specifically, it refers to a set of shared values and behaviors within an organization (Deshpande & Webster, 1989).

Schein (2010) argues that organizational culture is a set of assumptions or belief systems, values, and norms developed within an organization, serving as behavioral

guidelines for its members to navigate external adaptation and internal integration challenges. Cameron and Quinn (2006) further emphasize the importance of organizational culture, explaining the existence of four primary organizational cultures: clan, adhocracy, market, and hierarchy.

Understanding cultural aspects within an organization involves recognizing various indicators (Robbins, 2005) . These indicators encompass aspects such as innovation and risk-taking, which entail the freedom to express ideas, independent decision-making, and readiness to face risks. Attention to detail is also crucial, involving precision in work and performance evaluation. Additionally, outcome orientation encompasses understanding job roles, work outcomes, and methods. People orientation indicators include task delegation, coworker relationships, and recognition, while team orientation emphasizes teamwork and support from colleagues. Aggressiveness within the culture signifies healthy competition among employees and a proactive approach to work. Finally, stability indicators include a well-established communication climate, comfort at work, opportunities for career advancement, and achieved results. From this perspective, organizational culture indicators consist of innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability.

Organizational Resilience

Organizational resilience is the result of a combination of vulnerability, situational understanding, and an organization's ability within a complex, dynamic, and interdependent system (Seville et al., 2006) . Resilient organizations can achieve their core objectives even in contrasting situations. This not only implies crisis management capability but also enhancing the organizational adaptability to effectively face crises (adaptive capacity). To effectively handle crises, organizations need to recognize and respond to changes in the complex system where they operate (situational awareness) and seek new opportunities even in crisis conditions. Dong (2023) explains that organizational resilience is not just something owned by the organization but a characteristic that emerges when the organization faces difficulties.

Hillmann & Guenther (2021) describe organizational resilience in various ways, such as capability, capacity, characteristics, outcomes, processes, and behaviors, indicating that resilience has many different facets. Overall, these sources not only

provide a comprehensive overview of organizational resilience as something highly important but also emphasize that resilience enables organizations to grow and adapt amidst various challenges and changes in the business world.

In Hollnagel et al. (2011) resilience theory, maintaining organizational resilience and resistance to threats involves four key capabilities: response, monitoring, anticipation, and learning. The ability to respond focuses on swiftly addressing disruptive situations through early detection, understanding necessary actions, and making prompt decisions. Organizational flexibility in utilizing resources is crucial for effective crisis management. Monitoring capability underscores the importance of observing performance and environmental changes, as well as identifying potential threats to stability. Anticipation involves maintaining control amidst obstacles and anticipating future disruptions, including monitoring adaptive capacity to meet future demands. Learning capability emphasizes the necessity for organizations to learn from both successful and unsuccessful experiences, leading to behavioral changes that improve future performance. Understanding the severity of challenges allows organizations to enhance resilience through appropriate measures.

RESEARCH METHOD

The research method employed in this study is Systematic Literature Review (SLR). This method summarizes findings from primary research to present a more comprehensive and balanced understanding, utilizing techniques such as meta-analysis and meta-synthesis (Hadi et al., 2020). Meta-analysis involves quantitative synthesis of statistical results, while in this study, a narrative technique (qualitative technique) is utilized for synthesizing results.

Zawacki-Richter et al. (2020) provide a detailed explanation of the systematic literature review procedure, which begins with developing research questions, followed by designing a conceptual framework, constructing selection criteria, developing search strategies, selecting studies based on criteria, coding studies, assessing study quality, using individual synthesis results to answer research questions, and, in the final stage, reporting findings or analysis results.

Research Questions

Research questions are formulated based on the chosen topic's needs. These questions serve as the foundation for conducting the review. The research questions in this study are as follows:

RQ 1: What is the relationship between organizational culture and the level of organizational resilience based on literature findings?

RQ 2: Are there specific factors within organizational culture that contribute to the enhancement or reduction of organizational resilience?

RQ 3: How do management practices influence organizational culture, and organizational resilience?

Literature Search Strategy

The literature search process in this study involves several activities, starting with selecting databases, creating search strings, conducting search trials, refining search strings, and compiling an initial list of primary studies based on the search strings. The databases were selected using purposive sampling, considering ease of journal search based on the relevance to research questions, and the reputation and quality of journals within. The databases utilized in this research are Google Scholar, *and Scopus.*

Population, Sample, and Sampling Technique

The population focuses on national and international journals related to organizational culture and its connection to organizational resilience. Meanwhile, the research sample consists of 21 national and international journals selected through purposive sampling. This technique is chosen for its selection of samples based on specific considerations and characteristics relevant to the research objectives. The sample selection process is based on subjective judgment, ensuring that the chosen research articles genuinely focus on the research theme.

RESULT AND DISCUSSION

Based on the literature review (Table. 1), several findings deserve attention. In enhancing organizational resilience, cultural factors influencing it include flexibility, adaptability, open communication, and a strong risk management system (Akhwan Mulya et al., 2023; Altay et al., 2018; Dong, 2023; Fietz et al., 2021) . Conversely, factors such as lack of leadership, planning, resources, and internal conflicts can act as

hindrances and weaken organizational resilience (Dong, 2023; Fietz et al., 2021; Suprapto et al., 2021; Thangavel et al., 2023).

Raetze et al. (2021) explain that organizational resilience is a concept or structure consisting of several levels interacting within an organization. This multilevel approach reflects the complexity and interconnectedness of various resilience aspects, involving individual, group, and organizational levels.

In the healthcare context, a relation-oriented culture significantly impacts the resilience of new nurses (Lee M et al., 2018) . On the other hand, in governmental organizations like the Ministry of Communication and Technology in Iran, a task-oriented culture proves to be the most effective in influencing organizational resilience (Hosseini et al., 2017). The type of organizational culture can have different impacts on resilience depending on the context and goals of the organization.

Organizational culture is identified as a vital element in determining organizational resilience. (Sakikawa, 2022; Suryaningtyas et al., 2019) classifies culture into tight and loose categories, emphasizing that a strong culture can support adaptability and recovery from crises. Suryaningtyas et al., (2019) explain that digital capabilities can act as a mediator between digital organizational culture and digital innovation, providing new insights on improving organizational resilience through a focus on digital culture.

In a national context, organizational culture is seen to influence organizational resilience through specific dimensions like power distance, individualism, uncertainty avoidance, and indulgence (Fietz et al., 2021).

The impact of organizational culture on organizational resilience has been detailed in the Table 1. Organizational culture also has a positive and significant influence on organizational performance, emphasizing cultural values as resources that enhance performance. Job satisfaction, stress, fatigue, and mental health are direct implications of how culture is implemented in an organization. The mechanisms of employee motivation and organizational culture are interrelated, significantly affecting resilience levels (Aghaei & Asadi, 2020; Liu, 2018; Suprapto et al., 2021). Tanamal et al. (2023)found that found that job satisfaction can be the intervening variable that links organizational culture to employee performance, mediating the influence of shared

beliefs, attitudes, and values on how effectively employees engage with their work and contribute to achieving organizational goals.

Organizational culture also has implications for business processes, supply chain agility, and supply chains (Altay et al., 2018; Ishomuddin, 2020). Research shows that culture has a significant impact on organizational efficiency and responsiveness.

In conclusion, a strong organizational culture, adaptability, resilience, and the ability to overcome challenges, both internal and external, contribute to organizational success. The optimal balance of these elements is crucial in designing and maintaining an organization capable of facing dynamic changes and providing long-term contributions. Strategic human resource policies implemented in the organization can create a cultural construct that supports members in adapting to changing conditions to fulfill their tasks and achieve performance targets (Akhwan Mulya et al., 2023) . Therefore, the key to an organization's success in facing current and future challenges lies in the courage of management and HR practitioners to build and strengthen a supportive, adaptive culture capable of overcoming any obstacles that may arise.

CONCLUSION

Literature review on studies related to organizational culture and resilience reveals vital insights. Organizational culture is a key factor shaping organizational resilience, impacting various aspects like overall performance, job satisfaction, and mental health. It also influences business processes and efficiency. A robust organizational culture, paired with adaptability, is crucial for designing and sustaining resilient organizations. Strategic human resource policies supporting employee adaptation play a pivotal role in organizational success amid current and future challenges.

The findings from the literature review suggest several recommendations for further research and human resource practitioners aiming to enhance organizational culture. Firstly, there is a need for in-depth exploration of various organizational cultures and their impacts on resilience, spanning different sectors such as healthcare, government, and private companies (both technology-based and non-technology-based). This comprehensive investigation can provide valuable insights into the diverse influences of organizational culture types.

Recognizing organizational culture as a pivotal factor in organizational dynamics is crucial for understanding its profound effects on resilience. Additionally, conducting

case studies and benchmarking with successful organizations can offer practical insights and adaptable strategies for fostering resilient cultures. In the realm of human resources, the implementation of policies that support employee adaptation to changing conditions through training and necessary support emerges as a key recommendation.

Furthermore, there is a call for prioritizing leadership development and adaptability to ensure alignment between organizational culture and effective practices. Finally, to fortify long-term resilience and create positive impacts on the environment and society, there is an emphasis on reinforcing the commitment to sustainable values within organizational culture. By incorporating these recommendations, organizations can cultivate resilient cultures that adapt to dynamic changes and contribute positively to broader societal goals.

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GAMBAR, GRAFIK DAN TABEL

Table 1. Findings and Implications of 20 Studies

No	Author, Year	Title	Findings and Implications
1	(Dong, 2023)	A Systematic Review of the Organizational Resilience Literature and Future Outlook	The study underscores the critical role of flexibility, adaptability, open communication, robust risk management, and strong organizational culture in bolstering resilience. Conversely, insufficient leadership, planning, resources, and internal conflicts undermine resilience. Therefore, organizations should pursue a comprehensive strategy centered on cultivating leadership, strategic planning, risk management, supportive culture, and efficient communication. These findings emphasize the importance of prioritizing resilience-building initiatives for effective adaptation to changes and sustainable long-term success.
2	(Sakikawa, 2022)	Organizational Resilience and Organizational Culture	The study examines how organizational culture, characterized as tight or loose, influences resilience. Tight cultures offer benefits like strong social order and efficiency, enhancing adaptability and crisis recovery. However, various organizations may adopt different resilience modes; for instance, those with a clan culture might display resilience in an elastic mode. Future research should formulate hypotheses and empirically test the impact of organizational culture on resilience and

			sustainability.
3	(Raetze et al., 2021)	Resilience in Organizations: An Integrative Multilevel Review and Editorial Introduction	This study, review past studies on resilience across individual, team, and organizational levels, highlighting their contributions. Organizational resilience is depicted as a multi-level concept, with interplay between these levels. The study underscores the significance of recent exploration into organizational resilience and advocates for further research to enhance our comprehension of its implications for organizations.
4	(Hosseini et al., 2017)	Investigating the Culture Impact on Organizational Resilience in Organizational Enterprise area (A Case Study of Iran's Ministry of Communication and Technology)	This study was conducted to investigate the impact of culture on corporate organizations (Case Study: Ministry of Communication and Technology of Iran). The findings indicate that a task-oriented culture has the highest effectiveness in organizational resilience.
5	(Thangavel et al., 2023)	Organizational culture is the key	The study found that businesses are confronted with a lack of clear guidelines or rules, necessitating significant operational changes. In response to this crisis, organizations that prioritize human, environmental, and community values have emerged as resilient entities. This highlights the critical role of organizational culture as the bedrock for fostering sustainable business practices. Moreover, the study emphasizes that organizational culture is deeply intertwined with the values of its leaders, underscoring the inseparability of leadership from the organizational ethos.
6	(Suryaningtyas et al., 2019)	Organizational Resilience: As Mediating Effect of Organizational Culture and Organizational Performance	The study confirms that organizational culture significantly boosts organizational performance, consistent with prior research highlighting its value as a resource. Furthermore, it reveals that organizational resilience serves as a positive and significant mediator between organizational culture and performance. This mediation is only partial. The implications for General Managers and Human Resource Managers are clear: integrating organizational culture is crucial for fostering resilience, especially in facing disruptive technologies and other challenges.
7	(Fietz et al., 2021)	Cultural Effects on Organizational Resilience: Evidence from the NAFTA Region	This study investigates the impact of national culture on organizational resilience within NAFTA companies. It discovers that power distance, individualism, uncertainty avoidance, and indulgence greatly affect resilience. Culture plays a pivotal role in shaping HR practices, location choices, leadership styles, and external partnerships, all vital for boosting resilience. The study underscores the necessity for global organizations to recognize and navigate national cultural nuances. To fortify resilience effectively, organizations must understand how culture may impede resilience-building efforts.
8	(Suprapto et al., 2021)	The Relationship Organizational Culture, Motivation, Resilience and Leadership of Principals with the Work Ethic of	This study explores the relationship between organizational culture, motivation, resilience, and school principal leadership, and their impact on the work ethic of Indonesian language teachers. The findings show a strong positive correlation (correlation coefficient of 4.841) between these factors and teachers' work ethic. Continuous development efforts, especially targeting organizational culture, motivation, resilience, and school leadership, are advised for educational institutions to enhance

		Indonesian Language Teachers	teacher performance.
9	(Liu, 2018)	Organizational Culture, Employee Resilience and Performance in the International Banking Industry	The alignment of employee motivation with organizational culture positively influences employee resilience, while the mismatch between employee motivation and organizational culture weakens resilience levels. These findings offer fresh insights into how the interplay of employee motivation and organizational culture affects employee resilience.
10	(Chen et al., 2021)	Defining, conceptualizing, and measuring organizational resilience: A multiple case study	This research employs an exploratory case study approach to investigate the organizational resilience process among six highly resilient companies: Southwest Airlines, Apple, Microsoft, Starbucks, Kyocera, and Lego. The research findings indicate that organizational resilience encompasses five dimensions: capital resilience, strategic resilience, cultural resilience, relational resilience, and learning resilience.
11	(Wardjianto et al., 2022)	The Influence of Organizational Culture on Employee Affective Commitment to Change with Employee Resilience and Employee Readiness to Change as Mediators	This study aims to analyze, interpret, and evaluate resource management practices, particularly focusing on the influence of Organizational Culture, Employee Resilience, and Employee Readiness for Change on Employee Affective Commitment to Change. The research results indicate that External-oriented Organizational Culture significantly influences Employee Affective Commitment to Change, with Employee Readiness for Change as a mediating variable. Conversely, Employee Resilience does not significantly affect Employee Affective Commitment to Change.
12	(Lee M et al., 2018)	Influence of Nursing Organization Culture on Resilience in New Nurses	This study reveals that a relation-oriented culture significantly influences the resilience of new nurses. It is found that a relation-oriented culture has the most substantial contribution to influencing the resilience of new nurses, followed by hierarchy-oriented culture, innovation-oriented culture, and task-oriented culture. Therefore, to enhance the resilience of new nurses, it is recommended to foster a relation-oriented culture to create a cooperative work environment and encourage the involvement of new nurses in the hospital culture.
13	(Sarkar et al., 2023)	Developing a Capacity for Organizational Resilience Through Organizational Culture of Collaborative Networks among Information Workers	Organizational culture influences the performance outcomes of IT governance.
14	(Ishomuddin, 2020)	Resilience of Religious Culture and Supply Chain Practices in Traditional Islamic Communities in Industrial Era 4.0 in East Java	This study aims to examine the relationship between resilience, supply chain practices, religion, and Industry 4.0 era with the mediating effect of culture. The research results indicate a significant relationship between culture and religion, and resilience is crucial in adapting to supply chain practices in the Industry 4.0 era.
15	(Aghaei & Asadi, 2020)	The Influence of Organizational Culture on Resilience	The study reveals a significant positive correlation between organizational culture and job satisfaction (r = 0.29) and resilience (r = 0.21) (P <0.05). There is a significant negative correlation between

		by Mediatory Effects of Occupational Stress, Job Satisfaction, and Burnout in Nurses: Structural Equation ModelingModeling	organizational culture and job stress (r = -0.22) and fatigue (r = -0.14) (P <0.05). The goodness-of-fit (GFI) for organizational culture, job stress, job satisfaction, fatigue, and resilience, as well as the RMSEA index for organizational culture, job satisfaction, fatigue, and resilience, indicate that the model is suitable for use. Therefore, enhancing organizational culture and reducing job stress and fatigue can improve job satisfaction and mental health among nurses.
16	(Velyako & Musa, 2023)	The Relationship Between Digital Organizational Culture, Digital Capability, Digital Innovation, Organizational Resilience, and Competitive Advantage	This study finds that the relationship between digital organizational culture and digital innovation is not significant, but digital capabilities mediate this relationship. The implication is that by focusing on digital organizational culture, we can enhance digital capabilities within the organization. These digital capabilities, in turn, will have a positive impact on digital innovation, thereby improving the resilience and competitive advantage of the organization.
17	(Borekci et al., 2014)	Effects of organizational culture and organizational resilience over subcontractor riskiness	The main goal of this study is to explore how organizational culture and resilience impact the categorization of subcontractors into risky and non-risky groups. The findings suggest that having a compatible culture and resilience are crucial factors during the subcontractor selection process. Companies aiming to strengthen partnerships with subcontractors should focus on aligning cultures and enhancing resilience.
18	(Altay et al., 2018)	Agility and resilience as antecedents of supply chain performance under moderating effects of organizational culture within the humanitarian setting: a dynamic capability view	This study looks at how supply chain agility (SCAG) and supply chain resilience (SCRES) affect performance, considering the influence of organizational culture. The findings show that SCAG and SCRES are essential for supply chains, significantly affecting performance before a disaster (PRE-DP). The organization's control orientation doesn't directly impact the combined effect of SCAG and PRE-DP. However, control orientation plays a significant role in how SCRES affects PRE-DP. Additionally, SCRES significantly influences performance after a disaster (POST-DP), while SCAG doesn't have a direct impact on POST-DP. Flexible orientation, on the other hand, moderates the relationship between SCAG/SCRES and POST-DP.
19	(Mandal, 2017)	The influence of organizational culture on healthcare supply chain resilience: moderating role of technology orientation	This study looks into how different aspects of organizational culture affect resilience. It shows a connection between the Competing Values Framework (CVF) and dynamic capabilities. The study emphasizes the importance of resilience in healthcare. Findings suggest that certain cultural aspects, like development and rational culture, contribute positively to Healthcare Service Chain Resilience (HCRES). On the other hand, hierarchical culture has a negative impact on HCRES. Technological orientation enhances the positive effects of development, group culture, and rational culture on HCRES. Managers are advised to focus on developing specific aspects of organizational culture to effectively reduce risks and ensure timely healthcare services for patients.
20	(Akhwan Mulya et al., 2023)	Peran Mediasi Budaya Organisasi dalam Memperkuat Resiliensi Manajemen Perguruan Tinggi	The study shows that how organizations manage their people strategically positively affects their ability to adapt and stay resilient. Specifically, the way human resources are handled influences the organization's culture, and this culture, in turn, boosts its resilience. This means that when universities implement smart HR policies, they create a supportive culture that helps faculty members handle changes and meet

			their performance goals.
21	(Tanamal et al., 2023)	The Influence of Organizational Culture and Work Environtnent on Employee Performance with Job Satisfaction as Intervening Variable	This research found that happy employees are more likely to be actively involved in their organizations, which can increase productivity. Conversely, unhappy employees can negatively impact organizational leadership in achieving goals. There is a significant indirect effect of organizational culture on employee performance, with job satisfaction as an intervening variable. Organizational culture consists of the shared beliefs, attitudes, and values within a company. It distinguishes an organization from others and is based on assumptions shared by a group to solve problems related to external coordination and internal integration.