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Research Article

High Performance Work System and Organisational Culture on Organisational Performance: A Case Study at Prodia Clinical Laboratory throughout Sumatra

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ABSTRACT

This study aims to examine the influence of High-Performance Work System (HPWS) and Organizational Culture on organizational performance in Prodia Clinical Laboratory in the Sumatra region. The study sample consisted of 191 employees representing various positions in the laboratory, with data collected using a 5-point Likert scale-based questionnaire. Data analysis was conducted using multiple linear regression to test the relationship between HPWS, Organizational Culture, and organizational performance. The results showed that HPWS had a positive and significant effect on organizational performance with a relatively small contribution (regression coefficient 0.113; p = 0.027). Meanwhile, Organizational Culture had a very large and significant effect (regression coefficient 1.291; p < 0.001) on organizational performance. This finding confirms that the implementation of HPWS can improve organizational performance if integrated with a strong organizational culture. A conducive and productive organizational culture plays a dominant role in improving the effectiveness of performance in Prodia Clinical Laboratory. This study recommends strengthening organizational culture and consistency in implementing HPWS as the main strategy in improving laboratory organizational performance. The results of this study are consistent with previous studies that emphasize the importance of synergy between work systems and organizational culture to achieve optimal performance.

Keywords: High Performance; Work System; Organizational Culture; Organizational Performance

1. INTRODUCTION

In the perspective of human resource management, humans are considered as valuable assets for the company, so it is important to prepare human resources that have high quality and performance. Human resource management has an important role in improving employee and overall organizational performance (Hariyani et al., 2024). Employees need to have a variety of technical and interpersonal skills in order to be able to adapt to high technology and contribute optimally in the context of a high-performance organization. High overall employee performance will have a positive impact on the overall performance of the organization (Li et al., 2025).

According to research by (Jayawardene et al., 2024) employee performance plays an important role in the success of an organization. Employee performance is believed to be closely related to the level of internal satisfaction with their work. Furthermore, research by (Brataas et al., 2025; Chaudhuri et al., 2024; Madan et al., 2025; Nguyen et al., 2024) highlights the importance of perceived support from superiors, which includes the relationship between employees and supervisors as one of the factors influencing employee performance. Organizations are faced with the challenge of improving employee performance in a highly competitive business environment in order to achieve company goals (Ataei et al., 2025). Every organization or agency always strives to achieve its goals in implementing its programs. One of the key factors in achieving the smooth running of these goals is by identifying and measuring employee performance. Organizations are complex entities that strive to allocate human resources optimally in order to achieve the goals set (Opoko Apendi et al., 2025). When an organization succeeds in achieving its goals, the organization can be considered effective. The aim of the Prodia Clinical Laboratory organization is to provide high-quality, accurate and reliable laboratory examination services to support diagnosis, treatment and prevention of disease for the community.

Throughout Sumatra, Prodia Clinical Laboratory offers various types of health checks, from routine blood tests, screening for non-communicable diseases such as diabetes and hypertension, to specific examinations such as allergy tests, detection of infectious diseases, and genetic examinations. In addition, corporate health services are also available for companies that want to conduct health checks for their employees. As a laboratory that has been accredited by College of

American Pathologists (CAP), Prodia ensures accurate and reliable examination results, in accordance with international standards. In the digital era, Prodia Clinical Laboratory also continues to innovate by presenting serviceshome service, Prodia Clinical Laboratory applicationMobile,and an online-based examination result system that allows customers to access health information more easily and quickly (Gur & Matsui, 2025; Ngoc Huynh et al., 2024). With a network spread across various cities in Sumatra, Prodia Clinical Laboratory acts as a trusted health partner for the community and medical personnel in supporting early detection, disease diagnosis, and regular health monitoring.

Based on the results of observations of the Prodia Clinical Laboratory in the Sumatra region, there are several phenomena that affect organizational performance in various branches. One of the main problems of organizational performance. The following can be seen that productivity in each branch can be explained as follows:

Table 1. Number of Samples Examined per Employee per Day

Year	Number of Samples checked/employee/day								
	Medan	Palembang	Batam	Pekanbaru	Siantar	Banda Aceh	Padang	Jambi	Kisaran
2022	22	23	26	12	29	19	18	17	17
2023	23	25	26	17	28	24	20	19	21
2024	24	27	28	17	30	25	24	18	22

Source: Observation Results

Based on the data on the number of employees and the number of samples examined per employee per day from 2022 to 2024, it can be seen that the number of employees in each branch is relatively stable, but productivity as measured by the number of samples examined per employee does not always show a comparable increase. In 2022, the Medan branch had 88 employees with an average of 22 samples examined per employee per day. Despite having the largest number of employees, its productivity is lower than the PST branch which has 55 employees but can examine 29 samples per employee. The Pematang Siantar branch with 43 employees examines 23 samples, while Batam with the same number of employees examines 26 samples. On the other hand, Pekanbaru has 55 employees but only examines 12 samples per employee, showing the lowest productivity. The banda aceh branch with 35 employees examines 19 samples, Padang with 37 employees examines 18 samples, and Jambi with 29 employees examines 17 samples.

In 2023, there was a slight increase in productivity in several branches. Medan increased to 23 samples, Palembang to 25 samples, and Pekanbaru showed a significant increase from 12 to 17 samples. However, Pematang siantar actually experienced a decrease in productivity from 29 to 28 samples even though the number of employees remained at 52. The Banda Aceh branch increased from 19 to 24 samples, while Padang and Jambi increased to 20 and 19 samples, respectively. In 2024, several branches showed improvements in productivity. Medan increased to 24 samples, PLG to 27 samples, Batam to 28 samples, and Pematang Siantar increased again to 30 samples. Banda Aceh also increased to 25 samples, Padang to 24 samples, but Jambi actually decreased to 18 samples. The problem seen from this data is the imbalance between the number of employees and productivity. Several branches with a large number of employees, such as Medan and Pekanbaru, do not show optimal productivity compared to branches with fewer employees such as Pematang Siantar. This shows that increasing the number of employees is not always followed by increasing productivity.

Apart from performance, there are other factors that influence human resource management. Experts focus on strategic human resource management by implementing human resource management practices as a system, often referred to as "High Performance Work System" (HPWS), which impacts organizational performance (Miao et al., 2023; Mousa Alriyami et al., 2024) both directly and through intermediaries (Stamos & Kotsopoulos, 2024; Zhao & Gao, 2024). In general, HPWS is the achievement of high performance through individuals (Musah et al., 2025; O'Reilly et al., 2024; Story & Neves, 2024) or achieving superior performance by adopting practices that recognize and utilize employee capabilities to create value (Pratiwi et al., 2025; Zhai et al., 2025) Quality and high-performance human resources (HPWS) can improve organizational performance and provide competitive advantages that will successfully face various crises and global challenges faced by the organization.

In addition to HPWS, other factors of organizational culture are the hidden values, beliefs and assumptions that exist in members of the organization (Zhang et al., 2025). In an effort to create unique values, organizations actually create culture as a key factor in achieving competitive advantage. Prodia Clinical Laboratories throughout Sumatra implement seven work culture philosophies that serve as guidelines in providing the best service to customers. The first philosophy is Smile and Greet, which reflects friendliness in every interaction, creating a warm and caring service experience. Next, Listen and Provide Solutions teaches the importance of understanding customer needs with empathy and providing the best solutions according to their medical needs.Organizational culture plays a critical role in shaping organizational performance. Research consistently shows that a strong organizational culture can positively impact organizational performance by fostering a work environment that encourages collaboration, innovation, and employee engagement (Pham et al., 2024; Yeboah & Zogli, 2025). Based on the background phenomena above, the author is interested in conducting research with

the title"High Performance Work System And Organizational Culture TowardsOrganization Performance(Study at Prodia Clinical Laboratory throughout Sumatra)".

2. RESEARCH METHOD

This study uses a quantitative approach with a survey design to test the effect of High-Performance Work System (HPWS) and Organizational Culture on organizational performance. The quantitative approach was chosen because it aims to test the relationship between variables objectively and measure the strength of the influence of independent variables on dependent variables using statistical analysis (Santoso & Madiistriyatno, 2021). The population in this study were all employees working in the organization that was the object of the study. Based on the data obtained, the population consisted of employees in various work units, especially those who have a direct role in operations and services, such as frontliners, laboratory technologists, and administrative staff. The sampling technique used purposive sampling, namely selecting respondents who are considered to represent the population and have direct experience related to the implementation of HPWS and organizational culture in their work environment. The number of samples used was 191 respondents, who had met the requirements for multiple regression analysis based on the minimum sample rule. For this study, the Likert scale used was5-point Likert scale. This scale is used to measure the level of agreement or frequency of respondents to each statement submitted in the questionnaire. The collected data are processed and analyzed using the latest version of SPSS statistical software. Data analysis consists of several stages: Descriptive Analysis, to describe the characteristics of respondents, distribution of answers, and an overview of the research variables. Classical Assumption Tests such as normality, multicollinearity, and heteroscedasticity to ensure that the data meets the requirements of regression analysis. Multiple Regression Analysis, used to test the simultaneous and partial effects between independent variables (HPWS and Organizational Culture) on the dependent variable (organizational performance). The results of the regression coefficient, significance value, and determination coefficient (R^2 and Adjusted R^2) are analyzed to assess the relationship between variables. Significance Test with F and t values to test the research hypothesis whether there is a significant effect of HPWS and Organizational Culture on organizational performance (Wajdi et al., 2024).

3. RESULTS AND DISCUSSION

3.1 Descriptive Analysis of Respondents

This research involves191 respondentswho work in Prodia Clinical Laboratories spread across the Sumatra region. Respondent characteristics based on gender, age, education level, and position are described as follows:

Table 2. Descriptive Analysis of Respondents

Identity		Frequency	Percentage (%)
Gender	Man	41	21,47%
	Woman	150	78,53%
Year of Birth	1965 - 1980	21	10,99%
	1981 - 1996	151	79,06%
	1997 - 2012	19	9,95%
Educational level	Postgraduate	6	3,14%
	Diploma IV/Bachelor's Degree (Undergraduate)	88	46,07%
	Diploma III	97	50,79%
Department	Branch Customer Service	18	9,42%
	Branch Customer Service Supervisor	20	10,47%
	Laboratory Technologist	23	12,04%
	Branch Operational Supervisor	9	4,71%
	Branch Finance Officer	9	4,71%
	Laboratory Information Service	38	19,90%
	Non Laboratory Officer	43	22,51%
	Radiographers	9	4,71%
	Phlebotomy	10	5,24%
	Branch Manager	6	3,14%
	Unit Head	6	3,14%

Source: Processed Primary Data (2025)

The research data involved 191 respondents from Prodia Clinical Laboratories throughout Sumatra with various demographic characteristics. Based on gender, the majority of respondents were female, 150 people (78.53%), while 41 were male (21.47%). This shows the dominance of female workers in the laboratory environment. Judging from the year of birth, respondents were divided into three generation groups. Respondents born between 1965 and 1980, who are included in Generation X, numbered 21 people (10.99%). Most of the respondents, namely 151 people (79.06%), were born between 1981 and 1996, who are the Millennial Generation. This generation is known to be active, technology-literate, and tends to value the balance between personal life and work. Respondents from the youngest generation, namely Generation Z who were born between 1997 and 2012, numbered 19 people (9.95%). With the dominance of respondents from the Millennial Generation, management approaches and organizational culture should be adjusted to suit the characteristics of this generation to optimally improve organizational performance. In terms of education level, respondents with Diploma III education dominate as many as 97 people (50.79%), followed by Diploma IV or Bachelor's degree as many as 88 people (46.07%). Respondents who have postgraduate education level are relatively few, namely 6 people (3.14%). This finding indicates that the majority of workers in the laboratory have diploma level education which is sufficient to support operations and services in the clinical laboratory.

Based on position, respondents are spread across various positions with the largest number in Non-Laboratory Officer as many as 43 people (22.51%), followed by Laboratory Information Service as many as 38 people (19.90%) and Laboratory Technologist as many as 23 people (12.04%). The positions of Branch Customer Service and Branch Customer Service Supervisor are also quite numerous, 18 people (9.42%) and 20 people (10.47%) respectively. Other positions such as Branch Operational Supervisor, Branch Finance Officer, Radiographer, and Phlebotomy have relatively smaller numbers, ranging from 4.71% to 5.24%. Leadership positions such as Branch Manager and Unit Head each number 6 people (3.14%). This distribution of positions shows a fairly diverse organizational structure with a dominance of operational and laboratory service personnel. Overall, these demographic data provide an overview of the workforce at the Prodia Clinical Laboratory which is dominated by women from the millennial generation with a diploma educational background, and is spread across various operational and service positions. This finding is important as a basis for designing an effective work system and organizational culture, especially in the context of implementing a High-Performance Work System to improve organizational performance.

3.2 Descriptive Statistics of Variables

To understand the characteristics of data from research that examines the influence of High-Performance Work System and Organizational Culture on Organizational Performance, descriptive statistical analysis was conducted on the three main variables. These descriptive statistics include the number of respondents (N), minimum value, maximum value, total number (sum), average value (mean), and standard deviation of each variable:

Table 3. Descriptive Statistics of Variables

Descriptive Statistics						
	N	Minimum	Maximum	Sum	Mean	Std. Deviation
High Performance Work System	191	48	85	13584	71.12	9.390
Organizational culture	191	28	50	8178	42.82	5.346
Performance Organization	191	43	75	12125	63.48	8.409
Valid N (listwise)	191					

Source: Processed Primary Data (2025)

Based on the results of the analysis, the variablesHigh Performance Work Systemhas a minimum value of 48 and a maximum of 85, with a total score of 13,584 from 191 respondents. The average score of this variable is 71.12 with a standard deviation of 9.39, indicating moderate data variation among respondents. The variableOrganizational culturehas a minimum value of 28 and a maximum of 50, with a total score of 8,178. The average score for this variable is 42.82 with a standard deviation of 5.35, indicating relative consistency in respondents' perceptions of organizational culture. While the variablePerformance Organizationhas a minimum value of 43 and a maximum of 75, with a total score of 12,125, a mean of 63.48, and a standard deviation of 8.41, which indicates a fairly good level of organizational performance with moderate variation. Overall, these descriptive statistical data provide a general overview of the conditions of the variables studied, which can be the basis for further analysis related to the influence of the High-Performance Work System and Organizational Culture on organizational performance in Prodia Clinical Laboratories throughout Sumatra.

3.3 Classical Assumption Test

In regression analysis, classical assumption tests are essential to ensure the validity of the model results. Some common tests include:

3.3.1 Normality Test

The normality test aims to check whether the residuals (errors) of the regression model are normally distributed. One method that is often used is the Kolmogorov-Smirnov test. The normality requirement is met if the significance value (p-value) of the Kolmogorov-Smirnov test is greater than 0.05 (p > 0.05), which indicates that the residual distribution is not significantly different from the normal distribution.

Table 4. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		191
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.04738917
Most Extreme Differences	Absolute	.214
	Positive	.165
	Negative	-.214
Test Statistic		.214
Asymp. Sig. (2-tailed)		.066[c]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Processed Primary Data (2025)

The normality test was conducted using the One-Sample Kolmogorov-Smirnov Test to test whether the residuals of the regression model were normally distributed. Based on the test results on unstandardized residuals with a sample size of 191, the Kolmogorov-Smirnov test statistic value was 0.214 with a significance value (Asymp. Sig. 2-tailed) of 0.066. The significance value is greater than the critical limit of 0.05 (p > 0.05), so it can be concluded that the residuals follow a normal distribution. Thus, the assumption of normality in this regression model is met.

3.3.2 Multicollinearity Test

Multicollinearity test is conducted to detect high correlation between independent variables that can disrupt the stability of the regression coefficient. One of the indicators used is the Variance Inflation Factor (VIF). Multicollinearity does not occur if the VIF value of each independent variable is below 10 (VIF <10), and the tolerance value is above 0.1. Multicollinearity test is conducted to determine whether there is a high correlation between independent variables in the regression model. One of the main indicators used is the Variance Inflation Factor (VIF) value and tolerance value.

Table 5. Multicollinearity Test

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
Model		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	.181	1.773			
	High Performance Work System	.113	.051	.126	.209	4.779
	Organizational culture	1.291	.089	.821	.209	4.779

a. Dependent Variable: Performance Organization

Source: Processed Primary Data (2025)

3.3.2 Heteroscedasticity Test

The heteroscedasticity test aims to determine whether the residual variance of the regression model is constant (homoscedasticity) or not (heteroscedasticity). One method used is to visualize the residuals using a scatterplot between the residuals and the predicted values. The condition for the absence of heteroscedasticity is met if the plot shows a random and even residual distribution pattern without a particular pattern. Conversely, patterns such as forming lines or cones indicate heteroscedasticity.
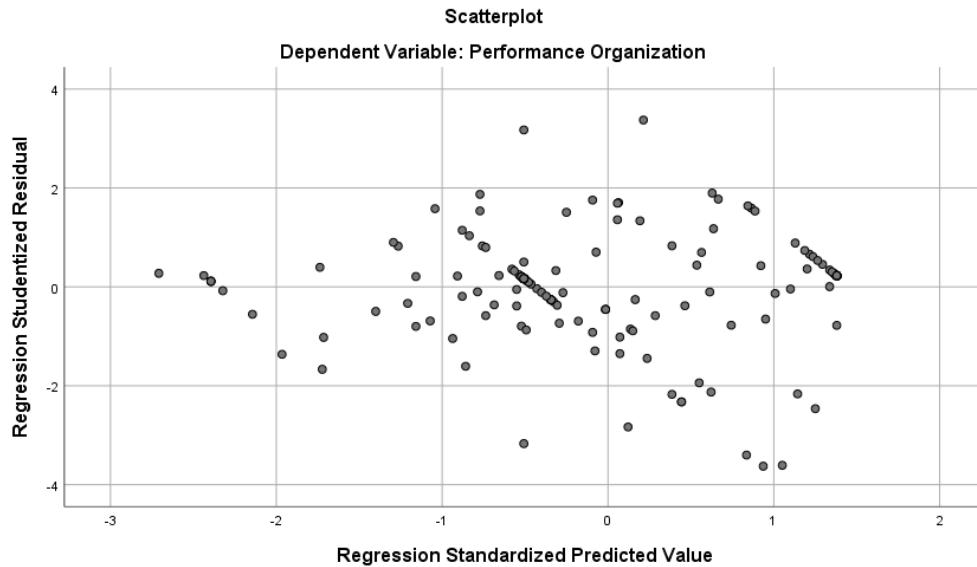
Figure 1. Testing heteroscedasticity scatterplot

In the scatterplot presented, the points are randomly distributed and do not form a specific systematic pattern, neither a widening or narrowing pattern is visible. This random and even distribution of points indicates that the residual variance is relatively constant throughout the range of predicted values. Thus, it can be concluded that the regression model meets the homoscedasticity assumption and there are no significant heteroscedasticity problems.

3.4 Multiple Regression Analysis

Multiple regression analysis is used to determine the influence of independent variables, namelyHigh Performance Work System and Organizational culture, on the dependent variablePerformance Organizationat Prodia clinical laboratories throughout Sumatra. Based on the analysis results, the following regression equation was obtained:

Table 6. Multiple Regression Analysis

		Coefficients[a]				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.181	1.773		.102	.919
	High Performance Work System	.113	.051	.126	2.223	.027
	Organizational culture	1.291	.089	.821	14.478	.000

a. Dependent Variable: Performance Organization

Source: Processed Primary Data (2025)

High Performance Work System has a positive and significant effect on Organizational Performance, but its contribution is relatively small. The results of the analysis show that the High Performance Work System has a regression coefficient of 0.113 with a significance value of 0.027 (p <0.05). This means that the better the implementation of a high-performance work system, the better the organizational performance will be. However, the standard beta value of 0.126 indicates that its contribution to the regression model is relatively small compared to other variables. This means that although it has a

statistical effect, its influence is not dominant in explaining variations in organizational performance.

Organizational Culture is the most dominant factor that influences Organizational Performance positively and very significantly. Organizational Culture has a regression coefficient of 1.291 with a significance value of 0.000, indicating a very significant influence on organizational performance. The standard beta value of 0.821 confirms that organizational culture is the main predictor in this model. In other words, the stronger the organizational culture formed, the higher the level of organizational performance. This finding emphasizes the importance of building and maintaining a positive and productive work culture to encourage optimal performance in the organizational environment.

3.4.1 Coefficient of Determination

The Coefficient of Determination (R^2) is a statistical measure that indicates the proportion of variance in the dependent variable that can be explained by the independent variables in a regression model.

Table 7. Coefficient of Determination

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.935[a]	.874	.872	3.006

a. Predictors: (Constant), Organizational Culture, High Performance Work System

b. Dependent Variable: Performance Organization

Source: Processed Primary Data (2025)

The results of the analysis show that the High Performance Work System has a regression coefficient of 0.113 with a significance value of 0.027 (p <0.05). This means that the better the implementation of a high-performance work system, the better the organizational performance will be. However, the standard beta value of 0.126 indicates that its contribution to the regression model is relatively small compared to other variables. This means that although it has a statistical effect, its influence is not dominant in explaining variations in organizational performance. Organizational Culture is the most dominant factor that influences Organizational Performance positively and very significantly. Organizational Culture has a regression coefficient of 1.291 with a significance value of 0.000, indicating a very significant influence on organizational performance. The standard beta value of 0.821 confirms that organizational culture is the main predictor in this model. In other words, the stronger the organizational culture formed, the higher the level of organizational performance. This finding emphasizes the importance of building and maintaining a positive and productive work culture to encourage optimal performance in the organizational environment.

3.4.2 Simultaneous Significance Test (F Test)

Independent variables used in the regression model have a significant influence on the dependent variable. In other words, this test examines whether all regression coefficients in the model are not equal to zero simultaneously.

Table 7. Coefficient of Determination

ANOVA[a]						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11735.248	2	5867.624	649.487	.000[b]
	Residual	1698.438	188	9.034		
	Total	13433.686	190			

a. Dependent Variable: Performance Organization

b. Predictors: (Constant), Organizational Culture, High Performance Work System

Source: Processed Primary Data (2025)

Based on the results of the ANOVA test of Fwhich is shown in the table above, the value obtained isF count is 649.487with significance value (Say.) as big as0,000. This significance value is much smaller than the critical limit of 0.05, which means that the regression model built in this studysimultaneously significant. Thus, it can be concluded that togethervariabel High Performance Work System And Organizational culturehave a significant impact onPerformance Organizationat Prodia Clinical Laboratories throughout Sumatra. This shows that both independent variables are relevant in explaining the variations that occur in organizational performance.

3.5 Discussion

3.5.1 High Performance Work System (HPWS) has a positive and significant influence on organizational performance

Most of the respondents in this study came from the millennial generation (born between 1981–1996) and had a Diploma III and Bachelor's degree. These characteristics indicate that employees have sufficient educational background and basic competencies to adapt to a modern work system that demands high performance. The millennial generation is known to have high expectations for career development, training, and a fair and merit-based work system—all of which are part of the High-Performance Work System (HPWS). Empirically, HPWS has a positive and significant effect on organizational performance with a regression coefficient value of 0,113 and significance value 0,027. However, its contribution is still relatively small (standard beta value 0,126). This could indicate that although work systems such as training, competency-based selection, and empowerment have been implemented, they have not been fully used as the main force to drive performance. Some units may implement HPWS formally, but have not internalized the underlying values. In the field, this can be seen from the variation in understanding of training objectives or differences in the implementation of work assessment systems between branches. Research by (Listyandi, 2024) shows that HPWS can increase productivity, but its influence depends on how effectively the system is implemented as a whole. Research by (Dorta-Afonso et al., 2021) also emphasizes that HPWS is only effective when implemented consistently and linked to organizational strategy. In the context of Prodia Clinical Laboratory these results confirm that HPWS has contributed, but further strengthening is needed, especially in the aspect of integrating the work system with the existing work culture. The finding that the High-Performance Work System (HPWS) has a positive and significant influence on organizational performance is in line with previous studies that emphasize the importance of an integrated performance-based work system in improving organizational results. Seminal research from (Al-Ajlouni, 2021) shows that HPWS plays a major role in increasing employee productivity, output quality, and job satisfaction, especially when organizations are able to align human resource management practices such as continuous training, employee participation, and competency-based performance evaluation.

In addition, studies from (Listyandi, 2024; Miao et al., 2023; Zhai et al., 2025) concluded that organizations that implement HPWS systematically and consistently experience significant increases in workforce productivity, reduced turnover rates, and increased organizational profits. Huselid also emphasized that the impact of HPWS on performance is not automatic, but depends on the alignment between work systems, organizational strategy, and a supportive work culture. Other research by (Listyandi, 2024) underlines that the success of HPWS lies not only in the design of the system itself, but also in how the system is integrated into the organizational culture and adapted by all elements of the organization. In practice, organizations that only adopt HPWS administratively without instilling its values in the daily behavior of employees often fail to achieve maximum impact. Meanwhile, contemporary research such as by (Khafid et al., 2024; Singh et al., 2020) also emphasized that HPWS plays an important role in building human resource-based organizational capabilities, but its effectiveness is greatly influenced by the institutional context, organizational structure, and the level of managerial involvement in supporting its implementation. In the context of a healthcare organization such as Prodia Clinical Laboratory, the results of this study emphasize that HPWS will only provide optimal impact if it is implemented comprehensively, understood in depth by every level of the organization, and supported by leadership that is able to direct the work culture towards high performance standards. Thus, efforts to strengthen a shared understanding of the importance of a consistent, merit-based, and learning-oriented work system are crucial to maximizing the contribution of HPWS to organizational performance (Chukwuma et al., 2020).

3.5.1 Organizational Culture Has a Big Influence on Organizational Performance

Respondents showed a high perception of organizational culture with an average value of 42.82 out of 50, and a low standard deviation (5.35), indicating a relatively uniform perception. The majority of respondents work in frontline positions, such as Laboratory Technologist, LIS Officer, And Customer Service, which is highly dependent on organizational values such as discipline, responsibility, effective communication, and customer service. This indicates that organizational culture has indeed become part of the daily work of employees. Statistically, organizational culture shows a very large influence on performance, with a regression coefficient value of 1,291, significance 0,000, and standard beta 0,821. In the field, this can be seen from the consistency of organizational values such as professionalism, honesty, cooperation, and compliance with procedures that are internalized in each work unit. This work culture strengthens cross-functional coordination and encourages the creation of a conducive and efficient work environment. Denison and Mishra (1995) emphasized that a strong organizational culture is closely related to high performance. Dimensions such as involvement, consistency, and mission have proven to be indicators of organizational success. The Robbins & Judge (2013) study also stated that a strong organizational culture can shape positive work behavior and influence employee motivation and commitment. This finding is consistent with the results of this study, that organizational culture is a dominant factor in improving organizational performance. Organizational culture has long been recognized as one of the main factors that significantly influences organizational performance. Previous research shows that a strong and positive culture can create a work environment that

supports employee productivity, motivation, and commitment, thereby contributing greatly to achieving organizational goals. (Farid et al., 2019; Rukanda & Faisal, 2023; Sutoro et al., 2020) found that organizations with strong cultures on the dimensions of involvement, consistency, adaptability, and mission tend to have higher performance compared to organizations with less internalized work cultures.

They assert that a consistent culture based on shared values is able to direct employee behavior collectively, thereby increasing coordination and work effectiveness. In their longitudinal study,(Rukanda & Faisal, 2023; Syahyuni, 2020) also demonstrated that organizations with adaptive and customer-oriented cultures showed significant revenue growth and financial performance over 11 years of observation compared to organizations with less flexible cultures. This underscores the importance of a culture that is aligned with the organization's strategy for optimal performance outcomes. (Ali et al., 2024; Sun et al., 2024) suggests that organizational culture functions as a "system of shared meaning" that influences how employees think, act, and make decisions. A strong work culture not only instills a sense of responsibility and pride, but also shapes employee behavior that is productive and results-oriented, which ultimately improves organizational performance significantly.

Furthermore, research by (O'Reilly et al., 2024) emphasizes that a healthy organizational culture is able to shape positive work behavior, increase employee motivation and loyalty, and strengthen their emotional ties to the organization. This has a direct impact on improving individual and team performance which contributes to the overall success of the organization. In the context of health services research,(Farid et al., 2019) found that a culture focused on results and stability has a significant positive impact on organizational performance, especially in ensuring consistent quality and service standards. Such a culture encourages employees to comply with work procedures and work together effectively, which results in better organizational performance. Overall, these findings indicate that organizational culture is not only a supporting factor, but also one of the key variables that significantly affect organizational performance. Strategic and sustainable cultural management can be a major competitive advantage in facing business challenges and dynamic environmental changes.

4. CONCLUSION

Although High Performance Work Systemhas a positive effect on performance, its strength is not yet as greatorganizational culture, which is clearly the main foundation of organizational success. Integration between a modern work system and a strong organizational culture is the key to driving continuous performance improvement. Therefore, organizations such as Prodia Clinical Laboratory need to continue to strengthen a positive work culture while increasing the effectiveness of HPWS implementation evenly across all branches.

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