



The influence of organizational culture, leadership and human capital on organizational change of the Pesisir Bukit Camat office

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ABSTRACT

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This study aims to see the effect of Organizational culture on organizational change at the Pesisir Bukit Camat Office. Leadership on organizational change at the Pesisir Bukit Camat Office. Human capital on organizational change at the Pesisir Bukit Camat Office. Organizational culture, leadership, and human capital jointly affect organizational change at the Pesisir Bukit Camat Office. The population in this study were all 32 employees of the Pesisir Bukit Camat Office. The technique of determining the number of samples using total sampling technique (the whole sample is 32. The results of this study indicate that Organizational culture has a positive influence on organizational change at the Pesisir Bukit Camat Office. Leadership has a positive influence on organizational change at the Pesisir Bukit Camat Office. Human capital has a positive influence on organizational change at the Pesisir Bukit Camat Office. Organizational culture, leadership, and human capital together have a positive effect on organizational change at the Pesisir Bukit Camat Office.

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1. INTRODUCTION

Change is a natural phenomenon of human life and organizations in the world. So natural, that sometimes people take it for granted, underestimate and even allow change to happen, Kasali, (2021). Trying to keep oneself alive and survive in an ever-changing environment is a problem that is not easy, because the environment is very difficult to predict with a period of discontinuity, thus requiring an organization to move quickly with fundamental changes in a complex and turbulent business environment, therefore every organization must be ready to make changes. In general, change is a way of directing or leading an organization to do something different and comprehensive by using a more efficient way or system so that the organization can survive and develop in line with the development of its environment (Leithwood et al., 2021; Stouten et al., 2018). Through organizational change, the organization's organizational change becomes clearer, binding between what is done and the results, more energy, commitment, and enthusiasm will be generated during the change process. Kotler, Philip dan Keller, (2021) put forward eight steps of change mainly

aimed at the strategic level, namely: 1) create an atmosphere of urgency, 2) form a coalition to direct the change process, 3) create a vision, 4) communicate the vision, 5) delegate authority to people to carry out the vision, 6) plan and create small successes, 7) consolidate improvements to produce more changes, institutionalize new approaches, and 8) institutionalize new approaches.

There are several reasons why organizations or institutions are now difficult to maintain their survival because they cannot capture and identify signs of change, so that when changes do occur, the organization is not ready to deal with them, because its internal structure is unable and late to make adjustments, maybe the organization only focuses and is shackled to one focus of activity (Ciulli et al., 2020; Gazley & Guo, 2020). One of the organizations at the Camat level that has also experienced organizational change is the Pesisir Bukit Camat Office. The local government paradigm that refers to Law Number 32 of 2004 has changed the role of the Camat government in the implementation of regional autonomy, which in the past was limited to assisting tasks. Now the duties and functions of the Camat Head have been regulated in the provisions of Article 126 paragraphs (2) and (3) of Law Number 23 of 2014 concerning Regional Government, where the Camat as a Regional Apparatus plays a role in organizing government, development and services to the community at the regional level.

The main tasks and functions of the Camat Head are more strategic, namely carrying out part of the authority of the City Government delegated by the Mayor to the Camat Head to handle some regional autonomy affairs. With the implementation of the delegation of part of the authority to the Camat, it is expected that government administration can be carried out more efficiently and supported by the division of tasks and responsibilities between the City Government and the Camat Government. Therefore, inevitably the Pesisir Bukit Camat Office will experience organizational change problems. To see whether the problem of organizational change exists or not in the Pesisir Bukit Camat Office, the author conducted an initial survey, the results of which most respondents stated that no changes were made because most of the changes made by the leadership were without notification or coordination and discussion with subordinates.

Changes to structures, procedures, and technology can be very important, but there is no doubt that the real central change lies in changing individual behavior. (Kotler, 2019). Opinion Wibowo, (2019);(Nardo & Hasymi, 2024) In order to manage change, human resources are needed who understand the purpose of a change and have the competence to do so, but a common mistake is that many organizations focus more on changing structures, procedures, and technology which are basically easy to control, when in fact the main problem lies in changing the behavior of human resources and culture in the organization itself. These conditions indicate the need for organizational change by the Pesisir Bukit Camat Office to ensure that change efforts can run well, and achieve the expected results.

Factors that influence organizational change are organizational culture (Lewis, 2019; Meng & Berger, 2019). Opinion Effendi, (2021) Organizational culture is defined as norms, values, assumptions, beliefs, philosophies, organizational habits, and so on developed over a long time by the founders, leaders, and members of the organization that are socialized and taught to new members and applied in organizational activities so as to influence the patterns of thought, attitudes, and behavior of organizational members in producing products, serving consumers, and achieving organizational goals (Gagné, 2018; Kim et al., 2020; Perrow, 2019).

In addition to organizational culture, another factor that influences the success of an organizational change breakthrough is leadership. Leadership is an abstract concept, but the results are real. Sometimes leadership leads to art, but it is often related to science. Wiger & Rettig, (2022);(Basbeth & Nardo, 2023) stated, "the success of an organization, both as a whole and some groups in the organization is highly dependent on the quality of leadership contained in the organization concerned.". Meanwhile, Sulistiyani, A. T., (2022)

suggests that: "a leader is someone who leads others by giving instructions, or with a more formal meaning, that in carrying out leadership someone gives orders". The author observes several leadership problems at the Pesisir Bukit Camat Office, namely the lack of assertiveness of leaders in imposing sanctions on undisciplined employees. This makes organizational change not well implemented.

In addition to organizational culture and leadership, human capital also greatly affects the progress of a change. The term human capital for human resources (HR) has not been widely adopted by business people, while the role of HR in the future of the agency is very decisive. Whatever the form and purpose of the organization is formed based on a vision for the benefit of humans and in the implementation of its mission is managed and managed by humans. So humans are a strategic factor in all organizational activities. Therefore, handling reliable human resources must be done as human capital. Referring to current developments, it requires agencies / or organizations to compete by using competitive advantages obtained through creative innovations produced by their intellectual capital (Hayat et al., 2019; Kasmawati, 2020; Li et al., 2019). The results of this study will show how the practice of organizational change and leadership influence the organizational change of the Pesisir Bukit Camat Office amidst the turmoil of changes in the work environment due to the phenomenon of the industrial revolution 4.0.

2. RESEARCH METHOD

Type of Research

This research chose a location at the Pesisir Bukit Camat Office. The population in this study were all employees of the Pesisir Bukit Camat Office, totaling 32 people. The research sample is a limited number and part of the population, part of the population that is selected and represents the population. (Muri, 2021; Sugiyono, 2019). The technique in this sampling uses total sampling technique (overall sample), total sampling is a sampling technique where the number of samples is the same as the population. Sugiyono, (2021). Alasan mengambil total sampling karena jumlah populasi yang kurang dari 100 seluruh populasi dijadikan sampel penelitian semuanya. Jenis penelitian adalah analisa kuantitatif, Sugiyono, (2021) quantitative method, namely as a research method based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing predetermined hypotheses. The type of data in this study is primary data, namely research data obtained or collected directly from the original source (without intermediaries) (Sugiyono, 2016).

Types and sources of data

The types and sources of data used in the research are as follows:

a. Primary data

Data which is the main type of data that supports research. This primary data source is obtained directly from research respondents through respondents' answers in the circulated research questionnaire.

b. Secondary data

Data which is the second type of data that supports research, this data is obtained indirectly from sources of information that are not sought by researchers themselves. Secondary data sources are data sources such as employee data, organizational structure, journals, and readings related to research and this data source is obtained from the Pesisir Bukit Camat Office.

Classical Assumption Test

The normality test aims to test whether in the regression model, confounding or residual variables have a normal distribution. To determine the normality test can be done

through graph analysis. This graphical analysis can be used to determine normality by looking at the histogram graph which compares the observed data with a distribution that is close to normal distribution. The multicollinearity test aims to test whether the regression model found a correlation between the independent variables. A good regression model should not have a correlation between the independent variables. If the independent variables are correlated, then the variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between fellow independent variables is equal to zero. (Ghozali, 2017). The way to detect the presence or absence of multicollinearity in the regression model is through the tolerance value and variance inflation factor (VIF). These two measures show which independent variables are explained by other independent variables. In simple terms, each independent variable becomes the dependent variable and is regressed on the other independent variables. A commonly used cut-off value to indicate the presence of multicollinearity is a tolerance value ≥ 0.10 or equal to a VIF value ≥ 1.0 . Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. If the variance of the residuals of one observation to another observation is constant, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is one with homoscedasticity or no heteroscedasticity. To detect the presence or absence of heteroscedasticity can be done by looking at the Garfik Plott (Scatter plot). If there is no clear pattern, such as points spreading above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity.

Data Analysis Technique

According to Sugiyono, (2021) What is meant by analysis technique is an activity after data from all respondents or other data sources are collected. Activities in data analysis are: grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data for each variable studied, performing calculations to answer problem formulations, and performing calculations to test hypotheses that have been proposed. Data analysis in this study is using multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the variables that influence and the variables that are influenced. With the multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e \quad (1)$$

Description: Y= Organizational change, a= Constant Intersep, X_1 = Organizational Culture, X_2 = Leadership, X_3 = Human capital, b_1, b_2, b_3 = Regression Coefficient, e= Error Term

3. RESULTS AND DISCUSSIONS

Data Description

Data was obtained by distributing questionnaires to 32 respondents, namely all employees of the Pesisir Bukit Camat Office. Questionnaire. The research presents a description of the data according to the characteristics of the respondents and the answers to the questionnaire.

Characteristics of Respondents

Characteristics of Respondents by Gender. The following are the results of respondent characteristics based on gender:

Table 1. Description of Respondents by Gender

No	Gender	Frequency	
		People	%
1	Male	19	59
2	Female	13	41

Total	32	100
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Source: Data processed, 2024

Of the total 32 respondents, women were 59% while the remaining 41% were male employees. This data shows that employees of the Pesisir Bukit Camat Office are dominated by women.

Characteristics of Respondents by Age

The following are the results of respondent characteristics based on age type:

Table 2. Description of Respondents by Age

No	Age Group	Frequency	
		People	%
1	21 - 30 years	0	0
2	31 - 40 years	10	31
3	41 - 50 years	17	53
4	51 - 60 years	5	16
	Total	32	100

Source: Data processed, 2024

Of the 32 respondents sampled in this study, the largest age group of respondents was the large age group 41-50 years, namely 53% and 41-50 years, namely 31%, and the smallest age group of respondents was the 20-30 years group as much as 0%.

Characteristics of Respondents According to Education

The following are the results of the characteristics of respondents based on education

Table 3. Description of Respondents According to Education

No	Education	Frequency	
		People	%
1.	SMA	0	0
2.	D3	2	6
3.	S1	25	78
4.	S2	5	16
	Total	32	100

Source: Data processed, 2024

Based on the data in the table above, none of the respondents had a high school / vocational high school education, 2 respondents or 6% had a Diploma education, 25 respondents had a Bachelor's degree or 78% and 5 respondents or 16% had a Master's degree.

Characteristics of Respondents by Occupation

The following are the results of the characteristics of respondents based on work

Table 4. Description of Respondents According to Length of Service

No	Length of Service	Frequency	
		People	%
1	0 - 10 Years	5	16
2	11 - 20 Years	17	53
3	21 - 30 Years	10	31
4	31 - 40 Years	0	0
	Total	32	100

Source: Data processed, 2024

Characteristics of respondents according to the length of work that has been undertaken to date. Based on the length of service, most respondents have a working period of 11-20 years, as many as 53%. This data shows that in general, employees of the Pesisir Bukit Camat Office are mature employees at work.

Data Instrument Test

This is necessary to know that the variables under study function as verification tools which include validity tests and reliability tests. The validity test results show that each variable in this study is valid and able to be used to test the research hypothesis, because the Corrected Item-Total Correlation value (r count) is greater than r table. Where the value of r table in the study was sought at a significance of 0.05 with a 2-sided test and a value of $df = n-2 = 32-2 = 30$, namely 0.3494. In the sense that the question items in this study show the accuracy and accuracy of the measuring instrument in performing its measuring function. The reliability test results show this because the calculated Cronbach's alpha value of each instrument is greater than 0.60, so it can be used to conduct research or test research hypotheses. The results of the reliability test in this study on variable Y obtained an Alpha value of 0.702. The reliability test on variable X1 obtained an Alpha value of 0.883, on variable X2 obtained an Alpha value of 0.775, and on variable X3 obtained an Alpha value of 0.890. Good and low reliability is indicated by a Cronbach Alpha (α) coefficient number ≥ 0.60 . Because the Cronbach Alpha (α) value ≥ 0.60 , the question instrument items on variable Y are proven to be reliable.

Classical Assumption Test

Normality Test

This normality test is used to test the normality of the regression model. The test was carried out using the Kolmogorov-Smirnov test method for each variable. The regression model is normally distributed if the Kolmogorov-Smirnov sign value of each variable is greater than $\alpha = 0.05$. The results of the normality test can be seen in Table 5

Table 5. Normality Test Results

		One-Sample Kolmogorov-Smirnov Test			
		Y	X1	X2	X3
N		32	32	32	32
Normal Parameters ^a	Mean	27.6875	39.4375	40.2813	38.5000
	Std.	3.83900	3.68902	3.09249	3.36011
	Deviation				
Most Extreme Differences	Absolute	.111	.145	.154	.115
	Positive	.100	.121	.102	.079
	Negative	-.111	-.145	-.154	-.115
Kolmogorov-Smirnov Z		1.023	.111	.145	.154
Asymp. Sig. (2-tailed)		.200 ^a	.083 ^a	.271 ^a	.200 ^a

Source: Data processed, 2024

From the table above, it can be seen that the Kolmogorov-Smirnov test results state that the data is normally distributed. This can be seen from the results of the sig value of the organizational change variable (Y) is $0.200 > 0.05$.

Multicollinearity Test

The Multicollinearity test is useful for testing whether the regression model found a correlation between the independent variables. A good regression model should not have a correlation between the independent variables if the independent variables are correlated then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between fellow independent variables = 0 (Ghozali, 2011).

Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). How to determine whether there is a deviation from the multicollinearity test is by looking at the Tolerance and VIF values of each independent variable, if the Tolerance value > 0.10 and the VIF value < 10 , the data is free from multicollinearity symptoms, as can be seen in table 6 below:

Table 6. Multicollinearity Test Results

Model	Coefficients ^a		Collinearity Statistics	
			Tolerance	VIF
1	X1		.980	1.020
	X2		.814	1.228
	X3		.820	1.220

a. Dependent Variable: Y
Source: Data processed, 2024

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables because the VIF value of all independent variables is < 10 .

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals of one observation to another. If the variance of the residuals of an observation to another observation remains, it is called homoscedasticity and if it is different it is called heteroscedasticity. Detecting the presence of heteroscedasticity in this study using the Scatter Plot test. This test if there is no clear pattern, such as the point spreads above and below the number 0 (zero) on the Y axis then there is no heterokedasitas. The test results can be seen in Figure 1.

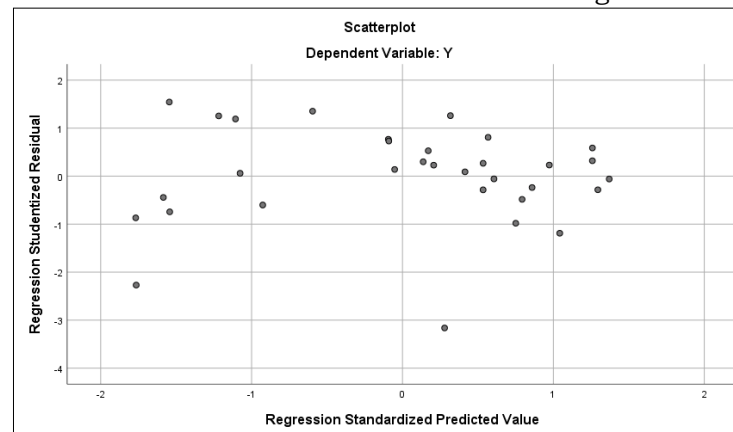


Figure 1. Heteroscedasticity Test Results

In Figure 1 above, it can be seen that there is no clear pattern and the points spread above and below the number 0 on the Y axis. This shows that the data in this study does not occur Heteroscedasticity.

Research Hypothesis Test

Multiple Linear Regression Analysis

In testing the hypothesis of this study, multiple linear regression tests were used, which aim to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis is done by comparing tcount with ttable

and sig value with $\alpha = 0.05$. In detail the results of multiple regression testing can be seen in Table 7.

Table 7. Multiple Regression Equation

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	75.154	19.171		3.920	.000
	X1	.594	.191	.077	3.109	.000
	X2	.483	.098	.161	4.928	.000
	X3	.573	.199	.486	2.878	.008

a. Dependent Variable: Y

Source: Data processed, 2024

Based on Table 4.17, the estimation model can be analyzed as follows:

$$Y = 75.154 + 0.594 (X1) + 0.483 (X2) + 0.573 (X3) \quad (2)$$

From the above equation it can be seen that there is a constant value of 75,154 which means that if the organizational culture, leadership, human capital is zero, then the value of the organizational change variable is at 75,154. This means that the variables of organizational culture, leadership, human capital contribute to increasing organizational change in the Pesisir Bukit Camat Office. The regression coefficient value of organizational culture is positive 0.594. This means that if the organizational culture increases by one unit, it will result in an increase in organizational change by 0.594 units. The leadership regression coefficient value is positive, namely 0.483. This means that if leadership increases by one unit, it will result in an increase in organizational change by 0.483 units. The value of the human capital regression coefficient is positive, namely 0.573. This means that if human capital increases by one unit, it will result in an increase in organizational change by 0.573 units.

Regression Coefficient Test (t-test)

Table 8. T Test Results

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	75.154	19.171		3.920	.000
	X1	.594	.191	.077	3.109	.000
	X2	.483	.098	.161	4.928	.000
	X3	.573	.199	.486	2.878	.008

a. Dependent Variable: Y

Source: Data processed, 2024

In the first hypothesis based on the analysis of the t test, it is known that the significance level of the organizational culture variable is $0.000 <$ than the significance value (0.05). Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between organizational culture on organizational change in the Pesisir Bukit Camat Office. The second hypothesis proposed, that leadership partially has a positive effect on organizational change. Based on the analysis results of the t test, it is known that the significance level of the leadership variable is $0.000 <$ than the significance value (0.05). Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between leadership

on organizational change in the Pesisir Bukit Camat Office. The third hypothesis proposed, that human capital partially has a positive effect on organizational change. Based on the analysis results of the t test, it is known that the significance level of the human capital variable is $0.008 < \text{the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between human capital on organizational change in the Pesisir Bukit Camat Office.

Regression Coefficient Test (F Test)

The F statistical test is used to determine whether the regression model used is appropriate in presenting the research data. Irianto, (2021). The fourth hypothesis proposed, that organizational culture, leadership, and human capital together have a positive effect on organizational change. Based on the analysis results of the F test, it is known that the significance level of the organizational culture, leadership, and human capital variables is $0.000 < 0.05$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence together between organizational culture, leadership, and human capital on organizational change in the Pesisir Bukit Camat Office. As can be seen in table 9

Table 9. F Test Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	211.682	3	70.561	4.917	.000 ^b
	Residual	401.818	28	14.351		
	Total	613.500	31			

a. Predictors: (Constant), X3, X1, X2
b. Dependent Variable: Y

Source: Data processed, 2024

Coefficient of Determination (Adjusted R Square)

The Coefficient of Determination aims to see or measure how far the model's ability to explain variations in the independent variable, where the R square value is used for research with 2 variables and the Adjusted R Square value is used for research with more than 3 variables. The coefficient of determination in this study is taken from the Adjusted R Square value which can be seen in Table 10.

Table 10. R Square Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.887 ^a	.786	.764	3.78823

a. Predictors: (Constant), X3, X1, X2

Source: Data processed, 2024

Based on the results of the Adjusted R square analysis, it is 0.764, this means that 76.4% of organizational change is influenced by the independent variables of organizational culture, leadership, human capital. While the remaining 25.6% is influenced by other variables outside the model.

4. CONCLUSION

Based on the results of hypothesis testing and discussion described in the previous chapter, the following conclusions can be drawn: Organizational culture has a positive

influence on organizational change at the Bukit Pesisir Camat Office. This means that organizational change will increase if the organizational culture prevailing in the agency is good and strong, able to provide encouragement to employees at work and have a sense of helping their colleagues so that good organizational change will occur. Leadership has a positive influence on organizational change at the Pesisir Bukit Camat Office. This means that organizational change will increase if the existing leadership is stronger and able to provide encouragement to the organization in implementing changes. Human resources have a positive influence on organizational change at the Pesisir Bukit Camat Office. This means that organizational change will increase if the human capital of employees is good and good, thus making employees enthusiastic at work and able to implement organizational change. Organizational culture, leadership, human capital together have a positive effect on organizational change at the Pesisir Bukit Camat Office.

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