

Research Paper



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The Analysis of Factors Influencing Organizational Culture Success at Social Security Administrative Body for Health

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Abstract: Organizational culture serves as the foundation for institutional behavior and performance. Employees' perceptions of cultural success play a critical role in ensuring the effective implementation of core values. This study aims to analyze the factors associated with perceptions of organizational culture success at BPJS Kesehatan, using the INITIATIVE framework (Integrity, Collaboration, Excellent Service, and Innovation). A quantitative approach with a descriptive-analytical survey design was employed. Data was collected from 236 respondents using validated questionnaires and analyzed through Pearson correlation and multiple linear regression. The findings indicate that leadership role modeling, contextual value internalization, and system consistency are significantly associated with perceptions of cultural success. Other variables, such as change agents, communication, and structural support, show a positive but statistically insignificant association. These results provide practical recommendations to strengthen leadership, internalize values, and align systems to sustain an effective organizational culture in public service institutions.

Keywords: Organizational Culture; Leadership; Value Internalization; System Consistency; Change Agents; Public Service

Introduction

Organizational culture success is a critical element in shaping employee behavior, performance, and loyalty to institutional values. At BPJS Kesehatan, the success of organizational culture heavily relies on employees' perceptions of its core values, namely INITIATIVE (Integrity, Collaboration, Excellent Service, and Innovation). In the public sector context, organizational culture serves not only as a foundation for institutional identity but also as an adaptive mechanism for external dynamics, including digital transformation,

policy changes, and public expectations. Studies show that employees' perceptions of organizational culture are influenced by factors such as leadership role modeling, value internalization, system consistency, structural support, and internal communication (Miraglia, 2023; Van der Walt & Wiese, 2025).

However, building an effective organizational culture in the public sector remains challenging. Several studies reveal that conservative bureaucratic cultures, lack of flexibility, and weak cross-unit communication are major barriers to implementing performance and innovation-oriented cultures (Maleka, 2023; Chelangat, 2022). To address these challenges, a deeper understanding of the factors that influence perceptions of organizational culture success is required. This study aims to analyze the key elements that contribute to the perception of organizational culture success at BPJS Kesehatan, focusing on leadership role modeling, value internalization, system and process consistency, and the contributions of internal change agents.

Through this approach, the study is expected to make both theoretical and practical contributions to the development of sustainable, contextually relevant organizational culture in public-sector institutions.

Method

This research used a quantitative approach. This approach was selected to systematically and objectively examine the relationships between variables and to measure the influence of specific factors on the perception of organizational culture success at BPJS Kesehatan. The research was conducted during a predetermined period and covered BPJS Kesehatan work units that play a strategic role in strengthening organizational culture.

Table 1 Shows the population and margin of error from this study. This instrument has been tested for validity and reliability using construct validity and Cronbach's alpha, with an $\alpha > 0.7$ indicating good internal consistency.

Table 1. Respondent

Respondents	Population	Slovin's Min Sample	Margin of Error
Employee	252	155	5%

From The Table 1 Shows that the study population includes all BPJS Kesehatan employees who meet the criteria as Heads of HR and Change Agents, totaling 252 individuals.

The instrument used in this study is a questionnaire. Data were collected online via an electronic survey platform during a predetermined period. The variables examined in this study include independent and dependent variables that are shown in Table 2. The independent variables are: (X1) Leadership Role Modeling, (X2) Value Internalization, (X3) System and Process Consistency, (X4) Role of Change Agents and Middle Leaders, (X5) Monitoring and Evaluation, (X6) Communication, (X7) Head Office Support, and (X8)

Regional Office Support. The dependent variable is (Y) Perception of Organizational Culture Success. The variables X and Y used in this study are as follows:

Table 2. Operational Definition of Variable

Variable	Operational Definition	Aspect
Leadership (X1)	Leadership behavior that serves as a real example in implementing cultural values	Behavioral consistency, integrity, and inspiring leadership
Internalization of Values (X2)	Employees' understanding and acceptance of cultural values in context	Value understanding, value application in daily work
Consistency of Systems and Processes (X3)	Uniformity and sustainability in the application of systems and procedures that support culture	Standardization of processes, adherence to procedures, and assessment of systems are all important aspects.
Role of Change Agent and Mid Leader (X4)	The contribution of change agents in disseminating and strengthening organizational culture	Culture drives activities, informal communication, and social influence
Monitoring and Evaluation (X5)	Supervision and evaluation systems for the implementation of organizational culture	Evaluation frequency, feedback, and improvement follow-up
Communication (X6)	The way cultural values are conveyed through formal and informal communication	Message clarity, communication frequency, and communication media
Head Office Support (X7)	Policy and resource assistance and support from headquarters to subordinate units	Resource availability, supporting policies, and central communication
Regional Office Support (X8)	Support and facilitation from the regional deputy in supporting the implementation of culture in branches	Regional coordination, local training, and regional communication
Perception of Cultural Success (Variable Y)	Employee assessment of the effectiveness and success of organizational culture implementation	Satisfaction with culture, perception of positive change, and cultural engagement

The operational definitions presented in Table 2 Serve as the basis for developing questionnaire items. By specifying the aspects associated with each variable, the study ensures that the constructs are measured accurately and consistently. This approach minimizes ambiguity and supports the robustness of the data analysis, ultimately contributing to the reliability and validity of the research findings.

The research instrument was an electronic questionnaire distributed online via a digital survey platform. The questionnaire was designed based on the operational definitions of each variable and was tested for validity and reliability. Construct validity was assessed, and reliability was assessed using Cronbach's Alpha, with alpha values exceeding 0.7 indicating good internal consistency.

Data analysis was conducted through several stages: (1) Descriptive analysis to describe respondent characteristics and variable score distributions; (2) Pearson Correlation Test to measure the strength and direction of relationships between variables; (3) Multiple Linear Regression Analysis to assess the simultaneous and partial association

between independent variables and the dependent variable; and (4) Significance Testing using p-values with a 0.05 significance threshold.

As part of the ethical considerations and data quality assurance, the researchers identified potential risks associated with conducting the study, including response bias and limited access to respondents. Mitigation strategies included designing clear instruments, maintaining frequent communication with participants, and closely monitoring the data-collection process to ensure accuracy.

Results

Respondent Profile

Table 3 Shows that, according to the criteria, the research respondent population comprised 252 employees. A total of 236 responses were received. Here is the distribution of respondent profiles.

Table 3. Profile Respondent

Respondents	Population	Slovin's Min Sample	Respondent Entry	Respondent Rate	Margin of Error
Employee	252	155	236	93,25%	0.4%

Based on the Table 3, The response rate of this research is 93.2%, with a margin of error of 0.4%.

Descriptive Analysis

Based on data from 236 BPJS Kesehatan respondents, the descriptive analysis reveals that the average score for perceived cultural success (dependent variable) is 4.0 on a 5-point Likert scale. Overall, respondents rate the implementation of organizational culture at BPJS Kesehatan as good.

Among the independent variables, the highest average score was observed. The Champ's Role and Mid Leader, at 4.2, followed by Leadership Exemplariness at 4.1, and Headquarters Support at 4.0. The Monitoring and Evaluation variable had the lowest score, 3.5, indicating a need for more attention to this aspect.

Correlation analysis

The Pearson correlation test was conducted to measure the relationship between independent variables and the perception of cultural success. The analysis results showed that all independent variables were significantly positively correlated with perceptions of cultural success, with correlation coefficients (r) ranging from 0.50 to 0.78.

The Leadership Role Model variable has the highest correlation ($r = 0.78$, $p < 0.01$), followed by Headquarters Support ($r = 0.75$, $p < 0.01$) and The Champ and Mid Leader Roles ($r = 0.70$, $p < 0.01$). The Regional Office Support variable has the lowest correlation but remains significant ($r = 0.50$, $p < 0.05$).

Multiple linear regression analysis

Multiple linear regression is used to assess the simultaneous and partial effects of independent variables on perceptions of cultural success. The resulting regression model is as follows:

$$Y=1.2+0.45X_1+0.30X_2+0.20X_3+0.15X_4+0.10X_5+0.05X_6+0.03X_7+0.02X_8$$

which:

X1 = Leadership

X2 = Internalization of Values

X3 = Consistency of Systems and Processes

X4 = Role of Change Agent and Mid-Leader

X5 = Monitoring and Evaluation

X6 = Communication

X7 = Head Office Support

X8 = Regional Office Support

Y = Perception of Cultural Success

The coefficient of determination (R^2) of 0.74 indicates that 74% of the variance in cultural success perception is explained by the independent variables examined. The remaining 26% is attributed to factors outside the model.

Significance of Regression Coefficients

Table 4 Summarizes the results of the multiple linear regression analysis examining the influence of independent variables on perceptions of organizational culture success. Table 4 Presents the regression coefficients (β), p-values, and significance levels for each variable. These indicators provide insight into the strength and statistical significance of the relationships between leadership role modeling, value internalization, system consistency, and other organizational factors with cultural success.

Table 4. Result

Independent Variable	Coeffisient (β)	p-value	Significantcy
Leadership (X1)	0.45	<0.001	Very Significant
Internalization of Values (X2)	0.30	<0.005	Significant
Consistency of Systems and Processes (X3)	0.20	<0.01	Significant
Role of Change Agent and Mid-Leader (X4)	0.15	<0.05	Quite Significant
Monitoring and Evaluation (X5)	0.10	0.07	Not Significant
Communication (X6)	0.05	0.15	Not Significant

Independent Variable	Coefficient (β)	p-value	Significantcy
Head Office Support (X7)	0.03	0.20	Not Significant
Regional Office Support (X8)	0.02	0.25	Not Significant

The significance test shows on Table 4 that the variables of Leadership Role Model ($\beta = 0.45$, $p < 0.001$), Value Internalization ($\beta = 0.30$, $p < 0.005$), System Consistency ($\beta = 0.20$, $p < 0.01$), and The Champ's Role ($\beta = 0.15$, $p < 0.05$) significantly influence the perception of cultural success. The variables Monitoring and Evaluation, Communication, Headquarters Support, and Regional Office Support show positive but statistically insignificant effects ($p > 0.05$).

Discussion

The analysis results indicate a significant positive relationship between the independent variables examined and the perception of cultural success. The multiple linear regression model used was able to explain 74% of the variation in the perception of cultural success, indicating that variables such as leadership role modeling, value internalization, consistency of systems and processes, and the roles of The Champ and Mid Leader are key factors that contribute substantially to the formation and strengthening of organizational culture.

This finding underscores the significance of leadership and the internalization of values in fostering an effective and sustainable culture. These results are consistent with [Carnevale \(2020\)](#), which confirms that the transformational leadership style positively influences public service efficiency and employee satisfaction. Additionally, consistency in systems and processes, as well as the role of internal change agents, further strengthens organizational culture. This finding is consistent with those of [Christensen \(2020\)](#), who identified the contextualization of values as a critical factor in the implementation of strategic plans in public institutions. Other variables, such as monitoring and evaluation, communication, and support from headquarters and regional offices, although they have practical roles, did not show a statistically significant influence in this study.

Leadership

Based on the research results, the leadership example is the most influential variable in shaping perceptions of organizational culture success at BPJS Kesehatan. With a regression coefficient of 0.45 and $p < 0.001$, these results confirm that consistent leadership behavior that reflects organizational values is a significant factor in shaping an effective organizational culture. These results are consistent with a study by [Purwanto et al. \(2020\)](#), which found that a transformational leadership style positively influences public service efficiency and employee satisfaction.

[Bass and Riggio \(2016\)](#) emphasize the importance of transformational leadership in influencing organizational culture through exemplary behavior. Leadership that demonstrates core values not only serves as a behavioral model for employees but also

plays a crucial role in catalyzing the internalization of organizational cultural values (Wang et al., 2018). Additionally, research by Lok and Crawford (2018) indicates that leadership role modeling significantly contributes to job satisfaction and organizational commitment, which are indirect indicators of an organization's success in cultivating its culture. Leadership exemplar is a crucial element in building a sustainable organizational culture, especially in the context of public service institutions. Leaders who consistently demonstrate integrity, commitment, and consistency in their daily work practices significantly strengthen employee trust and loyalty towards organizational values (Tummers et al., 2022). This research finds that leaders who integrate organizational values into decision-making have a greater impact on creating a work environment that supports the implementation of organizational culture. Effective leadership can create a work climate that supports cultural values and encourages employees to behave in accordance with the expected culture.

Value Internalization

Contextual value internalization has a significant influence, with a coefficient of 0.30 ($p < 0.005$). This variable refers to the extent to which organizational cultural values can be understood and applied by employees in their daily work. Contextually internalized values enable employees to more easily connect cultural values with work activities, thereby making culture an integral part of their behavior and decision-making (Miraglia, 2023).

This is supported by Denison (2017), who states that effective internalization of values increases employee commitment and strengthens the overall organizational culture. Ulrich et al. (2019) also emphasized that the process of internalizing values should be supported by clear communication and relevant training, thereby enabling cultural values to be understood and applied consistently. Without proper internalization, cultural values are difficult to become a driving force within an organization. In line with these findings, Osborne and Brown (2021) found that public-sector organizations that successfully contextualize their core values exhibit higher organizational resilience in response to environmental change. Furthermore, Fernandez and Rainey (2020), in Public Administration Review, highlight that effective value internalization requires a multidimensional approach encompassing clear communication, relevant training, and consistent reward systems. Their study identified that public service organizations that successfully integrate cultural values into their performance management systems and professional development processes show higher levels of cultural implementation success. Without this systemic support, efforts to internalize values tend to have a limited and unsustainable impact on the overall organizational culture.

Consistence in Systems and Processes

Consistency in systems and processes shows a significant influence with a coefficient of 0.20 and $p < 0.01$. This variable reflects the alignment between cultural values and the organization's work systems, procedures, and policies. This consistency is important to ensure that cultural values are not just rhetoric but are also reflected in daily practices and decisions (Schein & Schein, 2017).

Consistency in systems and processes is a crucial factor in ensuring the sustainability of an organization's culture. Research by [Olu \(2020\)](#) underscores that alignment between cultural values and work systems is a prerequisite for successful cultural implementation. In line with this, [Christensen and Ma \(2020\)](#) argue that alignment between organizational values and operational systems provides a strong foundation for adaptive responses to environmental change. A study by [Van der Voet \(2022\)](#) also demonstrated that system alignment with organizational values serves as a buffer against the negative impacts of budget cuts, confirming the importance of system consistency in maintaining a strong organizational culture amid external pressures. Consistency in systems and processes not only enhances accountability but also strengthens the internalization of organizational cultural values ([Liu & Perry, 2020](#)). Consistency in systems and processes serves not only as an infrastructure supporting organizational culture but also as a concrete manifestation of institutional commitment to articulated values, thereby strengthening the credibility of cultural initiatives and facilitating the effective internalization of values across all organizational levels.

Role of Change Agent and Middle Leader

The roles of The Champ and Mid Leader have a significant influence, with coefficients of 0.15 and $p < 0.05$, respectively. The significance of this role underscores the need for a multilevel approach to organizational culture, in which internal change agents serve as crucial mediators between strategic vision and operational tactics. A longitudinal study by [Eisenberger \(2016\)](#) found that the presence of effective internal change agents increased the rate of cultural value adoption by 37% relative to work units without such agents. This role is supported by [Chelangat \(2022\)](#), who emphasizes the importance of change agents in accelerating cultural transformation. In line with this, [Fernandez \(2020\)](#) identified that middle managers, acting as change agents, play a crucial role in overcoming resistance to cultural transformation initiatives through mechanisms of social influence and informal legitimacy. Consistent with [Ratna W \(2024\)](#), change agents play a pivotal role in strengthening organizational culture to drive behaviors that support organizational success. Change agents act as catalysts who communicate the urgency of transformation, model desired behaviors, and build trust among stakeholders. Furthermore, [Denison \(2017\)](#) states that internal change agents play a central role in communicating new values and building support among employees.

Research by [Higgs and Rowland \(2017\)](#) confirms that these figures serve as a bridge between leaders and staff, facilitating two-way communication and accelerating the adoption of new cultures. Additionally, research by [Vakola and Nikolaou \(2018\)](#) indicates that the presence of change agents enhances the effectiveness of cultural development programs through social influence and informal support. Internal change agents not only serve as an extension of management in implementing culture.

Monitoring and Evaluation

Monitoring and evaluation are instrumental components in measuring the effectiveness of organizational culture implementation. Nevertheless, the research results

indicate that the monitoring and evaluation variable did not show a statistically significant effect on the perception of organizational culture success at BPJS Kesehatan (coefficient 0.10; $p = 0.07$), suggesting a need to strengthen existing monitoring and evaluation mechanisms. This finding highlights the disparity between the importance of the monitoring function and its practical application within BPJS Kesehatan. A comprehensive study by [Suhardi et al. \(2020\)](#) in *Public Management Review* found that an integrated monitoring and evaluation system, combined with organizational learning mechanisms, significantly enhances the sustainability of cultural transformation in public service institutions. The research emphasizes the importance of a multidimensional approach in evaluating organizational culture, encompassing cognitive, affective, and behavioral aspects. Consistent with this study's findings, [Hartmann and Lussier \(2020\)](#) in the *Journal of Organizational Behavior* reported that an effective monitoring system not only serves as a control mechanism but also as a platform for dialogue and collective reflection, thereby facilitating the sustainable internalization of values. Furthermore, [Bryson et al. \(2021\)](#), in *Public Administration Review*, emphasize that cultural monitoring and evaluation systems in public service institutions should be designed with consideration for institutional complexity and diverse stakeholder expectations. Research by [Fernandez \(2020\)](#) highlights the importance of a participatory approach to cultural monitoring, which aims to enhance employees' sense of ownership and commitment to organizational values. Although not statistically significant in this research model, monitoring and evaluation remain essential components of a sustainable organizational culture architecture, with the caveat that their implementation should be strengthened through a more integrative, participatory, and learning-oriented approach.

Communication

The research findings indicating a relatively low and statistically insignificant impact of communication (coefficient = 0.05; $p = 0.15$) on the perception of organizational culture success at BPJS Kesehatan warrant in-depth analysis from both theoretical and empirical perspectives. This result presents an interesting paradox, given that the conventional literature consistently emphasizes the central role of communication in transforming organizational culture.

A study by [Miao \(2021\)](#) found that the relationship between communication and organizational culture transformation is nonlinear and moderated by various contextual factors. Their research on 42 public service institutions in Europe found that the effectiveness of communication in facilitating cultural transformation is highly dependent on the degree of congruence between the communicated message and employees' actual experiences within the organization.

Recent research by [Shin \(2021\)](#) explores the dynamics of cultural communication within complex institutional contexts such as public service agencies. Their study identifies the phenomenon of "institutional messaging complexity," in which employees often receive contradictory messages from various sources of legitimacy—such as political mandates, public expectations, and professional values. Their empirical study of 34 public

service institutions in the United States revealed that organizations that successfully aligned cultural communication with broader institutional narratives showed higher levels of value internalization.

Nevertheless, communication remains the primary means of conveying and reinforcing organizational culture (Afdal, 2021). Afdal revealed that less effective cross-cultural communication can lead to misunderstandings and a decline in understanding cultural values. Therefore, a structured, massive, and systematic communication approach is needed to convey the organizational culture message. This aligns with research by Men (2017), which emphasizes the need for innovative, participatory communication approaches to enhance employee engagement within the culture. In line with these findings, Hartmann and Lussier (2020) emphasize the importance of tailoring communication messages and channels to employees' individual characteristics. Their empirical studies revealed that a personalized communication approach significantly improves message quality and facilitates more effective internalization of value. In the context of BPJS Kesehatan, this finding suggests the need for more segmented and personalized communication strategies to accommodate employees' diverse preferences and characteristics.

Management Support

Research findings indicate that the influence of management support (headquarters support and regional deputy) is relatively low and statistically insignificant (coefficients of 0.03 and 0.02, respectively; $p > 0.20$) on the perception of organizational culture success at BPJS Kesehatan. Research by Rafferty (2016) shows that managerial support and consistent policies across organizational levels strengthen organizational culture and facilitate change. Consistent with this, research by Tummers (2022) indicates that the quality of that support more strongly influences the effectiveness of management support in organizational culture transformation than its quantity. Other research indicates that managerial support and resources significantly affect the success of cultural programs (Miraglia, 2023). Furthermore, research conducted by Suhardi (2022) identified that the effectiveness of management support in cultural transformation is highly dependent on its responsiveness to the specific barriers and challenges faced by different organizational units.

This study has several limitations that should be noted. First, the quantitative approach employed does not permit in-depth exploration of individual perception dynamics through qualitative methods. Second, the respondent sample was limited to specific groups (Heads of HR and Change Agents), so the results may not fully represent the BPJS Kesehatan employee population. Third, data were collected online, which may have introduced response bias or limited access for certain participants. Future research is recommended to adopt a mixed-method approach to explore cultural perceptions and experiences more deeply through qualitative insights. Additionally, expanding the respondent scope to other work units and broader operational levels will provide a more comprehensive picture of the situation. Further studies may also consider the influence of

external factors, such as national dynamics and digital transformation, on the success of organizational culture.

Conclusion

Based on the analysis and discussion, it can be concluded that leadership role modeling is the most significant factor associated with perceptions of organizational culture success at BPJS Kesehatan. Consistent leadership behavior that reflects organizational cultural values plays a crucial role in strengthening the internalization of culture across all organizational levels. Additionally, systems and processes significantly shape perceptions of cultural success. The role of internal change agents, such as The Champ and middle leaders, also supports this success, albeit with lower statistical significance. Other variables, such as monitoring and evaluation, communication, and structural support from head and regional offices, showed positive but statistically insignificant association, yet still play a practical role in sustaining organizational culture. To strengthen organizational culture in line with the INITIATIVE values, several practical recommendations are proposed: 1) Strengthen leadership through coaching to develop authentic role models; 2) Develop contextual and participatory value internalization programs tailored to employees' tasks and work environments; 3) Ensure consistency and integration of technology-based systems and processes that support cultural values; 4) Empower internal change agents through training, recognition, and resource support; 5) Develop a culture monitoring and evaluation system using dashboards and regular reporting; 6) Implement effective and inspiring internal communication using digital media and storytelling approaches; 7) Provide structural support from central and regional management through coordination and adequate resource allocation.

By implementing these recommendations, BPJS Kesehatan is expected to strengthen its organizational culture comprehensively and sustainably, supporting the achievement of the institution's vision, mission, and strategic goals.

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