

## **The Influence of Remuneration, Work Ethic and Organizational Culture on Improving Human Resource Culture**

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### **ABSTRACT**

This study aims to determine the effect of remuneration, work ethic, organizational culture and corporate image on improving the quality of Human Resources at the Office of the Ministry of Religion, South Tangerang. The method used is quantitative and the sampling method uses saturated samples from a total of 140 respondents. Data analysis used validity, reliability, classical hypothesis, regression, correlation coefficient analysis, certainty analysis, and hypothesis testing. Remuneration research results have a positive and significant effect on improving the quality of human resources, this is indicated by the value of  $t \text{ count} > t \text{ table}$  or  $(7.254 > 1.977)$  this is strengthened by a significance of  $0.000 < 0.05$ . Work ethic has a positive and significant effect on improving the quality of human resources, this is indicated by the value of  $t \text{ count} > t \text{ table}$  or  $(8.857 > 1.977)$  this is strengthened by a significance of  $0.000 < 0.05$ . Organizational culture has a positive and significant effect on improving the quality of human resources, this is indicated by the value of  $t \text{ count} > t \text{ table}$  or  $(8,155 > 1.977)$  this is reinforced by a significance of  $0.000 < 0.05$ . Remuneration, work ethic and organizational culture simultaneously have a positive and significant effect on quality improvement, this is indicated by the calculated  $F \text{ value} > F \text{ table}$   $(47.619 > 2.670)$  and  $\text{sig.} < 0.05$  ( $0.000 < 0.05$ ) with an influence contribution of 51.2%.

**Keywords:** Remuneration; Work Ethic; Organizational Culture; Human Resource Culture

### **INTRODUCTION**

Employees as individuals within an organization are the most important part because they play a major role in determining the success of achieving corporate goals. As the most important organizational asset, employee functions and roles are needed to maximize the performance, productivity, and effectiveness of the organization through efficient work practices and to add value to the organization (Fernández-Pérez de la Lastra et al., 2017; Mahmoudsalehi et al., 2012; Yadav et al., 2017). Also, in the field of state institutions, employees or personnel of equipment called bureaucrats play an important role in the bureaucracy as the main performers of national missions (Cornell et al., 2020; Osborne & Plastrik, 1997; Provan et al., 2017; Rourke, 1992). The Bureau of Religious Affairs, which is the initiative of the Ministry of Education, is in a very strategic position because it works directly with municipalities as a technical service unit that provides services in the field of religion. Therefore, the Ministry of Culture needs professional, creative, proactive and productive human resources, and has a high service spirit with awareness and responsibility as a civil servant, and thanks to the Ministry of Education, it fulfills the following functions. I am. Organize Statistics and Documents 2. Organize correspondence for

managing letters, archives and typewriters at the Cultural Office. 3. Marriage registration and reconciliation, mosques, zakats, waqfs, social worship, population promotion, and the development of the Sakina family are organizations that need effective working styles.

A small number of Bureau of Religious Affairs staff will incur losses on both the government side and the individual side of all staff within it. The description of the main missions and functions shows that the human role in this case is very important to the officials. Therefore, one of the factors for an organization to succeed in achieving its goals depends on its ability. Of each leader in efforts to improve the performance of officials. Perhaps the above explanation shows the relationship between leadership behavior and employee performance (Becerra-Fernandez, 2006; Ipinazar et al., 2021; Naqshbandi & Tabche, 2018; Niwash et al., 2022; Zadeh & Darwish, 2020). In this case, the office of the Ministry of Religion has made every effort to ensure that all marriages in the field of work are carried out through registration in accordance with applicable law (Braber, 2018; Hartati & Iskandar, 2021; Ma et al., 2019).

The realization of registration by the Ministry of Religion has created a marriage certificate owned by the wife and husband respectively. If someone feels disadvantaged by the existence of a marriage bond to gain their rights, the certificate can be used by either party. The government has also resolved the issue of marriage costs during working hours of religious ministries and non-religious ministries, as stipulated in Decree No. 48 of 2014. , Previously amended Decree No. 47 of 2004.

The ordinance has been amended and replaced to make the Ministry of Religion's office more honest and unsubsidized and to clarify the finances the public has to pay for wedding expenses. Changes stipulated in PP No. 48 of 2014, including the existence of multiple tariffs for married people. Article (6) 2014 PP No. 48. The changes in this article indicate that the government's public income for wedding expenses has changed. No like the law. Article 10 of 2009, 25 on Public Services, explains: 1) The operator is obliged to carry out regular and ongoing performance assessments as an implementer within the organization. 2) Based on the evaluation results in paragraph (1), the business operator is obliged to make efforts to improve the abilities of the performers. 3) The performance assessment of performers referred to in paragraph (1) is based on clear and measurable indicators, taking into account process and / or organizational improvements in accordance with public service principles and regulations. It shall be. Of course, looking at the roles and functions of the equipment personnel, government agencies create professional personnel, have high integrity at work, honesty, loyalty and dedication. This is one of the objectives of implementing bureaucratic reform, as set out in the compensation policy currently being intensively implemented by several institutions.

The implementation of compensation policies at some institutions is based on the demands of different types of communities to organize governments on the principles of good governance. Citizens perform government agencies to pay serious attention to cracking down on corruption, collusion, and nepotism (KKN) practices that are rampant in Indonesia's public sector in order for the government to create a clean government. I demand improvement. To be able to provide public goods and services.

By referring to the meaning and purpose of changing the internal bureaucracy in accordance with the principles of good governance in order to improve high employee performance, the Supreme Court has established two important policies, namely the provision of performance allowances or remuneration and the implementation of Employee Performance Targets (SKP). The aspect of human resources in the bureaucratic reform program carried out by the Supreme Court of the Republic of Indonesia emphasizes the importance of special attention

to the welfare of its human resources, so that this has implications for the provision and formation of a more effective remuneration structure. Although remuneration is a small part of the implementation of bureaucratic reform in the Supreme Court of the Republic of Indonesia, the impact of providing remuneration to employees under the auspices of the Supreme Court is considered by many to be able to provide a positive thing because it can improve performance and job satisfaction for employees.

Many assumptions emphasize that the provision of appropriate remuneration is an injection for the creation of good performance, prioritizing human resource management through the right concept to the agencies under its auspices (Njideka & Joseph, 2022). Special attention to the welfare of human resources can be done through the provision of more effective remuneration, namely in the sense of being fair, appropriate and in accordance with competence and must meet all other needs that are able to support the performance or performance of human resources within the organization. This reward development approach is known to be an effective way to increase employee productivity. The following is empirical data on numbering at the office of the Ministry of Religion in South Tangerang.

**Table 1. Remuneration Data for 2020**

Aspect	Description	Real Condition
Honor	Government Regulation (PP) 44 of 2020 concerning Provision of Salaries, pensions, allowances to Civil Servants, Indonesian National Armed Forces Soldiers, Members of the Indonesian National Police, Non-Civil Servants	It's in accordance with the rules
Increase in allowance	One of the procedures or mechanisms for determining the Perpres on Performance Allowances is the harmonization process at the Ministry of Law and Human Rights	The magnitude does not consider the workload of the employee
Giving THR / Salary to 13	The government has published the legal basis for paying THR for PNS and Salaries for 13 PNS in 2019	The amount of THR is felt to be small
Salary adjustment	Technical Guidelines for Adjusting the Amount of Civil Servant Basic Salary	Only at a certain level

Based on the data in the table above, we can see that employee compensation still has various aspects that are not fully compliant with current regulations. Today, the issue of work ethic has been raised again. Rethink what was discussed in the past, such as the inaccuracy of entering working hours in "Rubber Hours". Delays at official events. In many cases, the invitation given is not in time. Time doesn't seem to matter anymore. I usually like to underestimate time, especially if the meeting method is boring. Discipline weakens, leading to other things: abuse of authority and misappropriation of government funds (Anoraga, 2015). It seems difficult to overcome this.

When regulated or rebuked, most people tend to follow their own path, leading to a culture of lectures and pressure. What happened later was that the way we worked was just the starting point of our work, it was messy and chaotic, and we lost control. On the one hand, lack of control tools, lack of constructive criticism, corrections between superiors and subordinates, and vice versa (Anoraga, 2015). However, given the reality of the field, there are still many work ethics that are not optimal, for example, some employees are warned of absenteeism on certain days.

According to a study conducted by Safitri (2008), there is a very significant positive relationship between morale and job satisfaction between the correlation value ( $r = 0.682$ ) and the value ( $p = 0.000$ ). This means that employees tend to be more morale and talented, and less employee morale means less satisfaction with their work (Suprayogo, 2017).

**Table 2. Data on Work Ethic in 2020**

Aspek	Description	Number of Employees	Not achieved	%
Employee attitude	Work thoroughly and responsibly	140	22	15,7
Employee feelings	Work with passion based on worship and high integrity	140	25	17,9
Employee awareness	Work perfectly with humility	140	21	15,9
Accuracy at work	Work with full accuracy and can be accounted for	140	22	15,7
Seriousness	Work earnestly and full of dedication	140	28	20.00

Based on the data in the table above, some employees have not yet met the standards for multi-faceted work ethic. The aspect of employee attitude in performing work has not yet reached 22 employees, or even 15.7% is the aspect of feelings of performing work with the intent of worship, and still 25 employees. Has not reached, or is often 17.9%, and aspects of mindfulness and humility in the workplace have not yet reached 21 employees, even 15.9%. In terms of work accuracy, 22 employees have not yet reached, even 15.7%. The seriousness aspect of work has not yet been achieved with 28 employees or even 11.4%, and the teamwork aspect has not yet been achieved with 18 employees or even 20.0%.

Because organizational culture is a value and norm that applies to an organization, it improves the Ministry of Religion's Human Resources Development Department to optimize employees within the organization to properly perform their duties and responsibilities. It is a driving factor of the initiative. And it is accepted by all member organizations.

A good organizational culture rating can encourage employees to do a better job and ultimately improve the Ministry of Religion's service to the work of individuals within the organization. As Djokosantoso's Tiernay (2018: 33) points out, the better the office of the Ministry of Religion for the elements that exist in organizational culture, the better the ability to perform its duties. The

employees who already understand the overall values of the organization make those values the personality of the organization. These values and beliefs manifest themselves in everyday activities at work and make you an individual who can maximize your duties and functions.

**Table 3. Data on the Implementation of Organizational Culture in 2020**

Aspect	Description	Number of Employees	Not achieved	%
Innovation	Employees have innovations both in service development and other technological innovations	140	15	10,7%
Yield and quality orientation	Ability to focus on optimal results, techniques and processes	140	11	7,9%
Attention to work details	Ability to complete work in accordance with the specified stages	140	18	12,9%
Organizational Value	Behave well to maintain the existence and dignity of the organization	140	13	9,3%
Religious	Able to carry out the Shari'a well and be active in the community	140	16	11.40%
Cooperation	Oriented to work together, is a complete team without prioritizing the individual	140	18	12,9%

Based on the data in the table above, we can see that some employees still do not meet the criteria in terms of a multi-faceted organizational culture. The courage and risk-taking aspect of innovative breakthroughs has not yet been achieved by 15 employees or even 10.7%, and the optimal, results-oriented work aspect is 11 employees or Even 7.9% has not yet been achieved. With 18 employees at all times, we have not achieved the details and accuracy of the work, or even 12.9%. In terms of raising awareness and action to maintain the facility, 13 employees, or even 9.3%, have not yet reached it. The aspect of community behavior and coexistence by maintaining the dignity of the organization has not yet reached 16 employees or reached 11.4%, and the teamwork aspect has still reached 18 employees. Not or up to 12.9% of the employee's talent. (HR) quality can generally affect service. Recognizing the need for quality talent, we need to develop different strategies to improve employee performance. One strategy for overcoming non-trivial challenges is that every organization needs to redesign their organization's planning, performance managements, and employee utilization. In this case, it means that the people have the ability and willingness to work together in the best possible way to achieve the company's goals.

**Table 4. Data on the Quality of Human Resources for the Office of the Ministry of Religion of South Tangerang City in 2020**

Component	Condition	Real Condition	Description
Vision, Mission and Service Motto	This component relates to the vision, mission and motto services that motivate employees to provide best service	Yes, but not relevant service	Still need improvement

Component	Condition	Real Condition	Description
Service systems and procedures	This component relates to systems and procedures established both internally to support effective and efficient service management and externally to provide satisfaction to the community.	Yes, but not working properly	Still need improvement
Human Resources	This component is related to the professionalism of an employee, which includes: code of ethics, employee behavior, discipline and dedication as well as employee education.	Yes, but the function has not been implemented properly	Still need improvement
Service Facilities and Infrastructure	This component relates to the facilities and infrastructure owned	Available. but not complete and modern and not functioning optimally	Still need improvement
Understanding	Understanding of marriage law, statutory regulations. read the marriage sermon and read the book.	Training and development has been carried out, but it is still not ideal	Still need improvement
Ministry of Religion Office Performance	This component includes written test materials, interviews and marriage sermons	It's still not fully owned competence	Still need improvement

Source: South Tangerang City Religious Affairs Office, 2021

Based on the data in the table above, you can see that some components are still at an unmodified level. The assessments carried out are attempts to collect assessments of each unit head and then indicate that the current situation needs to be improved in order to meet the established standards collected throughout the Human Resources Department.

Work evaluation is an attempt to determine the state of work performance, as it can determine progress or obstacles to the implementation of a program or activity, so it is evaluated and learned for future improvement, and solutions are provided. Can be provided. Problems found to improve unit performance and accountability.

Evaluation is often performed by monitoring an existing system. However, you may not be able to perform an evaluation using only the information generated by the work unit's information system. External data from the unit of work is also very important as analytical material that can be used to measure employee performance. For employees, ratings serve as feedback on a variety of things such as skills, fatigue, flaws, and possibilities, helping agents determine goals to achieve. Against the background of the above issues, the author is interested in a further research paper entitled "Reward for Improving the Office of the Ministry of Human Resources Development on Employee Performance, Work Ethic and the Impact of Organizational Culture". Office of the Ministry of Religion in South Tangerang City ".

## METHOD

Population In this survey, the population is an employee of the Ministry of Religion in South Tangerang, with a total of 140 employees. A total of 140 employees were used as samples in this study, including all employees in the South Tangerang Ministry of Religion office. The type of study used is quantitative and aims to find the relationship between the independent and dependent variables. The analysis of the data used uses descriptive analysis, simple linear regression analysis, correlation coefficient, coefficient of determination, and hypothesis testing.

## RESULT AND DISCUSSION

### Result

Validation analysis aims to determine the magnitude of the impact and analyze the importance of the impact. This analysis performs the effect of the two independent variables on the dependent variable. Partial or simultaneous.

**Table 5. Results of Multiple Regression Testing of Remuneration, Work Ethic and Organizational Culture on Human Resource Quality Improvement**

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	5.570	2.794		1.993	.048
Remuneration (X1)	.242	.066	.252	3.676	.000
Work Ethics (X2)	.353	.073	.347	4.845	.000
Organizational culture (X3)	.280	.066	.299	4.230	.000

a. Dependent Variable: HR Quality Improvement (Y)

Based on the results of the regression calculations in the table above, it can be obtained the regression equation  $Y = 5.570 + 0.242X_1 + 0.353X_2 + 0.280X_3$ . From the equation above, it can be explained as follows:

- 1) A constant value of 5.570 means that the Y value is 5.570 points if the variables X1, X2, and X3 are not present.
- 2) The value of 0.242 means that if the constant is fixed and there is no change in the variables X2, and X3, then every 1 unit change in the X1 variable will result in a change in Y of 0.242 points.

- 3) The value of 0.353 means that if the constant is fixed and there is no change in the variables X1, and X3, then every 1 unit change in the X2 variable will result in a change in Y of 0.353 points.

The value of 0.280 means that if the constant is fixed and there is no change in the variables X1 and X2, then every 1 unit change in the X3 variable will result in a change in Y of 0.280 points

### **1. Partial Influence of Remuneration Variables on Human Resource Quality Improvement**

Rewards have a positive and significant effect on improving staff quality with a correlation of 0.525. This means that both variables have a moderate impact. The coefficient of determination is 0.276 or 27.6%, while the remaining 72.4% is affected by other factors. This shows that high discipline improves performance. The hypothesis test gives  $t_{count} > t_{table}$  or  $(7.254 > 1.977)$ . This is expressed with a probability of 0.000 &  $lt ;$ . Since it is 0.05,  $H_0$  is discarded and  $H_1$  is accepted. This means that in the office of the Ministry of Religion in South Tangerang, there is a positive, partially significant effect between salaries and improving the quality of talent. The effect of compensation on the talent growth office of the Natural Resources Conservation Center is a 52.5% coefficient of determination, and we conclude that compensation has a significant impact on talent growth. In the hypothesis test, Sig 0.000 &  $lt ;$  0.05

### **2. Partial Influence of Work Ethic Variables on Human Resource Quality Improvement**

Work ethic has a positive and significant effect on improving the quality of human resources with a correlation level of 0.602, meaning that both variables have a strong level of influence. The value of the coefficient of determination is 0.362 or 36.2% while the remaining 63.8% is influenced by other factors. This shows that high discipline will improve performance. Hypothesis testing is obtained  $t_{count} > t_{table}$  or  $(8.857 > 1.977)$ , this is reinforced by a probability of  $0.000 < 0.05$ , thus  $H_0$  is rejected and  $H_2$  is accepted meaning that there is a positive and partially significant effect between remuneration on improving the quality of HR in the Office Ministry of Religion of South Tangerang City.

The results of the research that the author did are in line with research conducted by Muhammad Arsyad (2018) The Effect of Work Ethic on Increasing Human Resources at the Anggana District Office, Kutai, East Kalimantan, which resulted in the conclusion that work ethic has a positive and significant impact on improving human resources by coefficient of determination of 54.2%, hypothesis testing obtained Sig 0.000 < 0.05.

### **3. Partial Influence of Organizational Culture Variables on Human Resource Quality Improvement**

Organizational culture has a positive and significant effect on improving the quality of human resources with a correlation level of 0.570 meaning that both variables have a strong level of influence. The value of the coefficient of determination is 0.325 or 32.5% while the remaining 67.5% is influenced by other factors. This shows that a high organizational culture will improve performance. Hypothesis testing is obtained  $t_{count} > t_{table}$  or  $(8,155 > 1,977)$ , this is reinforced by a probability of  $0.000 < 0.05$ , thus  $H_0$  is rejected and  $H_3$  is accepted meaning that there is a positive and partially significant influence between organizational culture on improving the quality of HR in South Tangerang City Ministry of Religion Office.



#### 4. Simultaneous Effects Between Remuneration (X1), Work Ethic (X2) and Organizational Culture (X3) on Human Resource Quality Improvement (Y).

Remuneration (X1), work ethic (X2) and organizational culture (X3) have a positive effect on improving the quality of HR (Y) with the regression equation  $Y = 5.570 + 0.242X1 + 0.353X2 + 0.280X3$ . The regression coefficient value of each variable is positive, meaning that the better the remuneration, work ethic and organizational culture, the better the quality of human resources at the Ministry of Religion Office of South Tangerang City, on the contrary, the lower the remuneration, work ethic and organizational culture, the lower the remuneration, work ethic and organizational culture will be. the lower the improvement in the quality of human resources. While the level of influence between the independent variable and the dependent variable is obtained at 0.716, meaning that it has a strong level of influence. The contribution of remuneration, work ethic and organizational culture is 51.2% while the remaining 48.8% is influenced by other factors.

Hypothesis test obtained  $F_{count} > F_{table}$  or  $(47.619 > 2.670)$ , this is also reinforced by probability  $0.000 < 0.05$ . Thus  $H_0$  is rejected and  $H_5$  is accepted. This means that there is a simultaneous positive and significant influence between remuneration, work ethic and organizational culture on improving the quality of human resources at the Office of the Ministry of Religion of South Tangerang City.

#### Discussion

In the dynamic landscape of today's business world, organizations strive to enhance their human resource culture to ensure sustained growth and competitiveness. This discussion focuses on the interplay between remuneration, work ethic, organizational culture, and their combined impact on improving human resource culture. The alignment of these factors is crucial for fostering an environment that promotes employee engagement, productivity, and overall organizational success.

Remuneration, including salaries, bonuses, and benefits, plays a pivotal role in influencing employee motivation and satisfaction. A well-structured compensation package not only attracts top talent but also retains and rewards high-performing employees. Studies by Paek et al.,(2015) highlight that competitive compensation not only fulfills basic financial needs but also acts as an indicator of an organization's recognition of employee contributions.

Work ethic embodies an individual's attitude, dedication, and commitment to their tasks. Employees with a strong work ethic exhibit diligence, reliability, and a proactive approach. Their contributions significantly impact an organization's overall performance. A study by Lee et al. (2020) found that employees with a positive work ethic tend to be more engaged and productive, leading to enhanced job satisfaction and improved overall human resource culture.

Organizational culture encompasses shared values, beliefs, and norms that guide employee behavior and decision-making. A positive organizational culture nurtures an environment of collaboration, innovation, and mutual respect. According to the research of Ipinazar et al.,(2021), a supportive and inclusive organizational culture positively correlates with increased employee engagement and satisfaction, ultimately contributing to the overall improvement of human resource culture.

The interaction between remuneration, work ethic, and organizational culture is not isolated but interconnected. An organization with a strong organizational culture that values employee

input and encourages ethical work practices is more likely to design fair and motivating compensation structures. Conversely, compensation practices aligned with employee contributions and work ethic can reinforce a positive organizational culture. The findings of a study by Alshammari (2020) emphasize that a holistic approach, considering all these factors collectively, yields the most significant improvements in human resource culture.

## CONCLUSION

Based on the descriptions in the previous chapters, and from the results of the analysis and discussion of the effect of remuneration, work ethic and organizational culture on improving the quality of human resources at the Ministry of Religion Office of South Tangerang City, as follows: 1) Remuneration partially has a positive and significant effect on improving the quality of human resources at the Office of the Ministry of Religion of South Tangerang City, this is indicated by the value of  $t_{\text{count}} > t_{\text{table}}$  or  $(7.254 > 1.977)$  this is strengthened by a significance of  $0.000 < 0.05$ , thus  $H_0$  is rejected and  $H_1$  is accepted, meaning that there is a positive and partially significant influence between remuneration on improving the quality of human resources at the Office of the Ministry of Religion, South Tangerang City. 2) Work ethic partially has a positive and significant effect on improving the quality of human resources at the Ministry of Religion Office of South Tangerang City, this is indicated by the value of  $t_{\text{count}} > t_{\text{table}}$  or  $(8.857 > 1.977)$  this is strengthened by a significance of  $0.000 < 0.05$ , thus  $H_0$  rejected and  $H_2$  accepted, meaning that there is a positive and partially significant effect of work ethic on improving the quality of human resources at the Office of the Ministry of Religion of South Tangerang City. 3) Organizational culture partially has a positive and significant effect on improving the quality of human resources at the Ministry of Religion Office of South Tangerang City, this is indicated by the value of  $t_{\text{count}} > t_{\text{table}}$  or  $(8,155 > 1.977)$  this is strengthened by a significance of  $0.000 < 0.05$ , thus  $H_0$  rejected and  $H_3$  accepted, meaning that there is a positive and partially significant influence between organizational culture on improving the quality of human resources at the Ministry of Religion Office of South Tangerang City. Remuneration, work ethic and organizational culture simultaneously have a positive and significant effect on improving the quality of human resources at the Ministry of Religion Office of South Tangerang City, this is indicated by the calculated  $F$  value  $> F_{\text{table}}$   $(47.619 > 2.670)$  and  $\text{sig.} < 0.05$   $(0.000 < 0.05)$  with an influence contribution of 51.2%.

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