

# Building Values-Based Leadership in the Context of Knowledge Management and Information Technology to Support Sustainable Change in Organizational Culture

Yanto Budi Prasetya<sup>1\*</sup>, Hizbul Khootimah Azzaakiyyah<sup>2</sup>, Suherlan<sup>3</sup>

<sup>1</sup>Program Studi Teknik Mesin, Fakultas Teknik, Universitas Pawayatan Daha, Jawa Timur, Indonesia

<sup>2</sup>Program Studi Ilmu Ekonomi, Universitas Diponegoro, Jawa Tengah, Indonesia

<sup>3</sup>Program Studi Administrasi Publik, Universitas Subang, Jawa Barat, Indonesia

Email: [yantobudiprasetya@gmail.com](mailto:yantobudiprasetya@gmail.com)<sup>1</sup>, [azzaakiyyahhizbulk@gmail.com](mailto:azzaakiyyahhizbulk@gmail.com)<sup>2</sup>, [suherlanfia@gmail.com](mailto:suherlanfia@gmail.com)<sup>3</sup>

**Abstract.** With the continuously evolving business paradigm shifts, organizations need to have the capability to effectively manage knowledge and information technology to understand and respond to environmental changes quickly and accurately. The aim of this research is to formulate recommendations for leaders and managers in building values-based leadership that supports sustainable change in organizational culture, taking into account the aspects of knowledge management and information technology. This research method is a literature review with a qualitative approach that will utilize descriptive analysis. Data is gathered through searches on Google Scholar within the range of 2006-2023. The study's findings indicate that in the era of knowledge and information technology, values-based leadership has become a primary key in shaping sustainable and adaptive organizational culture. Leadership based on moral and ethical values not only sees technology as a tool for enhancing efficiency and innovation but also prioritizes collaboration, diversity, and inclusion in building a strong organizational culture.

**Keywords:** Leadership, Values, Knowledge Management, Information Technology, Sustainable Change, Organizational Culture

## 1. Introduction

In facing the evolving paradigm shifts in business, organizations must effectively manage knowledge and information technology (IT) [1]. This is necessary to gain deep understanding and appropriate responses to rapidly changing environmental dynamics. By harnessing these capabilities, organizations can maintain their competitiveness, anticipate market trends, and take relevant strategic steps to achieve their business goals.

The role of leadership cannot be underestimated in guiding organizations towards desired outcomes. However, in a rapidly changing landscape, leadership roles extend beyond mere direction-giving to encompass integrating values that promote sustainable change. This demands leaders not only to possess short-term vision but also sensitivity to changing environmental dynamics and the ability to adjust leadership strategies accordingly. Effective leadership is not only about leading organizations towards predetermined goals but also facilitating relevant transformation and innovation in response to changes [2].

Values such as integrity, ethics, fairness, and social responsibility are increasingly recognized as crucial foundations for effective leadership [3]. When discussing the context of knowledge management and information technology, the importance of these values is further acknowledged in orienting the responsible utilization of technology and knowledge. For example, integrity serves as a solid foundation to ensure transparent and honest management of knowledge and information technology processes. Ethics, on the other hand, provide a moral framework guiding decision-making regarding the use of technology, ensuring actions align with the organization's moral values. Fairness, as an inseparable principle, helps ensure equitable and fair access to knowledge and information technology, thus providing balanced benefits to all involved parties. And social responsibility, as a manifestation of awareness of the social impacts of technology usage, directs organizations to be accountable for their contributions to building a sustainable and inclusive society through ongoing activities and initiatives. Therefore, integrating these values in the context of knowledge management

and information technology is not only important for the organization's internal success but also for their contribution to creating positive impacts in society at large.

Sustainable organizational culture is the result of applying underlying values to all aspects of organizational activities [4]. Leadership styles rooted in these values are not only capable of shaping but also strengthening organizational cultures that foster innovation, learning, and adaptation to change. With a strong focus on these values, organizations can create environments where employees feel encouraged to actively participate in the innovation process, engage in continuous learning, and be ready to face dynamics occurring in both external and internal environments [5].

Although information technology has brought significant benefits in enhancing efficiency and productivity, its complexity also presents challenges that cannot be ignored regarding privacy, data security, and social impact. In facing these dynamics, values-based leadership becomes crucial in guiding the responsible implementation of information technology. Such leadership must consider not only business benefits but also broader impacts on society and the environment [6]. Thus, they are faced with the important task of considering values such as fairness, sustainability, and ethics in information technology management, in order to make balanced and responsible decisions for all stakeholders.

The focus of this research is to develop concrete and evidence-based recommendations for leaders and managers aiming to strengthen values-based leadership within the context of continuous change in organizational culture. In pursuing this goal, important aspects such as knowledge management and the implementation of information technology are highlighted. This research not only aims to identify effective strategies for building values-based leadership but also to explore how aspects of knowledge management and information technology can be utilized as powerful tools in achieving these goals. By investigating the complex relationship between organizational values, leadership, knowledge management, and information technology, this research aims to provide deep insights that can significantly contribute to practitioners and decision-makers in facing the challenges of continuous change in the ever-evolving business environment.

### **1.1 Leadership**

Leadership is the ability of an individual to guide, inspire, and influence others in achieving common goals [7]. It involves not only the ability to provide direction and supervision but also to motivate teams, manage conflicts, and build strong relationships among team members. Leadership is not just about position or hierarchy but also about behaviors and attitudes that can influence others to act in accordance with the vision and values held [8]. Effective leadership encompasses good communication skills, the ability to make sound decisions, as well as sensitivity to the needs and aspirations of team members [9], [10], [11]. Moreover, leadership also involves awareness of both the external and internal environment of the organization and the ability to adapt to evolving changes and challenges. Thus, leadership is a combination of skills, attitudes, and behaviors required to guide and motivate others towards achieving organizational goals effectively.

### **1.2 Values**

Values refer to the principles or beliefs held by individuals or groups, which guide their behaviors and decision-making in various situations [12]. These values reflect what is considered important, both personally and collectively, and serve as a foundation for action and interaction with others. They can encompass various aspects, ranging from integrity, honesty, fairness, social responsibility, to hard work and cooperation. These values not only influence individual actions but also shape the culture of organizations and society at large. They serve as moral and ethical guidelines in everyday life and often play a significant role in shaping one's identity and personality. Thus, values not only reflect what is considered good or bad but also guide individuals and groups in achieving their goals and building healthy and sustainable relationships with others [13].

### **1.3 Knowledge Management**

Knowledge management refers to the process of identifying, collecting, storing, and disseminating knowledge within an organization with the aim of improving performance and innovation [14]. It involves strategies and practices for managing the knowledge held by individuals and groups within the organization so that it can be accessed, shared, and utilized effectively. Knowledge management is not only related to information technology and systems that support data and information management but also encompasses cultural and social aspects within organizations that facilitate collaboration, learning, and knowledge exchange among team members. This involves the formation and maintenance of databases, the development of information systems, the implementation of organizational learning practices, and the use of appropriate technology to support decision-making processes and innovation. Thus, knowledge management is key to

ensuring that the knowledge possessed by the organization can be effectively managed and utilized to achieve strategic goals and maintain competitiveness in a rapidly changing business environment [15].

#### **1.4 Information Technology**

Information technology refers to the use of hardware, software, and network infrastructure to process, store, and transfer data efficiently [16]. It includes various technologies such as computers, mobile devices, communication networks, database systems, as well as applications and services used to manage information and support business activities and everyday tasks. Information technology plays a crucial role in automating business processes, improving productivity, enhancing communication and collaboration, and enabling more sophisticated and predictive data analysis [17]. In the organizational context, information technology serves not only as a tool for storing and accessing information but also as a platform for innovation, the development of new products and services, and overall business transformation [18], [19]. With the continuous advancement of information technology, organizations are required to continually update and improve their infrastructure and technological capabilities to remain competitive and adapt quickly to changes in the business environment and market needs [20], [21].

#### **1.5 Continuous Change**

Continuous change refers to the ongoing process or transformation that occurs continuously and lasts in the long term, both in the organizational context and in the broader social and economic environment [22]. It is not just about changes that occur once in a while but more about adopting patterns of behavior, policies, and practices that enable organizations or systems to adapt to the ever-changing dynamics in their environment. Continuous change requires long-term commitment from all parties involved, as well as continuous adjustment to new challenges, opportunities, and market demands [23]. It involves continuous learning, innovation, and adaptation, with the goal of creating long-term value for the organization or society. In the business context, continuous change can include operational restructuring, the development of environmentally friendly products and services, or improvements in responsible corporate practices. Meanwhile, in society, continuous change can include efforts to reduce poverty, improve community welfare, or promote environmental sustainability. Thus, continuous change is a sustained effort to improve and renew organizations or systems to remain relevant, effective, and responsive to future demands.

#### **1.6 Organizational Culture**

Organizational culture refers to a set of values, norms, beliefs, traditions, and behaviors embraced and practiced by the members of an organization [24]. It reflects the unique identity and character of the organization, shaping patterns of interaction, communication, and decision-making within it. Organizational culture encompasses how people interact with each other, how conflicts are resolved, how decisions are made, and how success is measured and rewarded [25]. It also includes aspects such as openness to change, the ability to learn from mistakes, and commitment to quality and service. Organizational culture is not always explicitly expressed but can be observed through daily habits, rituals, and symbols found in the work environment. A healthy and strong organizational culture can motivate and unite team members, improve performance, and create an inclusive and productive work environment. However, if not managed well, organizational culture can also become a barrier to innovation, change, and organizational growth. Therefore, understanding and managing organizational culture are crucial for the long-term success of an organization [26].

## **2. Method**

This research methodology is a literature review with a qualitative approach that will utilize descriptive analysis. The qualitative approach is chosen to gain in-depth understanding of the concepts of value-based leadership, knowledge management, information technology, and continuous change in organizational culture. Focusing on descriptive analysis, this research will identify patterns, themes, and trends emerging from 33 selected articles found through a search on Google Scholar within the years 2006-2023. Data from these articles will be systematically analyzed to understand the key concepts related to the research topic and to explore various perspectives present in the literature. Descriptive analysis will be used to summarize the information found, identify thematic patterns, compare different opinions, and create a comprehensive overview of the research topic. Thus, this research will provide a deeper understanding of the role of value-based leadership, knowledge management, and information technology in supporting continuous change in organizational culture.

### **3. Result and Discussion**

In an era characterized by advancements in knowledge and information technology, mastery of leadership that prioritizes values becomes crucial in creating an organizational culture environment that is adaptable and sustainable. Within the realm of knowledge management and information technology, efforts to establish value-based leadership are not merely additional steps, but fundamental stages in guiding organizational change towards a sustainable and relevant direction.

Leadership grounded in values bases its practices on moral foundations and ethics that underlie decision-making processes, while strengthening the bonds connecting individuals, groups, and organizational entities. Especially within the scope of knowledge management, this paradigm emphasizes the significance of fostering collaboration, disseminating knowledge, and respecting the plurality of ideas and perspectives. Likewise, in the domain of information technology, values-based leadership treats technology as a tool to enhance operational efficiency, foster innovation, and provide sustainable services, while always considering the social and ethical implications inherent in the utilization of such technology [27].

In the endeavor to form leadership rooted in values, it requires leaders capable of deeply internalizing the essence of the values they seek to promote within the organizational structure. This understanding encompasses the recognition of essential values such as integrity, justice, collaboration, diversity, and sustainability, which serve as the primary foundation in shaping the cultural identity of an organizational entity. Additionally, a leader is expected to consistently and convincingly communicate these values to all members of the organization, ensuring that these values are not only recognized but also consistently practiced in every aspect of organizational life, from decision-making to daily interactions [28]. Thus, these values do not merely become empty slogans but rather serve as sturdy pillars in building an inclusive and integrity-driven organizational culture.

In fulfilling its responsibility in managing sustainable changes, values-based leadership also highlights the importance of having comprehensive awareness of the social, environmental, and economic implications of every decision and action taken by the organization [29]. In this context, there is a necessity to adopt sustainable practices in knowledge management and information technology, which includes the implementation of environmentally friendly technologies, the development of solutions considering social justice aspects, and the enhancement of digital inclusion. These actions not only reflect sincerity in fulfilling the role as responsible agents of change but also concrete steps towards fostering a balanced sustainability between organizational goals and the interests of the community as a whole.

Furthermore, leadership rooted in values also emphasizes the need to develop an organizational culture that fosters openness to continuous learning and innovation. This involves creating an environment where mistakes are not seen as failures but as valuable opportunities for learning and growth. Moreover, this culture ensures that all members of the organization feel supported to explore new ideas and implement innovative approaches in leveraging knowledge and information technology to achieve the organization's goals. By cultivating an atmosphere that embraces experimentation and discovery, values-based leadership lays a solid foundation for sustainable growth and progress, which in turn enables organizations to remain relevant and competitive amidst the ever-changing market dynamics [30].

By designing and cultivating leadership grounded in values in the realm of knowledge management and information technology, organizations have the opportunity to create an environment that facilitates rapid and responsive adaptation to the dynamics of change, both internal and external. Beyond merely reacting to change, this paradigm embraces a proactive role in shaping a more sustainable, inclusive, and innovative future direction for the organization and the ecosystem of society it serves. By positioning values at the center of every initiative and decision, organizations can strengthen a sustainable foundation beneficial to all stakeholders, ensuring that each step taken not only reflects short-term vision but also brings positive long-term impacts for organizational survival and the well-being of the related communities.

In an era filled with complex challenges and rapidly changing dynamics, values-based leadership demands a deep ability to integrate the essence of these values into every operational and strategic aspect of the organization. This process includes, but is not limited to, formulating policies aligned with the foundational values of the organization, developing reward and recognition systems designed to encourage and reinforce behaviors associated with these values, and implementing performance management practices that place special emphasis on individual contributions in upholding and promoting the organization's values. Thus, values-based leadership becomes not just a rhetorical narrative but a driving force guiding the organization toward its desired direction, with each step fueled by a profound commitment to the moral and ethical principles advocated.

A leader's ability to pave the way for values-based leadership is reflected not only in their capacity to integrate and promote these values in every operational aspect but also in their attention to fostering the

development of individuals within the organization. An effective leader understands that employee development and growth are the primary foundations for creating an environment that supports sustainable professional and personal growth, alongside a steadfast commitment to the values that underpin the organization [31]. These actions include managing training and development programs focused on cultivating leadership skills rooted in values and facilitating the exchange of knowledge and experiences among organization members to strengthen a collaborative and supportive culture. Thus, values-based leadership is not just about guiding the organization towards achieving its goals but also about creating an ecosystem that enables each individual to reach their full potential while upholding the integrity of the cherished values.

In the realm of information technology, values-based leadership also advocates for the utilization of technology as a tool to enhance accessibility, equity, and sustainability in an increasingly interconnected global context. This initiative involves integrating principles of security and data privacy throughout the development and implementation stages of IT systems, ensuring that technology is used as a means to strengthen, rather than replace, human interactions, and making investments in technology that has the potential to bring about positive transformations in various aspects of society [32]. Through this approach, values-based leadership takes a central role in building a technological foundation that is not only operationally effective but also considers its ethical and social implications, making justice and sustainability the main pillars in every step taken in a world increasingly dependent on information technology.

Moreover, values-based leadership also encompasses the aspect of developing strong relationships with diverse external stakeholders, including customers, business partners, government, and civil society. This engagement allows organizations to explore and appropriately respond to the diverse needs and expectations of all involved parties in its ecosystem, while maintaining a strong commitment to the values that underpin the organization's foundation [33]. In this context, values-based leadership not only strengthens the external network connections of the organization but also opens opportunities to build sustainable and impactful partnerships, which in turn can generate broader positive impacts in society as a whole. Thus, the development of solid relationships with external stakeholders becomes a crucial element in shaping the organization's image and reputation, as well as in reaffirming the organization's position in embracing principles that support sustainability, ethics, and social responsibility.

Therefore, the formation of values-based leadership in the realm of knowledge management and information technology is not solely about achieving specific business goals but also about cultivating an organizational culture that has resilience and sustainable growth potential in the long term, while always considering the social and environmental impacts arising from every action taken by the organization. At this point, the role of leaders becomes highly significant as agents of change with responsibilities that extend beyond just the financial success of the organization, but also ensuring the broader well-being and sustainability of all stakeholders involved. This task involves navigating the complexities of social, economic, and environmental dynamics while continuing to promote innovation, collaboration, and adaptation as the foundation for organizational sustainability in facing increasingly complex and diverse future challenges. Thus, values-based leadership becomes a key pillar in building a solid foundation for organizations to become agents of sustainable change and positive impact in society as a whole.

#### **4. Conclusion**

In the era of knowledge and information technology, values-based leadership has become a primary key in shaping a sustainable and adaptive organizational culture. Leadership based on moral values and ethics not only views technology as a tool to enhance efficiency and innovation but also prioritizes collaboration, diversity, and inclusion in building a strong organizational culture. Some recommendations that can be provided include: 1) Core Values Understanding: Leaders need to have a deep understanding of the core values they want to promote within the organization, such as integrity, justice, and diversity. 2) Value Communication: Consistent and convincing communication of organizational values to all members is important to ensure these values become an integral part of the organizational culture. 3) Awareness of Impact: Leaders should be aware of the social, environmental, and economic impacts of organizational decisions and actions, and adopt sustainable practices in knowledge and IT management. 4) Building a Culture of Learning and Innovation: Encourage the development of an organizational culture that is open to learning and innovation, where mistakes are seen as opportunities for learning, and employees feel supported to develop new ideas. 5) Integration of Values in Operational and Strategic Aspects: Integration of values in every aspect of organizational operations and strategy, including policy formation, development of reward systems, and performance management practices. 6) Employee Coaching and Development: Ensure coaching and development of employees to grow and develop professionally and personally, and facilitate the exchange of knowledge and experiences among organization

members. 7) Use of Technology for Justice and Sustainability: Encourage the use of technology to improve accessibility, justice, and sustainability, and integrate principles of data security and privacy into IT system development. 8) Developing Relationships with Stakeholders: Build strong relationships with various external stakeholders to understand and respond to their needs and expectations, while remaining true to organizational values. By implementing these recommendations, organizations can build strong values-based leadership in the context of knowledge management and information technology, thus creating an environment that enables quick adaptation and responsiveness to external and internal changes.

## References

- [1] K. Kamar, N. C. Lewaherilla, A. M. A. Ausat, K. Ukar, and S. S. Gadzali, "The Influence of Information Technology and Human Resource Management Capabilities on SMEs Performance," *International Journal of Artificial Intelligence Research*, vol. 6, no. 1.2, p. 1, 2022, doi: <https://doi.org/10.29099/ijair.v6i1.2.676>.
- [2] A. M. A. Ausat, A. Widayani, I. Rachmawati, N. Latifah, and S. Suherlan, "The Effect of Intellectual Capital and Innovative Work Behavior on Business Performance," *Journal of Economics, Business, & Accountancy Ventura*, vol. 24, no. 3, pp. 363–378, Mar. 2022, doi: 10.14414/jebav.v24i3.2809.
- [3] Y. Zheng, O. Epitropaki, L. Graham, and N. Caveney, "Ethical Leadership and Ethical Voice: The Mediating Mechanisms of Value Internalization and Integrity Identity," *J Manage*, vol. 48, no. 4, pp. 973–1002, Apr. 2022, doi: 10.1177/01492063211002611.
- [4] C. Wijethilake, B. Upadhaya, and T. Lama, "The role of organisational culture in organisational change towards sustainability: evidence from the garment manufacturing industry," *Production Planning & Control*, vol. 34, no. 3, pp. 275–294, Feb. 2023, doi: 10.1080/09537287.2021.1913524.
- [5] K. Koziol-Nadolna, "The Role of a Leader in Stimulating Innovation in an Organization," *Adm Sci*, vol. 10, no. 3, p. 59, Aug. 2020, doi: 10.3390/admsci10030059.
- [6] Y. Liao, "Sustainable leadership: A literature review and prospects for future research," *Front Psychol*, vol. 13, pp. 1–11, Nov. 2022, doi: 10.3389/fpsyg.2022.1045570.
- [7] A. S. Cahyono, L. Tuhuteru, S. Julina, S. Suherlan, and A. M. A. Ausat, "Building a Generation of Qualified Leaders: Leadership Education Strategies in Schools," *Journal on Education*, vol. 5, no. 4, pp. 12974–12979, 2023, Accessed: Mar. 17, 2023. [Online]. Available: <https://jonedu.org/index.php/joe/article/view/2289>
- [8] A. Basir, E. D. Puspitasari, C. C. Aristarini, P. D. Sulastri, and A. M. A. Ausat, "Ethical Use of ChatGPT in the Context of Leadership and Strategic Decisions," *Jurnal Minfo Polgan*, vol. 12, no. 1, pp. 1239–1246, 2023, doi: <https://doi.org/10.33395/jmp.v12i1.12693>.
- [9] A. M. A. Ausat, S. Suherlan, T. Peirisal, and Z. Hirawan, "The Effect of Transformational Leadership on Organizational Commitment and Work Performance," *Journal of Leadership in Organizations*, vol. 4, no. 4, pp. 61–82, Mar. 2022, doi: 10.22146/jlo.71846.
- [10] M. A. K. Harahap, S. Sutrisno, D. Mahendika, S. Suherlan, and A. M. A. Ausat, "The Role of Emotional Intelligence in Effective Leadership: A Review of Contemporary Research," *Al-Buhuts*, vol. 19, no. 1, pp. 354–369, 2023, doi: <https://doi.org/10.30603/ab.v19i1.3429>.
- [11] A. Zen, S. Siminto, M. A. K. Harahap, Y. B. Prasetya, and A. M. A. Ausat, "Effective Leadership: A Literature Review of Concepts, Characteristics, and Best Practices," *Innovative: Journal Of Social Science Research*, vol. 3, no. 2, pp. 2209–2219, 2023, doi: <https://doi.org/10.31004/innovative.v3i2.430>.
- [12] J. Meyer and M. Subramaniam, "Appropriating innovation's technical value: Examining the influence of exploration," *J Bus Res*, vol. 67, no. 1, pp. 2860–2866, Jan. 2014, doi: 10.1016/J.JBUSRES.2012.07.001.
- [13] K. A. A. Gamage, D. M. S. C. P. K. Dehideniya, and S. Y. Ekanayake, "The Role of Personal Values in Learning Approaches and Student Achievements," *Behavioral Sciences*, vol. 11, no. 7, p. 102, Jul. 2021, doi: 10.3390/bs11070102.
- [14] L. Al-Abadi, R. Alshawabkeh, and A. A. Rumman, "Knowledge management processes and innovation performance: The moderating effect of employees' knowledge hoarding," *Management Science Letters*, vol. 10, no. 7, pp. 1463–1472, 2020, doi: 10.5267/j.msl.2019.12.021.
- [15] D. M. Sudi, I. A. Jusman, and Heriyanto, "Performance Optimisation through Education and Knowledge Management Synergy: An Innovative Business Organisation Strategy," *Journal of Contemporary Administration and Management (ADMAN)*, vol. 1, no. 3, pp. 215–221, Nov. 2023, doi: 10.61100/adman.v1i3.84.

- [16] S. Wahyoedi, S. Suherlan, S. Rijal, H. K. Azzaakiyyah, and A. M. A. Ausat, "Implementation of Information Technology in Human Resource Management," *Al-Buhuts*, vol. 19, no. 1, pp. 300–318, 2023, doi: <https://doi.org/10.30603/ab.v19i1.3407>.
- [17] E. W. Prastyaningtyas, A. M. A. Ausat, L. F. Muhamad, M. I. Wanof, and S. Suherlan, "The Role of Information Technology in Improving Human Resources Career Development," *Jurnal Teknologi Dan Sistem Informasi Bisnis*, vol. 5, no. 3, pp. 266–275, 2023, doi: <https://doi.org/10.47233/jteksis.v5i3.870>.
- [18] S. Sutrisno, A. D. Kuraesin, S. Siminto, I. Irawansyah, and A. M. A. Ausat, "The Role of Information Technology in Driving Innovation and Entrepreneurial Business Growth," *Jurnal Minfo Polgan*, vol. 12, no. 2, pp. 586–597, 2023, doi: <https://doi.org/10.33395/jmp.v12i2.12463>.
- [19] M. A. K. Harahap, A. M. A. Ausat, A. Rachman, Y. Riady, and H. K. Azzaakiyyah, "Overview of ChatGPT Technology and its Potential in Improving Tourism Information Services," *Jurnal Mininfo Polgan*, vol. 12, no. 2, pp. 424–431, 2023, doi: [10.33395/jmp.v12i2.12416](https://doi.org/10.33395/jmp.v12i2.12416).
- [20] P. Diawati, S. S. Gadzali, M. K. N. Abd Aziz, A. M. A. Ausat, and S. Suherlan, "The Role of Information Technology in Improving the Efficiency and Productivity of Human Resources in the Workplace," *Jurnal Teknologi Dan Sistem Informasi Bisnis*, vol. 5, no. 3, pp. 296–302, 2023, doi: <https://doi.org/10.47233/jteksis.v5i3.872>.
- [21] A. Arjang, S. Sutrisno, R. M. Permana, R. Kusumastuti, and A. M. A. Ausat, "Strategies for Improving the Competitiveness of MSMEs through the Utilisation of Information and Communication Technology," *Al-Buhuts*, vol. 19, no. 1, pp. 462–478, 2023.
- [22] A. Errida and B. Lotfi, "The determinants of organizational change management success: Literature review and case study," *International Journal of Engineering Business Management*, vol. 13, pp. 1–15, Jan. 2021, doi: [10.1177/18479790211016273](https://doi.org/10.1177/18479790211016273).
- [23] M. Rožman, P. Tominc, and T. Štrukelj, "Competitiveness Through Development of Strategic Talent Management and Agile Management Ecosystems," *Global Journal of Flexible Systems Management*, vol. 24, no. 3, pp. 373–393, Sep. 2023, doi: [10.1007/s40171-023-00344-1](https://doi.org/10.1007/s40171-023-00344-1).
- [24] B. T. Gregory, S. G. Harris, A. A. Armenakis, and C. L. Shook, "Organizational culture and effectiveness: A study of values, attitudes, and organizational outcomes," *J Bus Res*, vol. 62, no. 7, pp. 673–679, Jul. 2009, doi: [10.1016/j.jbusres.2008.05.021](https://doi.org/10.1016/j.jbusres.2008.05.021).
- [25] O. O. Joseph and F. Kibera, "Organizational Culture and Performance: Evidence From Microfinance Institutions in Kenya," *Sage Open*, vol. 9, no. 1, p. 215824401983593, Jan. 2019, doi: [10.1177/2158244019835934](https://doi.org/10.1177/2158244019835934).
- [26] R. Andriukaitiene, A. V. Cherep, V. H. Voronkova, O. P. Punchenko, and O. P. Kyvliuk, "Managing organizational culture as a factor in organizational change," *Humanities Bulletin of Zaporizhzh State Engineering Academy*, vol. 0, no. 75, pp. 169–179, Feb. 2019, doi: [10.26661/2072-7941.2018.155562](https://doi.org/10.26661/2072-7941.2018.155562).
- [27] E. J. Omol, "Organizational digital transformation: from evolution to future trends," *Digital Transformation and Society*, pp. 1–17, Dec. 2023, doi: [10.1108/DTS-08-2023-0061](https://doi.org/10.1108/DTS-08-2023-0061).
- [28] S. W. J. Kozlowski and D. R. Ilgen, "Enhancing the Effectiveness of Work Groups and Teams," *Psychological Science in the Public Interest*, vol. 7, no. 3, pp. 77–124, Dec. 2006, doi: [10.1111/j.1529-1006.2006.00030.x](https://doi.org/10.1111/j.1529-1006.2006.00030.x).
- [29] C. Huo, M. A. Safdar, and M. Ahmed, "Impact of responsible leadership on sustainable performance: a moderated mediation model," *Kybernetes*, pp. 1–23, Aug. 2023, doi: [10.1108/K-03-2023-0342](https://doi.org/10.1108/K-03-2023-0342).
- [30] S. Sunarmo, P. Rini, D. Nurdiana, N. Albart, and S. Hasanah, "The Importance of Innovative Leadership in Improving Organisational Readiness for Technology Disruption," *Jurnal Minfo Polgan*, vol. 12, no. 1, pp. 1427–1436, Jul. 2023, doi: [10.33395/jmp.v12i1.12803](https://doi.org/10.33395/jmp.v12i1.12803).
- [31] D. J. Hughes, A. Lee, A. W. Tian, A. Newman, and A. Legood, "Leadership, creativity, and innovation: A critical review and practical recommendations," *Leadersh Q*, vol. 29, no. 5, pp. 549–569, Oct. 2018, doi: [10.1016/j.leaqua.2018.03.001](https://doi.org/10.1016/j.leaqua.2018.03.001).
- [32] Y. K. Dwivedi *et al.*, "'So what if ChatGPT wrote it?' Multidisciplinary perspectives on opportunities, challenges and implications of generative conversational AI for research, practice and policy," *Int J Inf Manage*, vol. 71, p. 102642, Aug. 2023, doi: [10.1016/j.ijinfomgt.2023.102642](https://doi.org/10.1016/j.ijinfomgt.2023.102642).
- [33] O. A. Osobajo, A. Oke, M. Ajimmy, A. Otitoju, and G. C. Adeyanju, "The role of culture in stakeholder engagement: Its implication for open innovation," *Journal of Open Innovation: Technology, Market, and Complexity*, vol. 9, no. 2, p. 100058, Jun. 2023, doi: [10.1016/j.joitmc.2023.100058](https://doi.org/10.1016/j.joitmc.2023.100058).