

Organizational Performance in Local Government Sector of West Kalimantan: The Role of Organizational Culture and Change Management



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ABSTRACT: This study aims to explore the influence of organizational culture and change management on organizational performance in local government agencies in West Kalimantan. A strong and innovative organizational culture has been proven to play a significant role in improving efficiency, productivity, and the quality of public services. On the other hand, change management does not show a significant impact on performance, due to various obstacles such as resistance to change and a lack of integration of change strategies within the organization. This research used a survey method with a quantitative approach, involving 181 respondents from several districts/cities in West Kalimantan. The data were analyzed using Structural Equation Modeling (SEM). The results of the study indicate that organizational culture has a positive and significant influence on organizational performance, while change management does not have a significant impact. These findings provide important implications for policymakers in strengthening organizational culture and improving the effectiveness of change management strategies to achieve optimal performance. The study also suggests that support from strong leadership and employee engagement are key elements for the success of organizational change. Therefore, focusing on strengthening organizational culture is crucial to achieving better performance in the public sector.

KEYWORDS: Organizational Culture, Change Management, Organizational Performance, Public Sector

I. INTRODUCTION

This research originates from the importance of understanding the impact of organizational culture and change management on organizational performance. Organizational culture plays a crucial role in shaping employee behavior, attitudes, and motivation, which ultimately affects overall organizational performance (Platts, 2005; Tan, 2019). Previous studies have shown that a strong, adaptive, and innovative organizational culture can enhance employee productivity and organizational performance (Isa et al., 2016; Salehipour & Ahmand, 2018). However, there are differences in findings regarding the extent of the influence of organizational culture on performance, with some studies showing a significant effect (Isa et al., 2016; Nzuva & Kimanzi, 2022; Salehipour & Ahmand, 2018), while others found no significant relationship (Paschal & Nizam, 2016; Srikaningsih & Setyadi, 2015).

Not only focusing on organizational culture, this research also highlights the important role of change management in influencing organizational performance. Change management is necessary to help organizations adapt to a constantly changing environment, ensuring an effective transition towards the desired state (Burnes, 2004; Kotter, 2009). In this context, a strong organizational culture can play a key role in supporting the change process and reducing resistance to change within the organization (Lewis, 2019).

In an increasingly competitive environment, organizations, including government institutions, are under pressure to continuously improve performance. In West Kalimantan, several districts and cities have experienced a decline in government accountability performance, particularly in achieving the targets of the Government Institution Performance Accountability System (SAKIP). Factors such as weak internal management and limited resources are considered the main causes of this issue.

The originality of this research lies in the exploration of the influence of organizational culture and change management on organizational performance in the local government sector, particularly in West Kalimantan, which has been rarely studied in the Indonesian context. This research provides new contributions by revealing that, contrary to many previous studies, change management does not have a significant impact on organizational performance. This highlights the importance of considering structural and bureaucratic factors that may hinder the successful implementation of change in the public sector.

Additionally, this study emphasizes the role of a strong organizational culture as a key factor in driving better performance, particularly in terms of efficiency, productivity, and the quality of public services. In the context of local governments, these findings

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highlight the need to strengthen adaptive and innovative organizational cultures to achieve sustainable performance improvements. Thus, this research offers a new, more contextual perspective on the role of organizational culture and change management in the public sector, which can serve as a reference for bureaucratic reforms at the local government level.

Therefore, this research aims to explore how organizational culture and change management simultaneously influence organizational performance, particularly in local governments in West Kalimantan. Bureaucratic reform, adaptation to regulatory changes, and improving public service efficiency are the main focuses in enhancing the performance of local governments. This research is expected to provide new insights for policymakers to optimize governance and public services, as well as improve bureaucratic performance.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Organizational Performance

Organizational performance can be measured through various indicators such as efficiency, effectiveness, productivity, quality, innovation, and organizational growth (Richard et al., 2009). In the context of the public sector, organizational performance is often associated with how well the organization carries out its duties and responsibilities to meet the needs of the community (Syafuruddin et al., 2022). Additionally, organizational culture is also an important factor influencing performance by shaping employee behavior and values that are consistent with the organization's vision (Robbins & Judge, 2017; Schein, 2010).

A strong organizational culture creates a conducive environment for innovation, collaboration, and employee commitment to the organization. With clearly defined and internalized values, an adaptive and innovative culture enables the organization to be more responsive to changes in the business environment, ultimately enhancing organizational performance (Cameron & Quinn, 2011). Additionally, change management also plays a crucial role in ensuring that the organization can quickly adapt to environmental changes and external demands, which contributes to improved performance (Appelbaum et al., 2018).

The Government Agency Performance Accountability System (SAKIP) is a tool designed to measure and evaluate the performance accountability of government institutions, covering performance planning, performance measurement, performance reporting, and the evaluation of internal performance accountability. SAKIP aims to ensure that the performance of government agencies is results-oriented, effective, and efficient, and that it makes a tangible contribution to the achievement of national goals. SAKIP evaluations are conducted to assess the extent to which government agencies implement this accountability system and to ensure that budget utilization aligns with the expected performance outcomes.

As an indicator of organizational performance, SAKIP focuses on several key components, including the quality of performance planning, the effectiveness of performance measurement, the accuracy of performance reporting, and the evaluation of internal performance accountability. This evaluation identifies successes and failures in achieving performance goals and provides recommendations for continuous improvement, which impact the efficiency of budget utilization and the outcomes achieved. The implementation of SAKIP helps local governments manage accountability and continuously improve the quality of public services.

SAKIP also provides deeper insights into the implementation of accountability across various districts and cities, such as in West Kalimantan Province, which has experienced an increase in SAKIP scores during the evaluation period. This phenomenon reflects managerial reforms and the strengthening of internal capacities in several regions, which have the potential to enhance government transparency and effectiveness.

Organizational Culture

Organizational culture is defined as a system of values, beliefs, norms, and practices shared by members of the organization that shape behavior and interactions within the organization (Robbins & Judge, 2017; Schein, 2010). A strong organizational culture can influence employee commitment, increase loyalty, and encourage them to behave in accordance with the organization's values. Organizational culture theory also emphasizes that an adaptive, innovative, and collaborative culture can create a productive work environment, enhance efficiency, and enable the organization to better respond to external changes (Cameron & Quinn, 2011).

Change Management

Change management is an approach to facilitating the transition of an organization from its current state to a desired future state, with the aim of maximizing benefits and minimizing resistance (Kotter, 2009). This process involves identifying the need for change, planning, and implementing strategies to address resistance from stakeholders (Cameron & Green, 2012; Hayes, 2022). Communication, top management support, and employee engagement are key to the success of change management (Caldwell et al., 2004; Lewis, 2019).

Kotter proposed 8 steps for organizational transformation, including creating a sense of urgency, forming a coalition, developing and communicating a vision, empowering action, achieving short-term wins, consolidating gains, and anchoring changes in the culture (Appelbaum et al., 2018). Each step has specific indicators to measure its success, such as the level of urgency felt by employees, the strength of the guiding coalition team, the clarity of the vision, the effectiveness of communication, and the level of employee participation in the change process.

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Change management also focuses on the readiness, willingness, and ability of employees to face change. The main dimensions measured include employee willingness, employee readiness, changes in attitudes and behaviors, leadership, communication, and training. Each dimension has specific indicators that help organizations assess the effectiveness of the change process and identify areas that need improvement to ensure the success of organizational transformation.

Organizational Culture and Organizational Performance

Organizational culture, which encompasses the values, norms, and behaviors shared by members of the organization, plays a crucial role in influencing organizational performance (Chang et al., 2023; Schein, 2010). Research shows that an adaptive and innovative culture contributes to higher profit growth (Kotter & Heskett, 1992), while a culture that supports learning and innovation positively impacts performance, particularly in the information technology sector (Al-Ali et al., 2017). A results-oriented and collaborative culture is also associated with better financial performance and competitive advantage (Hamdan & Alheet, 2020; Jayanto & Basbeth, 2021). Additionally, a strong organizational culture tends to increase employee engagement and productivity, which in turn affects overall organizational performance (Alvin et al., 2019). Based on these findings, the proposed hypothesis is that organizational culture has a significant influence on organizational performance.

H₁ : Organizational culture has a significant influence on organizational performance

Change Management and Organizational Performance

Change management is a process that helps individuals, groups, and organizations adapt to change, with the aim of improving organizational performance. Research by Thakuri (2020) indicates that effective leadership and good change management can positively impact organizational performance. Effective change management encompasses aspects such as communication, leadership, training, reward systems, and employee participation. Hornstein (2015) emphasizes that change management must be continuous to address ongoing external developments. Jayatilleke and Lai (2018) and Ratana et al. (2020) add that change management not only has positive short-term impacts but also creates long-term organizational resilience. Clear communication, employee participation, transformational leadership, and training programs are key elements of effective change management. Based on theory and empirical evidence, it is hypothesized that change management has a positive and significant effect on organizational performance.

H₂ : Change management has a positive and significant effect on organizational performance

III. METHODOLOGY

3.1 Research Design

This research uses a survey method with a quantitative approach to examine the influence of organizational culture and change management on organizational performance. The survey was chosen because it can provide relevant data to understand the relationships between the variables studied. Data were collected through a questionnaire designed to be completed by respondents from several government agencies in West Kalimantan Province.

3.2 Location and Time of the Research

This research was conducted in various government agencies in West Kalimantan Province, including the Provincial Government of West Kalimantan, the City of Pontianak, Mempawah Regency, Bengkayang Regency, and Sekadau Regency. The research period lasted from April to August 2024.

3.3 Population and Sample

The population of this study consists of regional apparatus within the district/city governments in West Kalimantan Province, totaling 181 people. The sample was selected using purposive sampling. The sample includes five districts/cities, with the sample size determined based on varying levels of performance accountability (SAKIP), ranging from high, medium, to low. The sample from each district/city is described as follows:

Table 3.1. Research Sample

No	Region	Number of Samples
1	West Kalimantan Province	45
2	City of Pontianak	30
3	Mempawah Regency	31
4	Bengkayang Regency	43
5	Sekadau Regency	32
Total		181

Source: Processed Data by Author

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3.4 Research Variables

Independent Variables (X):

1. Organizational Culture, measured through dominant characteristics indicators such as Clan, Adhocracy, Market, and Hierarchy (Podgorniak-Krzykacz, 2021).
2. Change Management, measured based on employee readiness, employee willingness, and leadership (Ali & Hassan, 2022).

Dependent Variable (Y): Organizational Performance, measured by indicators of efficiency, effectiveness, productivity, innovation, and quality of public services (PerMen PAN and Reform of the Republic of Indonesia No. 88 of 2021).

3.5 Data Collection Technique

Data were collected using questionnaires distributed to respondents from the relevant government agencies. The questionnaires were designed based on indicators that have been tested in previous studies and included items measuring organizational culture, change management, and organizational performance.

3.6 Data Analysis Technique

Data were analyzed using the Structural Equation Modeling (SEM) method with the SmartPLS 3.0 software. SEM was used to identify the relationships between latent variables. Validity and reliability tests were conducted to ensure that the research instruments accurately measured the variables. Validity was tested using Confirmatory Factor Analysis (CFA), while reliability was tested using Construct Reliability (CR) and Variance Extract.

IV. FINDINGS AND DISCUSSIONS

Table 4.1 contains information on the characteristics of respondents involved in the research sample from several regional government agencies in the West Kalimantan Province, including West Kalimantan Province, the City of Pontianak, Mempawah Regency, Sekadau Regency, and Bengkayang Regency. The respondent characteristics are categorized by gender, education level, and age. In terms of gender, the largest number of male respondents came from Bengkayang Regency with 29 individuals, while the fewest came from Mempawah Regency with 13 individuals. The largest number of female respondents came from the City of Pontianak and Sekadau Regency, each with 17 individuals, while the fewest female respondents came from Bengkayang Regency, with 10 individuals.

In terms of education, respondents with a Bachelor's degree (S1) are evenly distributed, with the highest number in Sekadau Regency (31 individuals), while the City of Pontianak has 14 respondents with a Bachelor's degree. For Master's degree (S2) education, Bengkayang Regency has the highest number (20 individuals), while the City of Pontianak and Sekadau Regency have 16 and 1 individual(s) with a Master's degree, respectively. In terms of age, the majority of respondents are in the 46-55 age range, with the highest number in Bengkayang Regency (33 individuals), followed by Sekadau Regency (31 individuals). On the other hand, the 56+ age group is the least represented, with the highest number being 6 individuals from Bengkayang Regency, while the City of Pontianak has 2 individuals in this age group.

Table 4.1. Respondent Characteristics

Respondents		West Kalimantan Province	City of Pontianak	Mempawah Regency	Sekadau Regency	Bengkayang Regency
Gender	Male	17	15	13	15	29
	Female	20	15	18	17	10
Education	Bachelor's (S1)	19	14	16	31	19
	Master's (S2)	18	16	15	1	20
Age	46-55 years	33	28	29	31	33
	56+ years	4	2	2	1	6

Source: Processed Data by Author

Based on the results of the outer model test shown in Table 4.2, Construct Reliability and Validity, it is evident that all constructs in this study meet the requirements for reliability and validity. The Cronbach's Alpha values for each construct are above the threshold of 0.7, indicating excellent internal consistency. The highest value is for Organizational Performance with a perfect score of 1.000, followed by Organizational Culture (0.976) and Change Management (0.959).

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Furthermore, the Composite Reliability values for all variables also show excellent results, with all values above 0.7, indicating that each construct has strong combined reliability. The Average Variance Extracted (AVE) values for all constructs also meet the minimum criterion of 0.5, with the highest value for Organizational Performance at 1.000 and the lowest value for Change Management at 0.967, which still indicates that most of the variance is explained by the construct. Overall, these test results demonstrate that the instruments used in this study possess good validity and reliability, making them suitable for measuring the relationships between variables in the structural model with a high level of confidence.

Table 4.2. Construct Reliability and Validity

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Change Management	0.959	0.960	0.967	0.831
Organizational Culture	0.976	0.977	0.981	0.894
Organizational Performance	1.000	1.000	1.000	1.000

Source: Processed Data by Author

Based on the results of the inner model test presented in Table 4.3, the R Square values for each variable indicate how much the independent variables can explain the dependent variables. For the Organizational Performance variable, the R Square value is only 0.030, which means that only 3.0% of the variation in organizational performance, as measured by the SAKIP indicators, can be explained by the independent variables, while the rest is influenced by other factors not included in this model. The Adjusted R Square value is slightly lower than the raw R Square value, which is an adjustment for the number of predictors in the model and the sample size, but it follows a similar pattern.

Table 4.3. Coefficient of Determination (R Square) for Variables in the Research Model

Variable	R Square	R Square Adjusted
Organizational Performance	0.030	0.006

Source: Processed Data by Author

Based on the significance test results in Table 4.4, it can be concluded that Organizational Culture plays an important role in influencing the variables in this study. The first hypothesis (H1) shows that organizational culture has a positive and significant effect on organizational performance, with a coefficient of 0.388 and a p-value of 0.035, meaning that the stronger the organizational culture, the better the organizational performance. In contrast to the effect of organizational culture on performance, the fifth hypothesis (H2) shows that change management does not have a significant effect on organizational performance, as indicated by a coefficient of -0.013 and a p-value of 0.472, suggesting that change management does not sufficiently influence performance in the context of this study. This is due to several factors, including:

- Resistance to change within the organization.
- Suboptimal and poorly integrated change management.
- Lack of involvement from all stakeholders.
- Structural and bureaucratic limitations within government organizations.
- Insufficient time for implementation to see the impact of changes.
- A misaligned focus of changes on areas that influence performance

Table 4.4. Significance Test (Hypothesis Testing)

Variable	Coefficient	P Values	Hypothesis	Result
Change Management -> Organizational Performance	-0.013	0.472	H ₂	Not Supported
Organizational Culture -> Organizational Performance	0.388	0.035	H ₁	Supported

Source: Processed Data by Author

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Organizational Culture and Organizational Performance

The influence of organizational culture on organizational performance, based on the research findings (H1), shows that organizational culture has a positive and significant effect on organizational performance, with a coefficient of 0.388 and a p-value of 0.035. This indicates that the stronger the organizational culture, the better the organizational performance. To further understand this relationship, it is necessary to explore the underlying theory, particularly Organizational Behavior Theory, which provides a conceptual framework for examining how organizational culture influences individual and group behavior within the organization and its impact on organizational performance.

According to the Organizational Behavior Theory proposed by Robbins and Judge (2017), organizational culture is a system of values, beliefs, and norms embraced by members of the organization that influences how they think, act, and behave in the workplace. This theory explains that organizational culture plays a crucial role in creating a conducive work environment for the development of positive behaviors among employees, such as collaboration, innovation, and commitment, all of which are important factors in improving organizational performance. A strong culture provides guidance for employees to behave in accordance with the organization's values, which in turn facilitates the achievement of organizational goals more effectively.

The findings support the theory that organizational culture not only creates a behavioral framework but also strengthens the collective identity among employees, thereby positively influencing performance. This theory states that a strong organizational culture will foster a collaborative work climate, where employees feel more engaged and motivated to contribute their best efforts. This is evident from the significant influence found in the research, where a positive culture enhances productivity, efficiency, and the quality of organizational performance.

According to Robbins and Judge (2017) and Schein (2010), organizational culture influences performance through the formation of employee commitment and behaviors that are consistent with the organization's values. A strong organizational culture not only serves as a guideline for members of the organization but also promotes better integration within the organization. This is because a strong culture creates a sense of collective identity, enabling employees to work more harmoniously and efficiently. An important concept is that a strong and consistent organizational culture leads to more collaborative, innovative, and adaptive work behavior. This aligns with Organizational Behavior Theory, which states that culture influences organizational performance by mediating employee behavior through the values upheld. An adaptive and innovative culture allows the organization to be more responsive to changes in the business environment, thereby enhancing organizational performance.

The theoretical framework also includes the role of organizational culture in supporting innovation and organizational integration. A culture that promotes innovation not only aids in the development of new ideas but also facilitates more effective implementation of changes. An innovative culture enables the organization to quickly adapt to changes, thereby improving overall organizational performance. The findings of this study also align with organizational performance theory, which explains that the organizational culture factor, through its influence on employee behavior, directly contributes to achieving better organizational performance. With a culture that supports collaboration, innovation, and commitment, organizations can more effectively achieve their strategic goals. Overall, a strong, innovative, and collaborative organizational culture provides a solid foundation for organizations to adapt, grow, and achieve optimal performance in a dynamic business environment.

The research by Nzuva and Kimanzi (2022) also supports these findings. They found that a strong organizational culture significantly influences employee productivity. This indicates that a supportive, innovative, and adaptive culture can encourage employees to work more efficiently and contribute to overall organizational performance improvement. In this context, an organizational culture that promotes openness, cooperation, and innovation becomes a key factor in achieving organizational goals. Furthermore, Isa et al. (2016) in their research in Oman, showed that organizational culture, particularly in the context of public sector organizations, has a significant influence on employee performance. They found that innovative and supportive cultural dimensions contribute greatly to improving employee performance. This aligns with the findings of this study, which demonstrate that a strong and innovative organizational culture has a positive impact on organizational performance.

A strong organizational culture also influences how employees feel engaged and committed to the organization's goals. Research by Nikpour (2017) found that organizational culture has a significant impact on employee organizational commitment, which in turn positively affects organizational performance. This suggests that organizational culture not only directly influences performance but also through the mechanism of employee commitment. Omar and Mahmood (2020) also found that organizational culture has a positive influence on organizational performance. They demonstrated that cultural aspects such as competence, motivation, and the values upheld by the organization significantly affect organizational performance. This reinforces the finding that a strong organizational culture can directly contribute to improved performance across various organizational contexts.

Additionally, the study by Paschal and Nizam (2016) in Singapore's telecommunications sector showed that cultural elements such as rituals, values, and organizational symbols have a significant impact on employee performance. Rituals frequently practiced within the organization contribute to increasing employee morale and motivation, which ultimately improves productivity and organizational performance. Overall, this research highlights the importance of organizational culture in enhancing performance. A strong and adaptive culture enables the organization to respond to change, foster innovation, and improve employee productivity.

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These findings are consistent with previous research, which indicates that a supportive organizational culture can be an effective tool for achieving competitive advantage and long-term sustainability.

In the context of local government, organizational culture can also play a role in promoting accountability and improving the performance of government institutions. The Government Institution Performance Accountability System (SAKIP) in West Kalimantan, for example, has shown significant performance improvements in several regions that have implemented a strong and accountable organizational culture. The SAKIP evaluation from 2020 to 2022 demonstrated an increase in the average score, reflecting improvements in the performance of government organizations in West Kalimantan.

Change Management and Organizational Performance

Based on the research findings, the second hypothesis (H2) indicates that change management does not have a significant impact on organizational performance, with a coefficient of -0.013 and a p-value of 0.472. Change management in an organization is defined as a systematic process to transform the organization from its current state to a desired state, with the goal of adjusting the organization to both internal and external environmental changes. In theory, effective change management should be able to facilitate better adaptation and minimize resistance to change at the organizational level, which in turn is expected to improve performance.

The results of this study indicate that change management does not have a significant impact on organizational performance, as evidenced by the negative coefficient and insignificant p-value. One possible explanation for this finding is that other factors may be more dominant in influencing organizational performance compared to change management itself. In this context, planned changes within the organization may not be effective enough in significantly altering organizational behavior. The Organizational Behavior Theory used in this research emphasizes the importance of change management as a tool to adapt the organization to environmental dynamics. However, without strong support from other factors, such as effective leadership and employee engagement, the changes implemented tend to have little direct impact on organizational performance.

Organizational performance is measured through various indicators such as efficiency, productivity, and quality. Although change management is expected to positively influence these indicators, the research findings indicate that in the context of this study, the changes implemented were not sufficient to generate a significant improvement in performance. This study also notes that change management often faces obstacles in its implementation. Some of these include resistance from employees, uncertainty about the direction of change, and a lack of effective communication between management and staff. These factors may explain why change management does not have a significant impact on organizational performance.

Additionally, the theory outlined suggests that to maximize the outcomes of change management, organizations need to ensure that the changes implemented are supported by a strong and adaptive organizational culture. In the context of this study, the lack of support from these elements may be a reason why change does not significantly impact performance. The research findings also indicate that the success of change management is highly dependent on employee participation and effective leadership. Without full support from all members of the organization, change management is likely to have little significant impact on performance improvement. Overall, the findings of this study provide insight that, although change management is an important element in organizational theory, its effectiveness in improving performance largely depends on how the change is managed, as well as the support from other elements within the organization.

Several previous studies have highlighted the positive relationship between change management and organizational performance. Thakuri (2020) found that effective change management, particularly involving strong leadership, clear communication, and employee participation, can enhance organizational performance. Well-designed change management can facilitate the organization's transition toward a better and more adaptive state in response to external changes, ultimately leading to improved performance. However, the insignificant results in this study may be due to other factors that were not deeply considered in the research model. For example, Jayatilleke and Lai (2018) stated that the success of change management heavily depends on top management support and employee involvement. Without these elements, change management may not significantly impact performance.

Additionally, external factors such as economic conditions or market dynamics can also influence the effectiveness of change management in improving performance. Oygarden et al. (2020) observed that in some contexts, organizational change may even create performance barriers if not accompanied by leadership oriented towards change. Thus, even if change management is implemented, the desired results may not be achieved if there are significant external or internal obstacles. Furthermore, research by Osege and Anyieni (2018) indicated that in highly bureaucratic or rigidly structured organizations, change management may be difficult to implement effectively, ultimately reducing its impact on performance. Organizations lacking an adaptive culture often experience resistance to change, hindering the comprehensive implementation of change.

A study by Alipour et al. (2022) also highlighted that specific elements in human resource management, such as proper training, reward systems, and employee engagement, are crucial in supporting the success of change management. If these elements are not well-integrated into the change process, the impact of change management on performance may not be significant. Although change management has long been regarded as a key element in achieving competitive advantage, the findings of this study suggest that in

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certain contexts, as observed in this research, the direct influence of change management on performance is not always positive or significant. These results reinforce the importance of considering the organizational context and other supporting elements in the implementation of change management.

Another study by Shafi (2017) showed that poorly planned change management or change not supported by a flexible organizational structure can trigger employee dissatisfaction and decrease organizational performance. This may be one of the reasons why, in this study, change management did not have a significant impact on performance. Overall, these findings provide insight that change management is not the only factor determining the success or improvement of organizational performance. Other factors, such as organizational culture, organizational structure, and leadership support, play a crucial role in ensuring that change management can be implemented effectively and have a positive impact on performance.

V. CONCLUSIONS

Based on the results of this study, it can be concluded that organizational culture has a positive and significant impact on organizational performance. A strong organizational culture can enhance efficiency, productivity, and innovation, as well as create a more collaborative work environment. This is consistent with organizational behavior theory, which states that organizational culture plays a crucial role in shaping employee behavior that supports the effective achievement of organizational goals.

On the other hand, change management was not proven to have a significant impact on organizational performance in the context of this study. Several factors, such as resistance to change, limitations in implementing change management strategies, and lack of support from various organizational elements, contributed to the ineffectiveness of change management in improving performance. Therefore, it is important for organizations to not only focus on change management but also to ensure the presence of a strong and adaptive organizational culture to maximize the success of change.

Overall, this study highlights the importance of synergy between a strong organizational culture and appropriate change management strategies to achieve sustainable performance improvement. These findings provide insights for stakeholders to pay more attention to the aspects of organizational culture in supporting change and enhancing organizational performance, particularly in the public sector.

The implications of this research suggest the importance of strengthening organizational culture as one of the main strategies for improving organizational performance, particularly in the government sector. Organizations with a strong, adaptive, and innovative culture are able to create a more conducive work environment for collaboration, innovation, and increased employee productivity. This implies that policymakers need to focus more on building and managing a supportive organizational culture by ensuring that organizational values are internalized by all members of the organization.

Additionally, although change management did not have a significant impact on organizational performance in this study, the results still provide important lessons on how the change process should be managed more effectively. Organizations need to minimize resistance to change by adopting a more participatory approach, involving all stakeholders in each stage of the change process, and ensuring that leadership and communication are well-executed. Support from organizational leaders in the change process is also crucial for enhancing the acceptance and effective implementation of change.

Practically, these findings provide guidance for government agencies in West Kalimantan and other regions to strengthen organizational culture and refine their approach to change management in order to improve performance and public service efficiency. These efforts are expected to assist in bureaucratic reform and contribute to better achievement of regional development goals.

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