

Research Article

Building Organizational Commitment Through Transformational Leadership and Organizational Culture in the Public Service

Ahmadi Noor Supit*, Anwar Sanusi, Bambang Supriadi, and Boge Triatmanto

University of Merdeka Malang, Malang, Indonesia

ORCID

Ahmadi Noor Supit: <https://orcid.org/0009-0004-0424-6478>

Abstract.

This study examines how to build individual employee commitment to organizations through organizational culture and transformative leadership. The purpose of the research is to conduct an in-depth study of organizations in the public sector, to further demonstrate how corporate culture and leadership styles affect organizational commitment. Quantitative methods were used to demonstrate how exogenous factors affect endogenous variables in the population and sample in government organizations. The SEM Amos analysis technique was used to analyse data from the sample of 184 central government employees and test the effect of external factors on internal factors. Findings show that transformative leadership and organizational culture both partially and simultaneously impact the increase in individual commitment to the organization. This means that when organizational culture is built by implementing a transformational leadership model, it has the potential to strengthen workers' loyalty to the company.

Keywords: public service, organizational commitment, transformational leadership

Corresponding Author: Ahmadi
Noor Supit; email:
ahmadi.supit@bpk.go.id

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1. Introduction

The Strategic Plan for the Financial and Development Supervisory Agency for 2020-2024, which was stipulated by the head of BPKP with regulation number 2 of 2020, states that BPKP has a role in ensuring the accomplishment of the goal and vision of the president and vice president for the 2020-2024 period, through monitoring the accountability of financial management and national development accountability

Several strategic issues emphasized in the BPKP Strategic Plan are: (1) internal supervision over the accountability of state and regional finances, (2) internal supervision over the accountability of national development, (3) internal supervision over the accountability of management of business entities, (4) internal supervision in order to eradicate corruption, (5) internal supervision in order to improve the quality of internal control

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of government agencies and business entities, and (6) improve the quality of BPKP's internal supervision governance. There are six primary components of internal audit activities: 1. Role and Services of Internal Audit; 2. Management of Human Resources; 3. Professional Practices; 4. Accountability and Performance Management; 5. Organizational Culture and Relationships; and 6. Governance Structure.

BPKP of the Republic of Indonesia has established a Supervisory Priority Agenda (APP) as a product delivery map for the results of supervision that will be submitted to the President. The challenge currently faced by BPKP is to revitalize BPKP's ability to carry out improvements and breakthrough in various areas of BPKP's main duties and functions, including ensuring that the implementation of internal supervision meets the aspects of speed, accuracy, broad and varied coverage, taking into account efficiency in amidst limited monitoring resources.

Paying attention to the main tasks of BPKP's work functions and business processes, one of the functions that leaders, financial supervisors and other BPKP employees must have been the enablers function. The enablers (levers) function has an important role in supporting and encouraging the efficiency with which BPKP's primary responsibilities and activities are being carried out. The strategic agenda that needs to be designed and carried out with high discipline is to unite enabler steps so that they can perform more collaboratively in supporting the 2022 APP, mapping agenda, sharpening and enriching action plans based on gaps identified from lessons learned in 2021. Meanwhile, the 2022 APP is also for straightening and agree on strategic action plans in a holistic, synergistic and collaborative manner, as well as quick win outputs in 2022.

Prior studies clarify the benefits of transformative leadership on increasing commitment, in line with research. Other researchers also found that organizational commitment and leadership conduct are closely correlated, with organizational culture acting as a key mediating factor in this relationship. There is a strong correlation between dedication and enjoyment in a supportive culture. According to earlier studies, leadership affects organizational commitment in a big way.

Organizational culture may boost employee commitment to the company, according to research on the topic. This research looks at how commitment is affected by organizational culture. Commitment is a person's dedication, cause or belief, and readiness to participate in a certain organization. Individuals who have a strong sense of commitment to a company or organization genuinely think that devotion is crucial. They show up feeling committed, follow through, and maintain that commitment. The event that may

be created to address employees issues and accomplish established organizational vision increases with the number of individuals who are dedicated to the business.

This study aims to define commitment and corporate culture, transformational leadership, and leadership effectiveness. Furthermore, to examine how organizational culture and transformational leadership affect organizational commitment.

2. Literature Review

2.1. Organizational commitment

The psychological perspective of organizational members on their attachment to the organization where they work is known as organizational commitment, and it is characterized by both an attitude and a behavior. An employee's propensity to work hard to accomplish organizational goals and remain with the company for a longer amount of time is influenced by their level of organizational commitment. Because commitment affects a person's attitude and conduct at work, the phenomenon of commitment has drawn a lot of attention.

It has been accepted that there are conceptual variations among Bagga et al. [1] identified three measures for corporate dedication: affective, normative, and continuity. Affective commitment demonstrates a mental bond with the company. People continue to work with the organization because they wish to. Employees who have strong affective commitment will define themselves, be deeply involved, and enjoy their membership in the organization. An organizational commitment that makes sense is continuity commitment. This obligation relates to the expenses in the event that he departs from the company. High continuance commitment employees will stick in the company because they need it. A sense of duty to stay in the organization is a sign of normative commitment [2]. High normative commitment employees will continue to work for the company because they believe they should (ought to).

Affective commitment is the most widely accepted and validated indicator of organizational commitment in public management literature. This affective commitment is very relevant to volunteerism, almost the same as intrinsic motivation (motivation that is formed due to factors pushing from within a person). Affective commitment is the fulfillment of socio-emotional needs that cannot be monetized. Affective commitment is a positive work experience that is reflected in a person's contribution to giving their time, energy and expertise voluntarily to the organization.

2.2. Transformational leadership

Many organizations fail to achieve targets because of the ineffective leadership style of the management team of the organization or institution. The employees are not well organized. Uncontrolled or uncoordinated, the effects of this attitude arise due to the influence of an ineffective leadership style. So employee productivity becomes low.

Transformational leadership approach, the leader carries out change efforts and manages this process while forming transformational efforts related to the organizational structure itself. They are not inclined to maintain the current organizational structure. High goals for individuals to improve their performance beyond the level expected of them and they motivate employees towards those goals.

Transformational leaders want to work with independent, critical thinking individuals rather than working with personally committed people and they try to achieve this. Charisma, an inspiring personality, personalized relationships, and intellectually stimulating qualities are some of the key traits that transformational leaders must possess.

Studies on the effect of leadership on an organization's efficacy. The ability of an organization to adjust to changes in the external environment is critical to achieving organizational performance. According to the literature, performance is the capacity of an organization to function as a social system with the aid of certain tools and resources in order to accomplish its objectives. Every organization wants to maintain the development stage of its business in a sustainable manner. In other research, it was found that leadership is correlated with the commitment of individuals working in teams, including the organization as a whole [3].

To achieve success, an organization has to take into account three things: a) economic efficiency, achieving organizational goals with little resource input; b) customer satisfaction, attaining better outcomes with fewer resources while exceeding customer expectations; c) employee satisfaction; the efficacy of the leadership process is dependent on the leader's capacity to excitedly guide the team in its work and attend to each team member's individual requirements.

The BPKP organization is a government entity, hence the transformational leadership variable used in this study has been modified for it. The following are the indicators that are employed, based on the aspects of transformational leadership: (1) As an inspiration (Inspirational Motivation); (2) As a role model (Idealized Influence); (3) Intellectual Stimulation; and (4) Individual Consideration.

2.3. Organizational culture

One of the reasons explaining the important role of organizational culture is the assumption that organizational culture can lead to increased member commitment to the organization. Organizational development requires contributors who can increase organizational sustainability on the basis of effectiveness. Organizational norms, values and vision contribute to improving organizational culture.

Cultural differences between nations lie in the level of values of that culture. Meanwhile, to find out cultural differences between organizations can be seen from a practical perspective. Compared to the value perspective, the practice perspective is more tangible (visible).

The perspective on organizational culture is that there are tendencies that are exclusive to a specific company. There are both objective and subjective aspects to organizational culture. Traditions, convictions, and common assumptions about the working environment all contribute to an organization's culture. It has significant influence over both individual and collective behavior. Nearly every element of organizational life is influenced by organizational culture, including how staff members interact with one another, how they dress, what kinds of choices are made inside the firm, and organizational regulations and procedures, as well as the strategic considerations used.

The simplicity of the organizational structure and the too flexible function of the positions in an adhocracy with the duties and responsibilities of each position being unrelated to each other, make adhocracy only suitable for facilitating the implementation of programs with short activity periods. Lok & Crawford [4] in their research stated that organizational culture affects the mental capacities of people that aid in better thinking and decision-making. Organizational culture can influence how a person sets individual and professional goals, carries out activities and allocates resources to achieve these goals.

2.4. Hypothesis

The model of connections among these variables is explained in the description below:

H1: Performance is significantly improved by corporate culture and transformational leadership.

H2: The primary influencing factor on involvement is the company's culture.

3. Method

This study falls within the genre of quantitatively-based causal associative research. The purpose of this study is to elucidate the impact of the variables under investigation. In this research, data was obtained directly from respondents by distributing questionnaires. Meanwhile, predetermined variables are used to build the suggested questionnaire. Alternative responses are also offered in order to supplement any information that could be required for this study.

All 543 BPKP RI leaders from echelon I to echelon IV made up the study's population. The sampling technique in this research uses the Slovin formula. Based on calculations to determine the number of samples, a total of 184 respondents were obtained. Simple Random Sampling was the sample method employed.

A group of statistical methods known as structural equation modeling (SEM) data analysis techniques enable the testing of a number of very complicated correlations that are not amenable to resolution by linear regression equations. Another way to think of SEM is as a mix of factor analysis and regression analysis.

The SEM analysis model will be used to evaluate the causal association between the variables Transformational Leadership and organizational culture on Commitment. As a result, SEM analysis techniques using the AMOS (Analysis of Moment) application package and descriptive analysis approaches to characterize the research variables were employed to evaluate the data in this study. structure). SEM is utilized in studies to confirm the accuracy of the model, assess the validity and reliability of research instruments, and analyze how one variable affects other factors.

4. Results

The structural equation modeling (SEM) method is used in this study. Prior to doing an analysis, testing, or evaluation, the empirical research model is completed. The following visualization graphic for this study, the results of testing the empirical model are displayed in the structural model. See Figure 1 below.

The result of testing the Appendix presents the structural model's goodness of fit as well as the whole model based on the conclusions of the SEM investigation. An empirical data set is provided in the following table to support the model and help assess its overall quality of fit:

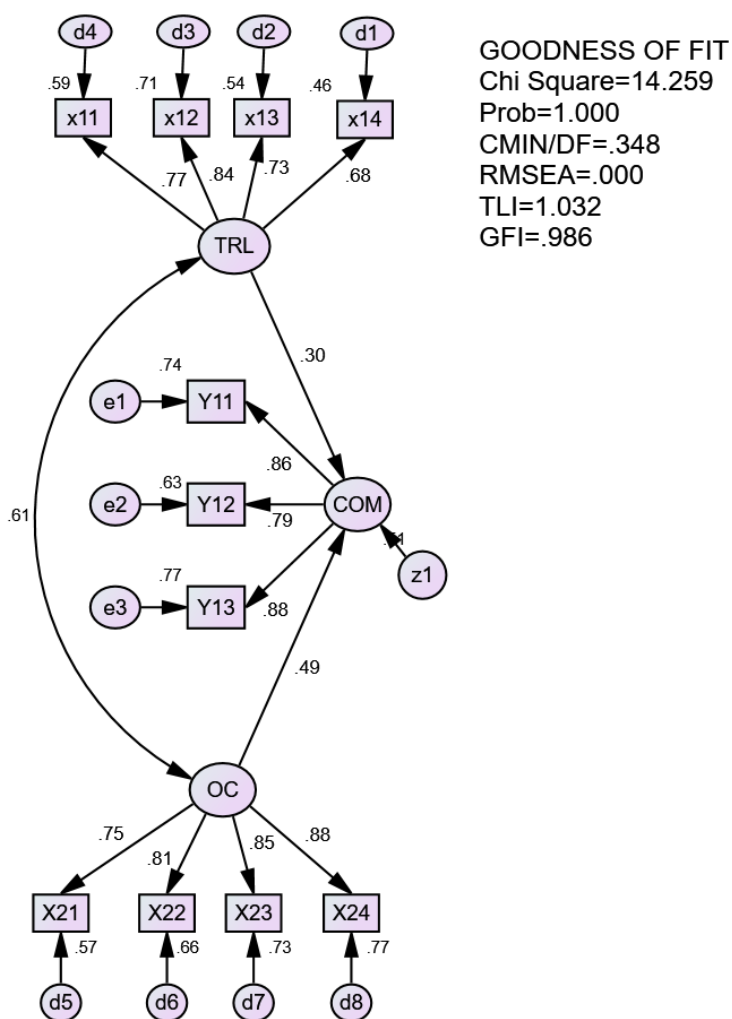


Figure 1: Analysis results with SEM.

TABLE 1: Goodness of fit overall model.

Goodness of Fit Index	Cut-off Value	Result	Model Evaluation
Chi – Square	small (>40,65)	96,880	Not Good
Probability	≥ 0.05	<0,159	Good
RMSEA	≤ 0.08	0,000	Good
GFI	≥ 0.90	0,986	Good
CMIN / DF	≤ 2.00	0,348	Good
TLI	≥ 0.95	1,032	Good

The aforementioned image and table show the overall outcomes of the Goodness of Fit test indicate that a good model may be shown by a number of metrics, including RMSEA, GFI, CMIN/DF, TLI, and CFI. According to the parsimony principle, the data indicates that in this investigation, the SEM model is applicable and suitable for usage, allowing it to be interpreted for more discussion, if one of the various criteria in Table 1 fulfills the cut-off value.

The interpretation of the measurement model is the first step in the SEM analysis. From each measuring indicator (as observable variables), the measurement model delivers variable measurements (as unobservable variables). Every research variable was subjected to the measurement model. It is possible to compare this measurement paradigm to confirmatory factor analysis (CFA). The activation factor, also known as the measurement model coefficient, expresses the indicator's contribution and magnitude as a variable measure. The strongest measure of the variable being measured is indicated by the indicator with the highest activation factor. If the P-value is less than 0.05, an indicator is deemed significant as a variable measure; otherwise, it is considered fixed.

The measuring model for the Transformational Leadership variable is provided in the first section. Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration are the four indicators used to quantify this characteristic. The Transformational Leadership variable's measurement model is shown in the table 2 below.

TABLE 2: Transformational leadership variable measurement model (X1).

Indicator	Activation factor	S.E.	CR	P-value	Information
X1.1	0,771			Fix	Significant
X1.2	0,841	0,097	11,128	<0,000	Significant
X1.3	0,735	0,098	9,779	<0,000	Significant
X1.4	0,678	0,113	9,022	<0,000	Significant

Idealized Influence is the first indicator used to measure the Transformational Leadership variable. It has an activation factor of 0.771 and a fixed (significant) P-value. As a result, the Idealized Influence indication of transformational leadership is important. Inspirational Motivation, the second indicator used to measure the Transformational Leadership variable, with an activation factor of 0.841 and a P-value of less than 0.000 (significant). As a result, the Transformational Leadership indication of Inspirational Motivation has considerable weight. Intellectual Stimulation is the third indicator used

to measure the Transformational Leadership variable. It has an activation factor of 0.735 and a P-value of less than 0.000 (significant). Indicators of intellectual stimulation are therefore important for assessing transformational leadership. Individualized Consideration is the fourth indicator used to measure the transformational leadership variable. It had an activation factor of 0.678 and a significant P-value of less than 0.000. Therefore, as a gauge of transformational leadership, the Individualized Consideration indication is important.

The four sigs—idealized influence, inspirational desire, intellectual stimulation, and individualized consideration—are significant as indicators of transformative leadership.. The greatest indicator of transformational leadership was determined to be inspiring motivation based on the highest activation factor coefficient. This indicates that the primary indicator of transformational leadership is a high level of inspiring motivation.

Measurement model for professional organizational culture variables. Four indicators—involvement, consistency, adaptability, and mission—are used to quantify this characteristic. The Professional Organizational Culture variable's measurement model is shown in the following table 3.

TABLE 3: Organizational culture variable measurement model (X2).

Indicator	Activation factor	S.E.	CR	P-value	Information
X2.1	0,752	0,074	12,159	<0,000	Significant
X2.2	0,814	0,071	13,694	<0,000	Significant
X2.3	0,853	0,066	14,866	<0,000	Significant
X2.4	0,878			Fix	Significant

Engagement is the first indicator used to measure the Professional Organizational Culture variable. It has an activation factor of 0.752 and a significant P-value of less than 0.000. Thus, as a gauge of professional organizational culture, the engagement indicator is important. Consistency is the second indicator used to measure the professional organizational culture variable. It had an activation factor of 0.814 and a significant P-value of less than 0.000. As a result, the Consistency indication is important for assessing Professional Organizational Culture. Adaptation is the third indicator used to measure the Professional Organizational Culture variable. It has an activation factor of 0.853 and a significant P-value of less than 0.000. As a result, the Adaptation indicator is important for assessing corporate culture. Mission is the fourth indicator used to measure the organizational culture variable; it had an activation factor of 0.88 and a

fixed (significant) P-value. Consequently, the Mission indicator has great importance in gauging Professional Organizational Culture.

As measures of professional organizational culture, the four indicators—involvement, consistency, adaptation, and mission—make a substantial contribution. The greatest indicator of professional organizational culture is consistency, as indicated by the size of the highest activation factor coefficient. This indicates that the high degree of Mission indication is where the Professional Organizational Culture is most apparent.

Measurement model for commitment variables. Three indicators are used to measure this variable: emotional, sustainable, and normative. The Commitment variable's measurement model is shown in the table 4 below.

TABLE 4: Commitment variable measurement model (Y1).

Indicator	Activation factor	S.E.	CR	P-value
Y1.1	0,857	0,078	13,875	<0,000
Y1.2	0,791	0,080	12,904	<0,000
Y1.3	0,877			fix

First evaluating the Commitment variable, the activation factor for the affective indicator was 0.74, with a P-value of less than 0.000 indicating statistical significance. Thus, as a gauge of commitment, the affective indicator (Y1.1) is important. The degree of affectiveness determines the degree of commitment. The activation factor of 0.62 and P-value of less than 0.000 (significant) were found for the second indicator used to measure the Commitment variable, which is Continuous. As a result, the Sustainability indicator is important for gauging Commitment. The activation factor of 0.77 and P-value of less than 0.000 (significant) were achieved by the third indicator used to measure the commitment variable, which is normative. As a result, the normative indicator is important for gauging commitment. As a gauge of commitment, the three indicators— affective, sustainable, and normative—are important. The strongest measure of commitment is shown to be normative, based on the size of the highest activation factor coefficient. This indicates that the high Normative indication (Y1.3) is the primary indicator of commitment.

Four direct impact (or link between variable) hypotheses are evaluated in the structural model. The table 5 below displays the full findings of the investigation into the correlation between the research variables:

TABLE 5: Results of research hypothesis testing.

Variable	Path Coefficient	Standard Error	Critical Ratio	P-Value	Explanation
Transformasional Leadership Comitmmen →	0,303	0,077	3,334	0,000	Significant
Organizational culture → Commitment	0,489	0,068	5,419	0,000	Significant

The aforementioned table demonstrates a substantial direct impact association between the variables as well as significant findings in the correlation between the independent variables. to give a summary of the variables' connection model. The combined effect of X2 and Y2 is more than the combined effect of on.

H 1: The Influence of Transformational Leadership and Organizational Culture on Commitment

The influence of transformational leadership on commitment is found to have a substantial effect, with a path coefficient of 0.303 and a CR value of 3.334, according to hypothesis testing using the SEM technique. due to $CR > 1.96$ (the Z table's crucial value at 5% alpha). With a path coefficient of 0.489 and a CR value of 5.419, the impact of corporate culture on commitment is significantly influenced. due to $CR > 1.96$ (the Z table's crucial value at 5% alpha). Thus, there is sufficient empirical data to support H1, which claims that corporate culture significantly influences commitment. Positive coefficients show that organizational commitment increases with improved transformational leadership and organizational culture.

H 2: Organizational culture has a dominant influence on commitment

Based on the regression coefficient value on the SEM analysis path, the influence of the cultural organization variable has a value of 0.489, which is higher than the transformational leadership variable's regression coefficient value. The big value of the regression coefficient indicates that the culture of the organization has a major impact on dedication as is demonstrated by this. Therefore, it has been demonstrated by H2 that corporate culture significantly affects dedication to the company.

5. Discussion

An attitude with mastery of knowledge and a spirit of empathy forms individual intellectuality empirically, and the function of transformational leadership as a leadership style that constantly is charming when it comes to inspiration and individual intelligence,

and pays attention to the interests of individual intellectuality, an attitude that provides encouragement to subordinates, an attitude that gives appreciation, an attitude that has creativity in solving problems. work, an attitude of having ideas and always listening to subordinates' ideas, an attitude of increasing self-development, and an attitude of always understanding one's shortcomings. The attitude that most determines transformational leadership is inspirational motivation, especially regarding leaders who are obliged to provide positive motivation to subordinates. This is in accordance with the theory that Personalized Consideration, Intellectual Stimulation, Inspirational Motivation, and Idealized Influence are traits of transformative leadership.

The high value of organizational culture which has individual values, principles, traditions and attitudes, especially involvement, consistency, adaptation and mission, is formed by the values of freedom in innovation, completing work completed as a team, consistency and understanding in completing work, adaptability to environmental conditions and developments in science and technology, and clear vision, mission and goals. The attitude that most determines the high value of organizational culture is the direction of a clear vision, mission and goals, especially leaders who are obliged to realize the vision & mission of the organization and strive to accelerate the achievement of organizational goals. This is in line with the theoretical opinion that Organizational Culture is reflected by Involvement, Consistency, Adaptation, and missions.

An organization's goals, particularly affective commitment, sustainability, and normative obligations—which are shaped by emotions of affection and delight at belonging to the group, as well as a desire to stay and contribute to its advancement—are what give a leader's commitment to doing something to the organization an emotional bond, and one's obedience. leaders on the rules and ideal values of the organization. The attitude that most determines a leader's commitment is obedience to the rules and idealistic values of the organization, especially the leader obeying all applicable organizational regulations. This is consistent with the opinion of Bagga et al. [1] that commitment is reflected by affective, sustainable and normative.

Innovative management is a leadership style that prioritizes individual intellectuality and charisma. It has been observed that this approach can inspire a leader's commitment and emotional bonding with the organization as the leader believes they are aware of its objectives, particularly those that are affective, sustainable, and commitment-based. normative duties. The results of this research have supported previous research's opinion which states that leadership is an important factor that is the key to success in

increasing commitment in an organization. Likewise, the opinion states believe transformative leadership has favorable results for organizational commitment.

The high value of organizational culture which has values, principles, traditions and attitudes, especially in involvement, consistency, adaptation and mission, is always recognized as being able to increase a leader's dedication to creating an emotional connection while acting in the company because executives believe they comprehend its objectives, particularly those related to emotional commitment, sustainability, and normative duties. This is in line with the opinion of previous research, that organizational culture is a way for management to provide opportunities for members of organizations, public and private agencies to share knowledge, experiences, techniques and ideas that they have to increase commitment and other statements that organizational culture can increase commitment directly [5-8].

6. Conclusion and Suggestion

6.1. Conclusion

Perceptions about Transformational Leadership, Organizational Culture, Commitment, The role of transformational leadership is empirically formed by an attitude that has mastery of knowledge and a spirit of empathy, an attitude that provides encouragement to subordinates, an attitude that gives appreciation, an attitude that has creativity in completing work, an attitude that has ideas and always listening to subordinates' ideas, an attitude of increasing self-development, and an attitude that always understands its shortcomings. The attitude that most determines transformational leadership is inspirational motivation, especially regarding leaders who are obliged to provide positive motivation to subordinates.

Organizational culture is formed by the values of freedom to innovate, completing work as a team, consistency and understanding in completing work, adaptability to environmental conditions and developments in science and technology, and clear vision, mission and goals. The attitude that most determines the high value of organizational culture is a clear vision, mission and goals, especially leaders who are obliged to realize the organization's vision & mission and strive to accelerate the achievement of organizational goals.

An emotional connection is created between a leader and the organization via sentiments of love and pride in membership, as well as a desire to stay and contribute

to the organization's advancement, and a leader's obedience to the rules and ideal values of the organization. The attitude that most determines a leader's commitment is obedience to the rules and ideals of the organization, especially leaders who comply with all applicable organizational regulations.

Transformational leadership and organizational culture influence commitment, especially organizational culture has a higher influence because organizational culture has values, principles, traditions and attitudes of a person, especially in involvement, consistency, adaptation and mission.) especially affective, sustainable commitment and normative obligations, then empirically A person's dedication and emotional connection to the business may also be fostered by innovative leadership because they feel they understand the organization's goals, especially affective and sustainable commitment.

6.2. Suggestion

As material for developing knowledge, this study can provide a deeper understanding of leadership theory, especially transformational leadership and organizational culture which can increase commitment with affective, sustainable and normative indicators. Utilizing the concept of transformational leadership, organizational culture and commitment, to add value to research capacity and to complete reference materials in order to increase the body of knowledge academically.

As a strategic step in increasing employee commitment to the organization, you can consider the results of this research by implementing transformational leadership and an organizational culture that is consistent with appropriate indicators for the organization. For the Government, the results of this research can be input for central and regional policies in human resource management through changes together with the Government Internal Supervisory Apparatus (APIP).

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