

Research Article

Improvements in Member Performance Under Transformational Leadership and Through Quality Human Capital in the Indonesian Air Force

Widyargo Ikoputra, Anwar Sanusi, Bambang Supriadi*, and Anisa Zuhria Sugeha

University of Merdeka Malang, Malang, Indonesia

ORCID

Bambang Supriadi: <https://orcid.org/0000-0002-3377-7065>

Abstract.

This study aims to describe transformational leadership, organizational culture, human capital, and member performance, and analyze the effect of transformational leadership and organizational culture on human capital and member performance, as well as the effect of human capital on member performance. The sample consisted of members of Iswahjudi Magetan Air Force Base/LANUD, including 19 work units with the rank of non-commissioned officer. Proportional random sampling was used to gather a sample of 174 people. Structural Equation Modeling (SEM) and descriptive analyses were undertaken. The results of this study indicate that transformational leadership and organizational culture can improve the quality of human capital. These factors can also improve the performance of members of the Indonesian Air Force, if driven by human capital. This research contributes to developing human capital theory and full range leadership theory as intangible assets of an organization with respect to individual performance.

Keywords: transformational leadership, organizational culture, performance, human capital

1. Introduction

The issue of factors contributing to superior employee performance and competitive advantage has existed in the business strategy literature. However, there has recently been a shift in emphasis from an external position within an industry and the relative balance of competitive forces towards recognizing that internal resources are critical to overall effectiveness. Sustainable performance is the quality and quantity a person produces in carrying out their functions and responsibilities. Employee performance assessment is critical because by assessing the performance of an organization, you can see the extent to which employees can support the organization's goals, and leaders

Corresponding Author: Bambang Supriadi; email: bambang@unmer.ac.id

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can objectively select the right employees to occupy certain positions [1]. Employee performance is critical because an employee's performance in an agency will determine whether or not the agency's performance is adequate. If employee performance is not good, the organization's performance will also be wrong. Likewise, organizational performance will also be good if employee performance is good [2].

Recently, several researchers have paid great attention to the importance of human capital in creating competitive advantage and superior performance. Human capital in organizations is essential in increasing productivity and performance. Many factors influence the performance of individual employees, one of which is human capital, namely ability, effort devoted, and organizational support received [3]. Besides the vital role of human capital in an organization, leadership also has a role in contributing to human resource practices to manage and implement changes that can improve performance.

Transformational leadership simultaneously and positively influences the benefits of human resource practices in improving performance. The results indicate that these transformational leadership factors have a strong potential to influence members' perceived performance, and essential, direct relationships are widely observed [4]. Transformational leadership is a leader who pays attention to the problems faced by his followers and the development needs of each follower by providing enthusiasm and encouragement to achieve his goals [3]. Transformational leadership has the effect of championing behavior characterized by active and persistent support for change.

Apart from transformational leadership, organizational culture is another factor in increasing human capital [5] and improving performance, according to AlShehhi et al. [6], where organizational culture is a rule or value to direct behavior in the organization. Directly or indirectly, organizational culture helps improve performance. The importance of organizational culture as a shared agreement on values that binds all individuals to determine normative limits on the behavior of performing organizational members. Organizational culture has strong ties to the competitive performance of an organization. The existence of congruence between organizational culture, especially personal values and company values, will create performance [7].

The novelty of this research is a form of research development from research related to the influence of organizational culture on human capital, the influence of transformational leadership on performance [8], the influence of organizational culture on performance [9]; the influence of human capital on performance. This research also

develops research on the influence of transformational leadership and organizational culture on performance conducted by AlShehhi et al. [6] and the influence of human capital on performance by AlQershi et al. [10]. The latest model of the role of human capital as a mediating variable is based on Hutahayan [4] research results on the influence of transactional leadership and organizational culture on performance.

The influence of transformational leadership and organizational culture through human capital is very much needed to improve performance in the Iswahjudi Air Force organization (Iswahjudi Air Base), where the Iswahjudi Air Force (Iswahjudi Air Base) agency realizes the importance of improving human resource performance so that the agency's goals can be achieved effectively. Maximum. Transformational leadership is more effective and better when applied in various fields, such as the military, compared to transactional leadership. The quality possessed by every human resource is the potential that is very necessary to support the organization in carrying out its daily activities and achieving its goals. Therefore, the Indonesian Air Force organization should pay attention to human capital for its employees as reciprocity in realizing its goals.

2. Research Methods

2.1. Research design

This research is included in the category of causal associative research using a quantitative approach. According to Anwar [3], Causal associative research is a research design designed to examine the possibility of a cause-and-effect relationship between variables. This research will explain the relationship between influencing and being influenced by the variables to be studied.

2.2. Research population and sample

The population in this study were all members at the Iswahjudi Magetan Air Force Base/LANUD, with 19 work units with the rank of a non-commissioned officer and enlisted, totalling 1159 members. The number of samples in this study was 173.52, rounded to 174 people. The data used in this research is primary data obtained directly from research respondents through closed questionnaires distributed to each sample according to the criteria prepared based on a Likert scale.

2.3. Data analysis technique

The causal relationship between transformational leadership variables and organizational culture on human capital will be tested using the SEM analysis model. Therefore, descriptive analysis techniques were used to describe the research variables and SEM analysis techniques using the AMOS (Analysis of Moment Structure) to analyze the data in this research.

3. Results and Discussion

3.1. Research results

3.1.1. SEM analysis results

The SEM technique was used to carry out inferential analysis in this research. Testing with SEM is intended to test research models and hypotheses. To analyze the causal relationship directly on the influence of transformational leadership and organizational culture on performance or analyze the causal relationship indirectly on the influence of transformational leadership and organizational culture on performance through the mediator variable human capital, the SEM technique is used. At the same time, this model tests the factor loading and regression weight of transformational leadership and organizational culture on performance through the mediator variable human capital. As in the following Figure 1:

Next, to calculate the structural equation that explains the influence of each variable, see the following table 1:

TABLE 1: Structural equation results.

Var. Exogenous	Var. Endogenous	B	CR	Prob.
Transformational leadership (X_1)	Human Capital (Y_1)	0.61	6,963	0,000
Organizational culture (X_2)		0.23	2,780	0,005
Transformational leadership (X_1)	Performance (Y_2)	0.20	2,523	0,012
Organizational culture (X_2)		0.18	2,673	0,008
Human Capital (Y_1)		0.64	6,964	0,000

Significance at $p \leq 0.05$

The SEM results of this research were carried out with the AMOS for Windows program version 26. The four hypotheses can be described as follows. The causal

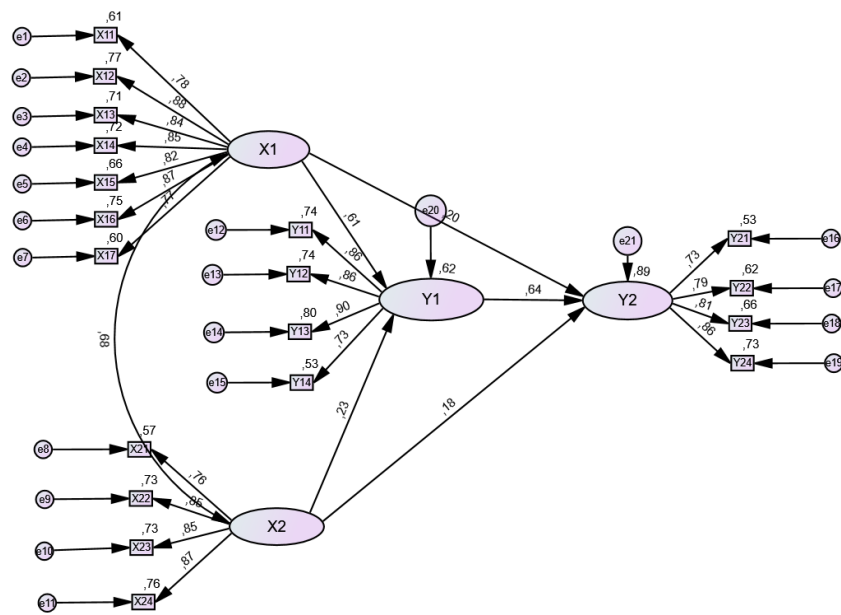


Figure 1: Structural model results.

relationship developed in the hypothesis model is tested using the t-test as in regression analysis. CR statistical value. The following is a description of the test results for the 4 (four) paths in the final model in this study. The results of testing the first hypothesis can be seen in the following table 2.

TABLE 2: Standardized regression weight transformational leadership and organizational culture against human capital.

Variable		Coef. Raw	CR	p-value	Information
Exogenous	Endogenous				
Transformational Leadership (X ₁)	Human Capital (Y ₁)	0.61	6,963	0,000	Significant
Organizational Culture (X ₂)	Human Capital (Y ₁)	0.23	2,780	0.005	Significant

Source: Primary Data, processed 2023

The table above shows that the regression coefficient of transformational leadership on human capital is 0.61 with a CR of 6.963 and a p-value (0.000), which means it is smaller than 0.05. This shows that transformational leadership positively and significantly affects human capital. The regression coefficient of organizational culture on human capital is 0.23 with a CR of 2.780 and p-value (0.005), meaning it is smaller than 0.05. This shows that organizational culture positively and significantly influences human capital. Thus, from the results of statistical tests, it is proven that hypothesis 1 (one), which states that transformational leadership and organizational culture have

a positive and significant influence on human capital, has been tested. The results of testing the second hypothesis are as follows.

TABLE 3: Standardized regression weight of transformational leadership and organizational culture on performance.

Variable		Coef. Raw	CR	p-value	Information
Exogenous	Endogenous				
Transformational Leadership (X ₁)	Performance (Y ₂)	0.20	2,523	0.012	Significant
Organizational Culture (X ₂)	Performance (Y ₂)	0.18	2,673	0.008	Significant

Source: Primary Data, processed 2023

The table 3 shows that the regression coefficient of transformational leadership on performance is 0.20 with a CR of 2.523 and a p-value of 0.012 (smaller than 0.05). This shows that transformational leadership has a positive and significant effect on performance. The regression coefficient of organizational culture on performance is 0.18, with a CR of 2.673 and a p-value of 0.008 (smaller than 0.05). This shows that organizational culture has a positive and significant effect on performance. Thus, from the results of statistical tests, hypothesis 2, which states that transformational leadership and organizational culture have a positive and significant effect on performance, has been tested. The results of testing the third hypothesis are as follows.

TABLE 4: Standardized regression weight of human capital on performance.

Variable		Coef. Raw	CR	p-value	Information
Intervening	Endogenous				
Human Capital (Y ₁)	Performance (Y ₂)	0.64	6,964	0,000	Significant

Source: Primary data processed, 2023

The table 4 shows that the regression coefficient of the human capital variable on performance is 0.64 with a CR of 6.964 and a p-value of 0.000 (smaller than 0.05). This shows that human capital has a positive and significant effect on performance. Thus, from the results of statistical tests, it is proven that hypothesis 3, which states that human capital has a positive and significant effect on performance, has been tested.

Analyzing the indirect effects of transformational leadership and organizational culture on performance through human capital is done by comparing the total influence value with the direct influence. The results obtained were that the direct influence of transformational leadership on performance was 0.20, while the total influence of transformational leadership on performance through human capital was 0.59. Thus,

human capital was proven to be an intervening variable between transformational leadership and performance, and the results obtained had a direct influence. Organizational culture on performance is 0.18, while the total influence of organizational culture on performance through human capital is 0.29. Thus, human capital is proven to be an intervening variable between organizational culture and performance.

Based on these results, hypothesis 4 (four) states that transformational leadership and organizational culture influence performance through human capital has been tested. The statistical results of testing the fourth hypothesis regarding the influence of transformational leadership and organizational culture on performance through human capital obtained an indirect influence value more significant than the direct influence value, except for the indirect value of organizational culture, this can be seen and explained in the following table:

TABLE 5: Results of the influence of transformational leadership and organizational culture on performance through human capital.

Variable	Direct Influence	Indirect Influence	Total Influence
Transformational Leadership (X_1) on Performance (Y_2) through <i>Human Capital</i> (Y_1)	0.20	$0.61 \times 0.64 = 0.39$	0.59
Organizational Culture (X_2) on Performance (Y_2) through <i>Human Capital</i> (Y_1)	0.18	$0.18 \times 0.64 = 0.11$	0.29

Source: Primary data processed, 2023

The table 5 shows that the regression coefficient of the transformational leadership variable on human capital is 0.61 with a CR of 6.963 and a p-value of 0.000 (smaller than 0.05), which shows that transformational leadership has a positive and significant effect on human capital. The regression coefficient of the organizational culture variable on human capital is 0.22, with a CR of 2.780 and a p-value of 0.005 (smaller than 0.05). It shows that organizational culture has a positive and significant effect on human capital, while organizational culture is not significant on performance. The regression coefficient of the human capital variable on performance is 0.64, with a CR of 2.673 and a p-value of 0.008 (smaller than 0.05). This shows that human capital has a positive and significant effect on performance.

The indirect influence of transformational leadership and organizational culture on performance in the table above (total influence) is that transformational leadership has more excellent value than organizational culture through human capital. Comparing the total influence with the direct influence between each variable, human capital is

a mediating variable between the influence of transformational leadership on performance with a value of $(0.59 > 0.20)$ and human capital as a mediating variable between organizational culture and performance. Proven by the value $(0.29 > 0.18)$, the modeling in this research is that transformational leadership and organizational culture influence performance through human capital. Transformational leadership has a more significant influence than organizational culture on performance through human capital.

3.2. Discussion

3.2.1. Intermediate influence transformational leadership and organizational culture on human capital

The comprehensive ability of a leader to produce change in every activity, including creative, performer, energetic, analytical, visionary, empowering, and community builder, can increase members' abilities regarding knowledge, skills, and innovation to carry out their duties so that they can have added value for the organization including professionalism, cooperation, ability and commitment. This research supports previous research conducted by Alnidawy [11]. An organizational culture that is believed and implemented functions as a glue in the organization, including innovation, orientation, aggressiveness, and stability, which can encourage members' abilities regarding knowledge, skills, and innovation to carry out their duties so that they can have added value for the organization includes professionalism, cooperation, ability and commitment. This research supports previous research conducted by Adewale and Anthonia [12], Jerome [13], and Wojtczuk-Turek [14].

The comprehensive ability of a leader to produce a change in every activity, including creative, performer, energetic, analytical, visionary, empowering, and community builder, can increase members who have attitudes, behavior, and work standards that are demonstrated at a high level of expertise, ethics, and commitment to work to achieve work excellence, members who have the strength of cooperation between members or groups to achieve organizational goals, the ability or skill of a member in mastering skills to carry out various tasks, and the member's commitment to upholding firmly and being responsible for the soldier's oath that was said and promised. The organizational culture that is believed and implemented functions as a glue in the organization, including innovation, orientation, aggressiveness and stability, which can encourage members who have attitudes, behavior and work standards that are demonstrated at a high level

of expertise, ethics and commitment to work to achieve work excellence. Members who have the strength of cooperation between members or groups to achieve organizational goals, the ability or ability of a member to master skills to carry out various tasks, and the member's commitment to upholding firmly and being responsible for the soldier's oath that was spoken and promised.

The ability to be creative or inventive in finding new ideas or ways to solve significant problems in the organization, the quality of members' performance as agents of change, achieving success in changing the organization for the better, the nature of a leader who is energetic, enthusiastic, has high power to drive change and motivate members, the leader's analytical ability in the thought process and gathering information to solve problems effectively can have added value for the organization including professionalism, cooperation, ability and commitment, especially in terms of spirit as a coach and cooperation in a team. The nature of a leader who empowers an organization to take the initiative, responsibility and potential, the nature of a leader who can build a strong community, support each other and collaborate to achieve organizational goals can increase members' abilities regarding knowledge, skills and innovation to carry out their duties so that can have added value for the organization including professionalism, cooperation, ability and commitment, especially in terms of spirit as a coach and cooperation in a team.

The ability to be creative or inventive in finding new ideas or ways to solve significant problems in the organization, the quality of members' performance as agents of change and achieving success in changing the organization for the better, the nature of a leader who is energetic, enthusiastic and has high strength to drive change and motivating, the leader's analytical ability in the process of thinking and gathering information to solve problems effectively, the nature of a leader who has a solid and clear vision for subordinates or members of the organization, the nature of a leader who has a solid and clear vision for subordinates or members of the organization, can encourage members who have attitudes, behavior and work standards that are demonstrated at a high level of expertise, ethics and commitment to work to achieve work excellence, members who have the strength of joint cooperation between members or groups to achieve organizational goals, the ability or skills of a member in mastering the skills to carry out various tasks, and the commitment of members in upholding and being responsible for the soldier's oath that was sworn and promised, especially in terms of creativity in organizational development.

3.2.2. The influence of transformational leadership, organizational culture, on performance

The comprehensive ability of a leader to produce changes in every activity, including creative, performer, energetic, analytical, visionary, empowering, and community builder, can improve the quality, quantity and timeliness in carrying out tasks based on the responsibilities given, including quality of work, quantity of work, punctuality, and effectiveness. This research supports previous research conducted by Hutahayan [4] and [1]. An organizational culture that is believed and implemented functions as a glue in the organization, including innovation, orientation, aggressiveness and stability, which can encourage quality, quantity and timeliness in carrying out tasks based on the responsibilities given, including work quality, work quantity, timeliness and effectiveness. This research supports previous research conducted by AlQershi et al. [10].

An organizational culture that is believed and implemented functions as a glue in the organization, including innovation, orientation, aggressiveness and stability, which can encourage standard quality, ability and work results produced by members in the organization, the number of work results produced by members of the organization in a specific period, the ability of organizational members to complete tasks or obligations promptly, and the ability or skills of members to achieve organizational results or goals effectively. The ability to be creative or inventive in finding new ideas or ways to solve significant problems in the organization, the nature of a leader who is energetic, enthusiastic and has high power to drive change and motivate members, the analytical ability of the leader in the process of thinking and gathering information to solve problems can effectively encourage quality, quantity and timeliness in carrying out tasks based on the responsibilities given including work quality, work quantity, timeliness and effectiveness.

The characteristics of a leader who is energetic, passionate, and has a high strength to drive change and motivate members can drive the standard quality, abilities, and work results produced by members in the organization, especially in terms of enthusiasm for running the organization and being tireless in developing the organization. The characteristics of a leader who is energetic, passionate, and has a high strength to drive change and motivate members can move the number of work results produced by members of the organization in a certain period, especially in terms of enthusiasm in running the organization and being tireless in developing the organization. The

quality of orientation towards organizational interests helps members adapt to different environments. It can create quality standards, abilities and work results produced by members of the organization, especially regarding the vision and mission of success. The quality of orientation towards organizational interests helps members adapt to different environments. It can create several work results that organizational members produce in a certain period, especially regarding the vision and mission of success.

3.2.3. The influence of human capital on performance

Members' abilities regarding knowledge, skills, and innovation to carry out their duties so that they can have added value for the organization, including professionalism, cooperation, ability and commitment, can create quality, quantity and timeliness in carrying out tasks based on the responsibilities given including quality of work, quantity of work, accuracy time, and effectiveness. This research supports previous research conducted by AlQershi et al. [10], Wojtczuk-Turek [14] and Glukhikh and Schwartz [15]. The ability of members regarding knowledge, skills, and innovation to carry out their duties so that they can have added value for the organization, including professionalism, cooperation, ability and commitment, can create standard quality, abilities and work results produced by members in the organization, the number of work results produced by members organization within a specific period, the ability of organizational members to complete tasks or obligations promptly, and the ability or skills of members to achieve organizational results or goals effectively.

Members with attitudes, behavior and work standards demonstrated a high level of expertise, ethics and commitment to work to achieve work excellence can influence the quality, quantity and timeliness in carrying out tasks based on the responsibilities given, including work quality, work quantity, timeliness, and effectiveness. A member's ability or skill in mastering skills to carry out various tasks can improve the quality of standards, abilities and work results produced by members in the organization. Members' commitment to upholding and being responsible for the soldier's oath that they have sworn and promised will impact the quality of standards, abilities and work results produced by members in the organization. Members who have the power to cooperate with members or groups to achieve organizational goals can create standard quality, abilities and work results produced by members in the organization.

3.2.4. The influence of transformational leadership and organizational culture on performance through human capital

The comprehensive ability of a leader to produce change in every activity includes creative, performer, energetic, analytical, visionary, empowering, and community builder, further improving the quality, quantity and timeliness in carrying out tasks based on the responsibilities given including quality of work, quantity of work, punctuality, and effectiveness if it is encouraged by members' abilities regarding knowledge, skills, innovation to carry out their duties so that they can have added value for the organization including professionalism, cooperation, ability and commitment. The comprehensive ability of a leader to produce a change in every activity includes creative, performer, energetic, analytical, visionary, empowering, and community builder, further improving the quality of standards, abilities, and work results produced by members of the organization, the number of work results produced by members of the organization in a certain period, quality standards, abilities, work results produced by members in the organization, the ability or skills of members to achieve organizational results or goals effectively if members have attitudes, behavior and work standards that are demonstrated at the level of expertise, ethics and high commitment to work to achieve work excellence, the strength of cooperation between members or groups to achieve organizational goals, the ability or ability of a member to master skills to carry out various tasks, and members have responsibility for the soldier's oath that is spoken and promised.

The ability to be creative or inventive in finding new ideas or ways to solve significant problems in the organization, the quality of members' performance as agents of change and achieving success in changing the organization, the nature of a leader who is energetic, enthusiastic and has high strength to drive change and motivate members can further encourage the standard quality, abilities and work results produced by members in the organization if the members' abilities regarding knowledge, skills and innovation are encouraged to carry out their duties so that they can have added value for the organization including professionalism, cooperation, ability and commitment, especially in terms of creativity. In organizational development. The leader's analytical ability in the process of thinking and gathering information to solve problems effectively, the nature of a leader who has a solid and clear vision for subordinates or members of the organization, the nature of a leader who empowers the organization to take the initiative, responsibility, and has the potential to develop more The quantity of work results produced by members of an organization in a certain period if driven by the members'

abilities regarding knowledge, skills, innovation to carry out their duties so that they can have added value for the organization includes professionalism, cooperation, ability and commitment, especially in terms of acting when making decisions and capacity. In running the organization if supported by members' abilities regarding knowledge, skills, and innovation to carry out their duties so that they can have added value for the organization, including professionalism, cooperation, ability and commitment, especially in terms of spirit as a coach and cooperation in a team.

The ability to be creative or inventive in finding new ideas or ways to solve important problems in an organization can further encourage the quality of standards, abilities and work results produced by members in the organization if members have attitudes, behavior and work standards that are demonstrated at the level of expertise, ethics, and high commitment to work to achieve work excellence. The quality of a member's performance as an agent of change and achieving success in changing the organization for the better can encourage the ability of organizational members to complete tasks or obligations promptly if a member has the ability or skill to master the skills to carry out various tasks. The characteristics of a leader who is energetic, passionate, and has high power to drive change and motivate members further move the number of work results produced by members of the organization in a certain period if members have the strength of cooperation between members or groups to achieve organizational goals. The leader's analytical ability in the thought process and gathering information to solve problems effectively can increase the ability or skills of members to achieve organizational results or goals effectively if the member's commitment is responsible for the soldier's oath that is spoken and promised.

4. Conclusions

This research shows and concludes that transformational leadership, organizational culture, and human capital positively and significantly affect performance. Transformational leadership and organizational culture positively and significantly affect human capital. Transformational leadership and organizational culture positively and significantly affect employee performance. Transformational leadership and organizational culture positively and significantly affect employee performance through human capital. It is hoped that this research can contribute to improving performance by looking at the influence of transformational leadership and organizational culture on individual performance through human capital in TNI-AU members and can be used as a reference

for deepening human capital theory and full range leadership theory as intangible assets for an organization to discussing in more detail about individual performance.

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