

THE CAPACITY OF LEADERS IN INTERPRETING AND IMPLEMENTING HUMAN RESOURCE POLICIES FROM THE CENTRAL LEVEL

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Abstract

This study aims to uncover and analyze the values of the personal dimensions of employees of Askrindo East Jakarta Branch are related to self-development in improving its performance. The research method used is qualitative analysis with an ethnographic approach. The problem to be answered is obtained through observation and in-depth interviews with participants or research informants consisting of leaders and employees of PT. Askrindo East Jakarta Branch which is directly related to the research subject so that conclusions can be drawn following the actual conditions. The study found that there was a very high tendency towards the characteristics of result orientation in the culture of PT. Askrindo. The result orientation refers to a very high tolerance caused by the family culture brought by the organization from the beginning of the company's establishment. The basic assumption of PT. Askrindo East Jakarta Branch is the basic assumption of maturity, which is identical to groupism according to Schein's model. This assumption makes PT. Askrindo East Jakarta Branch became comfortable and reluctant to carry out cultural development beyond what had been outlined by PT. Askrindo is the central company.

Keywords: *Leader Capacity; Productivity; PT. Askrindo East Jakarta Branch; Ethnography.*

Introduction

Employee work productivity does have a very important role for the company. However, employee productivity in the company, in general, cannot be said to be optimal because there are still many companies that have not succeeded in achieving the planned goals . This means that it is necessary to increase employee work productivity so that the company can compete with today's increasingly advanced and rapid business world. If the employee's work productivity is good, it will add value to the company's image and gain the trust of the community (Su'ud & Joesoef, 2007). Resources that drive and direct the organization and human resources must always be considered, maintained, maintained, and developed by the organization (Pfeffer & Salancik, 2003); (Su'ud & Joesoef, 2007).

Organizational culture is defined by (E. Schein, 1992) as a system of spreading beliefs and values that develop in an organization and direct the behavior of members of the organization. Organizational culture is sometimes called corporate culture (Kotter, 2008). This aspect of the organization can give important meaning and direction to the members of the organization. Organizational Culture can be a major competitive advantage if the organizational culture supports strategy and if organizational culture can properly align organizational challenges.

PT. Askrindo East Jakarta Branch uses a conventional system led by four managers including financial and general managers, coverage managers, claims and subrogation managers, and marketing managers. At PT. Askrindo there is a policy regarding employees, where at any time employees can be transferred to another job in one unit or rotated to another work unit. The non-permanence of employee work that is often rotated (job turnover) makes employees must regain control of their duties after a job transfer occurs, as experienced by one of the PT employees. Askrindo East Jakarta Branch said that in the past year it has been rotated three times. As is known from the policy of rotation, it is a condition of too long a person in a period of work in one unit or in one job alone which can result in boredom and even saturation among them. In the context of human resource development, such conditions are unhealthy. So, management should implement a policy of rotation of employee work on a scale of at least once a year and a maximum of once every three years to avoid burnout and boredom in employee work.

PT. Askrindo East Jakarta Branch implementing such a rotation policy will waste a lot of time because it must provide training and re-educate rotating employees, with policies like this also certainly make the company's organizational structure always change. The number of insurance users in PT. Askrindo East Jakarta Branch has as many as 1,415 people. Researchers conduct a pre-survey on the insured who uses PT insurance. Askrindo East Jakarta Branch verbally by asking about the quality of service at PT. Askrindo East Jakarta Branch. Askrindo East Jakarta Branch, it was found that the quality of customer service of PT. Askrindo East Jakarta Branch is still low. This is evidenced by the large number of insureds, who feel the performance of PT. Askrindo East Jakarta Branch has not met their expectations. In addition, the low satisfaction of the insured PT. Askrindo East Jakarta Branch can be seen from those who are still hesitant about the trust of PT. Askrindo Company. Indonesian Credit Insurance is because the insureds are still minimal or have received information about insurance, such as not being clear when the officer explains the insurance, the provision of information at the time of claim, and the lack of clarity in the answers they receive when the insured gives questions, so they still get a bad feeling.

PT. Askrindo East Jakarta Branch there are fluctuations (ups and downs) in the sales. Askrindo East Jakarta Branch, there have been several months of declines and increases in sales throughout 2019-2020. There was a decrease in the number of sales of insurance products in 2019-2020, this is suspected to be due to a decrease in customer

satisfaction. Some of the problems that these customers complained about were taken from the suggestion box at PT. Askrindo East Jakarta Branch.

Judging from the insured's statement, it is suspected that there is a discrepancy between the productivity expected by the insured and the company's performance provided by PT. Askrindo East Jakarta Branch. This situation caused a decrease in insurance users at PT. Askrindo East Jakarta Branch. Researchers conducted interviews with Askrindo East Jakarta Branch Leaders, based on the interview results there are still several problems that often arise and can affect employee work performance such as the lack of initiative from employees at work, work that is not completed on time, and there are still many mistakes made by employees at work. Branch leadership policies should be able to improve work culture, including in terms of interpreting, let alone implementing corporate culture at the central level. Branch leaders are still guided by the work culture that has been running at the central level of the company by making certain innovations and creativity so that employee work productivity can increase.

PT. Askrindo East Jakarta Branch r has problems caused by the implementation of organizational culture in this case the interpretation and implementation of organizational culture values are not optimal, it can be seen from the still lack of sense of employee discipline, lack of care in caring for company goods, besides that k The lack of cooperation between fellow employees is also a problem for the company. Organizational culture is one of the important factors for the work productivity of PT. Indonesia Credit Insurance East Jakarta.

The success of a job is rooted in the values it has and the behavior that it habituates. These values stem from customs, religions, norms, and rules that become his beliefs which are habits in work behavior or organizations. A custom is called culture. Because culture is associated with the quality or quality of work, it is called work culture. (E. H. Schein, 2010) describes the manifestations of culture as “the way we do things around here, the rite and rituals of our company, the company climate, the reward system, our basic values”, and so on. Organizational culture is a dynamic symptom around us all the time, which is continuously carried out and created through interaction with others and is shaped by the behavior of the leadership and which consists of the structure, routine, rules, and norms that guide and limit behavior field (E. Schein, 1992).

Research conducted by (Lunenburg, 2011) says that corporate culture has a very strong influence on leadership. Organizational culture is a collection of belief systems, values, and norms that will ultimately influence members of the organization about what they feel, think, and possess as a common identity. (Lunenburg, 2011) said that organizational culture affects the attitudes and behaviors of organizational members. Thus, because of this influence, an organizational culture that has a pattern of leadership, and communication, can affect job satisfaction and employee performance.

Research from (Ogbonna & Harris, 2000) states that performance is influenced by leadership patterns with the mediator variable being organizational culture. The ability of managers to understand and work in a particular culture becomes one of the predictors of the effectiveness of leadership. This research is still concerned with the context of attitudes and behaviors, while the design of this study will try to find a further connection between company culture, communication patterns, leadership, and employee work productivity which is the result of an overview of leadership capacity in interpreting and implementing the work culture of the central level company at the branch level, in this case, PT. Askrindo East Jakarta Branch.

Organizations with a market-oriented culture outperform other organizations (Kasper, 2002). Therefore, the creation of such a culture is very important. This paper details how different layers of organizational culture can in combination influence market-oriented behavior. The importance of organizational culture in the successful implementation of market orientation strategies has been recognized. However, awareness of how layers of organizational culture, such as values, norms, and artifacts, can contribute to market-oriented behavior is still under study. The organizational culture layer was thus investigated in three mixed-method case studies of Irish companies using questionnaire surveys, interviews, and observations. The core conclusion of the study is that the combined synergistic effect of certain unique organizational culture layers in the company drives market-oriented behavior. (Byrne et al., 2018) add the necessary details for managers seeking to develop and create a market-oriented culture to improve company performance.

In developing countries of Europe, limited studies assess the culture of the organization and its alignment with the planned changes in higher education institutions. Therefore, the purpose of this study is to identify the types of organizational cultures that are dominant in higher education and understand how planned changes align with dominant cultures. The study was conducted at a large public university in Kosovo. (Tahiraj & Krek, 2022) adopt a quantitative research approach. The sample consisted of 102 academic staff from a population of about 960. The data was collected using the standard instrument (The Organizational Culture Assessment Instrument (OCAI) to identify the dominant organizational culture based on four types of organizational culture: clan, hierarchy, adhocracy, and market. Data related to university change plans were collected through document analysis. Hierarchy and market culture as the dominant culture. The results also show that the dominant organizational culture is at odds with the key planned changes. The findings confirm assessing organizational culture in higher education institutions and providing direction to academic leaders on how they can align planned changes with organizational culture to achieve better outcomes.

The studies described above are related to this research, which seeks to describe leadership capacity in increasing employee productivity. However, this research is different

from previous studies on leadership associated with the formation of corporate culture using the Schein model, human resource development, and company work productivity using qualitative analysis with an ethnographic approach.

This research uses qualitative methods with an ethnographic approach. Data collection was carried out from January 2022 to March 2022. The subjects of this study were the leaders and employees of PT. Askrido East Jakarta Branch. Researchers obtain informants by purposive sampling, namely choosing informants who are considered competent with the research topic. Data collection techniques in this study used participation observation, in-depth interviews, documentation, and audio-visual. Researchers conduct research activities at PT. Askrido East Jakarta Branch for approximately three months by making regular and scheduled visits to the research site. Data analysis techniques used include data collection, data reduction, data presentation, and conclusion. Data triangulation is also carried out to test the validity of the data. The names of the informants in this article are to protect the personal confidentiality of the informants and maintain the harmony of the company.

Methods

This research was conducted using a qualitative descriptive method. Descriptive research is a research method that seeks to describe and interpret objects according to what they are (Sugiyono, 2018). The form of research used is qualitative research, namely research that understands social phenomena in natural conditions. So it can be concluded that this qualitative descriptive method is carried out to describe facts and phenomena of language empirically which are as they are.

Results and Discussion

A. Internalization of Corporate Culture

The basic assumptions of a culture cannot be seen from the process that is seen visually, there must be a deeper observation of an organizational culture (E. Schein, 2004). From the results of observations and interviews, the researcher concluded that the orientation of these results was based on the basic assumptions of family culture owned by the company. This assumption underlies every practice that exists within the company. With the background of state-owned corporate culture, the company still has a lot of system weaknesses, especially associated with a large amount of political influence and kinship. Researchers see that these weaknesses can still be overcome well, due to the high level of tolerance caused by very close friendships. This high tolerance has been received by employees very clearly from the selection process and the reward and punishment system implemented by top management. Coupled with the daily work process in the company, employees increasingly understand the positive tolerance in this friendship relationship. The friendship relationship is based on several things.

In the sustainability of a company, organizational culture has its role in the process of achieving the goals of the company. Organizational culture supports the work of employees in a company that plays a fairly large role. Some things can be felt by the application of organizational culture either by the organization, members of the organization, or so on related to the organization. This can be realized, because of the organizational culture that exists in PT. Askrimdo East Jakarta branch which is currently implemented makes employees loyal to the company. With the loyalty of employees to the company, it has a good effect whether they realize it or not, making the work in the company more optimal. The company will also not be messed with or burdened with employees coming in and out of the company. Furthermore, the third next role is to make the company ready to face its competitors. Always innovating with creative ideas from its employees will bring the company competitiveness. Moreover, PT. Askrimdo East Jakarta Branch is a company engaged in the scope of insurance service companies so innovation is a must for the company.

The first ingrained value in the form of togetherness or kinship makes the growth of a sense of comfort felt by employees at PT. Askrimdo East Jakarta Branch, so that it spurs employees to do a better job. On the other hand, the existence of these fundamental values will make employees loyal to continue working in the company. Furthermore, the second is to always innovate with creative ideas from employees. Companies should not be bored to innovate, because always innovating will distinguish the company from other companies and be ready to face competition. The next third is the comfort felt by employees. It is felt that comfort by employees is important in serving the company. The convenience of working in the company will grow or strengthen employee loyalty to the company. Employees who feel comfortable working in the company either consciously or unconsciously will do their job seriously and provide benefits for the company as well.

Furthermore, the fourth value is teamwork. Work done at PT. Askrimdo East Jakarta Branch needs a solid team to facilitate the work. Coordination between divisions is established based on the existing workflow in the company. The fifth value is to work on a targeted basis. The targets in the company are divided into each division in the company. Each division works on its targets. The targets of one division with another certainly have differences according to needs. Working with targets will certainly make employees more motivated in doing their work to complete their targets.

Finally, the sixth value is communication. Communication is built through coordination, both in one division and between divisions, making good communication can reduce or reduce the risk of errors in work. Sharing between employees is also an important thing that can bring up new ideas either directly or indirectly. These values grow based on the awareness or initiative of the employees. Thus, when the growing and evolving values spread to every line in the company, bringing a good thing also to the

company. All activities to achieve the company's goals will be supported by existing values.

B. Leader Capacity in Interpreting Corporate Culture

The history of the company and the organizational structure of PT. Askrindo East Jakarta branch supports the role of leadership in the organization inseparable from the role of a leader. Each leader has a style of his leadership. Leadership is the ability, process, and art of influencing others and a group of people to have the will to achieve organizational goals. In contrast to other understandings, leadership can be interpreted as a person's ability to move, direct, and influence the mindset, and how each member works to be independent in working, especially in decision-making in the interests of accelerating the achievement of goals that have been set.

Organizational culture is the result or impact of the behavior of its personnel, leaders, decisions, and regulations. Boundaries in organizational culture according to (E. Schein, 2004) form of basic perceptions experienced and learned from the impact of solving work or problems that arise when adapting to the surrounding environment (external to the organization), or the consequences of problem-solving solutions arising from internal organizations, departments in the organization related to collaboration and cooperation. Therefore, culture arises from the process of working or learning together from organizational personnel whose purpose is to maintain the existence of the organization (Kibbe, 2019). The process of giving or teaching basic assumptions to new organizational individuals related to observing, thinking, and feeling the problems experienced is a good way that every organization should do so that organizational culture emerges.

After the organizational structure of PT. Askrindo is formed, the division of tasks is determined, and the implementing employees are determined, then activities can be carried out toward the goals that have been set. Steps that determine and direct the tasks that need to be carried out by all employees in an organization are called actuating or directing or can be called briefing. The briefing is the process of implementing the program so that it can be carried out by all parties in the organization and a motivating process so that all parties can carry out their responsibilities with full awareness. Every task assigned to every employee in PT. Askrindo is always given directions by the leadership in the form of what to do and what does not need to be done, usually, the direction is carried out in the morning, namely at the briefing. For the management process to proceed as planned. In the briefing, it is also very necessary to exemplify a leader to move employees, where the manager of PT is. Askrindo always sets a good example to employees of everything, from small things such as dressing neatly and decently to the disciplines of company regulations, besides that they must also communicate actively with their subordinates.

Based on the results of the study, an idea was obtained that the leadership applied at PT. Askrindo East Jakarta Branch is to apply the principles of being fair, giving suggestions or motivations, as a catalyst, creating a sense of security, as a representative of the organization, being a source of inspiration, and being appreciative. The role assumed by the leader of PT. Askrindo East Jakarta Branch has fulfilled the principles that can create a good corporate work culture. Thus, employees who are in a work environment feel comfortable, safe, and motivated in carrying out their duties and responsibilities.

C. Leader Policy for Increasing Productivity

Policies are different from regulations and laws. If the law can impose or prohibit a behavior, the policy only guides the actions that are most likely to obtain the desired outcome. Policy or policy review may also refer to the process of making important organizational decisions, including the identification of alternatives such as program priorities or expenditures, and their selection based on their impact. The policy can also be interpreted as a political, management, financial, or administrative mechanism for achieving an explicit goal. A policy is a speech or writing that gives general clues about setting a scope that gives a person a general boundary and direction to move. Etymologically, the policy can also mean a set of concepts and principles that line the execution of a job, leadership, and way of acting. Policies can take the form of well-thought-out and careful decisions by top decision-makers and not routine and programmatic repetitive activities related to decision rules.

Division of employee duties applied in PT. Askrindo East Jakarta branch, employees and staff are determined directly by the central department. According to the company, this policy does not have a big effect on employee performance, instead, it has a positive impact on the company because there are no job vacancies. For employees and staff, a maximum of once every three years is rotated and mutated so that in three years managers and staff employees at PT. Askrindo East Jakarta branch always changing. Because the maximum work is only three years, after that it is mutated with the same job status and position, and the mutation depends on the decision of the central part.

Although there are some disadvantages of the line-shaped organizational structure and staff used by PT. Askrindo East Jakarta branch, but not too felt in the management implemented by the company, where the implementing party or PKWT with staff employees cooperate to help each other and provide advice, so they do not feel that there is a difference between the executor or PKWT and staff employees. This is done together to achieve the desired goal. Likewise, line employees and staff, there is no opposition because in PT. Askrindo East Jakarta branch solves the problem by deliberation because it is considered that there is no difference between leaders and employees. Differences in leadership levels only show authority and responsibility because their goals and expectations are of a kind and will be realized together.

ASKRINDO is one part of the holding of State-Owned Enterprises (BUMN) engaged in insurance/guarantees, with a focus on empowering Micro, Small, and Medium Enterprises (MSMEs) throughout Indonesia to support the nation's economic growth. Until the end of 2020 Askrindo has 59 branch offices, 7 regional offices, and 6 marketing offices spread across various regions in Indonesia. The main purpose of managing corporate capital is to ensure that the company maintains a healthy capital ratio to support the business and maximize shareholder value. Companies and entities manage the capital structure and adjust the capital structure in connection with changes in economic conditions. The company monitors its capital by using a gearing ratio analysis, which divides net debt by the amount of capital.

If you pay attention to the number of branch offices and regional offices as well as marketing offices owned by PT. Askrindo then it can be said that this company already has maturity or maturity in the credit insurance service business in Indonesia. This can be interpreted to mean that PT. Askrindo has served credit insurance customers for a fairly long period and gained considerable trust from the public, especially Bank Rakyat Indonesia (BRI) customers. PT. Askrindo East Jakarta branch as one of the business units in the East Jakarta region has organizational responsibilities and duties in achieving company progress.

The habits formed because of such new artifacts are carried out constantly by members of the organization. Such persistent behavior needs to be supported by the self-determination of the members of the organization. So, agility is built slowly by the organs of the human body so that it slowly becomes ready to constantly carry out the habit. Habituation will give a message to the body and brain to prepare their respective organs to continuously carry out the routine. Just like a person who works as a porter transporter, his body will learn and be commanded to be ready by strengthening the muscles of the body that will carry heavy loads. The habits built in the organization will personally encourage each member of the organization to prepare himself or herself (Bass & Bass, 2009). One of the important setups of carrying out a habit is reasoning. Human beings are creatures that need meaning in doing things. Perhaps at first, the habit was carried out forcibly. But the compulsion cannot go on. The members of the organization will try to find justifications and reasons for the routine. The justification and reasoning are formed in values that then form an attitude.

As there are studies that discuss and try to explain the relationship between value and culture; especially competing values and their influence on organizational culture field (Howard, 1998). Such meaning also occurs collectively between members of the organization. There is communication between members of the organization and sharing of messages with each other in terms of answering why they need to carry out the habit. The process of meaning and reasoning will be more helpful if there is a leadership role that directs and educates members of the organization. This kind of pattern is inverted

compared to the commonly known pattern that cultivating something must be by instilling value. But this new concept offers that the cultivation of culture can be done by habituation. Values and attitudes that have been formed and embedded in the minds of members of the organization will form a solid collective and cultural understanding (Schneider et al., 1996). Each member of the organization will have the same perception, logic, and taste. When facing an event, the responses from members of the organization tend to be aligned. For example, when there is an event of bribery, collusion, and nepotism, the response of the members of the organization will be by the values held. If it is accustomed to the organization that KKN (Corruption, Collusion, and Nepotism) occurs, then the organization will compactly act towards the KKN.

Such alignment does not have to form the commonality of the members of the organization. As for the differences that exist, they may be intended to fill each other's gaps between each other. The culture and values that are formed regulate several things that are indeed included in the discussion of the organization. For example, it could be that an organization takes a distance from the arrangements regarding worship and appetite. Then organizational culture will not enter these things. Several organizational cultures affect the overall aspects of the lives of its members. An example is a military organization. The formation of its culture, even down to the way of eating and sleeping, is fully regulated by the organization and forms a standard culture. Values between members of the organization form networks and strengthen in the form of communication. Such communication can occur verbally or non-verbally. When it is found that there are new members from the organization who come with different cultures, then immediately other more senior members of the organization will transmit values to each other through verbal and non-verbal communication. Artifacts in the organization also form a certain behavior and habit which becomes a means of learning new members of the organization.

In stages of maturity and decline, cultures often become partially functional and can only be transformed through more drastic processes such as scandals and turnarounds. Cultural changes also occur from people entering the organization with new assumptions and from different experiences from different parts of the organization. For this analysis, such changes are captured in the observation that organizations differentiate themselves over time into many subcultures. But the important thing to focus on is that it is within the power of the leader to increase diversity and encourage the formation of subcultures, or they can go through selection and promotion, reducing diversity and thus manipulating the direction in which an organization develops culture. Cultural change in the Middle Ages of organizations is primarily a matter of deliberately taking advantage of the diversity of sub-cultural growth that allows. Unless the organization is in real trouble, there will be enough time to use systematic promotion,

organizational development, and technological change as the main mechanisms in addition to normal evolution and organizational therapy.

PT. Askrindo East Jakarta branch is a representative office of PT. Askrindo was formed with one of its objectives to serve and provide guarantees to banks and non-banks for loans given to MSMEs domiciled in the East Jakarta area. After the division of duties and implementing employees is determined, then activities can be carried out towards the goals that have been set. Every task assigned to every employee in PT. Askrindo is always given directions by the leadership in the form of what to do and what does not need to be done, usually, the direction is done in the morning, namely at the briefing event. For the management process to proceed as planned. In the briefing, it is also very necessary to exemplify a leader to move employees, where the branch leader of PT is. Askrindo always sets a good example to employees of everything, from small things such as dressing neatly and decently to the disciplines of company regulations, besides that they must also communicate actively with their subordinates. Schein does not suggest that leaders realize they set out to teach certain groups new ways in which they observe, think, and feel. Rather, it is entrepreneurial thinking to have a strong idea of what to do and how to do it. Group founders tend to have their articulated theories about how the group should work, and they tend to choose as colleagues and subordinates others they feel will think like them. Based on Schein's theory, PT. Askrindo East Jakarta branch is at a high level of maturity.

Conclusion

Researchers found that there is a very high tendency towards the characteristics of result orientation in the company's organizational culture. This result orientation refers to the very high tolerance caused by the family culture brought by the organization from the beginning of the company's establishment. Researchers see that the basic assumptions that companies have are basic assumptions of maturity, which are identical to groupism. This assumption makes the company comfortable and reluctant to carry out cultural development. Companies that experience maturity, form a corporate culture that affects the branches of the company. A mature company is a large company, neatly organized, has many branches, and has a central culture that is interpreted with the culture of a branch office. How successfully the branch office interprets the central culture depends largely on the leadership of each branch leader. If branch leaders have good leadership, the ability to interpret and implement central culture with the right policies will give birth to good performance. And it has been proven by PT Askrindo East Jakarta branch Office.

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