

**ANTHROPOLOGICAL-MANAGERIAL INTEGRATION: EXPLORING COLLECTIVE ORGANIZATIONAL VALUES WITHIN THE FRAMEWORK OF STRATEGIC ADAPTATION**

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**ABSTRACT**

This study aims to explore the synergistic relationship between the anthropological and managerial dimensions of organizational culture as an instrument of strategic adaptation. Amid global disruption, organizations often fail to transform not because of poor strategic planning, but because of neglecting their anthropological "cultural roots." Using a literature review method by analyzing various models of organizational culture, this article builds an argument that organizational culture is not merely a supporting factor, but rather the foundation or "operating system" for strategic success. The results of the study indicate that effective integration requires synchronization between the collective mental programs of organizational members and systematic managerial interventions. In conclusion, an organization's ability to adapt depends heavily on the strength of dynamic and innovative collective values as a compass in facing market changes.

**Keywords:** Organizational Culture; Anthropological-Managerial Integration; Collective Values; Strategy Adaptation.

**INTEGRASI ANTROPOLOGIS-MANAJERIAL: EKSPLORASI NILAI KOLEKTIF ORGANISASI DALAM BINGKAI ADAPTASI STRATEGI**

**ABSTRAK**

Penelitian ini bertujuan untuk mengeksplorasi hubungan sinergis antara dimensi antropologis dan manajerial dalam budaya organisasi sebagai instrumen adaptasi strategi. Di tengah disrupsi global, organisasi seringkali gagal melakukan transformasi bukan karena buruknya rencana strategis, melainkan karena pengabaian terhadap "akar budaya" yang bersifat antropologis. Menggunakan metode literature review dengan menganalisis berbagai model budaya organisasi, artikel ini membangun argumen bahwa budaya organisasi bukanlah sekadar faktor pendukung, melainkan landasan atau "sistem operasi" bagi keberhasilan strategi. Hasil kajian menunjukkan bahwa integrasi yang efektif memerlukan sinkronisasi antara program mental kolektif anggota organisasi dengan intervensi manajerial yang sistematis. Kesimpulannya, kemampuan organisasi untuk beradaptasi sangat bergantung pada kekuatan nilai-nilai kolektif yang dinamis dan inovatif sebagai kompas dalam menghadapi perubahan pasar.

**Kata Kunci:** Budaya Organisasi; Integrasi Antropologis-Manajerial; Nilai Kolektif; Adaptasi Strategi

## INTRODUCTION

In the modern business ecosystem characterized by changing workforce expectations and technological transformation, organizational culture has become a crucial element in determining competitiveness. Culture encompasses more than formal rules, but also reflects the collective values, beliefs, and behaviors that shape how teams achieve shared goals (Schein, 2010). In modern management discourse, anthropological integration is crucial because organizational culture functions as an "operating system" that determines whether a new strategy will succeed or experience systemic failure. The primary challenge for organizations today is how to align anthropological "cultural roots" with managerial "strategic objectives" to create a productive and innovative work environment (Monge, 2022).

The urgency of this integration stems from the "The Adaptability Paradox", where many organizations often fail to transform not because of poor planning, but because of undetected cultural resistance (Reeves & Deimler, 2011). The presence of humans in organizations and the need for organizations to be handled proportionally by organizational leaders, results in the need for a permanent structure so that in managing the organization, all members of the organization can focus their activities by placing the human aspect as the center of their activities. This is necessary considering that organizational members have unique characters from one member to another. This uniqueness results in differences in each member's view or interpretation of the same object even in the same place and space (Hamel & Zanini, 2020).

Amid global disruption, exploring collective values serves as a strategic compass that maintains an organization's direction (Collins & Porras, 1997). Meanwhile, organizations consistently place their members in the same objects, places, and spaces, as activities within the organization consistently occur in similar situations and require the same attention, behavior, and commitment (Schein, 2010).

As a field of study, organizational behavior encompasses a wide range of subjects, including leadership, interpersonal communication, organizational culture, stress and conflict, creativity, motivation, morals and ethics, job satisfaction, learning organizations, decision-making, power and authority, commitment, and more (Robbins & Judge, 2022). While these subjects are still debated, they are not the only areas of discussion within organizational behavior; there are many others. However, the presence of these subjects has significantly benefited management as a discipline that has been implemented in managing organizations. With these subjects, organizations are able to improve their performance by anticipating the unique attitudes and behaviors displayed by their members.

One aspect of organizational behavior considered capable of improving leadership performance within an organization is the culture within the organization, often referred to as organizational culture (Daft, 2010). While every organization aspires to be effective, the definition of an effective organization is "the extent to which an organization achieves its goals."

## THEORITICAL REVIEW

### Organizational culture

The concept of organizational culture is relatively new, adopted by theoretical scholars from the discipline of anthropology. It gained significant attention in the 1980s and 1990s, when scholars explored how and why American companies failed to compete with Japanese companies. Organizational culture, in essence, has significant value for an organization's progress. It encompasses broader and deeper aspects and serves as the foundation for creating an ideal organizational climate.

Culture is the totality of human thoughts, works, and achievements, not rooted in instinct and therefore can only be created by humans after going through a learning process. Culture is the core of what is important in an organization. Such activities include giving orders and prohibitions and describing what to do and what not to do, which regulates member behavior. Thus, culture contains what is permissible and what is not permissible, and can be said to be a guideline used to carry out organizational activities (Hofstede 2010:21).

An organization is a formal association system of two or more people who work together to achieve organizational goals (Malayu, 2007: 5). An organization is a social unit of a group of people who interact with each other based on a pattern, so that members of the organization have their own functions and duties. An organization, as a unit, has a specific purpose and has clear boundaries, so that it can be clearly separated from its environment.

There are many definitions of culture, but they don't differ much from one expert to another. Organizational culture is a system of roles, flow of activities, and processes (representing organizational processes or so-called work relationship systems/patterns) involving several people as task/activity implementers, designed to achieve a common goal (Chatab, 2007: 9). The definition of organizational culture explains the hierarchy of corporate culture as follows: (1) *Basic* assumptions are the deepest level and are in the subconscious. (2) *Values*; is the next level of concern about what should be within the organization. (3) *Norm*; tell *members* what they should and should not do under certain circumstances. (4) *Artifacts*; are *concrete* forms such as systems, procedures, regulations, structures and physical aspects of an organization (Cummings and Worley in Chatab, 2007: 9).

Robbins in his book "Organizational Behavior" (1996, p. 289) defines organizational culture as a shared meaning held by members that distinguishes the organization from other organizations. Another definition according to Kreitner and Kinicki (2005, p. 79) organizational culture is a form of assumption that is owned, implicitly accepted by the group and determines how the group feels, thinks, and reacts to its diverse environment.

Based on the theories of the experts above, it can be concluded that organizational culture is the meaning of all members of the organization related to the values, beliefs, traditions and unique ways of thinking that they adhere to and are seen in their behavior, in an effort to achieve the goals of the organization or company that have been previously determined.

### Functions of Organizational Culture

In adapting to the external environment and maintaining its survival, as well as in carrying out internal integration, culture performs a number of functions to overcome the problems of organizational members in adapting to their external environment, namely by strengthening the understanding of organizational members, the ability to realize, regarding missions and strategies, goals, methods, measures and evaluations.

Organizational culture has vital functions that go beyond simply creating a work environment, serving as a foundation for operational and internal stability. The primary functions of organizational culture are as follows: (1) Social Glue and Unification: Organizational culture functions as a social glue *that* unites members in achieving common goals through a series of agreed provisions or values (Robbins & Judge, 2009). (2) Creating Effectiveness and Efficiency: With clear norms and value systems, a strong culture is able to create organizational effectiveness and efficiency in achieving its goals (Tewal et al., 2017). (3) Identifiers and Differentiators: Organizational culture is one of the important characteristics that distinguishes one organization from another, becoming an identity that is respected and embraced by its members (Lubis et al., 2024). (4) Behavioral Guidelines and Adaptation: Culture acts as a behavioral guideline for members to overcome external (external environment) and internal (relationships between members) adaptation problems (Robbins & Judge, 2009). (5) Direction and Strategy Determinant: Fundamentally, culture has an important role in an organization, one of which is as a determinant of the organization's direction and strategy in the future (Tewal et al., 2017).

We treat culture in a non-judgmental manner. We don't say it's good or bad, but it does exist. Many of the functions mentioned are beneficial to both the organization and its employees. Culture fosters organizational commitment and increases employee attitude consistency. Culture communicates to employees how work is done and what is important.

Thus, the function of organizational culture is to act as a social glue, uniting members in achieving organizational goals, in the form of provisions or values that employees must adhere to. This can also serve as a control over employee behavior.

### The Importance of Organizational Culture

Every company has its own unique culture that sets it apart from others. The strength of an organizational culture depends on the extent to which its core values are deeply and widely shared by its employees. The importance of organizational culture lies in its ability to be a driving force behind the long-term success and sustainability of an entity (Tarumingkeng, 2025). A healthy and strong culture brings various benefits that directly impact performance: (1) Improving Performance and Competitiveness: Organizational culture is a key determinant of success and competitiveness. A strong culture is characterized by deeply shared core values (Hartini, 2019). (2) Human Resource Retention and Motivation: An effective culture can improve an organization's ability to retain highly trained and motivated human resources. This encourages employees to use their abilities to help the organization achieve its goals (Mei et al., 2016). (3) Sustainability Factor: Organizational culture is seen as a determining factor for long-term success, and managing it is a strategic managerial task (Tarumingkeng, 2025).

### Types of Organizational Culture

Organizational culture types can be classified to help managers analyze and understand the work environment. Generally, organizational culture types can be divided into two main spectrums: Open and Participatory Cultures, which encourage transparency, and Closed and Authoritarian Cultures, which are characterized by rigid hierarchical structures and strict control.

Apart from this general division, there are more in-depth classification models from Harisson (1972) in Eugene Mc Kenna and Nich Beech (2002:65) who state that there are four types of organizational culture, namely: (1) *Power Culture*. A small number of senior executives wield greater power in a commanding manner. There is a strong and decisive mental attitude that is essential to achieving the organization's goals. Power is concentrated in a few individuals or a single leader. (2) *Role Culture*. Emphasizes rules, bureaucratic procedures, and clear job descriptions, such as government regulations and clear specific roles, because it is believed that this will stabilize the system. (3) *Support Culture*. There are groups or communities that support people who strive for integration and a shared set of values. (4) *Achievement Culture*. There is an atmosphere that encourages self-expression and striving for independence, and the emphasis is on success and achievement.

Meanwhile, according to Sethia and Glinow in Ratminto and Atik Septi Winarsih (2005:18), there are four types of organizational culture. The four types in question are: (1) *Apothetic Culture*. In this type, the attention of organizational members to interpersonal relationships and attention to task performance are both low. (2) *Caring Culture*. This type of organizational culture is characterized by low attention to performance and high attention to interpersonal relationships. (3) *Exacting Culture*. The main characteristic of this type is that concern for people is very low, but concern for performance is very high. (4) *Integrative Culture*. The main characteristic of this type is that attention to both people and performance is very high.

## RESEARCH METHODS

method used is a qualitative method with a library research approach (Sugiyono, 2013). Library research is a data collection technique by conducting a review study of books, literature, notes, and reports related to the problem to be solved.

The analysis was conducted on various scientific literature, management textbooks, and research papers related to organizational culture, strategic management, and organizational performance models (Yusuf, 2017). The focus of the study was directed at the integration of anthropological concepts (such as values and basic assumptions) with managerial frameworks (such as strategy implementation and adaptability).

Literature study data collection consists of secondary and primary data sources. Primary sources are documents containing scientific knowledge or facts, such as books, articles, and others. Secondary sources are documents containing information about library materials/references (Irawan & Mutmainah, n.d.). The basic assumption of literature study is that almost all research activities start from existing knowledge, and researchers utilize existing theories. The data analysis process in this study uses three steps.

The first one is Literature Selection Criteria. The literature selection process was conducted selectively by applying clear inclusion and exclusion criteria to maintain data relevance and quality: (1) Inclusion Criteria: The literature used should focus explicitly on the topics of organizational culture, strategic adaptation, and anthropological-managerial integration. Relevant primary sources include classic management textbooks (e.g., Schein, 2010; Robbins & Judge, 2022) and scholarly journal articles published in the last 10-15 years. (2) Exclusion Criteria: Literature irrelevant to the organizational context (e.g., pure anthropology outside the business context) or lacking peer review was excluded from the analysis.

The second step is Conceptual Framework and Analysis. To guide the discussion and data analysis, this study used Edgar Schein's Three-Layer Framework of Organizational Culture. This framework serves as an analytical model for categorizing the data found: (1) Layer 1 (Artifacts): Analysis of surface data (structure, procedures, regulations, and physical aspects of the organization). (2) Layer 2 (Stated Values): Analysis of explicit strategies and missions regarding what the organization should be. (3) Layer 3 (Basic Assumptions): Focus on implicit "cultural roots," cultural resistance, and the collective subconscious mental programs that control member behavior. The data analysis process in this study follows three main steps: data reduction (summarizing and sorting data from books and journals), data presentation (using a qualitative approach based on written work), and drawing conclusions to answer the research questions.

## RESULTS AND DISCUSSION

### Cultural Dialectics: Culture as a Collective Mental Program

Conceptually, culture is often viewed through an anthropological lens as a "collective mental program" *that* is very deep and difficult to change (Budi, 2014). This view, which is reinforced by Edgar Schein's model, emphasizes the existence of "basic assumptions" *as* the deepest layer that is unconscious but controls the behavior of members (Sipayung, 2024): (1) Cultural Layers: According to Edgar Schein's model, organizational culture consists of the deepest to the surface layers, namely basic assumptions, *espoused* values, and artifacts. (2) Nature of Values: These values are subjective, originating from the philosophy and outlook on life of the leadership and all members of the organization. (3) Internalization: Culture involves the process of socializing values that are internalized within each member, so that they become automatic behavioral guidelines.

However, viewing culture solely as a static anthropological legacy is a strategic error. If management simply accepts culture as something "given," *the* organization will lose its flexibility when facing disruption (Budi, 2014). This is where the managerial dimension must step in to intervene. Culture can indeed be programmed or managed because the values within it can change (Tarumingkeng, 2025). Effective integration requires managers to go beyond observing artifacts on the surface, but to boldly delve into and reengineer the values espoused to align with the demands of the times without uprooting the organization's identity.

### Synthesis: Integration as an Instrument of Competitive Advantage

Denison and Schneider's model provides strong evidence that there is a direct relationship between cultural strength and organizational performance. Anthropological-managerial integration occurs when an organization is able to balance internal stability with the need to adapt to external challenges (Sipayung, 2024).

We must argue that the success of modern organizations is no longer determined by the size of their physical resources, but rather by the strength of the "collective glue" (culture) that unites them around a single vision. Systematic cultural management, from understanding the nature of culture, assessing weaknesses, to deciding on change, is the new core managerial competency. Without this integration, organizations will simply become a collection of individuals working aimlessly, trapped in routines devoid of strategic meaning.

From a managerial perspective, culture functions as a supporting factor for the smooth implementation of organizational strategy: (1) Strategic Support: If an organization's strategy is supported by cultural products such as strong beliefs, managers can implement change more smoothly. Conversely, without cultural support, strategic change often becomes ineffective or reduces productivity. (2) Cultural Management: Cultural management involves the stages of understanding the nature of culture, assessing strengths and weaknesses, and making decisions to systematically make necessary changes. (3) Performance and Results: Effective cultural management helps organizations retain motivated human resources and helps achieve organizational goals efficiently.

### **The Adaptability Paradox: Synchronizing Collective Values with Strategy**

Strategic management often fails not because of poor planning, but because of undetected cultural resistance (Hartini, 2019). Organizational culture, within the strategic management framework, should serve as a stream of subjective factors that support strategy implementation. When strategy is supported by collective values and beliefs, change can be implemented smoothly.

A paradox often arises when management imposes adaptive strategies on a "closed and authoritarian" culture (Lubis et al., 2024). The literature suggests that adaptive strategies require transparency and decentralization, which contrast sharply with rigid bureaucratic cultures. Therefore, successful strategic adaptation is not simply about changing work processes, but rather about synchronizing collective values. Culture must be positioned as the "strategic framework" itself, an operating system that determines whether new strategies will succeed or fail systematically.

Anthropological-managerial integration occurs when collective values are used as a compass for strategy adaptation (Tang Swee Mei et al., 2016): (1) Adaptability Model (Denison): Adaptive organizations are able to monitor market trends and quickly adjust business strategies based on the latest data without losing corporate identity. (2) Consistency vs. Flexibility: There is a challenge in maintaining a balance between a consistent culture (stability) and the need to remain open to innovation to avoid being left behind by competitors. (3) Collective Involvement: Employee involvement in decision-making increases loyalty and creativity, which in turn strengthens the organization's ability to adapt.

The relationship between organizational culture and strategic management is a critical symbiotic relationship (Budi, 2014). Organizational culture must be demonstrated through positive performance to support strategy implementation: (1) Supporting Factors for Strategy Implementation: Organizational culture within the scope of strategic management is useful as a supporting factor for the smooth implementation of strategic management "products." Formulated strategies will encounter significant obstacles if they are not supported by a relevant culture (Hartini, 2019). (2) Ensuring Change Success: When organizational strategy is supported by cultural products such as values and beliefs, managers can often implement change smoothly and easily (Hartini, 2019). (3) Risk of Decreased Productivity: Conversely, if there is no supportive culture, strategic changes can potentially be ineffective or even decrease productivity. Thus, organizational culture directly impacts business strategy (Hartini, 2019). (4) Strategic Tools: Organizations must be able to choose and implement a culture that best fits their strategy (Tarumkeng, 2025). For example, a company implementing an innovation strategy must have a culture that supports risk-taking and flexibility.

### **Exploration of Collective Values**

Collective values in an organization serve as the "glue" that unites individuals. Exploring these values includes: (1) Team Orientation: Emphasizes collaboration over individual interests to achieve a common mission. (2) Innovation and Risk Taking: Values that encourage members to experiment and not be afraid of failure in the adaptation process. (3) Attention to Detail: Ensuring that every strategic step is executed with high precision for quality results.

### **Operational Implications: Anthropological-Managerial Integration**

To ensure that organizational culture truly functions as an "operating system" that supports strategic adaptation, management needs to take the following practical steps: (1) Regular "Cultural Health" Audits. Organizations should not focus solely on technical strategies, but should also regularly evaluate cultural barriers (such as closed or authoritarian cultures) that hinder innovation. For example, conducting an annual collective values survey to detect any undetected cultural resistance before launching a new strategy. (2) Synchronizing Collective Values into the KPI System. Formulated strategies will face significant obstacles if they are not supported by a relevant culture. Values such as innovation and risk-taking must be internalized in the performance appraisal system. For

example, incorporating "Value-Based Behavior" elements (e.g., team collaboration and creativity) into employee Key Performance Indicators (KPIs) rather than simply focusing on numerical results. (3) Decentralization and Employee Engagement. Successful strategy adaptation requires transparency and employee involvement in decision-making to increase loyalty and creativity. For example, Establish "Cross-Functional Task Forces" for innovation projects to break down bureaucratic silos and strengthen the role of culture as a "social glue." (4) Re-culturation at the Artifact Level. Effective integration requires managers to boldly re-engineer espoused values to align with current demands without uprooting the organization's identity. For example, transforming rigid operational procedures (artifacts) into more flexible ones to support innovation strategies, such as simplifying the bureaucratic flow for reporting new ideas.

Table 1 provides the summary of the implications.

| <b>Table 1. Summary of Implications</b> |                                                                              |                                                                            |
|-----------------------------------------|------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| <b>Dimensions</b>                       | <b>Focus Operational</b>                                                     | <b>Strategic Objectives</b>                                                |
| <b>Anthropological</b>                  | Internalization mark collective through socialization and role model leader. | Build strong mental foundation For face change.                            |
| <b>Managerial</b>                       | Intervention systematic in structure, procedures and systems award.          | Ensuring strategies are implemented with efficiency and productivity tall. |
| <b>Integrative</b>                      | Synchronization between assumptions base organization with market needs.     | Create superiority sustainable competitiveness                             |

## CONCLUSION

Based on the literature review and discussion, it can be concluded that the integration of anthropological and managerial dimensions is key to the existence of modern organizations. Some key points of conclusion include: (1) Culture as a Strategic Foundation: Organizational culture serves as the collective "glue" that unites individuals around a single strategic vision. Without the support of collective values and beliefs, strategy implementation will only result in false compliance and reduced productivity. (2) Mental and Managerial Synergy: Culture is a "collective mental program" that can be reprogrammed or managed. Integration occurs when managers are able to align the organization's basic assumptions with external adaptation demands without losing the company's core identity. (3) Adaptability through Value Synchronization: Successful strategic adaptation isn't just about changing work processes, but also about synchronizing collective values like engagement, innovation, and transparency. An adaptive culture enables an organization to respond quickly to market trends while remaining consistent with its long-term mission.

Based on the study conducted, the author makes the following suggestions: (1) For Practitioners/Managers: It is recommended that organizational leaders focus not only on designing technical strategies but also on conducting regular "re-culturation." It is important to build a high-trust environment *and* involve employees in decision-making to foster loyalty and creativity in adaptation. (2) For Organizations: Organizations need to position culture as a dynamic strategic asset. Regular evaluations of "cultural health" should be conducted to ensure the absence of cultural barriers (such as closed and authoritarian cultures) that could hinder innovation. (3) For Future Researchers: This study is limited to a general literature review. Future researchers are advised to conduct empirical studies in specific industry sectors, such as educational institutions or technology companies, to see how this anthropological-managerial integration varies in different practical contexts.

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