



Analysis of the Influence of the Implementation of Organizational Learning, Organizational Innovation and Operational Excellence Through Organizational Culture as an Intervening on the Organizational Agility Model at PT. Deli Graha Persada

Andi Akmal Amnur¹, Kemal Taufik², Jamal Hanaffy³

Email Correspondent: andi.arthaguna@gmail.com

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Organizational Learning, Organizational Innovation, Operational Excellence, Organizational Culture, Organizational Agility.

Abstract

This study aims to analyze the effect of the application of organizational learning, organizational innovation, and operational excellence on the organizational agility model with organizational culture as an intervening variable at PT. Deli Graha Persada. The object of the study is a service company engaged in the field of consulting and project and investment initiators. Changes in the external environment, consumer behavior, technological developments, and shifts in human resource characteristics, especially the millennial and Gen Z generations, have created significant disruption in the organization. In response to this challenge, the company seeks to build an organizational agility model to improve sustainability and competitiveness. This study uses a quantitative approach with data collection through questionnaires distributed to 154 employees. Data analysis was carried out using the Partial Least Squares (Smart PLS) method. The results of the study indicate that: (1) Organizational learning, organizational innovation, have a significant positive effect on organizational culture, while operational excellence does not affect organizational culture; (2) Organizational culture has a large positive effect on organizational agility; (3) Organizational culture is an intervening factor in the relationship between the influence of organizational learning and organizational innovation on organizational agility; (4) Organizational culture does not become an intervention in the relationship between operational excellence and organizational agility. This research provides strategic implications for companies in building a strong organizational culture through continuous learning, adaptive innovation, and superior operational processes as a foundation for creating an agile organization that is ready to face disruption.



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¹ Universitas Mitra Bangsa, Indonesia, andi.arthaguna@gmail.com

² Universitas Mitra Bangsa, Indonesia

³ Universitas Mitra Bangsa, Indonesia

INTRODUCTION

In this highly competitive era, coupled with the globalization of information, digitalization, and environmental issues as well as generational shifts, affecting almost all civilizations and including the business world. Businesses and industries compete and compete to maintain their business through organizational agility. One of the factors that is highlighted is organizational excellence which has been proven to play an important role in finding sustainable success (Evans, 2010a). This sustainable success promotes a series of principles and practices that if implemented effectively, will drive continuous improvement of an organization, able to adapt and manage new opportunities, new processes and new tools or technologies to achieve sustainable organizational results (European Foundation for Quality Management, 2017).

Changes in market players and customer behavior that now have higher requirements than before, and in order to compete in this era, business organizations need to continue to improve and work at a very good level of quality. One way to approach excellence is to use excellence models (Mohammad et al., 2009). According to Sampaio, Saraiva, and Monteiro (2012) there is no best model, and therefore the diversity of excellence models creates competition and encourages improvement (Sampaio et al., 2012).

Excellence models like this are most widely used by organizations to conduct self-assessment and improvement, and some companies also adapt and adjust them, in search of competitive advantage and context-specific application to go further.

Technological advances also drive changes in the business climate and make companies that previously ran conventionally and used family management patterns into professional companies that apply agile patterns in their governance (Pujianto et al., 2023; Wulansari & Azlina, 2022). The influence of digitalization in the information technology system has good and bad impacts, like two sides of a coin. The good is speed and accuracy in business processes, the bad is if it is not adaptive to these changes, the business organization will die and lose.

Not only technology and information, changes in the scope of market behavior, the external macro business environment also contribute to influencing business organizations in addition to changes that occur within the organization itself. Employment problems, for example, workforce competence, quality demands and delivery accuracy are distribution factors experienced by corporate organizations. For this reason, a strategy is needed to survive the influence of the organizational environment that can be predicted, planned and carried out continuously to become organizational culture. The organization's ability to respond to environmental changes is called organizational agility.

From the external side, macroeconomic, political, environmental and social influences also contribute as factors of change. Currently, companies have to face a very volatile environment, the main characteristics of which are high levels of uncertainty, complexity and dynamism (Katidjan et al., 2017). If companies are trying to survive in such an unstable environment, they must develop the ability to detect environmental changes early and to offer solutions and strategies to survive, develop new business opportunities and advantages in competitive capabilities to be developed better (Sunarsi et al., 2020).

The changes can be stressful, therefore companies are required to develop corporate sustainability capabilities with a paradigm that allows companies to survive in today's hypercompetitive and dynamic business environment. At the same time, companies are currently gradually required to appreciate and place the environment according to its nature (Digdowiseiso et al., 2020; Zulmasyhur, 2018). Concretely, companies are encouraged to create sustainable businesses in an effort to minimize the company's negative environmental impact. Thus, many companies have

turned to the design and development of environmentally friendly products and services and the implementation of more environmentally efficient processes (Sugiyanto, 2018).

Currently, companies face environmental regulations because their activities create serious environmental problems. Many companies are forced to manage and reduce their ecological footprint to improve their environmental performance (Wiloso et al., 2019). In this sense, there is research on the antecedents of corporate environmental performance. The aforementioned study confirms that increasing market share, improving corporate reputation, increasing production costs and competitive pressures can result in environmental strategies.

In terms of geopolitics and world peace, which results in uncontrolled exchange rate fluctuations, scarcity of primary energy, high logistics costs, and so on also affect business sustainability.

From the description above, the company must have a strategy to gradually and adapt to these environmental changes. One of the strategies developed recently is Organizational Agility or Organizational Agility.

Sarhadi & Gunasekaran in 2019 defined Organizational Agility as follows (Gunasekaran et al., 2019):

"Organizational Agility is the successful exploration of competitive bases (speed, flexibility, innovation, proactivity, quality and profitability) through the integration of reconfigurable resources and best practices in a knowledge-rich environment to provide customer-driven products and services in a fast-changing market environment".

Organizational Agility can be built on the pillars of organizational culture, which is based on operational excellence, organizational learning and organizational innovation. In this context, it can also be interpreted as including Organizational Agility as an inherent part of Organizational Culture. Due to globalization, organizational capacity is required to adapt to rapid environmental changes and in a broad spectrum of changes quickly to maintain its competitive advantage.

If an organization is adept at making changes, then the organization will react better to unpredictable changes, more efficiently and timely. According to Iizuka and Kaneko (2014), adaptability to change is defined as the ability to deal with changes in the business environment appropriately. For this reason, companies need to understand the status and meaning of change, its characteristics and capabilities. Organizations that achieve sustainable success have the ability to adapt to change that is embedded in their culture. In addition, to adapt to change, companies need to anticipate and identify potential changes, decide how to define and systematize the adaptation process (Kaneko and Iizuka, 2014).

Therefore, more attention should be paid to studying and implementing the organizational excellence model, organizational learning and organizational innovation, should not be considered as a short-term program, or just as a program or set of tools, or as a management style. Instead, it should be considered as a management philosophy that is embedded in the organizational culture that becomes a set of principles and behaviors that guide and inspire managers and employees and that will provide the best overall results in the long term, providing support for continuous improvement in the future (Shingo Model: Operational Excellence).

Araújo and Sampaio (2014) support the idea that the real implementation of the excellence model occurs when the model is fully integrated with the cultural practices of the organization (Araújo & Sampaio, 2014). Integration of the excellence model can be achieved through its combined use, as part of strategic planning and implementation, by aligning its use with other systems, linking its procedures to management performance and involving the entire organization. In short,

excellence is not an abstract concept, but is made up of the culture, values, and people within an organization that cannot be defined by any prescriptive standards.

The literature on excellence is almost unanimous in stating that the implementation of the excellence model and quality improvement program has many benefits for companies. These benefits include increased organizational performance and the need for excellence as a philosophy to help cope with changes in a highly dynamic market (Ahmed et al., 2003). However, the use of excellence as a means to cope with change must be done in a way that is sustainable and embedded in the culture of the organization.

André M. Carvalho (2019), in his research on Operational Excellence, Organizational Culture and Agility explains that it is very important to unite the concepts of organizational culture, operational excellence, and organizational agility to help organizations develop a lasting capacity to change and adapt to complex business environments (Carvalho et al., 2019). Operational excellence, built with a high awareness of the organization's resources and cultural framework, provides a clear opportunity as a means for developing structured adaptability.

Technological changes, both at the design, purchase and inventory stages, technology and information, macroeconomics, licensing and the environment and marketing patterns are very fast, so PT. DGP requires agility to adapt to these very fast environmental changes.

PT. DGP faces several challenges in enhancing organizational agility to maintain its business portfolio amid changes in the business environment. To address this, the company plans to establish an organizational culture that supports agility, while promoting organizational learning as a culture applied by every employee in each project. Additionally, PT. DGP aims to foster innovation, both in technology and management, to improve competitiveness, and implement an operational excellence program focused on productivity and efficiency to ensure client satisfaction. In terms of human resource management, the company intends to implement the "One Team One Talent" (OTOT) concept, where each team has a specific expertise. Lastly, the company will update its technology and computerization, particularly in project planning and supervision, to accelerate service delivery and maintain organizational agility.

This study aims to see the agility of the company PT. Deli Graha Persada (PT.DGP). This company is engaged in the field of business development services (project initiator) and investment, building and finding investment for service users (clients). The purpose of this research is to examine the impact of organizational culture, organizational learning, and innovation on organizational agility. Specifically, it aims to test whether organizational culture influences agility, whether organizational learning affects both agility and culture, and whether innovation impacts both agility and culture. Additionally, the study investigates the role of operational excellence in shaping organizational agility and culture, as well as the mediating effect of organizational culture in the relationship between organizational learning, innovation, and operational excellence with organizational agility.

METHOD

Research Location

This research aims to analyze the impact of organizational learning, innovation, and operational excellence in shaping organizational culture and, subsequently, organizational agility. The study is crucial due to the need for organizations to be agile in the face of changes in the business climate, environment, and external factors. Organizational learning and innovation must become ingrained in the corporate culture to be effective, and agility is built on operational excellence to optimize assets and generate profit. However, operational excellence must be sustained through culture to remain viable long-term. The study is conducted across PT. DGP branches in Jakarta,

Semarang, Medan, Surabaya, and East Kalimantan by engaging company management, explaining the research's benefits, and providing survey questionnaires.

Type of Research

This research uses an explanatory method to explore the relationships between variables, aiming to explain, confirm, and predict outcomes. Data is collected through a survey using questionnaires (Bahri et al., 2023), analyzed with Smart-PLS, and interpreted to answer the research questions. According to Sujarweni (2015, p. 49), descriptive research identifies the value of variables independently, while Sugiyono (2017, p. 55) explains that verificative research analyzes the influence between variables. The study applies a quantitative approach with cross-sectional data, processed using Smart-PLS. The research model uses Structural Equation Modelling (SEM), combining factor and path analysis techniques.

Data Analysis Techniques

The data analysis in this study includes several techniques. Descriptive analysis is used to describe the collected data without generalizing it to the population (Sugiyono, 2019). The data are presented using measures such as mean, median, standard deviation, and others. Hypothesis testing and data analysis are performed using Smart-PLS software.

For measuring instrument validation, validity is tested using correlation analysis (Sujarweni & Utami, 2019), and reliability is tested using Cronbach's Alpha (Ghozali, 2016), with a threshold of >0.70 indicating reliability. Confirmatory Factor Analysis (CFA) is employed to validate multidimensional constructs using second-order CFA.

Structural Equation Modeling (SEM) is used for hypothesis testing, including correlation analysis, regression, path analysis, and factor analysis. SEM based on Partial Least Squares (PLS) is chosen for its flexibility and ability to handle small samples, non-normal data, and mediation analysis (Hair Jr et al., 2010).

The outer model evaluates the measurement model's validity and reliability through convergent and discriminant validity, and composite reliability. The inner model assesses structural relationships between latent variables using R^2 , Q^2 (predictive relevance), and path coefficients, with hypothesis testing via bootstrapping.

Hypotheses are tested to analyze the effects of organizational learning, innovation, and operational excellence on organizational culture and agility, with organizational culture as a potential mediator. Hypothesis testing follows a significance level of $\alpha = 5\%$, using t-values and p-values to accept or reject the hypotheses.

RESULT AND DISCUSSION

The Effect of Organizational Learning on Organizational Culture

The results of hypothesis testing for direct effects show that Organizational Learning has a significant positive effect on Organizational Culture, with a path coefficient of 0.677. The value of 0.677, which lies within the range of -1 to +1, indicates a strong positive relationship. This means that organizational learning has a strong influence on the organizational culture.

Organizational learning includes the process of developing skills and knowledge within the organization. This study's findings indicate that organizational learning positively impacts organizational culture, meaning that the more learning that takes place, the stronger the organizational culture becomes. Effective learning can reinforce core values within the organization and increase employee engagement, ultimately creating a culture that is adaptive and supports organizational agility.

The success of an organization is largely determined by its ability to develop into a learning organization, a space for people to continuously enhance their capacity to produce the expected results. Ideally, in a learning organization, each individual is capable of developing new ideas, freely expressing their aspirations, and continuously learning how to learn together. To achieve this goal, Senge recommends the use of five components, including: (1) systems thinking, (2) personal mastery, (3) mental models, (4) shared vision, and (5) team learning.

These ideas contribute to the formation of organizational culture. Organizational learning fosters a learning culture, a culture that thrives on growth and personal development, and eventually promotes knowledge sharing, creating a learning organization.

Several experts have also defined Organizational Learning. C. Marlene Fiol and Marjorie A. Lyles (1985) define a learning organization as a process of improving actions through greater knowledge and understanding (Fiol & Lyles, 1985). This means that every individual must constantly learn to gain knowledge and understanding, which will influence the actions taken within the organization.

This aligns with research conducted by Lukman Cahyadi (2021) titled "Understanding Learning Organizations," which concluded that Learning Organizations can become an organizational culture that enhances HR performance and professionalism, thereby helping the company achieve its vision and mission (Cahyadi, 2021).

The Effect of Organizational Innovation on Organizational Culture

The results of hypothesis testing for direct effects on the influence of Organizational Innovation on Organizational Culture show a path coefficient of 0.366. This indicates a moderate positive impact of organizational innovation on organizational culture.

Innovation within an organization, which includes the adoption of new ideas, products, or processes, plays an essential role in shaping organizational culture. The findings highlight that innovation can introduce new values and a more flexible approach to work. Organizations that encourage innovation tend to have a more dynamic culture, open to change and focused on continuous improvement.

This is consistent with the research conducted by Muammar Afif Al Qusaeri et al. (2020), titled "The Impact of Organizational Culture on Innovation in Technology Companies: A Descriptive Study on Startup XYZ in Bandung," which examines the relationship between organizational culture, organizational innovation, and investment collaboration. The study showed that organizational culture affects the organization's ability to innovate, fostering an entrepreneurial culture and empowering employees to promote collaboration and investment.

The Effect of Operational Excellence on Organizational Culture

The results of hypothesis testing for direct effects on the influence of Operational Excellence on Organizational Culture show a path coefficient of 0.049, a t-statistic value of 0.744, and a significance value (p-value) of 0.229. Since the p-value is greater than 0.05, it indicates that Operational Excellence does not directly affect Organizational Culture.

Organizational excellence, often associated with best practices in management, processes, and resource management, does not directly influence organizational culture in this study. This may suggest that while an organization may excel in operational efficiency and effectiveness, it does not necessarily lead to the formation of a strong organizational culture. Other factors, such as leadership, internal communication, and organizational values, may have a more dominant role in shaping culture.

Operational excellence practices that focus solely on process efficiency, zero waste, and speed may not influence workers' habits within the organization. Therefore, these efforts are unlikely to be sustained without transformational leadership, internal communication, and the establishment of habits within the organization.

This finding aligns with André M. Carvalho (2019) in "Operational Excellence, Organizational Culture and Agility: The Missing Link?" This study mentions that operational excellence focuses mainly on technology and equipment. If not continuously integrated and established as an organizational culture, operational excellence will not contribute to organizational agility.

The Effect of Organizational Culture on Organizational Agility

The results of hypothesis testing for direct effects on the influence of Organizational Culture on Organizational Agility show a path coefficient of 0.502 and a significance value (p-value) of 0.000. This means that Organizational Culture has a significant positive effect on Organizational Agility. A path coefficient of 0.502 within the range of -1 to +1 indicates a positive relationship with a moderate strength.

An adaptive and responsive organizational culture contributes to enhanced organizational agility. Organizations with cultures that support collaboration, innovation, and trust can respond more quickly to changes in the market, technology, or other external challenges. Agility is necessary to survive in a dynamic and competitive business environment.

This is also consistent with the research conducted by Fauyzi and Fauziah, titled "The Impact of Organizational Culture on Organizational Agility (Study on Fashion X)," which concluded that Organizational Culture strongly influences Organizational Agility.

Research by Ugi Andi Sugiharto et al., titled "The Effect of Leadership Agility, Organizational Culture, and Motivation on Organizational Agility at PT. Shield On Services Tbk," also concluded that Organizational Culture has a significant effect on Organizational Agility.

The Effect of Organizational Learning on Organizational Agility

The results of hypothesis testing for direct effects on the influence of Organizational Learning on Organizational Agility show a path coefficient of 0.414 and a significance value (p-value) of 0.000. Since the p-value is less than 0.05, it means that Organizational Learning has a significant positive effect on Organizational Agility.

Continuous organizational learning that drives the development of skills and knowledge will enhance the organization's ability to adapt to change. Learning continuously increases flexibility and readiness to face new challenges. Organizations focused on learning will be better prepared to innovate and improve operational efficiency, which, in turn, enhances organizational agility. This finding is in line with James R. Evans (2010) in his study titled "Organizational Learning for Performance Excellence: A Study of Branch-Smith Printing Division" (Evans, 2010b).

The Effect of Organizational Innovation on Organizational Agility

The results of hypothesis testing for direct effects on the influence of Organizational Innovation on Organizational Agility show a path coefficient of 0.194 and a significance value (p-value) of 0.021. Since the p-value is less than 0.05, it means that Organizational Innovation has a significant positive effect on Organizational Agility. A path coefficient of 0.194 within the range of -1 to +1 indicates a moderate positive relationship.

Innovation serves as a key driver of organizational agility. Organizations that innovate quickly and effectively will be more capable of adapting to changing market conditions, technology, or

industry policies. Innovation allows organizations to create relevant new solutions, improve internal processes, and overcome future challenges.

Innovation plays a crucial role in both individual and organizational responses to environmental changes. Innovation is widely recognized as a source of competitive leverage in an increasingly fluctuating business world (Pfeffer & Sutton, 2006). According to a 2018 World Economic Forum report, approximately 133 million new jobs will be created by 2022, while 75 million jobs will be transformed by technical innovation. The McKinsey report shows that 84% of managers agree that future success depends on innovation, enabling organizations to survive in a competitive market and contribute to economic growth (Palm Myllylä, 2019).

The Effect of Operational Excellence on Organizational Agility

The results of hypothesis testing for direct effects on the influence of Operational Excellence on Organizational Agility show a path coefficient of 0.128 and a significance value (p-value) of 0.042. Since the p-value is less than 0.05, it means that Operational Excellence has a positive effect on Organizational Agility. A path coefficient of 0.128 within the range of -1 to +1 indicates a positive relationship with a weak strength.

Operational excellence, which focuses on efficiency, optimal resource management, and streamlined processes, will support organizational agility. Organizations that excel in operations are better able to adapt to external changes because they have a strong foundation in infrastructure and processes. This allows organizations to respond quickly to changes without sacrificing quality or productivity.

This aligns with prior research by Sharifi & Zhang (1999) in their study titled "A Methodology for Achieving Agility in Manufacturing Organizations" (International Journal of Operations & Production Management), which states that agile organizations require strong yet flexible operational systems (Sharifi & Zhang, 1999).

The Effect of Organizational Learning on Organizational Agility Through Organizational Culture as an Intervening Variable

Based on the results of hypothesis testing for indirect effects, a path coefficient of 0.340 and a significance value (p-value) of 0.001 were obtained. Since the p-value is less than 0.05, it can be concluded that organizational culture acts as an intervening variable in the relationship between organizational learning and organizational agility. The path coefficient of 34% indicates the role of this intervening effect.

Deep organizational learning serves as a driver for the formation of an organizational culture that supports agility. When an organization focuses on learning, it creates an environment that encourages experimentation and accepts failure as part of the learning process. With a culture that supports learning and adaptation, the organization will be better able to innovate and respond to changes quickly.

This is in line with the research conducted by Carmen M. Felipe et al., Department of Business Administration and Marketing, Universidad de Sevilla, Spain, titled "Impact of Organizational Culture Values on Organizational Agility," which concluded that organizational culture values construct organizational agility (Felipe et al., 2017).

The Effect of Organizational Innovation on Organizational Agility Through Organizational Culture as an Intervening Variable

Based on the results of hypothesis testing for indirect effects, a path coefficient of 0.184 and a significance value (p-value) of 0.001 were obtained. Since the p-value is less than 0.05, it can be

concluded that organizational culture acts as an intervening variable in the relationship between organizational innovation and organizational agility, at 18.4%.

Innovation can introduce new values focusing on resilience and flexibility, which in turn shapes a culture that supports organizational agility. Organizations that prioritize innovation will have a culture that is more open to new ideas and improvements, and will be able to quickly adapt to changing market needs or technology.

This is also in line with previous research conducted by Doz & Kosonen (2008) in "Fast Strategy: How Strategic Agility Will Help You Stay Ahead of the Game," which concluded that organizational innovation enables firms to reconfigure capabilities rapidly, a key component of strategic agility (Doz & Kosonen, 2008).

Further research by Dede Jaelani (2021) in his study titled "The Influence of Organizational Agility and Organizational Culture on Organizational Learning," concluded that organizational learning shapes organizational agility through organizational culture (Jaelani, 2021).

The Effect of Operational Excellence on Organizational Agility Through Organizational Culture as an Intervening Variable

Based on the results of hypothesis testing for indirect effects, a path coefficient of 0.025 and a significance value (p-value) of 0.237 were obtained. Since the p-value is greater than 0.05, it means that organizational culture does not act as an intervening variable in the relationship between operational excellence and organizational agility.

Operational excellence may not directly contribute to the development of a culture that supports agility. Although operational excellence is important for efficiency and effectiveness, factors such as culture, which focus more on learning, innovation, and flexibility, play a more significant role in shaping organizational agility.

This is also aligned with André M. Carvalho (2019) in his study "Operational Excellence, Organizational Culture, and Agility: The Missing Link?" which mentions that operational excellence focuses on technology and equipment. If not continuously integrated and established as a continuous action, operational excellence will not become a factor in organizational agility.

CONCLUSION

Based on the research findings, it was concluded that Organizational Learning has a significant positive impact on Organizational Culture at PT. DGP, as indicated by a path coefficient of 0.67 and a p-value of 0.000. This suggests that higher levels of organizational learning, including knowledge sharing and adaptability, strengthen the organizational culture. Similarly, Organizational Innovation also significantly influences Organizational Culture with a path coefficient of 0.37 and a p-value of 0.000, indicating that continuous innovation fosters a collaborative and open culture. However, Operational Excellence does not significantly affect Organizational Culture, as shown by a path coefficient of 0.049 and a p-value of 0.229, likely due to its focus on technology and efficiency rather than cultural aspects.

Organizational Culture positively affects Organizational Agility with a path coefficient of 0.50 and a p-value of 0.000, indicating that a strong culture promotes organizational agility. Furthermore, Organizational Learning and Organizational Innovation both significantly impact Organizational Agility, with path coefficients of 0.41 and 0.194, respectively, confirming their role in enhancing agility. Operational Excellence also positively affects Organizational Agility, with a path coefficient of 0.13 and a p-value of 0.04.

Organizational Culture plays a significant mediating role in the relationship between Organizational Learning and Organizational Agility, as well as between Organizational Innovation and

Organizational Agility. However, it does not mediate the relationship between Operational Excellence and Organizational Agility. The study concludes that organizational agility at PT. DGP can be built through three pillars: Organizational Learning, Organizational Innovation, and Operational Excellence, which together contribute to the development of a strong organizational culture and, subsequently, organizational agility.

Suggestion

Based on the research findings, several recommendations are provided. For PT. DGP, it is suggested to systematically enhance Organizational Learning through structured programs like project-based training and mentoring, as well as fostering knowledge sharing across departments. Additionally, promoting a culture of innovation by establishing incentive systems and encouraging new ideas at all organizational levels is important. Operational Excellence should be managed with an adaptive approach to ensure flexibility in response to changes. Furthermore, integrating Organizational Culture into every change strategy will accelerate organizational adaptation. Strengthening transformational leadership is also crucial to inspire and guide change, ensuring sustained agility.

For future research, it is recommended to expand the sample scope to multiple companies across different sectors to improve generalizability. Incorporating additional variables such as leadership styles, information technology, and organizational structure would provide a broader understanding of the factors influencing organizational agility. A mixed-methods approach combining qualitative and quantitative research could offer deeper insights into the dynamics behind the relationships between variables. Finally, conducting longitudinal studies would help track changes in organizational culture and agility over time in response to business environment shifts.

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