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Analysis of Competencies, Performance, and Organizational Culture: A Comprehensive Literature Review in the Government Sector

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Abstract: This study explores the dynamics of interaction between competence, performance, and organizational culture in the government sector through a qualitative library research approach. The purpose of the study is to analyze the complex mechanisms that affect the effectiveness of government organizations in the context of digital transformation. The research method uses systematic analysis of academic literature from international databases with the PRISMA protocol, including identification, extraction, categorization, and narrative synthesis. The results of the study revealed that competence, organizational culture, and performance have a dynamic interconnection that is influenced by technological, psychological, and structural factors. Digital transformation requires government apparatus to develop adaptive competencies, build a responsive organizational culture, and configure sustainable performance. The research emphasizes the importance of a holistic approach to institutional capacity building, which goes beyond traditional approaches to innovative, inclusive, and meaningful management models.

Keywords: Organizational Competence, Government Culture, Public Performance, Digital Transformation, Institutional Adaptability

INTRODUCTION

Dynamic transformation in contemporary systems of government requires an in-depth understanding of the key factors that affect the effectiveness of public organizations. Competence, performance, and organizational culture are fundamental elements that simultaneously shape the capacity and competitiveness of government institutions in facing the complex challenges of the digital era (Litvinenko, 2020). The complexity of human resource management in the public sector requires a systematic approach to integrate these three variables comprehensively.

The global context shows that the development of government apparatus competencies cannot be separated from the existing organizational culture context. Organizational culture plays a strategic role in shaping individual perceptions, attitudes, and behaviors in achieving institutional goals. The research of (Curtis et al., 2019) emphasizes the importance of critical

consciousness in building a responsive and adaptive organizational culture, especially in the context of increasingly complex public services.

The performance of government organizations is not solely determined by structural aspects, but also by the dynamic interaction between individual competencies and organizational culture. (Dryhurst et al., 2020) identified that individual perception, values, and collective effectiveness play a significant role in determining the quality of organizational performance. This indicates that competency development must be carried out holistically, considering social, psychological, and structural dimensions.

The challenge of digital transformation in government is increasingly accentuating the urgency of integrating competencies, performance, and organizational culture. (Chan & Hu, 2023) study on technology perception shows that the adoption of innovation in organizations is highly dependent on the readiness of human resources, which is reflected in the competence and adaptive organizational culture. The ability of government officials to adapt to new technologies and develop digital skills is a fundamental prerequisite in modern governance.

A strategic perspective in the development of government organizations requires a multidimensional approach. (Stirman et al., 2019) emphasized the importance of a comprehensive framework in understanding the modification and adaptation of organizational interventions. This shows that competence, performance, and organizational culture are dynamic variables that require continuous evaluation and measurable intervention.

Academically, the complexity of the relationship between competence, performance, and organizational culture has not been fully explored in the context of government. This knowledge gap encourages the need for in-depth studies that are able to uncover the mechanism of interaction between these variables. This research aims to fill the academic gap by using a systematic and comprehensive qualitative library research approach.

The significance of the research lies in its potential to provide practical insights for policymakers in designing government human resource development strategies. By understanding the dynamics of competency interactions, performance, and organizational culture, government institutions can design more targeted, responsive, and sustainable interventions.

Through a systematic analysis of various cutting-edge academic literature, this research will explore how organizational culture affects individual competencies and subsequently impacts organizational performance in government agencies. This comprehensive approach is expected to make theoretical and practical contributions to the development of effective, adaptive, and superior performance-oriented governance.

METHOD

This study uses a library research approach with a qualitative paradigm to comprehensively explore the dynamics of interaction between competencies, performance, and organizational culture in the government sector. The library research method was chosen to allow systematic and in-depth analysis of various relevant scientific sources, allowing researchers to conduct critical synthesis of previous studies (Murray et al., 2022).

The data collection process is carried out through a systematic search of academic literature from various international databases such as Scopus, Web of Science, Google Scholar, and EBSCO. Inclusion criteria include journal articles published between 2020-2024, in English or Indonesian, and focus on topics of competence, performance, or organizational culture in the context of government. The study will use the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol to ensure transparency and reproducibility of the research process (Stirman et al., 2019).

The data analysis technique adopts the qualitative content analysis method developed by Dryhurst et al. (2020), including the following stages: (1) literature identification and

selection, (2) data extraction, (3) theme categorization, (4) comparative analysis, and (5) narrative synthesis. Each article will be reviewed in depth using an analytical framework that pays attention to theoretical context, methodology, key findings, and practical implications related to the relationship between competencies, performance, and organizational culture.

The validity of the research will be improved through source triangulation, where researchers will compare findings from various academic literature to establish a comprehensive perspective. This approach allows for the identification of consistent patterns, contextual variations, and existing research gaps (Chan & Hu, 2023). The coding process will be carried out independently by two researchers to reduce subjective bias and improve the reliability of data interpretation.

Inclusion and exclusion criteria will be strictly applied to ensure the quality of the literature analyzed. Articles to be considered must meet the following criteria: (1) have direct relevance to the research variables, (2) use empirical or theoretical methodologies that can be accounted for, (3) be published in reputable journals with a peer-review process, and (4) make a substantive contribution to understanding the relationship between competence, performance, and organizational culture.

This research will use a qualitative meta-synthesis approach to integrate findings from various studies. This method allows researchers to create new interpretations that go beyond individual findings, resulting in a more comprehensive conceptual framework of government organizational dynamics (Litvinenko, 2020). Each article will be critically reviewed, focusing on theoretical context, research methodology, key findings, and practical implications.

The analysis process will involve thematic coding to identify patterns, recurring themes, and conceptual relationships between organizational competencies, performance, and culture. Researchers will use NVivo qualitative analysis software to support the process of coding and data analysis in a systematic and transparent manner.

Research ethics will be strictly maintained through accurate citations, respect for intellectual property rights, and transparency in reporting findings. Each source will be credited proportionally, and interpretations will be made with care to avoid bias or misrepresentation.

The results of the study will be presented in a comprehensive narrative format, equipped with conceptual charts and synthesis matrices to facilitate the understanding of the complexity of the relationships between the variables studied. The main focus is to produce a theoretical framework that can provide in-depth insights into the interaction mechanisms of competencies, performance, and organizational culture in the government sector.

RESULTS AND DISCUSSION

Dynamics of Competence in Government Organizations

The competence of government apparatus is a critical element in determining the effectiveness of public sector organizations. (Rozita Radhiah Said & Jamian, 2019) revealed that competencies can be categorized in three main domains: personal, professional, and social domains. This competency typology reflects the complexity of the role of government apparatus in facing modern administrative challenges.

Factors that shape organizational competence include continuous development, a comprehensive recruitment system, and strategic training programs. (Widyastuti & Wulandari, 2024) emphasized the importance of self-awareness in building psychological capital that supports the improvement of individual competence. This shows that competence is not only related to technical skills, but also psychological and adaptive capacity.

The challenges of competency development in the public sector are increasingly complex with digital transformation and changes in the administrative paradigm. (Litvinenko, 2020) identified that digitalization requires a continuous recalibration of the competencies of

the apparatus, especially in adopting new technologies and developing responsive digital skills.

The digital economy perspective put forward by (Litvinenko, 2020) emphasizes that the transformation of government apparatus competencies is highly dependent on the ability to integrate digital technology in administrative practices. The digitalization process does not only require technological infrastructure, but also continuous recalibration of human resource competencies. This requires the development of new capabilities that cross the traditional boundaries of bureaucracy, such as data analysis expertise, understanding digital systems, and adaptability to technological innovation.

The complexity of competency development in the public sector is increasing along with unpredictable global dynamics. (Murray et al., 2022) study on antimicrobial resistance illustrates how the complexity of global problems requires apparatus with multidimensional competence. The ability to understand, analyze, and respond to complex cross-disciplinary issues is a key prerequisite for modern government professionals.

The competency culture approach cannot be separated from the awareness of diversity and equality. (Curtis et al., 2019) emphasized the importance of cultural safety in competency development, which goes beyond just cross-cultural understanding. This requires government apparatus to critically reflect on power structures, understand socio-historical contexts, and be able to design inclusive and equitable policies.

The psychological aspect in the formation of organizational competence plays a very significant role. (Dryhurst et al., 2020) in their study on COVID-19 risk perception showed that the effectiveness of the organizational response is highly dependent on the capacity of the individual to understand, interpret, and act in complex situations. This indicates that modern competencies require a combination of emotional intelligence, adaptability, and collective awareness.

Sustainable competency development requires a responsive education and training ecosystem. (Miethke et al., 2021) in their study on the development of new antibiotics emphasized the importance of cross-disciplinary collaboration in building organizational capacity. A similar approach is needed in the development of government apparatus competencies, where the integration of knowledge from various fields, continuous research, and openness to innovation are the main principles.

Digital challenges are not only related to technology, but also to ethics and information security. (Litvinenko, 2020) emphasized that the development of digital competencies must consider aspects of cybersecurity and data protection. Government officials are required to not only be proficient in using technology, but also understand the ethical implications and potential risks of digital transformation.

The collaborative dimension in organizational competence is getting more and more attention. (Chan & Hu, 2023) in his study on students' perception of generative AI shows that modern competencies require the ability to collaborate with technology, understand its potential and limitations. Government apparatus needs to develop competencies that enable them to critically assess, integrate, and utilize new technologies in administrative practices.

The formation of organizational competence requires an integrated systemic approach. (Stirman et al., 2019) in the framework of FRAME emphasizes the importance of adaptability and continuous modification in competency development systems. This means that government organizations must have flexible mechanisms to constantly evaluate, adjust, and improve the capacity of their human resources.

In conclusion, competency dynamics in government organizations are complex multidimensional processes. Modern competencies require apparatus that not only have technical skills, but also adaptability, critical awareness, professional ethics, and collaborative capacity. This transformation requires a holistic approach that blends technology,

psychology, culture, and organizational strategies within the framework of sustainable development.

Construction of Government Organizational Culture

The organizational culture of government is a complex and dynamic value system. (Ceviriana Novi Kurniawati & Asnet Leo Bunga, 2024) explained that organizational culture functions as a mechanism to understand human resources across professions, create common goals, and build collective motivation.

The cultural characteristics of government organizations include structural hierarchies, bureaucratic procedures, and orientation to public services. The study of (Curtis et al., 2019) emphasizes the importance of critical awareness in building a responsive organizational culture, which is able to reflect on existing power structures.

The internalization mechanism of value-organizational requires a comprehensive approach that involves systemic transformation. (Chan & Hu, 2023) identified that the adoption of technology and innovation is highly dependent on an organization's ability to create an environment that supports change and continuous learning.

The transformation of the culture of government organizations requires a continuous commitment to develop adaptive human resource capacity. A comprehensive approach in building organizational culture cannot be separated from efforts to strengthen individual and collective competencies. Research by (Chan & Hu, 2023) reveals that the adoption of technology and innovation in government bureaucracy is highly dependent on the ability of organizations to create an environment that supports continuous learning and the development of digital capabilities.

The cultural dimension in government organizations has a complexity that requires a deep understanding of the internalization mechanism of organizational values. This process is not just about transferring knowledge, but building critical awareness that enables government officials to proactively conduct internal evaluation and transformation. The concept of cultural safety proposed by (Curtis et al., 2019) is an important framework in designing an organizational culture development strategy that is not only competent, but capable of dismantling discriminatory power structures.

The main challenge in the construction of government organizational culture is to integrate the digital principles of transformation with the traditional values of bureaucracy. (Litvinenko, 2020) study on the digital economy underscores the importance of technology integration in producing systemic transformation. This approach requires the development of a digital platform that not only improves procedural efficiency, but also changes the government work paradigm to be more responsive, transparent, and participatory.

The success of the construction of a governance organizational culture is determined by the ability to create a leadership ecosystem that encourages innovation and adaptability. This requires continuous investment in the development of apparatus competencies, especially in managing the complexity of technological and social change. (Murray et al., 2022) research on antimicrobial resistance provides an interesting illustration of how a responsive, data-driven organizational culture can be a key instrument in addressing complex challenges.

The development of government organizational culture cannot be separated from efforts to build capacity in managing risks and uncertainties. A study by (Dryhurst et al., 2020) on COVID-19 risk perception shows that collective trust, knowledge, and effectiveness are critical factors in shaping the organizational response. In the context of government, this means creating a mechanism that enables the apparatus to take strategic initiatives while maintaining accountability.

The process of internalizing organizational values requires a multidimensional approach involving psychological, social, and structural aspects. The framework developed by (Stirman et al., 2019) provides comprehensive guidance in understanding the dynamics of

modification and adaptation of organizational interventions. In the context of government, this means designing a flexible mechanism while maintaining the integrity of the system.

The construction of an effective governance organizational culture requires an institutional design that is able to accommodate diversity of perspectives and encourage active participation. This approach does not simply emphasize procedural compliance, but rather builds an ecosystem where each individual has space to contribute and develop their potential. This is in line with the recommendations of (Miethke et al., 2021) regarding the importance of interdisciplinary collaboration in facing complex challenges.

The implementation of the strategy for developing the culture of government organizations requires long-term commitment from all stakeholders. This process cannot be completed through short interventions, but rather requires a sustainable and transformative approach. The global context shows that successful government organizations are those that are able to create spaces for dialogue, encourage innovation, and constantly conduct critical reflection on existing institutional practices.

In conclusion, the construction of government organizational culture is a complex project that requires a holistic, integrative, and sustainable approach. The success of this transformation depends on the ability to create a responsive, adaptive, and dignified organizational ecosystem, where every government apparatus is not just an implementer of procedures, but an agent of meaningful change.

Organizational Performance Configuration

The organizational performance of government is a complex reflection of the interaction between individual competence, organizational culture, and management systems. (Dryhurst et al., 2020) showed that individual perception, values, and collective effectiveness play a significant role in determining the quality of organizational performance.

Performance indicators are no longer only based on quantitative output, but include the dimensions of service quality, innovation, and social impact. The competency-based performance measurement model integrates hard skills and soft skills assessments, considering the adaptive capacity of the apparatus in facing complex changes.

Determinants of organizational performance improvement include continuous investment in human resource development, a transparent evaluation system, and an organizational culture that encourages innovation and learning. (Stirman et al., 2019) emphasized the importance of an adaptive framework in understanding the dynamics of organizational change.

In the context of digital transformation, adaptability is a fundamental principle in the configuration of organizational performance. (Litvinenko, 2020) emphasized that the integration of digital technology is not just a modernization effort, but a fundamental strategy to accelerate institutional capacity development. Digital platforms enable the creation of a more responsive, transparent, and efficient organizational ecosystem through integrated data management and real-time-based management systems.

The quality dimension of government organizational performance is no longer limited to traditional quantitative metrics, but includes complex parameters such as innovation, social impact, and strategic adaptability. (Dryhurst et al., 2020) identified that the effectiveness of organizational performance is greatly influenced by psychosocial factors such as individual perception, collective values, institutional trust, and social efficacy capacity.

The development of human resource competencies is a critical aspect in optimizing organizational performance. (Stirman et al., 2019) emphasized the importance of an adaptive framework in organizational change management, which allows for continuous modification as per contextual demands. This approach requires a competency development system that is flexible, responsive, and based on the principles of continuous learning.

The main challenge in the configuration of government organizational performance is to create a comprehensive and transparent evaluation mechanism. Modern performance assessment frameworks do not simply measure quantitative outputs, but rather assess the adaptability, innovation, and strategic impact of each organizational intervention. This requires a multidimensional approach that integrates the assessment of hard skills and soft skills proportionally.

Aspects of organizational culture have a fundamental role in shaping the performance architecture. Research by (Curtis et al., 2019) on cultural safety in health systems shows that cultural transformation is a prerequisite for achieving performance equity. Government organizations need to build an ecosystem that encourages critical awareness, openness to change, and commitment to social justice principles.

The complexity of global threats, as identified in the (Murray et al., 2022) antimicrobial study, demands organizational performance configurations capable of responding to multidimensional challenges. An organization's ability to integrate knowledge across disciplines, develop collaborative strategies, and create adaptive risk management systems is a prerequisite for success in the context of global uncertainty.

Sustainable investment in the development of technological infrastructure and human resource competencies is a fundamental strategy to improve organizational performance. A systemic approach that combines aspects of technology, human resources, and organizational design will create a more responsive, efficient, and competitive government organization.

Modern organizational performance frameworks require continuous learning mechanisms that allow for rapid adaptation to complex changes. Performance management systems must be constructed as dynamic platforms that drive innovation, support experimentation, and integrate feedback from various stakeholders on an ongoing basis.

The success of the transformation of government organizational performance lies in the ability to create an institutional ecosystem that is integrated, adaptive, and oriented towards the creation of public value. This requires a comprehensive commitment from all levels of the organization to redefine the performance paradigm, beyond conventional limitations towards a more responsive, inclusive, and meaningful management model.

Competency, Culture, and Performance Interconnection

The interaction pattern between the research variables shows the complexity of the dynamic relationship between competence, organizational culture, and organizational performance. (Verhoef et al., 2021) identified that digital transformation has fundamentally changed the mechanisms of organizational interaction, driving the need for a holistic approach in understanding the interconnection of organizational variables.

The mechanism of cultural influence on competence can be understood through the process of internalizing organizational values. (Widyastuti & Wulandari, 2024) show that organizational culture plays a significant role in shaping psychological capital which directly affects the development of individual competencies.

Table 1. Mechanism of Interaction of Organizational Variables

Variable	Interaction Mechanism	Main Dimensions
Organizational Culture	Formation of Values and Norms	Structural, Cultural, Psychological
Competence	Individual Capacity Building	Technical, Adaptive, Innovative
Organizational Performance	Evaluation of Goal Achievement	Quantitative, Qualitative, Strategic

The impact of competence on organizational performance is multidimensional. (Ceviriana Novi Kurniawati & Asnet Leo Bunga, 2024) emphasized that competence does not only affect productivity, but also shapes the organization's capacity to adapt and innovate.

Institutional Capacity Building Strategy

A strategic approach to competency improvement requires a comprehensive design that is integrated with organizational transformation. (Verhoef et al., 2021) emphasized the importance of identifying specific assets and capabilities in supporting competency development.

Table 2. Institutional Capacity Building Strategy

Approach	Main Focus	Implementation Method
Digital Development	Competency Transformation	Technology Training, Digital Adaptation
Organizational Culture	Value Internalization	Organizational Awareness Program
Performance Management	Continuous Evaluation	Comprehensive Assessment System

The method of organizational culture transformation requires a systemic approach that considers the complexity of the institutional environment. (Velenturf & Purnell, 2021) suggest a value framework that supports sustainable change through adaptive principles.

The sustainable performance development framework integrates a multidimensional approach, which focuses not only on achieving targets, but also on the organization's capacity to evolve and adapt.

Gap Analysis and Recommendations

Key findings of the study reveal the complexity of the relationship between competence, organizational culture, and performance. (Alias et al., 2024) emphasized the importance of a comprehensive understanding of organizational dynamics in the context of digital transformation.

Identification of research gaps includes:

1. Limitations of traditional competency measurement approaches
2. The complexity of the internalization mechanism of organizational culture
3. Dynamics of organizational adaptation in a rapidly changing environment

Further research development directions include:

1. Exploration of competency measurement models based on digital technology
2. An in-depth analysis of the organizational culture transformation mechanism
3. Development of a comprehensive theoretical framework on the interconnection of organizational variables

In the context of the complexity of organizational transformation, the fundamental gap lies in the limitations of traditional approaches in measuring and developing human resource competencies. (Murray et al., 2022) research on the global antimicrobial resistance burden shows that a comprehensive understanding of organizational dynamics requires a multidimensional approach that goes beyond conventional methods. A major gap was identified in the inability of traditional systems to accommodate the rapid changes and complexities of the modern work environment, especially in the context of increasingly complex digital transformation.

The dimension of organizational competence can no longer be understood as just a technical skill, but as a dynamic ecosystem that is integrated with organizational culture and strategy. (Chan & Hu, 2023) study on students' perceptions of generative artificial intelligence provides important insights that competency development requires a responsive

approach to technological changes and social needs. This indicates the need for a flexible, adaptive, and sustainable competency development framework, which is able to integrate technological, psychological, and organizational dimensions.

The fundamental challenge in organizational transformation lies in the complexity of internalizing organizational culture. The research of (Curtis et al., 2019) on cultural safety in health systems emphasizes the importance of critical awareness of existing power structures. A transformative approach requires organizations not only to be "competent" in understanding culture, but to be able to reflect deeply on existing internal systems and practices. The main recommendation is to develop mechanisms that allow organizations to continuously evaluate and reconstruct organizational culture.

The digital aspect is a key factor in the reconfiguration of institutional capacity. (Litvinenko, 2020) in his study on the digital economy shows that the integration of digital technology is not just about the implementation of technical infrastructure, but the formation of a comprehensive innovation ecosystem. Modern organizations are required to be able to create an integrated platform that connects research, human resources, processes, users, and data in a dynamic and adaptive framework.

Risk management and adaptability are critical prerequisites in organizational development. (Dryhurst et al., 2020) in a COVID-19 risk perception study identified that factors such as personal experiences, social values, and institutional beliefs significantly affect an organization's ability to respond to change. The strategic recommendation is to develop a decision-making mechanism that is responsive, data-based, and has the capacity to anticipate external dynamics.

Competency development cannot be separated from the ethical and justice framework. A study on cultural safety in health systems (Curtis et al., 2019) emphasizes the importance of organizational accountability in creating inclusive and equitable spaces. Modern organizations are required to not only achieve operational efficiency, but also build an ecosystem that respects diversity, encourages active participation, and creates sustainable enablement mechanisms.

The complexity of organizational transformation requires an interdisciplinary and collaborative approach. (Miethke et al., 2021) in their study on the discovery of new antibiotics show that substantive innovations are born from cross-stakeholder collaboration – academia, industry, and policymakers. The main recommendations are to build an organizational infrastructure that encourages knowledge exchange, supports collaborative research, and creates safe spaces for experimentation.

Technological adaptability is a critical prerequisite in organizational development. (Conte et al., 2019) analysis of global vascular disease management guidelines shows that standardization and a comprehensive theoretical framework are able to drive systemic innovation. Organizations are required to not just adopt technology, but develop internal capacity to continuously reinterpret and reconstruct operational models.

Organizational transformation requires a holistic approach that goes beyond the traditional mechanistic paradigm. (Murray et al., 2022) in their study on the global antimicrobial resistance burden showed that a comprehensive understanding requires data integration, multidimensional analysis, and awareness of system complexity. The final recommendation is to develop a responsive leadership model, an adaptive learning organization, and an organizational infrastructure capable of continuous transformation.

The comprehensive conclusion confirms that institutional capacity building is a dynamic and multidimensional process. Organizational transformation is not just about structural change, but a systemic reconstruction that involves the dimensions of competence, culture, technology, and performance simultaneously and integrated.

CONCLUSION

This research uncovers the complexity of organizational dynamics in the government sector through an in-depth analysis of the interconnections between competencies, organizational culture, and performance. The transformation of government organizations in the digital era requires a holistic approach that goes beyond traditional understanding, with a focus on developing adaptive, responsive, and innovative human resources. This study emphasizes that the success of government organizations is no longer determined by hierarchical structures or bureaucratic procedures alone, but by the ability to create an institutional ecosystem that is able to adapt quickly to complex changes. The research identifies that the integration of digital technology, continuous competency development, and organizational culture transformation are fundamental prerequisites in building an effective government organization. A multidimensional approach that combines technological, psychological, social, and structural aspects is the main key in facing increasingly complex global challenges. The implications of this study emphasize the need for systemic redesign in government human resource management, which does not simply focus on improving technical skills, but rather builds adaptive capacity, critical awareness, and commitment to continuous innovation.

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