



The influence of transformational leadership, talent management, and organizational culture on change management in the international non-profit organization

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ABSTRACT

Transformational leadership suggests that inspiring and motivating leaders are more likely to facilitate successful organizational change. Talent management emphasizes the importance of attracting, developing, and retaining skilled individuals during change. Organizational culture, representing shared values and practices, also plays a crucial role in shaping employee attitudes towards change. The Objective of this study to analyse the influence of transformational leadership, talent management, and organizational culture on change management in international non-profit organizations XYZ in Indonesia. This research methodology employs a quantitative approach by using a questionnaire distributed to 36 respondents consisting of managers and employees in the international nonprofit organization XYZ in Indonesia. The collected data will be analysed using the PLS-SEM method to test the relationship between the independent variables (transformational leadership, talent management, and organizational culture) and the dependent variable (change management). The findings of this study highlight the importance of talent management and organizational culture in driving change management within international non-profit organizations in Indonesia, while also indicating that transformational leadership does not significantly impact change management. This research provides valuable insights for practitioners and managers on the importance of inspirational and motivational leaders who involve employees in decision-making and leverage their skills, while also building a flexible and adaptive organizational culture to effectively manage complex changes.

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INTRODUCTION

Change management has become a crucial aspect for non-profit organizations in order to adapt to the rapidly changing environment and achieve their goals effectively (Akingbola et al., 2019). In this context, transformational leadership, talent management, and organizational culture play significant roles in facilitating successful change management within these organizations. Change Management is a systematic and structured process in an organization that aims to plan, implement, and monitor organizational changes to reduce resistance and enhance implementation success through strategies and techniques, ensuring that organizational change initiatives are well accepted, adopted, and effectively implemented by stakeholders (Holt et al., 2007).

Change management in non-profit organizations, such as the International Non-Profit Organization XYZ in Indonesia, exhibits distinct characteristics compared to the for-profit sector due to differences in their fundamental objectives, resource allocation, stakeholder engagement, and organizational dynamics. Non-profit organizations are mission-driven, focusing on social impact rather than financial profit, meaning that change management initiatives at XYZ are often aligned with advancing their mission of social betterment, humanitarian aid, or community development. In contrast, for profit organizations prioritize changes that enhance profitability, market share, and competitive advantage. Non-profits generally operate with constrained financial resources, relying heavily on donations, grants, and volunteer work, which can limit the scale and scope of change management efforts, whereas profit organizations may have more significant financial resources to invest in change initiatives, technology, and talent acquisition. Additionally, non-profits have a diverse range of stakeholders, including donors, beneficiaries, volunteers, and regulatory bodies, making effective change management in non-profits involve ensuring buy-in from these varied stakeholders who may have different expectations and priorities. For-profits primarily focus on shareholders, customers, and employees. Non-profit organizations like XYZ often foster a culture of collaboration, volunteerism, and community involvement, influencing the approach to change management by emphasizing consensus-building, participatory decision-making, and transparency. In contrast, for-profit entities may have a more hierarchical structure with a focus on efficiency, productivity, and rapid implementation of changes. Lastly, in non-profits, change drivers often include shifts in donor funding, policy changes, and evolving community needs, whereas changes at XYZ might be driven by international development goals, humanitarian crises, or new regulatory requirements. For profit organizations are driven by market competition, technological advancements, and economic conditions.

The mission and vision of International Non-Profit Organization XYZ critically shape their approach to change management by providing a strategic framework that guides decision-making, prioritizes initiatives, and aligns efforts towards long-term objectives. Centered on humanitarian aid, community development, or social justice, XYZ ensures all change initiatives align with these core values, enhancing the organization's mission through improved operational efficiency, expanded outreach, and enhanced service delivery. The vision acts as a guiding star, ensuring changes contribute to realizing long-term aspirations, providing purpose and direction. Change management reflects values like compassion, integrity, and inclusivity, fostering ethical practices, community involvement, and social responsibility. Emphasizing sustainable impact over short-term gains, changes are evaluated for lasting benefits to target communities. This stakeholder-centric approach involves donors, beneficiaries, volunteers, and others to ensure effective implementation. Given XYZ's mission-centric nature, change management processes are flexible, allowing quick adaptation to emerging challenges like humanitarian crises or shifts in donor priorities, effectively navigating the non-profit landscape for meaningful, sustainable impact.

Transformational leadership, characterized by inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence, has been recognized as a powerful leadership style that can inspire and motivate employees to embrace change (Bernard M, Bass; Ronald E, 2006). Transformational Leadership is a leadership style characterized by a leader's

ability to inspire and motivate their subordinates through shared goals, a positive work climate, a clear vision, a deep understanding of organizational objectives, strong encouragement for personal and professional growth, effective communication, positive change, and support for reaching full potential (Podsakoff et al., 1996). In International Non-Profit Organization XYZ in Indonesia, transformational leadership is characterized by inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence. Leaders inspire and motivate employees with a compelling vision, encourage innovation and creativity, provide personalized support and mentorship, and act as ethical role models. They empower employees through participatory decision-making, promote visionary thinking, ensure effective communication, and create a positive change environment, fostering adaptability, resilience, and collaboration to drive change and achieve the organization's mission.

Transformational leaders at International Non-Profit Organization XYZ in Indonesia face significant challenges in motivating and inspiring employees to accept changes due to a top-down approach where Head Quarter (HQ) designs changes and local leaders merely implement them. These challenges include a lack of involvement in change design, limited autonomy to adapt changes to local contexts, reduced credibility and authority, communication barriers, employee resistance due to perceived imposition, cultural misalignment, motivational difficulties, negatively impacted morale and engagement, and resource constraints. These factors collectively make it challenging for leaders to effectively manage and implement change initiatives.

Talent management, on the other hand, focuses on attracting, developing, and retaining talented individuals who possess the necessary skills and capabilities needed for successful change implementation (Smit et al., 2021). Talent Management (TM) is an approach or strategy implemented by an organization to assess, identify, develop, and retain individuals with valuable potential and skills to achieve organizational goals and long-term success. (McDonnell et al., 2017). Through effective talent management strategies such as recruitment, training, and performance management, organizations can ensure that they have the right people in place to drive and support organizational change efforts. Additionally, organizational culture, which refers to the shared beliefs, values, and norms within an organization, plays a crucial role in shaping employees' attitudes and behaviours towards change (Edgar H, 2010).

Organizational culture refers to the collective values, beliefs, norms, and practices that guide individual behavior in a company, emphasizing the importance of fostering a learning culture that encourages sustainable innovation, adaptation, and employee readiness and commitment towards change, which are crucial for organizational effectiveness and change management (Al-Tahitah et al., 2020). An organizational culture that supports innovation, risk-taking, and collaboration can foster a positive change management environment (Bagga et al., 2023). However, despite the significance of transformational leadership, talent management, and organizational culture in facilitating successful change management, little research has been conducted on their impact in the context of non-profit organizations, particularly within international non-governmental organizations (INGOs) such as International non-profit organization XYZ in Indonesia.

This study aims to fill this gap by examining the influence of transformational leadership, talent management, and organizational culture on change management within the International non-profit organization XYZ, a prominent international non-profit organization operating in Indonesia. By understanding the relationships between these variables, organizations can develop effective strategies to manage and implement change successfully in the non-profit sector.

RESEARCH METHOD

This research study employs a quantitative methodology to examine the impact of certain independent variables (namely, transformational leadership, talent management, and

organizational culture) on the dependent variable of change management. The research analyses numerical data to obtain structured information. The study focuses on the total population of 36 employees at the International Nonprofit Organization XYZ, employing a census sampling technique. Primary data was collected through a Likert-scale questionnaire, and reliability and validity analysis were conducted. Additionally, Structural Equation Modelling (SEM) analysis was carried out. The SEM analysis was performed using the SmartPLS program, which combines factor analysis and simultaneous equation modelling to statistically explore hypothesis relationships. This comprehensive approach provides valuable insights into the complex interactions between these variables and their effects on adaptive performance within the International Nonprofit Organization XYZ in Indonesia. The data collection for this study employed an online survey through Google Forms, distributing a Likert-scale questionnaire electronically to all 36 employees at International Nonprofit Organization XYZ in Indonesia Country Office. This approach enabled participants to conveniently complete the survey, ensuring efficient data collection and facilitating subsequent analysis. The questionnaire utilized a Likert scale, allowing respondents to indicate their agreement or disagreement with statements ranging from "strongly disagree" to "strongly agree," designed specifically to measure each variable comprehensively and systematically.

RESULTS AND DISCUSSIONS

The research focused on employees from the International Non-profit Organization XYZ in Indonesia. In March 2024, a total of 36 respondents participating in the online questionnaire, which was distributed through Google Forms. Table 1 presents the demographic details of the participants.

Table 1. Participant Demographics

Criteria	N (%)
<u>Gender</u>	
Male	4 (11)
Female	32 (89)
<u>Age (years)</u>	
21-30	7 (19)
31-40	13 (36)
41-50	14 (39)
> 50	2 (6)
<u>Education</u>	
Diploma	2 (6)
S1	16 (44)
S2	17 (47)
S3	1 (3)
<u>Level</u>	
Staff	29 (81)
Middle Manager	4 (11)
Senior Manager	4 (8)
<u>Length of Employment (years)</u>	
< 1	11 (31)
1 - 3	9 (25)
3 - 6	13 (36)
> 6	3 (8)
<u>Unit/Division</u>	
Program	30 (83)
Operation	6 (17)

The data in the table reveals that out of the total sample size of 36, 11% were males and 89% were females. Additionally, the majority of participants were aged between 31 and 50 years, with total of 75% of the sample. In terms of education level, 44% held a bachelor's degree (S1) while 47% had a postgraduate degree (S2). Regarding employment length, 8% had been with the organization for more than 6 years, while the majority (36%) had 3 to 6 years of experience. The majority of respondents (81%) were in staff-level positions, with the remaining 19% being middle or senior managers. Furthermore, most participants (83%) were in the program division, while 17% were in the Operations. This diverse sample, representing various genders, age groups, education levels, divisions/units, and lengths of employment, provides important insights into the findings of the study.

Table 2. Repeated Convergent Validity of the Variables

Variable	Indicator	Outer Loading	AVE	Result
Transformational Leadership (TL)	TL1: Leaders are capable in articulating a clear vision and inspiring the team towards a common goal.	0,947	0,855	Valid
	TL2 : Leaders become excellent examples through their own behavior and actions, inspiring others to emulate their high standards and values.	0,910		Valid
	TL3 : Leaders are able to maintain acceptance towards the group's goals by involving team members in decision-making processes and creating a sense of ownership and commitment towards shared goals.	0,930		Valid
	TL4 : Leaders are able to drive high performance expectations by setting challenging goals, providing feedback and resources, and continuously motivating team members to reach their full potential.	0,924		Valid
	TL5 : Leaders provide individual support by understanding the needs and aspirations of each team member, offering mentorship and guidance, and empowering them to overcome obstacles and grow professionally.	0,919		Valid
	TL6 : Leaders are able to maintain intellectual stimulation by encouraging creativity, empowering teams, promoting learning opportunities, and encouraging team members to think critically and innovate.	0,919		Valid
Talent Management (TM)	TM1 : The organization regularly conducts a systematic and objective performance assessment as a fundamental requirement to identify individuals with potential.	0,761	0,596	Valid
	TM2 : The organization conducts employee training and development as an effective strategy to enhance qualifications and skills.	0,823		Valid
	TM3 : Organizations with a good succession plan are more successful in maintaining and developing internal talents.	0,718		Valid
	TM4 : The organization conducts promotions to motivate its employees rather than recruiting people from outside the organization.	0,740		Valid
	TM5 : The organization collaborates between departments within the organization in order to contribute to the success of talent management strategies.	0,813		Valid
Organizational Culture (OC)	OC1 : Organizations embrace changes in a positive manner.	0,867	0,798	Valid
	OC2 : The organization is working towards developing programs that are in line with its goals.	0,916		Valid
	OC3 : Members within the organization collaborate as a cohesive team, lending support and assistance to one another in order to foster the growth and advancement of the organization.	0,863		Valid
	OC4 : The organization's primary concern revolves around ensuring Client oriented approach which includes: donors, government entities, organization members, CSO partners, program beneficiaries, and other pertinent stakeholders.	0,896		Valid

	OC5 : Organization programs effectively foster active engagement and a sense of inclusion among organization members.	0,924		Valid
Change Management (CM)	CM1: The leader provides support for the change initiative.	0,911		Valid
	CM2 : Organization members are involved in the process of change.	0,801		Valid
	CM3: The organization allocates sufficient resources to support change initiatives	0,833		Valid
	CM4 : The organization provides a communication channel to convey information about change initiatives, with the frequency and clarity of communication being well-received by members within the organization.	0,894	0,705	Valid
	CM5 : The organization conducted a survey to identify obstacles or challenges in implementing changes	0,717		Valid
	CM6 : The organization made several efforts to minimize the obstacles/challenges experienced in implementing the changes.	0,868		Valid

This research includes a section called Outer Model, which is also known as outer relation or measurement model evaluation. This section focuses on determining the relationship between the variables being studied and their indicators, and it involves conducting validity and reliability tests. Two validity tests, namely convergent and discriminant validity, were carried out in this study. The purpose of the convergent validity test is to measure the correlation between constructs and latent variables. According to Hair et al. (2017), reflectance scores are considered high when the correlation with the measured construct is above 0.70.

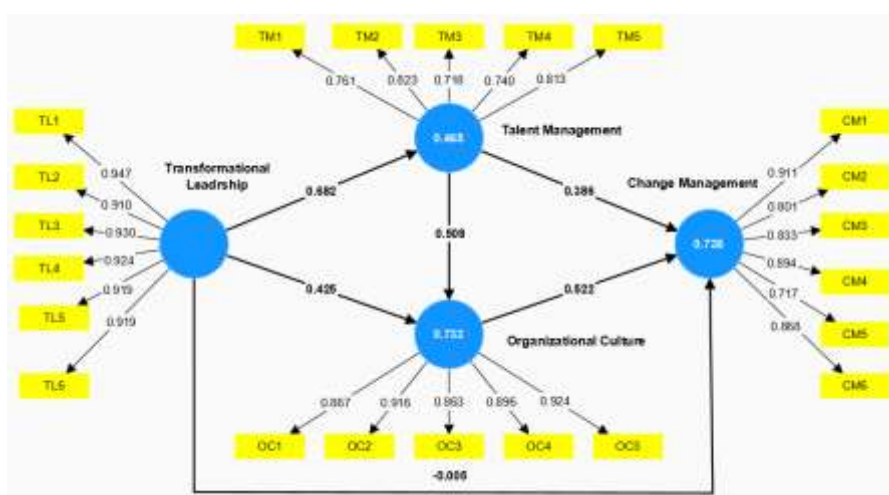


Figure 1 Outer Model of the Variable Studied

Based on the path diagram and factor loading measurement model in Table 2 it was found that the outer loading values of the indicators exceed 0.5. Therefore, it can be concluded that the research model has met the requirements of convergent validity. This indicates that all the indicators used to measure each variable or construct have good validity. In assessing convergent validity, the Average Variance Extracted (AVE) values can be examined to determine their validity. In the Table 2, it can be seen that all the AVE values in this study are above 0.5, which means they meet the criteria.

Table 3. Discriminant Validity of the Tested Variables HTMT

Variable	Change Management (CM)	Organizational Culture (OC)	Talent Management (TM)	Transformational Leadership (TL)
Change Management (CM)				
Organizational Culture (OC)	0,883			
Talent Management (TM)	0,910	0,879		
Transformational Leadership (TL)	0,684	0,811	0,731	

The purpose of this study is to further examine discriminant validity by assessing how distinct variables are within the research model. Discriminant validity is measured using the Heterotrait-Hetero method Correlation (HTMT) value, which is calculated by averaging all indicator correlations across constructs that measure different aspects compared to the average correlations among indicators measuring the same construct (Hair et al., 2022). Based on the results of the HTMT test generated in Table 3, it was found that there is still a value > 0.9 , which is the TM value against CM at 0.910. If HTMT is greater than 0.9, we need to conduct testing using bootstrapping to test whether HTM is significantly different from 1 (HTMT inference) (Henseler et al., 2015).

Table 4. Confidence Intervals (HTMT)

	Original sample (O)	Sample mean (M)	5.00%	95.00%
OC <-> CM	0,884	0,871	0,674	0,992
TM <-> CM	0,911	0,883	0,693	0,989
TM <-> OC	0,881	0,862	0,688	0,975
TL <-> CM	0,682	0,68	0,456	0,877
TL <-> OC	0,811	0,77	0,445	0,92
TL <-> TM	0,732	0,733	0,546	0,916

After completing the complete bootstrap as seen in Table 4 above, the interval value for talent management to change management is still below 1, which is 0.989. Therefore, all variables/constructs are valid and meet the requirements of discriminant validity.

Table 5. Reliability Test of the Variable

Variable	Cronbach's alpha	Composite reliability Rho_a	Composite reliability Rho_c	Result
Change Management	0,915	0,924	0,935	Reliable
Organizational Culture	0,937	0,937	0,952	Reliable
Talent Management	0,831	0,836	0,880	Reliable
Transformational Leadership	0,966	0,968	0,973	Reliable

The reliability test aimed to evaluate the accuracy and consistency of responses, a crucial step in assessing the reliability of the instrument. Composite reliability values were employed to gauge the reliability of each variable, with all values exceeding 0.700 in this study, signifying the reliability of all variables (Hair et al., 2022).

Table 6. R-test of the Variable

Variabel Endogen	R Square (R ²)	R-square adjusted	Result
Change Management	0,736	0,712	Moderate
Organizational Culture	0,733	0,717	Moderate
Talent Management	0,465	0,449	Weak

R Square (R²) is the coefficient of determination that indicates how much the exogenous variable can explain the variation of the endogenous variable. The value of R² ranges between 0

and 1. When the value of R in R^2 approaches 1, it indicates that the independent variable provides all the necessary information to predict the variation of the endogenous variable. On the contrary, as the value of R^2 approaches 0, the ability of the independent variable to explain the variation of the endogenous variable becomes limited. According to Hair et al. (2022), there are three classifications of R^2 values, namely the significant group ($R^2 > 0.75$), the moderate group ($R^2 > 0.50$), and the weak group ($R^2 > 0.25$). Based on Table 6, the results indicate that the variable of change management is moderately influenced by the exogenous variables of organizational culture and talent management, with a coefficient of 0.736 (73.6%), while the remaining 26.4% is influenced by other factors outside the model. On the other hand, the variable of organizational culture is moderately influenced by the exogenous variables of talent management and transformational leadership, with a coefficient of 0.733 (73,3%), while the remaining 32,7.0% is influenced by other factors outside the model. The variable of talent management is weakly influenced by transformational leadership, with a coefficient of 0.465 (46.5%), while the remaining 53.5% is influenced by external factors.

Table 7. Results of hypothesis testing

Hypothesis	Path coefficient	Results
H1 Transformational Leadership -> Talent Management	0,682	Supported
H2 Transformational Leadership -> Organizational Culture	0,425	Supported
H3 Transformational Leadership -> Change Management	-0,005	Not Supported
H4 Talent Management -> Organizational Culture	0,508	Supported
H5 Organizational Culture -> Change Management	0,522	Supported
H6 Talent Management -> Change Management	0,386	Supported

Based on Table 7, it is known that the relationship between Transformational Leadership and Talent Management has a positive coefficient of 0.682. Based on these results, hypothesis H1 that "Transformational Leadership has a positive and significant influence on the improvement of Talent Management" is supported. It can be concluded that H1 is supported or the data supports the hypothesis. Refer to this data and the result shows that Transformational Leadership has a positive and significant influence on Talent Management. Therefore, it can be concluded that the first hypothesis (H1) "Transformational leadership has a positive influence on talent management" is supported. This research result is in line with previous studies (Smit et al., 2021; Ali et al., 2023; Sariwulan et al., 2021; Akbari et al., 2023). In related to the transformational leadership and organizational culture refer to the table above, it is known that the relationship between Transformational Leadership and Organizational Culture has a positive coefficient) of 0.425. Based on these results, hypothesis H2, which states "Transformational Leadership has a positive and significant effect on improving Organizational Culture," is supported. It can be concluded that H2 is supported, or the data supports the hypothesis. The results of this study indicate that transformational leadership has a positive and significant influence on organizational culture. Therefore, the second hypothesis (H2), which states "Transformational leadership has a positive and significant impact on the improvement of organizational culture," is supported. These findings are consistent with previous studies, which also demonstrate a positive influence of transformational leadership on employee organizational culture (Kaur Bagga et al., 2023; Muzondiwa et al., 2022; Nguyen et al., 2023). Based on Table 7, it is shown that the relationship between Transformational Leadership and Change Management has a negative coefficient (original sample) of -0.005. Based on these results, hypothesis H3, which states "Transformational Leadership has a negative and insignificant effect on the improvement of Change Management," is not supported or the data does not support the hypothesis. This result indicate that transformational leadership does not have a positive and significant influence on change management. Therefore, it can be concluded that the third hypothesis (H3) stating "Transformational leadership has a positive and significant influence on improving change management" is not supported. These results contradict previous studies that showed a positive

influence of transformational leadership on change management (Kaur Bagga et al., 2023; Yasmeeen Bano, 2021; Alqatawenh, 2018; Zainol Mustafa et al., 2020). The influence of Talent Management on Organizational Culture can be inferred from Table 7. The coefficient value (original sample) for the relationship between Talent Management and Organizational Culture is positive at 0.508. Based on these findings, it can be concluded that hypothesis H4, stating that "Talent Management has a positive and significant effect on improving Organizational Culture," is supported by the data. The result or findings indicate a positive and significant impact of talent management on organizational culture. Therefore, it can be concluded that hypothesis four (H4) "Talent Management has a positive and significant influence on improving Organizational Culture" is supported. These results are consistent with previous studies that have demonstrated a positive influence of talent management on organizational culture (Setyawan et al., 2021; Susano et al., 2023; Setyawan et al., 2021; Fernandez-Bedoya & Sanchez-Torres, 2023). The influence of the organizational culture variable on change management, based on Table 7, it is known that the relationship between organizational culture and change management has a positive coefficient value of 0.522. Based on these results, it can be concluded that hypothesis H5, which states that "organizational culture has a positive and significant influence on improving change management," is supported. It can be inferred that H5 is supported or the data supports the hypothesis. The findings of this research indicate that organizational culture has a positive and significant influence on change management. Therefore, it can be concluded that the fifth hypothesis (H5) "organizational culture has a positive and significant impact on improving change management" is supported. These results align with previous studies that show a positive influence of organizational culture on change management (Kaur Bagga et al., 2023; Vundi et al., 2022; Bambang Niko Pasla et al., 2022). The influence of Talent Management on Change Management According to Table 7, it is shown that the relationship between Talent Management and Change Management has a positive coefficient of 0.386. Based on these results, hypothesis H6 stating "Talent Management has a positive and significant influence on the improvement of Change Management" can be concluded. It can be inferred that H6 is supported by the data, therefore supporting the hypothesis. Based on the findings of this research using PLS-SEM analysis, it can be stated that talent management has a positive and significant influence on change management. Thus, it can be concluded that the sixth hypothesis (H6) which states that "talent management has a positive and significant impact on improving change management" is supported. The results of this study are consistent with previous research that shows a positive influence of organizational culture on change management (Kossyva et al., 2021; Kossyva et al., 2023; Irtaimah et al., 2023). In summary based on those results it can be concluded that transformational leadership has a positive and significant influence on talent management and organizational culture. However, there is no significant influence of transformational leadership on change management. Additionally, talent management has a positive and significant impact on organizational culture and change management. Lastly, organizational culture also has a positive and significant influence on change management. These findings are in line with previous studies and highlight the importance of transformational leadership and talent management in improving organizational culture and change management.

CONCLUSION

The results of this study have important implications for both theory and management. The theoretical implications of the study focus on providing detailed explanations of the relationships established in the hypotheses and the development of the research model. On the other hand, the managerial implications aim to offer recommendations that can directly benefit the international non-profit organization XYZ in Indonesia, which was the focus of this study. This research adds to the existing theoretical knowledge by exploring how organizational changes can be accepted by

members within the organization, specifically in relation to transformational leadership, talent management, and organizational culture in the context of change management in the international non-profit organization XYZ in Indonesia. Amidst the global changes taking place, organizations need to adapt in order to thrive. As an international non-profit organization, implementing effective change management is crucial to keep up with these changes. This is essential to enhance the organization's adaptability to unexpected changes and meet the stakeholders' demands. Moreover, employees are expected to adapt to the organizational environment to influence their perceptions and behaviours in carrying out their daily tasks. The study identified several crucial aspects to strengthen change management in organizations, particularly in Indonesia. The results established that organizational culture and talent management significantly impact change management. This research provides new insights into the relationship between organizational culture and change management, emphasizing the importance of creating a culture that supports innovation, adaptability, and openness to change. Additionally, the study highlights the significance of talent management in managing organizational change, demonstrating that investing in talent management contributes directly to the success of change. These findings have important implications for planning change strategies and managing organizations more effectively. Furthermore, the study suggests that transformational leadership does not significantly support or influence change management. This insight sheds light on the role of transformational leadership. The study indicates that factors such as situational changes, lack of support from management, and forced changes are not influenced by transformational leadership. Thus, in certain situations, transformational leadership may not be effective or suitable for managing organizational change. This study contributes to the field of science by emphasizing the critical roles of talent management and organizational culture in driving change management within international non-profit organizations in Indonesia. Interestingly, it also reveals that transformational leadership does not significantly influence change management. These findings offer valuable insights for practitioners and managers, underscoring the need for leaders who inspire and motivate employees, involve them in decision-making, and harness their skills, while also cultivating a flexible and adaptive organizational culture to effectively handle complex changes.

Policymakers at the senior level of the international non-profit organization XYZ should reassess changes and continually review the involvement of multiple parties and the consequences of implementation to achieve optimal change management. This study focused on understanding the impact of independent variables on change management in the international non-profit organization XYZ in Indonesia. However, the survey only involved employees working in the organization in Indonesia country office and did not include employees in other countries. For future research, it is suggested to conduct a more comprehensive study that includes all members of the organization. Increased participation of all employees, both at the headquarters and in other countries, is crucial to gain a comprehensive understanding of the organization. A larger sample size and the involvement of all employee groups are needed to generalize the research results to a wider population.

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