

Analysis of Organizational Development Through the Diagnostic Process at LPP RRI Banjarmasin

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Keywords

Development, Diagnosis, Organization

Abstract

This research aims to analyze organizational development at LPP RRI Banjarmasin through a diagnosis process. A quantitative approach was used involving 40 employees from various fields as the population. Apart from that, various sources from scientific journals, books and other references were used to support this research. Data were collected through a questionnaire covering seven main variables: goals, structure, leadership, relationships, rewards, supporting mechanisms, and attitudes towards change. The diagnosis process involves stages of orientation, gathering information, analyzing data, and making conclusions for improvement. The research results show that effective organizational development requires a deep understanding of organizational culture, adaptation to environmental changes, and commitment from leaders and employees. Organizational diagnosis helps identify core problems that hinder effectiveness and efficiency, and designs strategies to improve organizational performance. This study emphasizes the important role of leadership in organizational development and provides recommendations for achieving strategic goals more efficiently.

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INTRODUCTION

The development and change of an organization is inevitable as long as the organization is established (Hardiyansyah & Firmansyah, 2017). Any changes in the environment must be carefully observed, as the effectiveness of an organization depends on its ability to adapt to those changes (Guntur & Nur, 2018). Organizations must be able to adapt and anticipate factors that affect organizational development and change, both internal and external sources (Hardiyansyah & Firmansyah, 2017). Regarding internal factors, organizations can adapt through reactive changes or planned changes and proactive changes (Putri & Yusuf, 2022).

In this context, understanding the meaning of culture in organizational life is very important in the development of this organization. A strong organizational culture will have a positive impact on the organization (Julianti & Meutia, 2020). Organizational culture is considered an asset that serves as a tool for internal integration. Organizational tendencies in facing world competition must be addressed properly because it will affect the company culture. In addition, external factors are also very influential in organizational development. External factors include changes in the economic, technological, social, political, and legal environment that affect the way organizations operate and develop (Putri & Yusuf, 2022).

Organizational development can be interpreted as planning carried out by leaders or managers to increase the effectiveness of the organization in achieving its strategic goals (Asmara et al., 2024). In such management, attention to important aspects such as leadership, rewards, and performance, among other factors is very important (Visions, 2023). Leaders also need to implement effective leadership styles to influence employees' perceptions of goals and how to achieve them (Sitio & Aslami, 2023). According to Robbins, organizational development aims to change employees' attitudes, values, and beliefs so that they can recognize and implement the necessary technical changes. The importance of leadership roles in organizational development is crucial, because effective leadership is needed from a leader (Nisa et al., 2023). In addition, Christine S. Becker defines organizational development as the process of planning changes to all people in the organization (Guntur & Nur, 2018).

In this case, sustainable organizational development will create an effective organization so that services and productivity increase. This development will also change various aspects of the organization including employee behavior (Asmara et al., 2024). As for organizational development, planned and measurable steps are needed to achieve the effectiveness of strategic goals. According to Thomas G. Cummings (2008), the stages in organizational development include: (1) understanding the organization through the identification of potentials and problems, background, goals, vision, mission, and infrastructure; (2) diagnosing problems in the organization; and (3) intervention, human resource improvement, information technology utilization, management processes, and strategy formulation (Hidayah & Ma'arif, 2023).

The characteristics of an effective organization in development are as follows: (1) Focus on improving Human Resources (HR) by seeing human resources as valuable assets, through training and development programs; (2) Implementation of a fair compensation program; (3) Replacement or dismissal of unqualified human resources; (4) Commitment from the leadership or top management to support the development of human resources; and (5) Active participation in organizational policy-making. By understanding and implementing these steps and characteristics, organizations can effectively develop themselves and achieve their strategic goals (Guntur & Nur, 2018).

In a good organization, change and development are managed with anticipation of current and future needs. Organizational development efforts by leaders are crucial to control and improve the quality of resources in order to achieve organizational goals (Muhammad, 2015). The existence of organizations on a small scale has a comparable impact, and vice versa (Syukran et al., 2022). In this context, the analysis of organizational development through the diagnostic process at LPP RRI Banjarmasin becomes relevant to identify and overcome various problems faced, as well as design

strategic measures to increase organizational effectiveness and efficiency. In line with that, Radio Republik Indonesia Banjarmasin acts as a public space for the people of South Kalimantan to express opinions and differences on relevant topics, through four broadcast channels that serve the various needs of its listeners (Adzra, 2020).

In this study, one of the important steps that can be taken by RRI Banjarmasin to adapt to organizational changes is through the implementation of organizational diagnosis. Organizational diagnostics is the process of finding the root cause of a problem, including gathering information, analyzing data, and making conclusions for change and improvement. This process aims to identify core problems that hinder the effectiveness and efficiency of the organization and design improvements (Hardiyansyah, 2010). Organizational diagnosis is the process of identifying the root cause of various problems that exist in the organization (Unique, 2016)

The stages in this process include orientation, diagnosis, intervention, and evaluation. In this case, organizational diagnosis is a very important first step in the process of planning, intervention, change, and overall organizational development (McFillen et al., 2013). This organizational diagnosis is also a systematic approach to understanding current conditions and providing information for change, gathering data for decision-making. Organizational development aims to improve the effectiveness, health of the organization, and the quality of work life of employees (Bashori et al., 2019). In this situation, diagnosis is an important process to gather information related to organizational problems and how the organization operates. This information is then analyzed in depth to formulate changes and improvements to the organization (Haryanti et al., 2020). The process of diagnosing an organization involves three main activities, namely: (1) Collecting relevant information about organizational operations; (2) Once the information is collected, the next step is an in-depth analysis of the data; and (3) Finally, from the results of this analysis, the researcher can design recommendations for interventions needed to improve the company's performance (Sochitro, 2016).

In this context, the researcher involves 7 variables to be analyzed in depth on goals, structures, leadership, relationships, rewards, operational mechanisms, and attitudes towards organizational change. In this case, leaders should pay attention to rewarding employees because rewarding them for their success is important to achieve organizational goals and improve organizational performance (Tabroni & Komarudin, 2021). Through this deep understanding, it is hoped that organizations can improve performance and achieve their strategic goals more efficiently. This research emphasizes the importance of organizational development in response to change, as well as the need for awareness and commitment from all parties to maintain organizational sustainability and adaptability. These efforts are expected to strengthen the organization's foundation in facing current and future challenges, so that it is able to make a significant contribution in the social, economic, and political context within the organization.

METHOD

This research involved almost all employees at LPP RRI Banjarmasin, which amounted to 40 people from various fields into the population. According to Sugiyono (2006), a population is defined as a realization area consisting of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then conclusions are drawn (Kahyadi, 2022). Due to the limited population, all members are used as research objects. This quantitative research uses numerical data for analysis, measurement, calculation, and conclusion drawing (Waruwu, 2023). The approach used is in the form of a questionnaire distributed to 40 respondents, as well as library sources such as journals, books, and others. This is a research method that combines primary data collection through surveys/questionnaires with secondary data collection from existing literature.

This study uses the Organizational Diagnosis Questionnaire (ADO) assessment, because the ADO questionnaire covers fundamental aspects in an organization. This questionnaire consists of 35

statement items with 7 variables as a reference for statements, namely goals, structure, leadership, relationships, rewards, operational mechanisms, and attitudes towards change. For each variable, 5 statements are given, which then each respondent must give a response to each statement (Fitlya, 2019). The assessment of the responses given by respondents is divided into six categories as follows:

Table 1. Categories and Values

It	Category	Value
1	Strongly Agree	1
2	Agree	2
3	Somewhat Agree	3
4	Somewhat disagree	4
5	Disagree	5
6	Strongly disagree	6

Once the values for each box are calculated, the next step is to add up the values and calculate their average. This process is done for each box individually and is calculated variables. After that, the values of all the boxes are added up and calculated to get the overall result. Furthermore, the amount obtained from each variable is categorized into three levels: low, medium, and high. This classification allows researchers to identify the level of performance or outcomes of the analyzed data. Details on how to determine the low, medium, and high categories can be seen in the table below:

Table 2. High, Medium, Low Categorization Formula

Category	Formula
Low	Mean- Standard Deviation (SD)
Medium	Mean- Standard Deviation (SD) < X < Mean+ Standard Deviation (SD)
High	Mean+ Standard Deviation (SD)

Table 2 provides a clear guide to the formula for finding the values included in each category, making it easier to interpret the research results.

RESULT AND DISCUSSION

All respondents, totaling 40 people, returned all the statement questionnaires that had been distributed. Each questionnaire contains a statement that is a derivative of seven variables. The seven variables are: objectives, structure, leadership, relationships, Reward, the helper mechanism, the attitude towards change. From all the questionnaires returned, then categorization was carried out on each variable. The results of the categorization are presented in the form of tables. In detail, the results of the study are as follows.

There are two main aspects that are asked in this objective variable, namely the clarity of organizational goals and agreement with these goals. The results of the respondents' statements on the objective variables are presented in the following table:

Table 3. Categorization of Respondents to "Goal Variables"

Score Interval	Category	F	Percentage
$x \geq 13$	High	7	18%
$13 > x \geq 8$	Medium	30	75%
$X < 8$	Low	3	8%
	Total	40	100%

Based on table 3 presented, out of a total of 40 respondents surveyed, the majority of respondents, namely 30 people or 75%, are in the medium category with a score interval between 8 and 12. The high category, with a score of 13 or more, was filled by 7 respondents covering 18% of the total respondents. Meanwhile, there were only 3 respondents or 8% who were in the low category with a score of less than 8. The majority of respondents, namely 75% who are in the medium category, indicated that most respondents have a fairly clear perception of the organization's goals and agree with those goals, although not entirely high. This may indicate a good understanding and approval, but there is still room for improvement in explaining the organization's goals and obtaining full buy-in from all members. As many as 18% of respondents who were in the high category indicated that they were very clear about the organization's goals and strongly agreed with those goals. This indicates that there is a group that has a strong understanding and agreement on the organization's goals, which is a positive indication that the goals are clear enough and agreed upon by some respondents. However, 8% of respondents who fall into the low category indicate that there is a small percentage who may feel unclear about the organization's goals or do not fully agree with those goals. This shows that there are challenges that need to be overcome to ensure that all members of the organization have a strong understanding and agreement on the goals at hand. Overall, although most respondents were in the medium category, there were indications that with appropriate efforts, the clarity of organizational goals and the level of approval for those goals could be further improved to achieve a more comprehensive understanding across members of the organization.

The things discussed in structural variables are related to how the organizational goals that have been determined are in accordance with the internal structure that has been formed. The results of the respondents' statements on the structural variables are presented in the following table:

Table 4. Respondents' Categorization of "Structural Variables"

Score Interval	Category	F	Percentage
$x \geq 14$	High	7	18%
$14 > x \geq 7$	Medium	28	70%
$x < 7$	Low	5	13%
	Total	40	100%

Based on table 4 presented, out of a total of 40 respondents surveyed, the majority of respondents, namely 28 people or 70%, were in the medium category with a score interval between 7 to 13. The high category, with a score of 14 or more, was filled by 7 respondents who made up 18% of the total respondents. Meanwhile, there were 5 respondents or 13% who were in the low category with a score of less than 7. With 70% of respondents in the medium category, this shows that most individuals have a fairly good perception of the alignment between the set goals and the existing structure. However, the high category that only includes 18% of respondents shows that there is a group that deeply understands and feels the harmony. Meanwhile, 13% of respondents in the low category indicated challenges in understanding or agreeing on the alignment between organizational goals and internal structures. Overall, although many respondents feel quite well about the relationship, there is still room to improve communication and structure so that organizational goals can be clearer and more integrated in all aspects of the organization. This is important to ensure that all members have the same understanding and can contribute effectively towards the achievement of the organization's goals.

The statement to be achieved in leadership variable is the extent to which the leadership is able to formulate organizational goals, elaborate these goals into work programs, and maintain regulations and give appreciation for working conditions. The results of respondents' statements on leadership variables are presented in the following table:

Table 5. Respondents' Categorization of "Leadership Variables"

Score Interval	Category	F	Percentage
$x \geq 12$	High	10	25%
$12 > x \geq 6$	Medium	25	63%
$X < 6$	Low	5	13%
	Total	40	100%

Based on table 5 presented, out of a total of 40 respondents surveyed, the results show that 25% of respondents, or 10 people, are in the high category with a score of 12 or more. The majority of respondents, as many as 25 people or 63%, were in the medium category, with a score interval between 6 and 11. Meanwhile, 5 respondents or 13% were included in the low category with a score of less than 6. With 63% of respondents in the medium category, this shows that most individuals feel that the organization's leadership is able to formulate goals and translate them into work programs, although not entirely optimally. While 25% of respondents in the high category showed an acknowledgment that leaders are doing this well, giving an indication that there is a strong understanding of the organization's goals and how they are achieved. However, 13% of respondents in the low category showed a lack of understanding or appreciation of existing leadership. Overall, although most respondents felt quite positive about leadership's ability to formulate and outline organizational goals, there was still room for improvement, especially in maintaining regulations and rewarding working conditions. This is important to ensure that all members of the organization feel supported and motivated in achieving common goals.

A group is a collection of two or more individuals who interact, maintain a stable relationship pattern, share a common goal, and feel that they are part of the group (Abidin & Suryani, 2020). The statements submitted in the questionnaire are related to the interaction between individuals in the organization, the relationship between job satisfaction, and organizational units that have different tasks and activities. In addition, it also includes the relationship between individuals and the traits and demands required by their work. The results of respondents' statements on relationship variables are presented in the following table:

Table 6. Categorization of Respondents to "Relationship Variables"

Score Interval	Category	F	Percentage
$x \geq 11$	High	9	23%
$11 > x \geq 6$	Medium	23	58%
$X < 6$	Low	8	20%
	Total	40	100%

Based on table 6 presented, out of a total of 40 respondents surveyed, the results show that 23% of respondents, or 9 people, are in the high category with a score of 11 or more. Meanwhile, the majority of respondents, namely 58% or 23 people, were included in the medium category, with a score interval between 6 and 10. On the other hand, 20% of respondents, which is equivalent to 8 people, are in the low category with a score of less than 6. With 58% of respondents in the medium category, this shows that most individuals feel that there is a fairly good interaction between individuals in the organization, although it is not yet fully optimal. A high category that includes 23% of respondents indicates that there is a recognition of effective interactions, which contributes to job satisfaction. However, 20% of respondents in the low category indicated challenges in relationships between individuals or with organizational units that have different tasks and activities. This can indicate that not all members feel connected or satisfied with the interaction, and there may be unmet nature and demands of the job. Overall, although the majority of respondents felt the interaction was quite positive, there is still room for improvement in terms of relationships between individuals and

organizational units, in order to improve job satisfaction and efficiency in the workplace. This is important to ensure that each member feels valued and integrated in achieving the organization's goals.

Reward can be something tangible or intangible that an organization gives to employees, either intentionally or unintentionally, in exchange for an employee's potential or contribution to a good job, as well as for employees who apply positive values as the fulfillment of certain needs (Suak et al., 2017). Item statement of the variable reward evaluate important aspects of an organization's reward system, including competency development, pay fairness, promotion opportunities, salary suitability, and the relationship between incentives and performance. It provides an overview of the effectiveness of the reward system. The results of respondents' statements on relationship variables are presented in the following table:

Table 7. Categorization of Respondents to "Reward Variables"

Score Interval	Category	F	Percentage
$x \geq 14$	High	8	20%
$14 > x \geq 10$	Medium	16	40%
$X < 10$	Low	16	40%
	Total	40	100%

Based on table 7 presented, out of a total of 40 respondents surveyed, the results show that 20% of respondents, or 8 people, are in the high category with a score of 14 or more. The medium category includes 40% of respondents, namely 16 people, who have a score between 10 and 13. In addition, 40% of other respondents, also as many as 16 people, were in the low category with a score of less than 10. With only 20% of respondents in the high category, this shows that a small percentage of employees are satisfied with the rewards they receive. Meanwhile, 40% of respondents in the medium category and another 40% in the low category showed significant dissatisfaction with the existing reward system. This indicates that many employees may feel that they are not getting adequate opportunities to develop competencies, fairness in salary, or promotion opportunities. With a balanced percentage between the medium and low categories, organizations need to evaluate and improve aspects of the reward system, such as pay fairness and the relationship between incentives and performance. Thus, this assessment provides an important overview of the effectiveness of the reward system in supporting employee motivation and job satisfaction.

The statement of the helper mechanism variable evaluates the support that affects employee performance, including employer guidance, information availability, and collaboration between work units. In addition, good planning and control contribute to the growth of the institution. Overall, these item describe the effectiveness of the auxiliary mechanism in supporting performance. The results of the respondents' statements on the variables of the auxiliary mechanism are presented in the following table:

Table 8. Categorization of Respondents to "Variables of Helper Mechanisms"

Score Interval	Category	F	Percentage
$x \geq 11$	High	6	15%
$11 > x \geq 6$	Medium	29	73%
$X < 6$	Low	5	13%
	Total	40	100%

Based on the table presented, out of a total of 40 respondents surveyed, 15% or 6 people were in the high category with a score of 11 or more. Most of the respondents, namely 73% or 29 people, were in the moderate category with scores between 6 and 10. Meanwhile, 13% or 5 respondents were included in the low category with a score of less than 6. Based on this, it can be seen that the majority

of respondents (73%) are in the medium category, which shows that most employees feel that they have enough support from the organization's helper mechanism. Only 15% of respondents felt strongly supported (high category), while 13% felt that the support received was less (low category). The variable of the auxiliary mechanism evaluates several important aspects such as guidance from superiors, availability of information, and collaboration between work units. With most respondents in the medium category, this indicates that there is room to improve the effectiveness of employer guidance and the availability of information. Collaboration between work units can also be strengthened to ensure that every employee feels supported in their work. In addition, aspects of good planning and control, which also contribute to the growth of the institution, may need to be further optimized to improve the perception of employee support from the medium category to the high category. Overall, these results show that while the support from the helper mechanism is good enough, there is an opportunity to further improve its effectiveness in supporting employee performance.

Attitude towards change variables assesses response and adaptation to changes within the company. Evaluate proactivity, communication of new rules, positive attitudes, individual readiness, and the company's ability to face change. The goal is to understand readiness and attitudes towards change in the company. The results of respondents' statements regarding the attitude variable towards change are presented in the following table:

Table 9. Categorization of Respondents to "Variables of Attitudes Towards Change"

Score Interval	Category	F	Percentage
$x \geq 13$	High	6	15%
$13 > x \geq 7$	Medium	29	73%
$X < 7$	Low	5	13%
	Total	40	100%

Based on the total of 40 respondents, as many as 15% or 6 people had a high category of attitudes towards change with a score of more than or equal to 13. The majority of respondents, namely 29 people or 73%, were in the medium category with a score between 7 and 13. Meanwhile, 5 people or 13% had a low attitude towards change with a score below 7. This statement is designed to assess individual responses and adaptations to changes within a company, with a focus on proactivity, communication of new rules, positive attitudes, individual readiness, and the company's ability to deal with change. The results of the survey involving 40 respondents provided valuable insights into employees' attitudes towards changes that occur in their work environment. Of the total respondents, 15% or 6 people showed a high attitude towards change, with a score above 13. This reflects that this group is proactive, has good readiness, and is open to the changes implemented by the company. They tend to adapt quickly and are willing to engage in the process of change, which is crucial in maintaining the company's sustainability and innovation. As many as 73% of respondents, or 29 people, were in the moderate category with a score between 7 and 13. This shows that while they have the readiness to face change, there is still room to improve their positive attitude and proactivity. Companies need to provide further support, both through more effective dissemination of new rules and policies as well as training that can help improve individual readiness. On the other hand, 13% of respondents or 5 people had a low attitude towards change, with a score below 7. This indicates the need for special attention to this group, who may feel uncomfortable or unsure of the changes being implemented. Better communication and involvement in the change process can help improve their attitude. Overall, this data provides a clear picture of employees' readiness and attitudes towards change in the company, highlighting the importance of communication and training strategies to improve positive responses to change.

CONCLUSION

Based on the research results, the majority of respondents showed results that were in the medium category for the variables of purpose, structure, leadership, relationships and rewards. This shows there is room for improvement in several aspects. First, the goals of the organization need to be clarified so that all members have the same understanding and are working towards the same goals. Second, there needs to be increased alignment between organizational goals and structure to ensure that the structure supports the achievement of these goals. Third, relationships between individuals in the organization and the reward system need to be improved to create a more harmonious and motivating work environment. Coordinating the activities of two or more people to achieve a common goal is a challenge for organizational units. This can only be achieved through effective communication, so that the organization and all existing resources can be directed towards achieving the expected goals (Candra & Rifa'i, 2016).

Effective organizational development requires a deep understanding of organizational culture, adaptation to environmental changes, and commitment from leaders and employees. Organizational diagnosis functions to identify core problems that hinder organizational effectiveness and efficiency. From the results of this diagnosis, strategies can be designed to improve overall organizational performance. Most employees are dissatisfied with the existing reward system, with only a small portion feeling satisfied. Therefore, recommendations for scientific development include increasing the effectiveness of reward systems, developing support mechanisms, and improving attitudes towards change among employees. This effort is expected to increase job satisfaction and employee performance.

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