



THE INFLUENCE OF STRATEGY COMPETENCY, ORGANIZATIONAL BEHAVIOR, AND STRATEGY LEADERSHIP ON ORGANIZATIONAL PERFORMANCE MEDIATED BY RESOURCE-BASED VIEW AT THE NAVAL STAFF AND COMMAND SCHOOL

BY

Firman Johan,^{1*} Farida Jasfar², Sarfilianty Anggiani³

^{1,2,3}Faculty of Economics, University Trisakti Jakarta, Indonesia



Article History

Received: 03/03/2023

Accepted: 14/03/2023

Published: 16/03/2023

Vol – 2 Issue – 3

PP: -07-14

Abstract

The purpose of this research is with the main consideration to establish the highest education in the Indonesian Navy and the Navy is to prepare the top officers of the Indonesian Navy and the Navy, then the Navy Command and Staff School was formed. ten months of education and predicated as a Strata Two vocational higher education whose graduates hold Masters in Applied Marine Operations. This is a characteristic that distinguishes it from other higher education institutions. This characteristic indicates that military values are inherent in the organizational culture of higher education, especially in the Naval Staff and Command School. The method of analysis is done through explanatory research, with the application of PLS/SEM. Concepts and problems under study look at causality, then explain the variables causing the problem under study. The research sample was 133 Leaders and staff of the Naval Command and Staff School. The results of this study strategy competency, organizational behavior, strategic leadership affect organizational performance. resource-based view has an effect on organizational performance. Likewise, strategy competency, organizational behavior, strategic leadership affect organizational performance which is mediated by resource-based view at the Naval Staff and Command School. Theoretical implications with the existence of competency strategy, organizational behavior, strategic leadership through increasing its dimensions will be able to improve the organizational performance of the Staff School and Naval Command so that it can increase the trust and loyalty of related parties. The managerial implication that needs to be implemented is that competence, behavior, and strategy are very influential on organizational performance, so increasing competence, behavior, and strategy through improving every dimension of policy and strategy, must be a priority to be able to maintain the organizational performance of the Naval Staf and Command School.

Keywords: strategy competency, organizational behavior, strategic leadership Resource based view, organizational performance.

1. INTRODUCTION

The Naval Staff and Command School is a military education institution within the organizational structure of the Indonesian National Army Navy, which has students called “Seskoal” Regular Education Student Officers with a length of education of ten months and is predicated as a Strata Two vocational higher education whose graduates hold the title of Master of Applied Marine Operations This is the hallmark of the Naval Staff and Command School which distinguishes it from other higher education institutions. This characteristic indicates that military values are inherent in the organizational

behavior of higher education, especially at the Naval Staff and Command College.

Starting from these characteristics, the organizational behavior formed is academic behavior with military nuances. This organizational behavior implies the need for appropriate methods in combining it with other factors such as leadership and competence to improve the performance of members of the Naval Staff and Command College.

As a higher education institution, Naval Staff and Command College has higher education quality standards based on BAN-PT regulation Number 3 of 2019 concerning higher education accreditation instruments. Thus, the Naval Staff and



Command School is required to implement the Tri Dharma of Higher Education and contribute to the development of science through the publication of research results for student officers and lecturers. In carrying out this task, the Naval Staff and Command School has a vision of making the Naval Staff and Command School a Center of Excellence on Naval and Maritime Science to realize middle officers of the Indonesian National Army Navy, who are professional, tough, and have character. The mission of the Naval Staff and Command School is to educate, equip and strengthen the middle officers of the Indonesian Navy, with the latest knowledge in the field of the Navy and maritime; train and hone skills in planning, analyzing, and problem-solving as staff and command in the field of strategy and sea operations; build behavior with the spirit of Sapta Marga, the Soldier's Oath and the Trisila of the Indonesian Navy, foster posture and physical fitness in accordance with physical development standards. The Navy builds middle-ranking officers of the Indonesian Navy who are proud to go to sea; and improves the quality and completeness of educational and supporting infrastructure.

The resource-based view at the Naval Staff and Command School is dominated by military values, norms, assumptions, and traditions, so that at the Naval Staff and Command School as the highest development education institution in the Indonesian Navy, military education behavior has been formed which is believed to be the most appropriate educational behavior applied to date, namely military education with characteristics; heavy physical exercise, and strict discipline.

The Indonesian Navy, especially the personnel staff, considers military experience as an added value in part, due to the mission-oriented work ethic of former military servicemen and the military quality management training associated with the knowledge management program used in developing the training quite comprehensively. The private sector can learn more from the military, including more effective ways of applying information technology for distant learning and teaching (Garcia-Lausin et al., 2019).

The phenomena found in the performance of the Naval Staff and Command School Education Institution are: (1) Not all structural lecturers have the capability to teach Master's Degree (S2) at the Naval Staff and Command School. (2) There is still a skewed opinion of the Master of Applied Marine Operations Study Program organized by the Naval Staff and Command School. (3) It is necessary to achieve the standards of lecturers and education personnel at the Naval Staff and Command School Education Institution to achieve better National Higher Education standards. This phenomenon is an implication of the fact that it is still relatively early to say that the Naval Staff and Command School Education Institution is close to perfection because this vocational higher education institution was only implemented at the Naval Staff and Command College in 2015. There are still many the Naval Staff and Command School Education Institution organizational performances that need attention to be adjusted in order to achieve the vision, mission, and goals of the organization this study will examine the effect of strategy

competence, organizational behavior, and strategy leadership on organizational performance mediated by the resource-based view. Compared to previous studies, research gaps were found in conceptual aspects and methodological aspects.

The research gap found is the placement of resource-based view variables as mediator variables, which mediate strategy competency, organizational behavior, and strategy leadership factors on organizational performance.

Novelty in this research is that strategy competency, organizational behavior, and strategy leadership have an influence on organizational performance at the Naval Staff and Command School. In previous studies, more focus was on the private sector, but in this study, more emphasis was placed on examining government institutions, namely the Indonesian Navy, in this case, the Naval Staff and Command School, indicators of each variable related to personnel activities, infrastructure, and policies.

2. LITERATURE REVIEW

This research tries to develop theories about strategy competency. According to Howard et al., (2021), strategy competency is an ability or capacity of a person to perform various tasks in a job where this ability is determined by intellectual and physical factors.

Organizational behavior according to Langford et al., (2020) is a discipline that studies how individual-level, group-level behavior should be, as well as its impact on performance (both individual, group, and organizational performance). Strategy leadership according to Meerits & Kivipõld, (2020) is the leader's ability to anticipate, imagine, maintain flexibility, and delegate authority to others to create the strategic changes the organization needs.

Resource-based view according to Freeman et al., (2021) which is carried out to see how resourcebased view helps human resources so that it will improve performance, several theories about resourcebased view.

Organizational performance according to Antony & Bhattacharyya, (2018); Oyewobi et al., (2019) states that the potential success of an organization depends on how much performance is carried out in relation to its ability to effectively implement strategies in achieving organizational goals. Organizational performance according to Oyewobi et al., (2019) can be defined as the quality and quantity of work that can be achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to the employee. If this cannot be implemented, it will hinder the expected progress for organizational performance. According to Omar & Nik Mahmood, (2020) identify factors that have a direct influence on the level of achievement of organizational performance, namely: Technology which includes work equipment and work methods used to produce products or services produced by the organization. According to Muafi & Kusumawati, (2020), organizational performance includes the quality of inputs or materials used by the organization including strategy competencies which include the physical environment which includes work safety, room arrangement

and cleanliness. Organizational Behavior as a pattern of behavior and work patterns that exist in the organization. Strategy leadership as an effort to control organizational members to work in accordance with organizational performance standards and goals.

Kakemam et al. (2020) also consider that strategy competency contains professional knowledge, professional skills, and professional attitudes and mention that professional strategy competency standards are based on recognized specialization within a certain period, and professional knowledge, skills, and attitudes will function together and occur simultaneously. This reveals the time meaning of professional competency strategies. In other words, the knowledge skills or standards required for specialization will change with time. strategy competency with a broad point of view, involved in all professional fields and the main problems of the customers served.

Strategy competency according to Weng et al., (2020) is to build employee relationships with managers in the workplace environment, explicitly influencing these employees to accept the changes that the organization wants to consider. So there is importance between employee confidence and organizational performance in the workplace and the relationship is influenced by related job characteristics or strategy competency is the main builder to consider positive changes, it may also have a negative impact due to lack of confidence.

Organizational behavior according to Gigol, (2020) includes aspects arising from the influence of strategy leadership on humans, as well as aspects arising from the influence of humans on aspects of organizational performance. Organizational behavior according to Alblas & Wijsman, (2021) is the understanding, prediction, and management of human behavior in organizations. The practical purpose of examining this study is to determine how human behavior affects efforts to achieve organizational performance goals.

Strategy leadership according to Carvalho et al. (2021) is the ability to understand the relationship between the concept of leadership, political power in the organization, the ability to make decisions to understand the genealogy of conflict and negotiation, and the ability to make decisions in constructing ideal organizational behavior to achieve the goals of organizational performance goals. According to Grinerud et al. (2021) strategy leadership is an effort to build the effectiveness of leaders lies solely in equipping the dimensions of technical skills and conceptual skills. Personal skills are marginalized. Whereas in fact the effectiveness of managerial activities and their influence on organizational performance, is highly dependent on the sensitivity of leaders to use their personal skills.

The definition generally states that the Resource Based View is a system that is part of the beliefs and values that can shape and show the behavior of its members. The relationship between mental attitude and work culture, a good mental attitude will produce an action, repeated actions will produce

habits, then habits that are repeated will become a habit and habits will become a work culture.

3. METHODOLOGY

This research uses survey techniques, deductive approaches and is quantitative in nature (Sarstedt et al., 2020). The deductive approach aims to test the theory through collecting data from respondents and then applying and observing it with statistical tests. The approach in this study is quantitative with the type of explanatory research or hypothesis testing research, Yusup (2018) explains that explanatory research explains the causal relationship between variables that affect the hypothesis. Research design according to Wang, Tang, & Cheng (2018) is hypothesis testing, which aims to explain the nature of the relationship between two or more variables. The study also tested the hypothesis, strategy competency Weng et al., (2020) organizational behavior Langford et al., (2020) and strategy leadership Grinerud et al., (2021), on organizational performance T. Kim et al., (2021), which is mediated by resource-based view (Husmann et al., 2020).

The population involved as an object in this study is the Indonesian Navy, under which there is a Naval Staff and Command School, which has approximately 140 personnel who are included in the categories of Principal Officers, General Staff, Structural Lecturers, Non-Structural Lecturers, and Guest Lecturers who can make decisions from each division or directorate. The sample in this study is random or probability where the selected population elements have the same opportunity. The method of collecting and determining samples using purpose sampling. The method is used with certain criteria according to the needs of the research (Ghozali, 2018).

The population of 140 came from Main Officials, General Staff, Structural Lecturers, Non-Structural Lecturers, and Guest Lecturers. The questionnaires that are feasible to use and process from the distribution of questionnaires as a whole are 133 respondents, while those that are not feasible to use are 7. The returned questionnaires have different characteristics. Descriptive statistics is a process that can be carried out in tabulated research data so that it can be easily understood and interpreted. Descriptive statistical data analysis aims to analyze data by summarizing and describing numerical data regarding gender, age, position, length of position, and education of respondents. This study will use a survey technique where the questionnaire is distributed evenly to all units of analysis, then the results of filling out the questionnaire are re-examined to get a questionnaire that can be accounted for in this study. This test is carried out to test the indicators of the questions used in the study which consists of two tests, namely validity testing and reliability testing.

4. RESULT AND DISCUSSION

Descriptive statistical data analysis aims to analyze data by summarizing and describing numerical data regarding gender, age, status, Male respondents are more dominant than women because for the work done a lot of going down to the field and strategic locations for this work is often done overtime,

working in time outside office hours and in every execution in the field requires extra energy in completing it. In addition, the percentage of male and female Navy personnel based on L personnel staff data that 70% male soldiers and 30% women (Kowal) so that the percentage of personnel affects the composition of personnel at the Naval Staff and Command School. The decision-making officials at the age of 41-50 they have an age that already really understands the conditions of work in the field, by maintaining relationships internally and also externally, fostering good cooperation in managing activities carried out evenly in each section. Ages 41-50 the officials have worked with high loyalty in addition to a long career for Officers and Staff at the Naval Staff and Command School.

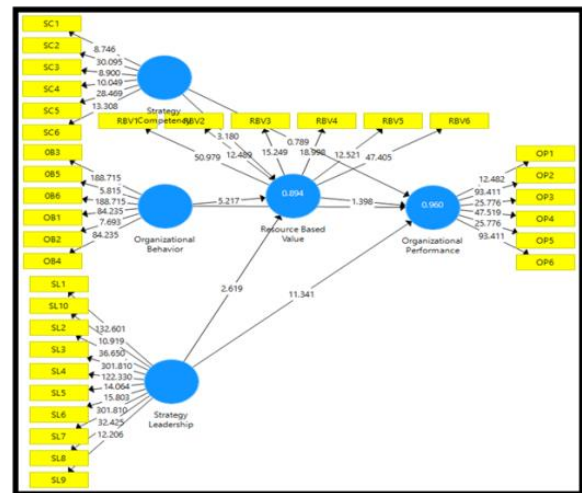
The tenure of 1-3 years with a percentage of 39.8% with a frequency of 53 people where in the activities carried out many staff at the echelon official level have a working period that often moves to meet the demands of the soldier's career assignment in Tour of Duty (TOD) and Tour of Area (TOA) both within the Navy, TNI or other positions outside the TNI. The length of service is less than 1 year, the percentage is 48.9%, with a frequency of 65 people, almost as many as those who often move or transfer positions. While at a service period of 5-10 years with a percentage of 3% and a frequency of 4 people shows that only a few are entering retirement in the Naval Staff and Command School organization.

Descriptive statistics of the variable strategy competency consists of 6 (six) statements for 3 (three) dimensions attitude, knowledge, and skills. The average value of each indicator is 4.118 for strategy competency, this shows that respondents at the Naval Staff and Command School have good competence for organizational performance. This average value is obtained from summing all individual data in the group and then divided according to the number of indicators. The highest average value is 4.233 with a standard deviation of 1.082, found in the Knowledge2 indicator, namely Pamen are given permission if they want to continue their education to a higher level, this means that the Naval Staff and Command School provides opportunities and encouragement to its personnel to develop potential in achieving maximum competence in order to realize the competency standards required by higher education. The Naval Staff and Command School provides opportunities for its personnel to continue to pursue better education in careers and positions to improve the organizational performance of the Naval Staff and Command School. If this can be done, it can motivate other personnel to always be enthusiastic about learning and working.

Descriptive statistics of organizational behavior variables consist of 6 (six) statements for 3 (three) dimensions of technical, concept, and people, descriptive statistics of strategy leadership variables consist of 10 (ten) statements for 5 (five) dimensions, namely: Descriptive statistics of variables from the Resource Based View consists of 6 (six) indicators/statements for 3 (three) dimensions: policy, procedure, and control. Descriptive statistics of variables from organizational performance consists of 6 (six) statements for 3

(three) dimensions: future orientation, work quality, and diversity.

Structural model testing can be evaluated by looking at the R-square model for each endogenous latent variable as the predictive power of the model. The path coefficient value for endogenous variables is assessed for significance based on the T-statistic or P-value. The results of structural model testing can be seen in Figure 1.1.



Source: Data processed -Pls.3.0 (2022)

Figure 1.1 Display of PLS Bootstrapping results

Based on the analysis that has been carried out, the discussion of the hypothesis is presented as follows:

- H1;** There is a positive influence of strategy competency on organizational performance
- H2;** There is a positive influence of organizational behavior on organizational performance
- H3;** There is a positive influence of strategy leadership on organizational performance
- H4;** There is a positive influence of strategy competency on resource based view
- H5;** There is a positive influence of organizational behavior on resource based view
- H6;** There is a positive influence of strategy leadership on the resource based view
- H7;** There is a positive influence of resource base view on organizational performance
- H8;** There is a positive influence of strategy competency on organizational performance mediated by resource based view
- H9;** There is a positive influence of organizational behavior on organizational performance which is mediated by the resource based view
- H10;** There is a positive influence of strategy leadership on organizational performance which is mediated by the resource based view

5. CONCLUSION

The results of this study provide a conclusion that in general there is an influence of strategy competency, organizational behavior, and strategy leadership on organizational performance mediated by resource-based view. Of the ten hypotheses proposed, all are proven to have an effect.

Resource-based view as a mediating variable plays an effective or strong role in increasing the influence of strategy competency, organizational behavior, and strategy leadership on organizational performance of the Naval Staff and Command School. The detailed research conclusions based on the objectives of this study are as follows:

1. There is an influence of strategy competency on organizational performance, meaning that the expectations desired by every Navy staff and personnel as well as the resources involved in the Naval Staff and Command School are how the competencies that have been owned by each personnel can be given the opportunity to develop and also benefit the organization. Military personnel and Staff have a way of thinking and behaving that is in accordance with the character desired by the organization such as Satria, self-sacrifice, hard work, and willingness to help others, and also have strong and skilled knowledge of the task, and get knowledge development from the institution, then the organizational performance of the Naval Staff and Command School will be well achieved.

2. There is an influence of organizational behavior on organizational performance, this means that organizational behavior is a good spirit for the personnel of the Naval Staff and Command School. Work behavior will grow well if the institution maximally understands what the personnel want by improving welfare and also increasing their ability to build the organization to become more qualified and become an organization that is able to provide comfort for both members and society.

3. There is an influence of strategy leadership on organizational performance of the Naval Staff and Command School, the meaning of this influence states that strategy leadership, which is accepted can provide a reaction to organizational performance, especially at the Naval Staff and Command School... The most dominant dimensions are militaristic and charismatic with the main indicators being that leaders invite staff with ideas and opinions to express their wishes, then leaders promote their decisions within the institution to be delegated to staff and implemented by Naval Staff and Command School personnel...

4. There is an influence of strategy competency on Resource-based view, the meaning of this influence is that a good strategy competency towards qualified human resources and commitment to Resource based view can provide a good reaction, especially on improving the ability of qualified human resources and being able to bring the organization to a better level. Strategy competency by emphasizing the Resource-based view can be done by increasing the dimensions of all personnel both military and civilian at the Naval Staff and Command School.

5. There is an influence of organizational behavior on Resource-based view, which means that this illustrates that the goal of good organizational behavior towards

institutions, especially the Naval Staff and Command School. will have a strong influence on organizational behavior in developing the desire of personnel to build a more maximum and quality Resource-based view.

6. There is an influence of strategy leadership on Resource based view, meaning that leadership affects the Resource-based view at at the Naval Staff and Command School. Strategy leadership on Resource based view is significant, with the most dominant leadership dimension is the militaristic leadership dimension. Indicators The leader uses a command system to his staff, the leader is firm with the staff and is always obedient and formal. This shows that leadership, especially the militaristic dimension, will have an impact on increasing the cooperation of each soldier from each resource involved with the ability of the organization to have a strong influence on the progress of the institution. Resource-based view will be good with high leadership the possibility of performance decline can be avoided.

7. There is an influence of Resource based view on organizational performance, meaning that Resource based view greatly influences the Naval Staff and Command School strategy and influences all officials and staff in making decisions so as to be able to provide maximum policies in maintaining the improvement of the performance of the Naval Staff and Command School...

8. There is an effect of strategy competency on organizational performance mediated by Resource based view, this shows that with a Resource-based view that mediates the strategy competency of Naval Staff and Command School personnel. can have a good impact on organizational quality. Strengthening and maintaining good relationships with direct supervisors, maintaining behavior to value relationships, working in groups, and being able to complete work to completion, so that in the end it will talk about positive things about the organization with colleagues and outsiders. The results of this test show that to achieve and improve organizational performance it is necessary to have maximum competence.

9. There is an influence of organizational behavior on organizational performance mediated by resource-based view, this shows that good work motivation affects the organizational performance of the Naval Staff and Command School. Maximum work motivation for organizational members brings all personnel involved will be maximized to maintain the quality of the organization's work. If this application can continue to be developed, organizational behavior and organizational performance will provide good work motivation for each member of the organization in providing good services to the community and the surrounding environment.

10. There is an influence of strategy leadership on organizational performance mediated by the resource-based view, this shows that the role of the leader in his

attitude and behavior to advance the Naval Staff and Command School is highly expected. How leaders are able to provide a sense of comfort and also enthusiasm for their personnel to continue to work and excel in accordance with their respective fields.

Based on the results of the research conducted, the theoretical implications related to the development of the theory of competence, behavior, leadership, and organizational performance of strategy competency, organizational behavior and strategy leadership mediated by resource-based view on organizational performance of the Naval Staff and Command School are as follows:

Strategy competency, organizational behavior, and strategy leadership The results of this study strengthen the influence and significance of strategy competency, organizational behavior, and strategy leadership mediated by resource-based view on organizational performance of the Naval Staff and Command School in line with previous research. (Weng et al., 2020)

Resource-based view as mediating Strategy competency, organizational behavior, and strategy leadership are able to improve the organizational performance of the Naval Staff and Command School (T. Kim et al., 2021),

The results of the study concluded that by increasing Strategy competency, Resource-based view through increasing its dimensions will be able to improve Organizational Performance of the Naval Staff and Command School (Husmann et al., 2020). can increase the trust and loyalty of related parties. Improving and developing the quality of human resources and development will give a good indication of organizational performance.

This research provides renewal in developing the influence of Strategy competency, organizational behavior, strategy leadership, and Resource-based view as well as organizational Performance of the Naval Staff and Command School (Grinerud et al., 2021).

In order to improve competency, behavior, and leadership as well as organizational performance, officials and staff must pay attention to the factors below:

This research shows that competence, behavior, and strategy greatly affect organizational performance, so increasing competence, behavior, and strategy through improving each dimension of policy and strategy must be a priority to be able to maintain the organizational performance of the Naval Staff and Command School so that it can give the impression and trust of the community.

The ability of human resources, in the process of assessing competence, motivation, and strategy involves all echelons and officials with third parties very closely so that cooperation and conformity to the technical specifications of the wishes of the community must be a top priority. The ability of the Naval Staff and Command School in terms of competence, behavior, and performance of decision-making officials, is a picture that can be felt by the community or cooperating parties so that

these various qualities must be a priority for improving and developing the Naval Staff and Command School. in meeting the quality of organizational performance, so as to be able to provide satisfaction to the community and have a positive impact on the Navy, especially the Naval Staff and Command School. This research also has limitations, among others:

This study only took a sample of respondents for echelon officials at the Naval Staff and Command School. as respondents, there are still many parties that can be used as references for the development of the Navy.

Research on strategy competency, resource-based view, and strategy leadership, is not too much developed, this is an obstacle in this study.

Response Rate to the questionnaire distributed the percentage is still not optimal, the returned questionnaire is also not optimal considering the limited respondents and also the respondents' busyness.

This research is only focused on the military institution sector so that the results of this study can only be referenced to certain sectors. Research can also be carried out in other areas such as other institutions and ministries or also ministries that exist outside the Navy institution so that they can compete in the future.

Further research can be carried out in collaboration with a wider range of respondents involved with military personnel for the advancement of human resources in Indonesia so that they are able to have good performance to compete.

REFERENCES

1. Alblas, G., & Wijsman, E. (2021). Organisational Behaviour. In *Organisational Behaviour*. <https://doi.org/10.4324/9781003194736>
2. Antony, J. P., & Bhattacharyya, S. (2018). Measuring organizational performance and organizational excellence of SMEs – Part 1: A conceptual framework. *Measuring Business Excellence*, 14(2), 3–11. <https://doi.org/10.1108/13683041011047812>
3. Cameron, K. (2017). Cross Cultural & Strategic Management. *Cross Cultural & Strategic Management*, 24 iss 1 p, 1–21.
4. Carvalho, M., Cabral, I., Verdasca, J. L., & Alves, J. M. (2021). Strategy and Strategic Leadership in Education: A Scoping Review. In *Frontiers in Education*. <https://doi.org/10.3389/educ.2021.706608>
5. Collis, D. (2016). Lean strategy. In *Harvard Business Review*.
6. Davis, G. F., & DeWitt, T. (2021). Organization Theory and the Resource-Based View of the Firm: The Great Divide. *Journal of Management*. <https://doi.org/10.1177/0149206320982650>
7. Freeman, R. E., Dmytriiev, S. D., & Phillips, R. A. (2021). Stakeholder Theory and the Resource-Based View of the Firm. *Journal of Management*.

- <https://doi.org/10.1177/0149206321993576>
8. Garcia-Lausin, L., Perez-Botella, M., Duran, X., Rodríguez-Pradera, S., Gutierrez-Martí, M. J., & Escuriet, R. (2019). Relation between Epidural Analgesia and severe perineal laceration in childbearing women in Catalonia. *Midwifery*. <https://doi.org/10.1016/j.midw.2018.12.007>
 9. Gellweiler, C. (2018). Cohesion of RBV and industry view for competitive positioning. *Strategic Management*. <https://doi.org/10.5937/straman1802003g>
 10. Ghozali, I. (2018). Ghozali 2018. In *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25*. Badan Penerbit Universitas Diponegoro: Semarang.
 11. Gigol, T. (2020). Influence of authentic leadership on unethical pro-organizational behavior: The intermediate role of work engagement. *Sustainability (Switzerland)*. <https://doi.org/10.3390/su12031182>
 12. Glaser, B. G., & Strauss, A. L. (2017). Discovery of grounded theory: Strategies for qualitative research. In *Discovery of Grounded Theory: Strategies for Qualitative Research*. <https://doi.org/10.4324/9780203793206>
 13. Glaser, B. G., Strauss, A. L., Glaser, B. G., & Strauss, A. L. (2019). The Discovery of Grounded Theory. In *The Discovery of Grounded Theory*. <https://doi.org/10.4324/9780203793206-1>
 14. Grinerud, K., Aarseth, W. K., & Robertsen, R. (2021). Leadership strategies, management decisions and safety culture in road transport organizations. *Research in Transportation Business and Management*. <https://doi.org/10.1016/j.rtbm.2021.100670>
 15. Howard, S. K., Tondeur, J., Ma, J., & Yang, J. (2021). What to teach? Strategies for developing digital competency in preservice teacher training. *Computers and Education*. <https://doi.org/10.1016/j.compedu.2021.104149>
 16. Husmann, I., Kleinaltenkamp, M., & Hanmer-Lloyd, S. (2020). Aligning resource integration and organizational identities in project networks. *Journal of Business and Industrial Marketing, July*. <https://doi.org/10.1108/JBIM-01-2019-0002>
 17. Kakemam, E., Liang, Z., Janati, A., Arab-Zozani, M., Mohagheh, B., & Gholizadeh, M. (2020). Leadership and management competencies for hospital managers: A systematic review and best-fit framework synthesis. In *Journal of Healthcare Leadership*. <https://doi.org/10.2147/JHL.S265825>
 18. Kim, T., Mullins, L. B., & Yoon, T. (2021). Supervision of Telework: A Key to Organizational Performance. *American Review of Public Administration*. <https://doi.org/10.1177/0275074021992058>
 19. Langford, D., Fellows, R. F., Hancock, M. R., & Gale, A. W. (2020). Organizational behaviour. In *Human Resources Management in Construction*. <https://doi.org/10.4324/9781315844695-9>
 20. Meerits, A., & Kivipõld, K. (2020). Leadership competencies of first-level military leaders. *Leadership and Organization Development Journal*, 41(8), 953–970. <https://doi.org/10.1108/LODJ-09-2019-0392>
 21. Muafi, & Kusumawati, R. A. (2020). Strategic consensus on organizational performance: a contingency approach of organizational culture and isomorphic pressure. *Journal of Industrial Engineering and Management*. <https://doi.org/10.3926/jiem.2480>
 22. Nagano, H. (2020). The growth of knowledge through the resource-based view. *Management Decision*. <https://doi.org/10.1108/MD-11-2016-0798>
 23. Omar, M. I., & Nik Mahmood, N. H. (2020). Mediating the effect of organizational culture on the relationship between training and development and organizational performance. *Management Science Letters*. <https://doi.org/10.5267/j.msl.2020.7.032>
 24. Oyewobi, L. O., Oke, A. E., Adeneye, T. D., & Jimoh, R. A. (2019). Influence of organizational commitment on work–life balance and organizational performance of female construction professionals. *Engineering, Construction, and Architectural Management*, 26(10), 2243–2263. <https://doi.org/10.1108/ECAM-07-2018-0277>
 25. Pistoni, A., & Songini, L. (2017). Strategic managerial control for the servitization strategy. In *Studies in strategic Managerial control* (Vol. 32).
 26. Robbins, S. P., Judge, T. A., Odendaal, A., & Roodt, G. (2016). *Organisational behaviour: Global and Southern African Perspectives*. Organisational Behaviour: Global and Southern African Perspectives.
 27. Sarstedt, M., Ringle, C. M., Cheah, J. H., Ting, H., Moisescu, O. I., & Radomir, L. (2020). Structural model robustness checks in PLS-SEM. *Tourism Economics*. <https://doi.org/10.1177/1354816618823921>
 28. Sohaib, O., Hussain, W., Asif, M., Ahmad, M., & Mazzara, M. (2020). A PLS-SEM Neural Network Approach for Understanding Cryptocurrency Adoption. *IEEE Access*. <https://doi.org/10.1109/ACCESS.2019.2960083>
 29. Wang, T. C., Tang, T. W., & Cheng, J. S. (2018). Art-oriented model of hotel service innovation. *International Journal of Contemporary Hospitality Management*, 30(1), 160–177. <https://doi.org/10.1108/IJCHM-02-2016-0059>
 30. Weng, S. S., Liu, Y., Dai, J., & Chuang, Y. C. (2020). A novel improvement strategy of competency for education for sustainable development (ESD) of university teachers based on data mining. *Sustainability (Switzerland)*. <https://doi.org/10.3390/su12072679>

31. Yusup, F. (2018). Uji Validitas dan Reliabilitas Instrumen Penelitian Kuantitatif. *Jurnal Tarbiyah : Jurnal Ilmiah Kependidikan*.
<https://doi.org/10.18592/tarbiyah.v7i1.2100>