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## The Influence of Strategic Competence, Transformational Leadership and Good Corporate Governance on The Organizational Performance of The Presidential Security Forces Mediated by Organizational Citizenship Behavior

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### Abstract

The aim of this research is to analyze the influence of strategic competence, transformational leadership and good corporate governance on organizational performance which is mediated by organizational citizenship behavior of the Presidential Security Forces.

The research method used in this research is hypothesis testing. This research is quantitative, using a questionnaire given to 178 Presidential Security Force personnel. Data analysis used SPSS and PLS.3.20 software with the Structural Equation Model (SEM) multivariate analysis method.

The results of this research show that the influence of strategic competence, transformational leadership and good corporate governance variables is significant and positive on organizational performance. Strategic competence influences organizational citizenship behavior. The transformational leadership variable influences organizational citizenship behavior. The influence of organizational citizenship behavior on organizational performance. The indirect influence of strategic competence, transformational leadership on organizational performance through organizational citizenship behavior, the results are supportive and positive. The indirect influence of good corporate governance has no effect and is negative on organizational performance which is mediated by organizational citizenship behavior of Presidential Security Force personnel with the strongest influence. on the transformational leadership variable on organizational performance which is mediated by organizational citizenship behavior.

The research implications of the existence of good corporate governance have not yet optimally supported the organizational performance of the Presidential Security Forces and the government needs to pay attention to this in the process of improving policy settings. Strategic competence and transformational leadership the results of this research significantly strengthen the influence of strategic competence and transformational leadership on the organizational performance of the Presidential Security Forces. Organizational citizenship behavior as a mediator of good corporate governance has not been able to improve the organizational performance of the Presidential Security Forces.

**Keywords:** Strategic Competence, Transformational Leadership, Good Corporate Governance, Organizational Citizenship, Behavior, Organizational Performance.

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## **1. Introduction**

The formation of Presidential Security Forces coincided with the proclamation of independence for the Republic of Indonesia, as well as the birth of the Indonesian National Army and Polri. At that time, the young fighters were moved to take on the role of protecting the President. The young men consisted of the Tokomu Kosaku Tai unit, which was the forerunner of the Private Guard Detachment, acting as personal bodyguards, and young men who were former members of the Homeland Defenders unit acting as Palace guards.

The readiness of the Presidential Security Forces on duty in the field must meet the criteria for personnel who have excellent abilities, such as concentration, focus, instinct to protect objects in the surrounding environment where the Very Important Person is located. If the personnel's capabilities are not optimal, it will affect the security duties carried out by the Presidential Security Force and create an opening for threats to the President and Vice President which will have a very broad impact on national and international stability.

Individually reliable and qualified Presidential Security Force personnel must have physical abilities and intelligence, these abilities include shooting ability, self-defense, personality, excellent physical and psychological health, and stable psychology. Apart from that, the Presidential Security Force must also can collaborate between personnel with one another in overcoming threats and disturbances to the safety of the President and Vice President, as well as State Guests at the level of Head of State, Head of Government and their families so that actions must be carried out appropriately, quickly and correctly. without the slightest error (Rofik, 2022).

The Presidential Security Force has the main function in carrying out its main duties, including: (Indonesian Ministry of Defense, 2020): Personal security for (VVIP) which includes all businesses, activities, and work. Guarantees personal safety and protects life (VVIP) from the threat of direct danger at close range. Organizing installation security which includes all efforts, activities and work to secure personnel, materials and facilities in the environment used (VVIP). Rescue security (VVIP) which includes all efforts, activities, and work, which are planned and directed. Protect and save lives (VVIP) from threats, disturbances, obstacles, and challenges that may occur at any time.

Direct close-range security during travel includes all businesses, activities, and work. Securing (VVIP) from all threats, interference, obstacles, and obstacles. Food and medical security (VVIP) which includes all businesses, activities, and work, visually and laboratory. Another way to protect your body or soul (VVIP) from dangers that can arise through food, drink, medicine, and other objects. Organizing special protocol events which include ranks of honor, ceremonial troops, and musical accompaniment during state ceremonies.

The function of the Presidential Security Force above shows that there is a strategic management development process including, among other things, strategic planning, strategy formulation, strategy implementation, monitoring and evaluation which in previous studies has been seen to influence the company's competitive position in the industry thereby determining performance (Cameron, 2020). The practice of strategic decision making in organizations is what is generally referred to as the strategic management process (Pistoni and Songini, 2020).

Personal competency is an individual's ability or capacity to carry out various tasks in a job. Robbins et al. (2020), where this ability is determined by intellectual and physical factors.

Another opinion says that the meaning of competence is a skill, knowledge, basic attitudes, and values contained in personnel which are reflected in the ability to think and act consistently.

Competence is not only about individual knowledge or ability, but the willingness to do what is known to produce benefits. According to Omar and Nik Mahmood (2020) identified factors that have a direct influence on the level of organizational performance achieved, namely: Technology which includes work equipment and work methods used to produce products or services produced by the organization.

According to Muafi and Kusumawati (2020), organizational performance includes the quality of input or materials used by the organization, including strategy competency which includes the physical environment which includes work safety, organizational governance arrangements which will give rise to a leadership spirit, so that the influence of leadership strategy is an effort to control members. organization to work in accordance with organizational performance standards and goals.

The phenomena found in the performance of the Presidential Security Force are: The role of leadership is very vital in carrying out the vision and mission of system elements. The problem in the Presidential Security Force is that there are no leadership aspect criteria in the quality measurement component. The problem with the government budget is that the bureaucracy is too long and takes too long, making it very inflexible, because the centralized budget system makes it late in supporting the performance of the Presidential Security Force, resulting in borrowing bailout funds from cooperatives and hampering the performance of the Presidential Security Force, which is contrary to the dynamics of activities for Very Very Important Persons.

This research examines the influence of transformational leadership and good corporate governance on organizational performance which is mediated by organizational citizenship behavior. Compared with previous studies, research gaps were found in conceptual and methodological aspects.

The research gap found was the placement of the organizational citizenship behavior variable as a mediator variable, which mediates the factors of strategy competency, transformational leadership, and good corporate governance on organizational performance. This can be seen in research: Ugwu et al. (2020) regarding transformational leadership carried out at universities in Nigeria. Previous research on partnerships also shows a research gap in conceptual aspects, namely research by Afram et al. (2022) which discusses the mediating role of personnel involvement and organizational citizenship behavior on organizational performance.

## **2. Literature Review**

According to McKerracher et al. (2019) organizational performance is achieving goals in the form of quality products, high profits, large market share, good financial results, and the survival of an organization at a specified time and adopting action strategies that can be implemented. Through the organizational performance of an organization, it can be assessed how an organization can carry out activities related to expanding market share, income levels and product quality compared to other organizations in the same industry and how its role and involvement with regulations, especially government regulations or understanding of good corporate governance.

Strategic competence according to Weng et al. (2020) is to build employee relationships with managers in the workplace environment, explicitly influencing these employees to accept changes that the organization wants to consider. So, there is an importance between employee trust and organizational performance in the workplace and this relationship is influenced by job related characteristics or strategic competence is a key builder for considering positive change, it may also have a negative impact due to lack of self-confidence.

According to Matthews (2023), members of the Presidential Security Force are selected people from each force level, namely, Air Force, Navy, Army, and Police so the screening sequence and stages are quite strict. The initial selection starts with a psychological test, especially questions about the level of calmness, speed and courage in decision making. This test is used to determine the psychological condition of prospective Presidential Security Force members. The reasons include the fact that in their daily duties they involve holding weapons as a means of security. Apart from that, the Presidential Security Force must have a leadership spirit.

According to Fries et al. (2021) leadership is a process that influences individual or group activities to achieve a goal in a certain situation. According to Islam et al. (2021) there are 4 traits that can influence the success of leadership in an organization, namely (1) intelligence, namely the ability to act purposefully, think rationally, and deal with the environment effectively. (2) social maturity, namely the ability to function with appropriate responsibility and understanding of social rules and norms in a particular culture and the ability to use knowledge appropriately. (3) self-motivation, namely the ability to motivate oneself without the help of other people, or more precisely, the process of becoming aware of one's own desires which are usually buried and (4) personal relationships, namely efforts to improve human relationships, avoid and resolve personal conflicts that occur, reducing uncertainty regarding something related to personal relationships, as well as sharing knowledge and experiences with others.

Transformational leadership is characterized by conditional appreciation. Hansen and Pihl-Thingvad (2019) developed transactional and transformational leadership. According to him, lower supporting needs such as physical needs, security and expectations can be met adequately by implementing transformational leadership. The characteristics of transformational leadership are contingent reward and active management by exception and passive management by exception.

According to Padoli (2019) good corporate governance is an effort to realize that it requires an element of professionalism from government officials in providing public services. Professionalism places greater emphasis on the ability, skills, and expertise of government officials in providing responsive, transparent, productive and efficient services. According to Rosmawati (2020), good corporate governance is also defined as a system that regulates and controls an organization that creates added value for all stakeholders.

Organizational Citizenship Behavior (OCB) is an individual's contribution that exceeds role demands in the workplace, involving several behaviors, including helping others, volunteering for extra tasks, complying with workplace rules and procedures. This behavior describes "personnel added value" which is a form of prosocial behavior, namely social behavior that is positive, constructive, and meaningfully helpful (Guo et al., 2022). Organizational Citizenship Behavior (OCB) is a form of work behavior that is usually not visible or considered. This

behavior arises because individuals feel that the organization feels satisfied if they do something extra to maintain organizational performance (Yang et al., 2022).

The Presidential Security Force organizational performance wants to generate benefits from its intellectual capital, so the role of human capital should be seen as a strategic resource, because only humans can create knowledge. Organizations should pay attention to the dimensions of knowledge and differences in value creation activities related to human capital as a superior resource for the organization. According to Alarabiat and Eyupoglu, (2022) organizational performance should be able to shape the organization's physical environment which can encourage creativity and leadership that has shared values and openness. Focusing on this section, organizations must be able to develop more significant programs that can encourage innovation.

The Presidential Security Force considers military experience a plus in part, due to the mission-oriented work ethic of military personnel 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 to apply information technology to remote learning and teaching for organizations (Garcia-Lausin et al., 2019).

The good corporate governance applied to the Presidential Security Forces to determine equipment and technology has not been running optimally, because there are still many obstacles that occur at the Presidential Security Force including: Determining Alutsista For operations, the Advance Team is still asking for support from the Indonesian National Army Headquarters, and many obstacles so that this cannot be supported due to other activities of the Indonesian National Army. So, the Presidential Security Force is not free to determine according to equipment needs. Apart from that, the equipment provided tends not to look at the functional and practical aspects of mobility, making the equipment not yet adaptable to face contemporary threats.

### **3. Methodology**

The research method used in this research is a quantitative method. Research using quantitative methods, namely researchers using questionnaires in carrying out data collection techniques. The quantitative method is a research method based on the philosophy of positivism, used to research the conditions of natural objects, (as opposed to experiments) where the researcher is the key instrument, data collection techniques are carried out triangulation (combined), data analysis is inductive/quantitative, and quantitative research results emphasize meaning rather than generalization (Fadli, 2021).

The quantitative method used in this research aims to highlight the facts that exist in the organization, namely, to look at the strategic competence of Strugar Jelača et al. (2022), transformational leadership Deng et al. (2022), good corporate governance Keremidchiev and Nedelchev (2022) as an independent variable and organizational performance Olan et al. (2022) as the dependent variable, while organizational citizenship behavior Alhashedi et al. (2021) as a mediating variable.

The population in this study were policy-making personnel of the Presidential Security Forces. Referring to Sekaran (2019), in general sample sizes greater than 50 and less than 500 are the most relevant to use in research. The population in this study was 180 leaders of the policy-

making forces with the assumption that the personnel had sufficient and relevant knowledge of the Presidential Security Forces organization. Apart from that, it is also assumed that personnel are familiar enough with the research object so that data relating to the research object can be obtained through policy-making personnel. The criteria for determining the sample size are based on considerations of the analytical tool that will be used.

Questionnaires are distributed to personnel who are assistant leadership elements, service elements and implementing elements who are referred to as main officials daily. Respondents in this study were Groups A, B C, D of the Presidential Security Force. The existing population is not entirely used as a source of primary data. The population that is considered sufficient represents the population that will be used as the primary data source. A collection of parts of the population is called a sample (Hair et al., 2021).

Sampling in this research used a sampling technique based on specific objectives (purposive sampling). This is done with the aim of obtaining the required information from people who are deemed to meet the criteria set by researchers (Hair et al., 2021). Individuals who meet the requirements to be selected as respondents are those who meet the following criteria:

1. The current position in the Presidential Security Forces is the minimum as a decision maker.
2. One year of work experience in the Presidential Security Forces.
3. Minimum education is an equivalent diploma in the military and defense field.

The above criteria are made with the assumption that the respondent has sufficient and relevant knowledge of the Presidential Security Force. Apart from that, it is also assumed that the respondent knows enough about the research object so that data related to the research object can be obtained from the respondent. Determining the number of respondents used in this research will use a statement from Hair et al., (2021) which states that the number of respondents in the sample must be matched with the number of statements (indicators) listed in the questionnaire distributed where each indicator is proportional to 5 - 10 samples. Based on the assumption of  $n \times 5$  observed variables (index) up to  $n \times 10$  observed variables (index).

In this study, there were 35 statements which were used to multiply by 5 to obtain results of 175 respondents. Based on the statement above, the total sample that must be taken is a minimum of 175 respondents.

Structural Equation Modeling or often abbreviated as SEM is a multivariate analysis technique that can test relationships between complex variables Hair et al. (2021) SEM can test structural models and measurement models, capable of testing measurement error and factor analysis along with hypothesis testing. The main objective of equation model analysis is to explain the relationship between exogenous or endogenous variable constructs and endogenous variable constructs. In this study, to find the reliability of the instrument, we used the PLS Version 3.20 program. Test criteria use Cronbach's Alpha testing.

#### **4. Result and Discussion**

The output results explain that as many as 180 questionnaires were distributed, and obtained 178 respondents who completed all the indicators, there were 2 questionnaires that were completed incomplete and did not meet the requirements for processing research data. Based

on the results of distributing the questionnaire, the response rate was 98% of the respondent population, making it very suitable for data processing.

Explaining that there were 112 male respondents or 62.9% and 66 female respondents or 37.1%. These results show that more men are the decision makers in Groups A, B C, D, Presidential Security Forces compared to female respondents because the work carried out requires consistency in the field by men as influenced by time and implementation.

Explaining that the age of 21-30 with 86 respondents or 48.3% shows the age of a career that is just entering the developing stage, the age of 31-40 shows the stage starting to reach maturity for the Presidential Security Forces with 48 respondents or 26.9% where at that age careers and positions are entering a very productive period and are in a very good process, continued with the age of 41-50 with 39 respondents or 21.9%, the age entering the most productive period in work where the Presidential Security Force is very experienced with work.

Explaining the educational level of respondents who graduated from Diploma/D3, there were 31 respondents with a percentage of 17.4%, meaning that the Presidential Security Forces do not have a good level of education because of the loyalty that has occurred so far as the Presidential Security Forces and were appointed as Presidential Security Forces personnel and have not continued their education to a higher level. As many as 86 respondents graduated with Bachelor's/S1 degrees or 48.3% of the quality of Presidential Security Force personnel, many of whom had special education according to their expertise in the field of security.

Test results for descriptive statistics for each indicator were also carried out. The independent variables measured from strategic competence dimensions are attitude, knowledge, skill. The independent variables measured from the transformational leadership dimensions are contingent reward, management by active exception, individualized consideration. The independent variables measured from good corporate government dimensions are accountability, responsibility, independence, fairness. The mediating variable is measured from organizational citizenship behavioral dimensions are loyalty, obedience, participation, and the dependent variable is measured from organizational performance, the dimensions are work productivity, work quality, cooperatives—social skills.

Evaluation of the structural model starts from testing the feasibility of the model by looking at the R-square.

The organizational citizenship behavior variable has a mediating model which shows that the adjusted R-Square value of 0.930 organizational citizenship behavior can be a link to organizational performance. This figure can explain variables, strategic competence, transformational leadership, good corporate governance is able to explain organizational performance of 93.0%. The R-square value for organizational performance is 0.912, indicating a strong model because it is more than 0.5. The organizational performance variable can be explained by organizational citizenship behavior 91.2%.

The effect size  $f^2$  value for the strategic competence variable is 0.338, meaning that the strategic competence variable has a strong influence as well as the transformational leadership value of 0.350. The transformational leadership variable has a strong influence at the structural level. The good corporate governance variable is 0.427, meaning the good corporate governance variable has a strong influence. The strength of the mediating effect size  $f^2$  is acceptable in research with small samples. The variables strategic competence, transformational leadership,

and good corporate governance show values that meet the requirements, namely 0.338, 0.350 and 0.427, indicating the value of all effect size  $f^2$  variables is more than 0.2, which identifies a strong influence at the structural level.

Knowing the comparison of the research model with the indicator covariance matrix requires a quality index test. The community value is 0.834, where the value of all indicators is divided by the number of existing indicators, then a value of 0.834 is obtained. This means that all indicators have met the testing requirements above 0.6. The R-Square value is the sum of all variable values divided, the result is 0.849, meaning that all variables are above 0.7 and are suitable for use. The higher the Goodness of Fit Model, the better the resulting model (Shandyastini et al., 2019). The Goodness of Fit Model results are 0.875, greater than 0.849, so it is concluded that the model used is very good and can be used in research (Ghozali, 2019).

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

Hypothesis # 1: strategic competence has a significant and positive effect on organizational performance.

Hypothesis # 2: transformational leadership has a significant and positive effect on organizational performance.

Hypothesis # 3: good corporate governance has a significant and positive effect on organizational performance.

Hypothesis # 4: organizational citizenship behavior has a significant and positive effect on organizational performance.

Hypothesis # 5: strategic competence has a significant and positive effect on organizational citizenship behavior.

Hypothesis # 6: transformational leadership has a significant and positive effect on organizational citizenship behavior.

Hypothesis # 7: good corporate governance has a significant and positive effect on organizational citizenship behavior.

Hypothesis # 8: strategic competence has a significant and positive effect on organizational performance which is mediated by organizational citizenship behavior.

Hypothesis # 9: transformational leadership has a significant and positive effect on organizational performance which is mediated by organizational citizenship behavior.

Hypothesis # 10: good corporate governance has no significant and negative effect on organizational performance which is mediated by organizational citizenship behavior.

## **5. Conclusion**

The results of this research conclude that the variables strategic competence, transformational leadership, good corporate governance have a significant and positive effect on organizational performance which is mediated by organizational citizenship behavior.



The direct influence of strategic competence, transformational leadership and good corporate governance variables on organizational performance, the results of hypothesis testing show that transformational leadership is the variable that has the most significant and positive influence on organizational performance, followed by strategic competence, then the good corporate governance variable. This shows that transformational leadership has an important role in encouraging organizational performance. The direct influence of strategic competence, transformational leadership and good corporate governance variables on organizational citizenship behavior, the results of hypothesis testing show that transformational leadership is the variable that has the strongest significant and positive influence on organizational citizenship behavior, followed by strategic competence and good corporate governance. This shows that transformational leadership has a very important role in encouraging organizational citizenship behavior. The direct influence of organizational citizenship behavior on organizational performance, the results of hypothesis testing show that there is the strongest significant and positive influence of organizational citizenship behavior on organizational performance. This shows that organizational citizenship behavior plays an important role in encouraging organizational performance.

The indirect influence of strategic competence, transformational leadership and good corporate governance variables on organizational performance is mediated by organizational citizenship behavior. The results of hypothesis testing show that strategic competence is the variable that has the strongest significant and positive influence on organizational performance, followed by transformational leadership. This shows that strategic competence mediated by organizational citizenship behavior plays an important role in encouraging organizational performance.

Based on the results of the research conducted, the theoretical implications that influence the development of the theory of organizational citizenship behavior and organizational performance from strategic competence, transformational leadership, good corporate governance to the Presidential Security Force are as follows: Strategic competence, transformational leadership, good corporate governance, the results of this research strengthen The significant and positive influence of strategic competence, transformational leadership, good corporate governance on the organizational performance of the Presidential Security Force is in line with previous research (Strugar Jelača et al., 2022). This is in line with the development of information that requires the organization of the Presidential Security Force to be better. Organizational citizenship behavior as a mediation of strategic competence, transformational leadership can increase optimally in encouraging the organizational performance of the Presidential Security Forces (Olan et al., 2022). Organizational citizenship behavior as a mediator of good corporate governance has not been able to improve optimally in encouraging the organizational performance of the Presidential Security Forces and needs to be taken into special note in improving the organizational performance of the Presidential Security Forces. This research provides the latest in the development of the direct and indirect influence of transformational leadership and variables. organizational citizenship behavior as well as organizational performance of the Presidential Security Force.

In this research, to be able to maintain and improve organizational performance, leaders as decision makers must pay attention to the following things: Organizational performance is greatly influenced by transformational leadership so that the creation of sustainable human resource development and management programs in providing security system infrastructure can provide effectiveness and efficiency of the rescue and security process. The development

of policies in the rescue and security of Very Very Important Persons must be supported by the development of organizations and institutions that have international competitiveness so that they can be a source of pride. Developing an integrated competency strategy from the planning, provision, supervision, and reporting processes, can be a powerful tool in ensuring the existence of personnel so that they can increase trust and loyalty to related parties. Increasing good corporate governance cooperation patterns with the Presidential Security Forces in the context of strategic planning for the development, provision, and management of infrastructure for the Presidential Security Forces based on funding effectiveness and efficiency. Improving good corporate governance in the use of Troop infrastructure Presidential security so that it can provide encouragement in protecting Very Very Important Persons. Transformational leadership of the Presidential Security Force so that it can include security policies in development plans with development priorities and leadership implementation plans.

The government's role in planning the development of the Presidential Security Force will lead to general policies to increase strategic competence, transformational leadership and maintain strategy and also organizational development in an effort to increase organizational performance, especially for Presidential Security Force personnel. Increasing organizational citizenship behavior through increasing its dimensions can improve the organizational performance of the Presidential Security Forces and increase the trust and loyalty of related parties. Improving and developing the quality of human resources must first pay attention to policies and strategic plans.

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