
The Influence of Ethical Climate, Strategic Change Management and Transactional Leadership on Organizational Performance Secretariat General of The National Resilience Council Mediated by Organizational Commitment

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Abstract

The aim of this research is to analyze the influence of ethical climate, strategic change management, transactional leadership, on organizational performance which is mediated by organizational commitment of the Secretariat General of the National Resilience Council.

The research method used in this research is hypothesis testing. This research is quantitative, using a questionnaire given to 259 Personnel of the Secretariat General of the National Resilience Council. Data analysis used SPSS /SEM software with the Structural Equation Model (SEM) multivariate analysis method.

The results of this research have a direct influence on the variables ethical climate, strategic change management, transactional leadership which have a significant and positive effect on organizational performance. ethical climate, strategic change management, transactional leadership have a significant and positive effect on organizational commitment. The direct effect of organizational commitment is significantly positive. The indirect influence of ethical climate, strategic change management, transactional leadership on organizational performance which is mediated by organizational commitment is significant and positive. The strongest influence is the organizational commitment variable on organizational performance. management and implications of the existence of an ethical climate, strategic change management, transactional leadership maximally support the organizational performance of the Secretariat General of the National Resilience Council and this needs to be paid attention to by organizations in the process of changing policy settings. ethical climate, strategic change management, transactional leadership the results of this research significantly strengthen the influence of ethical climate, strategic change management, transactional leadership on the organizational performance of the Secretariat General of the National Resilience Council. organizational commitment to organizational performance has not been able to improve the performance of the Secretariat General of the National Resilience Council. However, organizational commitment as a mediation for ethical climate, strategic change management, is able to improve the organizational performance of the Secretariat General of the National Resilience Council.

Keywords: Ethical Climate, Strategic Change Management, Transactional Leadership, Organizational Commitment, Organizational Performance.

1. Introduction

As the number of types of threats increases, it is appropriate for a country to have a forum or place that can coordinate cross-sectoral interests to face multidimensional threats that are critical across sectors. This forum in many countries is called the National Security Council. In Indonesia, this institution or agency is still called the National Defense Council, which is the state's demand for the role of a government in ensuring human security, national defense, public order and security and internal security. Therefore, the implementation of national defense policies and strategies as an integral part of national security policy requires participation. active other agencies that handle the national economy and national welfare, including support from all levels of society.

The National Resilience Council of the Republic of Indonesia, which was initiated by the leaders of this country, requires an increase in quantity and quality through a comprehensive understanding of all components of the nation, both internal, permanent members and non-permanent members of National Defense Council of the Republic of Indonesia, as well as external officials, namely Executive, Legislative and Judicial Institutions. national goals, and internally is a member of the Secretary General of National Security who has the task of creating a recommendation concept to be used as a basis for analysis of crisis-like problems. The lack of understanding of the duties and functions of the internal members of the National Secretariat General on the maps and working mechanisms of the National Secretariat General will greatly influence the output. organizational performance of the National Defense Council of the Republic of Indonesia.

Organizations currently carry out their activities in a competitive environment, and if the organization wants to survive and exist, it must be ready to face many challenges whose impact will affect performance. According to Garavan et al. (2021) organizations that can face challenges by using resources as maximally and efficiently as possible will be able to maintain and even improve their business performance. According to Duchek (2020) organizational performance is a vital indicator of organizational success or failure. Even though it is supported by facilities and infrastructure as well as excessive financial resources, without the support of competent human resources, organizational activities will not run well and optimally.

The role of transactional leadership and organizational commitment is very vital in carrying out the vision and mission of system elements. The problem at the Secretariat General of the National Resilience Council of the Republic of Indonesia is that there are no leadership aspect criteria in the quality measurement component. To realize the vision and mission of the National Resilience Council of the Republic of Indonesia, the leadership of the National Resilience Council of the Republic of Indonesia is needed which includes strategic change management to provide clear direction for the organization.

Phenomenon that occurs in organizations at the Secretariat General of the National Resilience Council. That the Secretariat General of the National Resilience Council has not yet functioned according to its position, duties and functions optimally, because the President already has other advisory institutions within the presidency. The National Security Council of the Republic of Indonesia needs to be revitalized and validated as a National Security Council. Many personnel have high commitment and good abilities but are not paid attention to by the leadership so that the leadership's careers and functions do not run optimally for the organizational performance of the Secretariat General of the National Resilience Council.

The research gap with previous research is looking at research constructs, where the organizational commitment variable is used as a mediating variable for ethical climate, strategic change management, transactional leadership. This can be seen in the research of Cesinger et al. (2023) research conducted on senior managers in France showed that organizational commitment is very necessary in increasing organizational performance. Furthermore, the research gap in the method (methodological) aspect is the difference in the research instruments used according to the dimensions or variable indicators which refer to the theory used in constructing the research variables.

Previous research on partnerships also shows a research gap in the conceptual aspect, namely research by Young et al. (2021) exchange theory and self-determination theory where transactional leadership are theorized to influence follower performance sequentially through leader exchange. This was done to see the important role of transactional leadership in strengthening it in building quality organizational performance at the Secretariat General of the National Resilience Council, because so far there are still many things that have not been implemented well at the Secretariat General of the National Resilience Council, especially in the interaction between leadership and personnel. very less in achieving organizational goals. Furthermore, the research gap in the method aspect is the difference in the research instruments used according to the dimensions or variable indicators which refer to the theory used in constructing the research variables.

This research is potentially useful for increasing knowledge about the contribution of culture, change, leadership and commitment in organizational performance, as well as providing valuable insight for organizational beneficiaries, namely the government, in making better decisions and increasing the speed and accuracy of work in government. This shows that the challenge of developing an organization in accordance with its duties and functions that truly has superior character and can think comprehensively, including threats to aspects of Astagatra and feelings of love for one's country, is quite difficult. For this reason, in this research we will discuss how national defense values can be developed in the National Secretariat General and national insight in general.

2. Literature Review

The theoretical basis contains a theoretical framework that will discuss theoretical concepts for solving research problems. The theoretical framework was built referring to the resource-based view of strategy and the idea of dynamic capabilities. Grand theory Resources-Based View is the basis of a theory that generally explains the problems in research. The conceptualization of this research is to combine grand theory combined with perfective knowledge-based view and contingency theory. Middle range theory found in organizational performance, ethical climate, strategic change management and applied theory variables in transactional leadership and organizational commitment variables.

Resources-Based View is a business management or tool used to determine the strategic resources available to a company. The fundamental principle of the Resources-Based View is that the basis for the competitive advantage of a company lies primarily in the application of valuable resources in the company. According to Bamel, (2018) Resources-Based View is a theoretical concept born from research by economic experts throughout the world, where this theory is believed to be able to provide answers in creating competitive advantage for a company.

Organizational performance according to Wong et al. (2020) wants to generate benefits from intellectual capital, so the role of human capital should be seen as a strategic resource, because only humans can create knowledge. For the National Security Council, decision-making leaders are an important dynamic factor in the management process. Organizations are collaborations between organizations that are bound by provisions and an ethical climate, so that the success of leaders in moving the wheels of the organization in the transactional process through decisions taken cannot be separated from the attitudes of members or subordinates towards these leadership decisions (Eseryel et al., 2021).

According to Mulki and Lassk, (2019), ethical climate is a term used to contain a series of behavioral variables that refer to values, beliefs and basic principles that act as a basis for an organization's management system. According to Al Halbusi et al. (2020) ethical climate is the personality of an organization that differentiates it from other organizations which leads to the perception of each member in viewing the organization. Management by exception emphasizes management as control. The leader only checks and evaluates errors that need to be corrected, and if the subordinate does not meet the criteria, the leader intervenes with the subordinate. An extraordinary management practice, where leaders delegate responsibility to their subordinates, which then takes the form of praise to their subordinates to lift their hearts and give prizes if the report meets the criteria (Tran et al., 2020).

According to Abbas (2021), transactional leadership involves superior-subordinate relationships based on a series of bargaining activities between the two. Transactional leadership is characterized by conditional rewards developing leadership and lower supporting needs such as physical needs, safety, and expectations can be met adequately by implementing transactional leadership. The characteristics of transactional leadership are contingent reward and management by exception active and management by exception passive.

According to Nosratabadi et al. (2020) several factors that influence organizational performance are how personnel in the organization try to create good organizational commitment to the goals and mission of the organization. Several environmental factors related to commitment are, organizational reliability, namely the extent to which individuals feel that the organization where they work cares about its members, both in terms of interests and welfare, feelings of being considered important by the organization, namely the extent to which individuals feel needed in achieving the organization's mission.

According to Pham (2019), organizational performance 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. Organizations should be able to form a physical organizational environment that can encourage creativity and an ethical climate that has shared values and openness. If the performance of each section is not met, the organization must be able to develop more significant programs, which can encourage strategic change management in the future.

Strategic change management according to Setiadji et al. (2019) is one of the most dynamic areas in many research fields, for example strategic management and corporate turnaround. Indeed, strategic change management has been recognized as one of the main sources of improving organizational performance. Another view of strategic change management according to Naamati Schneider (2020) has focused on how to maintain or improve organizational performance. This view recognizes that organizations can maintain and improve

performance with consistent and persistent use of strategic change management and a focus on aligning organizational strategy, structure and ideology with ongoing changes, especially an understanding of organizational commitment.

To achieve organizational commitment, Aranki et al. (2019) stated that organizational commitment involves three attitudes: a sense of identification with the organization's goals; feeling involved in organizational tasks; and feelings of loyalty to the organization." This indicates the opinion that organizational commitment includes three attitudes, namely: individual alignment with organizational goals; individual involvement in organizational tasks; and individual loyalty to the organization.

Organizational commitment is essentially an individual's attitude and values given to an organization to dedicate themselves to an organization and be involved in efforts to achieve the mission, values and goals of the organization. The concrete form is the extent to which organizational members devote their attention, ideas and responsibilities to achieve organizational goals. According to (Klein & Park, 2015) states "Organizational commitment is the extent to which personnel identifies himself with the organization and wants to continue to actively participate in it". This indicates the opinion that organizational commitment is the level of togetherness of personnel towards the organization and their desire to continue to actively participate in it. There are two things that are requirements for an organization's organizational commitment, namely the individual's togetherness towards the organization and active participation in the organization. To understand organizational commitment, it is necessary to know what things make personnel want to remain as members of an organization.

The potential of every human resource in an organization must be utilized as well as possible so that it can provide optimal work results. Potential, according to (Hamid et al., 2019), is ability, capability, strength or power that has the possibility of being developed into a greater form. Achieving the goals set by an organization does not only depend on modern equipment, complete facilities and infrastructure, but also depends on the people who carry out the work. The success of an organization is greatly influenced by the performance of individual personnel.

The role of transactional leadership and organizational commitment is very vital in carrying out the vision and mission of system elements. The problem at the Secretariat General of the National Resilience Council of the Republic of Indonesia is that there are no leadership aspect criteria in the quality measurement component. To realize the vision and mission of the National Resilience Council of the Republic of Indonesia, the leadership of the National Resilience Council of the Republic of Indonesia is needed which includes strategic change management in order to provide clear direction for the organization.

3. Methodology

The quantitative method used in this research is to convey the facts that exist in the organization, namely to see and test the ethical climate analysis hypothesis Zagenczyk et al. (2021), strategic change management Guerra-López and El Dallal, (2021) and transactional leadership Puni et al. (2021), organizational performance (Strugar Jelača et al., 2022) which is mediated by organizational commitment, Hirschi and Spurk, (2021) In research using the verification method Hair et al. (2021) method for researching the status of human groups, objects, conditions and systems of thought.

The research was conducted cross-sectionally because data was collected all at once and only once at a time (Cooper & Schindler, 2014) namely through distributing questionnaires to respondents. A research method that aims to determine the causal relationship between variables through hypothesis testing through statistical calculations so that evidentiary results are obtained that show the hypothesis is rejected or accepted.

The number of samples in this research is a saturated sample, where the entire population is sampled as 177 respondents consisting of various elements of government and the TNI. Primary data collection in this research was carried out through a survey process. The survey was conducted using a questionnaire instrument. Questionnaires are the most used data collection instrument in business research (Hair et al., 2021). The population that is also a saturated sample in this research is the leadership officials at the Secretariat General of the National Resilience Council at the level of determining strategic or operational policies consisting of TNI and Civil elements.

The data collection technique uses primary data through a questionnaire by providing a set of written lists of indicators to obtain information from several respondents about the conditions experienced by the respondents, then all alternative answers are listed in the questionnaire so that the respondent just must choose the appropriate answer. The distribution of questionnaires in this research uses research data collection techniques through personally administering questionnaires by visiting potential respondents by arranging an appointment first and mail/online questionnaires are filled in directly by respondents via Google form.

The questionnaire created did not ask for the name of the respondent and the company where he worked to ensure that the respondent gave objective answers. The cover letter also states that the data collected will be kept confidential and only for academic purposes. Based on these reasons, hypothesis testing in this research uses PLS-SEM Version 3.30 which has more flexibility than Covariance Based – Structural Equation Modeling (CB-SEM) for regression research and can conduct path analysis with latent variables.

This indirect effect test was carried out to determine the variable that plays a mediating role between variables, namely the ethical climate variable on organizational performance which is mediated by organizational commitment. The strategic change management variable on organizational performance is mediated by organizational commitment. The transactional leadership variable on organizational performance is mediated by organizational commitment. A relationship is significant with a significance level of 5% with the t-statistics requirement exceeding 1.96 or p-values < 0.05 (Ghozali, 2019).

4. Result And Discussion

Based on the results of descriptive analysis of respondent data based on gender who participated in the research, there were 144 male respondents (81.4%) personnel and 33 female respondents (18.6%) personnel. These results indicate that more men serve at the Secretariat General of the National Resilience Council compared to female respondents.

Male respondents are more dominant than female, because the work carried out has a lot of space and strategic locations for this work is often done overtime, working outside office hours and every execution in the field requires extra energy to complete it. This is in accordance with the opinion (Nuzula, 2020) that it is easier for male respondents to interact in the field compared

to female respondents due to limited time. So, the role of men is more appropriately placed in the Secretariat General of the National Resilience Council.

The largest number of dominant ages is aged 21-30 (31.6%) indicating that many personnel are still young and full of enthusiasm to carry out activities in the organizational process at the Secretariat General of the National Resilience Council. Age >31-40 is in the 38th position of respondents with a percentage of 21.5%, meaning that many personnel who join quickly move to other positions with better positions so that the job transfer program runs optimally.

Decision-making officials aged >41-50 have an age that really understands work conditions in the field, by maintaining relationships internally and externally, fostering good cooperation from each division in management which is carried out evenly in each section. Age > 41-50 as many as 47 respondents or 26.6% of officials have worked with high loyalty in addition to a long career for Officials and Staff of the Secretariat General of the National Resilience Council.

At the age of >51-60 the number of respondents was 36 respondents with a percentage of 20.3% maturity of decision-making officials. At this age the officials have entered a period of established work service and at a level that can be categorized as senior really understand the job, are well established in thinking as well as maturity in strategy.

The number of respondents showed that the dominant level of education was graduation and Bachelor/S1 as many as 89 respondents (50.3%). demonstrate good personnel quality for Officials and Staff of the Secretariat General of the National Resilience Council where officials and staff continue to improve their ability to analyze and make good contributions to the Institute of the Secretariat General of the National Resilience Council, also getting better, especially in the use of strategies based on education, especially in the field of defense and This level of education shows the ability of the strategic division, especially officials and staff, to be able to analyze concepts and plans for Officials and Staff of the Secretariat General of the National Resilience Council.

For the doctoral level, there were 7 respondents or 4.1%, meaning that officials and staff of the National Defense Council Secretariat General are starting to pay attention that the highest level of education is important for the existence of a period where when you retire as national defense personnel you are still able to share your knowledge with the nation's next generation.

For a work period of 1-3 years, there were 52 respondents or 29.4%, where in the activities carried out by many personnel of the Secretariat General of the National Resilience Council, their work periods frequently moved because in the field of national security, there were often many promotions for Personnel of the Secretariat Institution. General of the National Defense Council who has more capabilities and increasingly better capabilities. Especially those who have field skills will move from one division to another, 39 respondents have a work period of 3-5 years or 22.0%. This shows that the personnel's enthusiasm for work is still extraordinary.

During this working period, personnel from the Secretariat General of the National Resilience Council are usually quite comfortable and calm with their performance. 28 respondents had a work period of 5-10 years or 15.8% of the work period, apart from being in a secure position, they also had good policy skills as Personnel of the Secretariat General of the National Resilience Council. There were 21 respondents with more than 10 years of work with a percentage of 11.9%. The majority of those who have been in office for quite a long time are from the echelon or state civilians who have served for a long time at the Secretariat General

of the National Resilience Council. This shows that only a few are entering retirement as personnel at the Secretariat General of the National Resilience Council.

Test results for descriptive statistics for each indicator were also carried out. The independent variables measured from the ethical climate dimensions are flexibility, conformity, responsibility, standard, reward, clarity. The independent variables measured from the strategic change management dimensions are staffing, compensation, assessment. The independent variables measured from the transactional leadership dimensions are contingent reward, management by active exception, individualized consideration.

The mediating variable is measured from organizational commitment, the dimensions are affective commitment, continuance commitment, normative commitment and the dependent variable is measured from organizational performance, the dimensions are work productivity, work quality, cooperatives—social skills.

The results of testing the direct effect hypothesis from the influence of each variable are as follows:

Hypothesis 1: Positive Influence of Ethical Climate on Organizational Performance

The results show significance from the p-value of $0.012 < 0.05$, and positivity is shown from the estimated value of 0.303. The values obtained have met the requirements for accepting the hypothesis where the significance level is 0.012 ($p\text{-value} < 0.05$). This shows that there is a positive influence of ethical climate on organizational performance.

Hypothesis 2: Positive Influence of Strategic Change Management on Organizational Performance

The results show significance from a p-value of $0.000 < 0.05$, and positivity is shown from the estimated value of 0.449. The values obtained have met the requirements for accepting the hypothesis at a significance level of 0.000 ($p\text{-value} < 0.05$). This shows that there is a positive influence of strategic change management on organizational performance.

Hypothesis 3: Positive Influence of Transactional Leadership on Organizational Performance

The results show that it is not significant from the p-value of $0.008 < 0.05$, and there is a positive influence shown from the estimated value of 0.363. The values obtained meet the requirements for accepting the hypothesis at a significance level of 0.008 ($p\text{-value} < 0.05$), this shows that there is a positive influence of transactional leadership on organizational performance.

Hypothesis 4: Positive Influence of Organizational Commitment on Organizational Performance

The results show a significant p-value of $0.000 < 0.05$ and a negative value shown with an estimated value of 0.503. The values obtained meet the requirements for accepting the hypothesis at a significance level of 0.000 ($p\text{-value} < 0.05$), this shows that there is an influence positive organizational commitment on organizational performance.

Hypothesis 5: Positive Influence of Ethical Climate on Organizational Commitment

The results show significance from a p-value of $0.000 < 0.05$, and positivity is shown from an estimated value of 0.400. The values obtained have met the requirements for accepting the

hypothesis at a significance level of 0.000 ($p\text{-value} < 0.05$), this shows that there is a positive influence of ethical climate on organizational commitment.

Hypothesis 6: The positive influence of ethical climate on organizational performance is mediated by organizational commitment

The results show a significant $p\text{-value}$ of $0.001 < 0.05$ and positive is indicated by an estimated value of 0.201. These values have met the requirements for accepting the hypothesis, namely at a significance level of 0.001 ($p\text{-value} < 0.05$), this shows that there is The positive influence of climate on organizational performance is mediated by organizational commitment.

Hypothesis 7: The positive influence of transactional leadership on organizational performance is mediated by organizational commitment

The results show a significant $p\text{-value}$ of $0.005 < 0.05$ and positive is shown by an estimated value of 0.148. These values meet the requirements for accepting the hypothesis, namely at a significance level of 0.005 ($p\text{-value} < 0.05$). This means that there is a positive influence of transactional leadership on organizational performance which is mediated by organizational commitment.

5. Conclusion

In general, the results of this research conclude that there is a direct positive influence of ethical climate, strategic change management and transactional leadership on organizational performance. There is a positive influence of ethical climate, strategic change management and transactional leadership on organizational commitment. Indirectly, there is a positive influence of ethical climate, strategic change management and transactional leadership on organizational performance which is mediated by organizational commitment. The results of the hypothesis that organizational commitment has a positive effect on organizational performance is the strongest value, while the lowest value is the hypothesis that strategic change management has a positive effect on organizational commitment.

The results of this research reveal that ethical climate and strategic change management together influence organizational performance.

The results of this research reveal that transactional leadership supports or can influence organizational performance.

The research results also found that ethical climate, strategic change management and transactional leadership together influence organizational commitment.

The results of this research also found that the mediating effect of organizational commitment can increase the influence of ethical climate and transactional leadership on organizational performance. However, it has not increased the influence of strategic change management on organizational performance which is mediated by organizational commitment.

The results of this research found that there is a positive influence of ethical climate, strategic change management on organizational performance and a negative influence of transactional leadership on organizational performance as well as mediation by organizational commitment on ethical climate, which has implications for the organizational performance of the National Resilience Council Secretariat General Institute, which can be described as follows:

Organizations need to maintain things that are good and improve things that are still lacking to improve ethical climate and strategic change management. The things that must be maintained to increase the effectiveness of performance allowances include punctuality at work and work attendance rates. Meanwhile, things that must be improved are the level of work suitability and the ability to carry out tasks.

Organizations need to maintain things that are good and improve things that are still lacking to improve ethical climate and strategic change management. The things that must be maintained to improve the ethical climate, strategic change management are: the leader of the Secretariat General of the National Resilience Council has the ability to encourage and invite personnel to have a spirit of work and innovation in the workplace; sees that the Secretariat General of the National Resilience Council has the potential to contribute to nation and state development in the defense sector; leaders and personnel prepare the Secretariat General of the National Defense Council to make a positive difference in formulating and implementing technical policies in the field of managing state defense facilities in the future; and the leaders believe that the Secretariat General of the National Defense Council has the potential to evaluate the preparation and implementation of technical policies in the field of managing National defense facilities. Meanwhile, things that need to be improved are the leadership of the Secretariat General of the National Resilience Council can help resolve problems related to members' emotions; a place to complain if staff have problems; have great awareness of what is going on; and good at providing advice to personnel experiencing emotional problems.

Organizations need to maintain things that are already good and improve things that are still lacking to improve organizational performance. The things that must be maintained to improve organizational performance are the level of compliance of employees of the Secretariat General of the National Resilience Council in adhering to work entry and leaving times in accordance with the regulations for affairs within the institution of the Secretariat General of the National Resilience Council, increasing the level of employee attendance in every activity and the existence of expectations. will increase the fulfillment of members' needs in the future. The Secretariat General of the National Resilience Council continues to strive to improve personnel performance followed by improvements in ethical climate and strategic change management.

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