



THE INFLUENCE OF COMPETITIVE INTENSITY, ETHICAL CLIMATE, AND STRATEGIC RISK MANAGEMENT ON MANAGEMENT PERFORMANCE SHOPPING CENTERS IN JAKARTA AREA MEDIATED BY ORGANIZATIONAL INNOVATION

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Abstract

The purpose of this research is to analyze the effect of competitive intensity, ethical climate, and strategic risk management on the management performance of shopping centers in the Jakarta area through the mediation of organizational innovation. The analytical method is carried out through explanatory research, with the application of PLS/Structural Equation Modeling. The concepts and problems studied look at the causal relationship, then explain the variables that cause the problems studied. The research sample consisted of 148 decision makers consisting of directors, general managers and senior managers managing shopping centers in the Jakarta area.

The findings from this study have a positive effect of competitive intensity, ethical climate, strategic risk management on management performance. There is a positive influence of competitive intensity, ethical climate, strategic risk management on organizational innovation. There is a positive effect of organizational innovation on management performance. There is a positive influence of competitive intensity, ethical climate, strategic risk management on management performance mediated by organizational innovation. Theoretical implications of the existence of organizational innovation through increasing its dimensions can improve management performance of shopping center managers and can increase the trust of related parties. Improving and developing the quality of human resources must first, pay attention to policies, development will provide a good indication of the shopping center's performance management. Managerial implications state that the quality of resources, in the process of involvement of competitive intensity, ethical climate, strategic risk management and all management parties with third parties is very close, so that cooperation and compliance with the technical specifications of the wishes of the community must be a top priority. The policy implications are the challenges and problems faced in efforts to collect shopping center revenue from facilities, tenants and visitors including the uncertainty of global economic conditions which is marked by a slowdown in economic growth. Risk also comes from commodity prices which are still fluctuating and the large number of business actors who are still waiting to invest, it is necessary to have clear regulations so that business actors, especially the management of shopping centers.

Keywords: *competitive intensity, ethical climate, strategic risk management, organizational innovation, management performance.*

1. INTRODUCTION

Designing a shopping center requires several important elements that must be considered to provide a memorable shopping experience for its visitors. Shopping centers according to Križan et

and amenities. Several factors need to be considered in determining the location of a shopping center, namely the size of the shopping center area, population, amount of buyer power, potential sales, and shopping center situation. Exterior design is always associated with the art and beauty of a building. The exterior is the initial

mirror of the visitors and shop tenants in an activity carried out in it. The exterior has an important role because it gives the first impression to visitors so that they are interested in coming to the shopping center. In addition, the exterior also gives a comfortable impression to visitors and shop tenants in the shopping center. The appearance offered by the shopping center has its own characteristics that make local and tourist visitors feel more comfortable and try to always visit, shop, or meet with businesses at the shopping center location. There are dozens of shopping centers in the Jakarta area that I can visit with family or friends. Not only magnificent and complete, malls in Jakarta are also competing to beautify their appearance for the satisfaction of their visitors. It's not difficult to find a mall in Jakarta to fill your spare time. As the center of business and government activities as well as the center of the economy, all corners of Jakarta have various malls that are suitable as alternative destinations for shopping, culinary, entertainment and hanging out. The comfort and convenience of visitors, according to Kunc et al., (2022), supporting facilities for visitor comfort and convenience are facilities offered by shopping centers to visitors to support a comfortable and easy shopping atmosphere.

The South Jakarta area has the most shopping centers with a total of 18 shopping centers, and Central Jakarta with 15 shopping centers. Overall, on average, all areas of Jakarta already have shopping centers with an average area of over 1,000,000 m². If taken as a whole, the area of shopping centers in the Jakarta area is almost over one hundred million m². This is the center of special attention that Jakarta is still a shopping center for residents both from within and outside the country.

Based on the pricing side for shopping centers, retail. Rental rates are stable, average base rental rate and service fee relatively unchanged since last quarter, Rp 808,500/sqm/month (0.1% YoY) and Rp 190,400/sqm/month respectively. Based on the continued increase in customer traffic and increasing number of retailers seeking business expansion, incentives from landlords due to the pandemic have been completely lifted and rental rates are expected to remain stable through the remainder of 2022. Overall vacancy rates are expected to decline and the net-take-up trend positive will continue in the coming quarters (MarketBeat, 2022).

Companies, especially shopping centers, use various weapons to win the competition by using price, product design, advertising, and promotion spending, using sales force, implementing direct sales, and after-sales service support so as to improve shopping center performance and public trust. Performance according to Pham & Hoang, (2019) is the result of behavior, cognitive and psychological. Performance is the suitability of group and individual behavior with the behavior expected by the organization. Performance can also be defined as the totality of work-related behaviors expected by the organization, or related to job knowledge, goal setting, and job-related competencies.

Shopping centers that have a high degree of diversity in facing high pressure will have better performance compared to shopping centers that have low self-motivation. In addition, Kim et al., (2021) through goal setting theory, among others, explains that there is a relationship between self-efficacy and achievement motivation with the level of achievement of management performance. According to Roos et al., (2020) the variable that influences management performance is self-efficacy. Whereas the implementation of self-efficacy can make shopping centers capable of facing competitive intensity or healthy competition.

A good shopping center responds wisely to ethical climate, according to Teng et al., (2020) ethical climate is the perception of organizational members (individually and in groups) and those who are constantly in contact with the organization (eg suppliers, consumers, consultants and contractors) regarding what is or happens in the internal environment of the organization on a regular basis, which influences the attitudes and behavior of the organization and the performance of members of the organization which then finds management performance. Minimizing the impact caused by various unwanted risks. On the other hand, accept and operate with those risks. Even at a higher level, if possible, shopping centers can convert risks into profitable business opportunities so that they can implement strategic risk management.

Research on the effect of competitive intensity, the application of ethical climate and organizational innovation-oriented strategic risk management on management performance is very important, because the more shopping centers choose this strategy, the more significant the costs incurred by the shopping center will be, even though the shopping center admits that a business strategy Organizational innovation-oriented organizations can lead to higher profits, but this strategy costs a lot. The amount of costs incurred will be able to reduce profits. According to Černiková et al., (2021) by using a business strategy that is oriented towards organizational innovation, shopping centers can be more competitive in today's increasingly competitive environment. In general, shopping center innovation has a positive impact on management performance.

Phenomena found in shopping centers in the Jakarta area and its surroundings in view of the innovation and risks that will be faced are Problems of development and the level of competition between shopping centers in the Jakarta area which are increasingly increasing expansion as shopping and recreation centers. Empowering the potential of shopping centers in the Jakarta area to the level of visits which are decreasing day by day because the economy has not yet recovered due to the pandemic. How is the local community's economic growth in each shopping center, and how shopping centers can also be attractive places for public services.

The research examines the effect of competitive intensity, application of ethical climate and strategic risk management on performance management mediated by organizational innovation. Comparison with previous studies, a research gap was found in conceptual and methodological aspects.

The research gap found is the placement of organizational innovation variables as intermediary variables, which mediate competitive intensity factors, the application of ethical climate and strategic risk management in management performance. How does the shopping center face competition and how does the shopping center try to increase visitors as well as what risks are faced and what innovations should be made by the shopping center in improving management performance to gain better trust from the public, especially shopping center visitors.

2. LITERATURE REVIEW

Research tries to develop theories regarding performance management according to Z. Huang et al., (2021) the potential success of an organization depends to a large degree on performance, which is related to its ability to effectively implement

strategies to achieve organizational goals. Competitive intensity according to Lyu et al., (2022), competitive intensity is one of the important factors in making strategic decisions, where the strategy taken by the owner is carried out in addition to paying attention to the consumer aspect, also paying attention to the perception of the company owner towards the existing environmental conditions and characteristics. managed company.

Ethical Climate, which is the development of human resources, especially the ethical climate, has been discussed by several researchers, including by Teng et al., (2020) many opinions from experts have developed regarding ethical climate, especially to pay attention to the habits and full responsibility of each individual (Zagenczyk et al., (2021)). Strategic risk management from the research of Andersen et al., (2021) strategic risk management a series of procedures and methodologies used to identify, measure, monitor and control risks arising from business or business activities. Organizational innovation according to Rupieta et al., (2021) Organizational innovation is carefully prepared with a clear and planned program in advance. Organizational innovation that is rolled out has a goal, the organizational innovation program that is carried out must have a direction to be achieved, including directions and strategies to achieve these goals.

The management performance shopping center wants to give birth to the benefits of its intellectual capital, so the role of human capital should be seen as a strategic resource, because only humans can create knowledge. Management performance according to Xie et al., (2021) should pay attention to the dimensions of knowledge and differences in value creation activities related to human capital as a superior resource for organizations. Management performance should be able to shape the company's physical environment that can encourage creativity and competitive intensity that has shared values and openness.

Competitive intensity according to Haili Zhang et al., (2020) is defined as the factors that affect the level of competition as measured by the number of main competitors operating in the market, the frequency of technological changes in the industry, the frequency of new product introductions, the level of price manipulation, wholesale agreements between customers and competitors, changes in government regulations and policies, price competition intensity, product competition intensity, product promotion and distribution channels. Competitive intensity according to Kura et al. (2020) is a factor of environmental uncertainty. The more intense market competition, the organization will increase product differentiation, decrease product life cycles, introduce new channels, face increasing market sensitivity, and increase product targets. These changes create competitive challenges so that business units will adopt strategies including product, service, and price differentiation. This is what the organization needs to pay attention to in terms of the perception of members of the organization or ethical climate.

An understanding of effective strategic risk management by an organization will result in a good level of performance and soundness for performance management. Meanwhile, risk management in shopping centers is an ongoing process of how the management manages the risks it faces. In another sense, risk management is about how an organization actively chooses the type and level of risk that is appropriate to the management performance of shopping center activities.

Strategic risk management means a series of procedures and methodologies used to identify, measure, monitor and control risks arising from organizational activities (Cervone, 2017). Risk management is the application of the precautionary principle that is generally adhered to by organizations. In addition, strategic risk management can also be said to be a structured approach or methodology in managing uncertainty related to threats. The process also will not run well if the organization lacks in the implementation of organizational innovation, especially to improve shopping center performance management. Successful organizational innovation comes from ideas and implementation that originate when the innovation process occurs, products are produced during innovation, services, and methods in public service, whether the resulting innovation is an innovation with a new idea or is a continuation of a program that has previously been implemented (Fernandes Rodrigues Alves et al., 2018).

3. METHODOLOGY

The research method used in this study is a quantitative method. Research using quantitative methods, namely researchers using questionnaires in conducting data collection techniques. The quantitative method is a research method based on the philosophy of positivism, used to research on natural object conditions, (as opposed to experiments) where the researcher is the key instrument, data collection techniques are carried out by triangulation (combined), data analysis is inductive/quantitative, and the results of quantitative research emphasize meaning rather than generalization (Fadli, 2021). The quantitative method used in this research is to raise the facts that exist in the organization, namely, to see and test the competitive intensity analysis hypothesis Lyu et al., (2022), ethical climate Zagenczyk et al., (2021), Andersen's strategic risk management et al., (2021), on management performance Z. Huang et al., (2021) mediated by organizational innovation Jia et al., (2022). In research using the verification method Hair et al., (2021) a method in examining the status of human groups, objects, conditions and thought systems.

The independent variables in this study are competitive intensity, ethical climate, strategic risk management. The mediating variable in this study is organizational innovation and the dependent variable in this study is management performance. described in operational definitions, dimensions, and indicators as measurement tools.

The data collection instrument used to measure variables is a questionnaire. This questionnaire contains statement items as an elaboration of variable indicators. Respondents will answer questions/statements by giving a cross (X) to alternative answers with 5 (five) available possibilities. In this study the scale used is the interval with a Likert scale, namely a scale of 1 to 5.

The population that will be used in research, the population according to Sarstedt et al., (2020) are objects that are all used in research. If someone wants to examine all the characteristics and elements in a research area and that research includes population research. According to Zeng et al., (2021) the population is a generalized area in which the character or quality has been determined by the researcher to study and then draw conclusions. According to Hair et al., (2021) population is the totality of all research subjects which can be objects, people or other things in which important information can be used in the form of research data. The population in this study are the leaders and senior managers of shopping centers in the Jakarta area.

Based on the data in chapter 1 there are 75 active malls and information from the Association of Mall Entrepreneurs in the Jakarta Region, the sample that can be used is 150 decision-making leaders. The sampling technique in this study was a saturated sample using the census method (Prof Dr. Sugiyono, Agus Susanto, 2015) where the selected population elements have an equal opportunity to be used as a research sample.

The criteria for determining the number of samples are based on the consideration of the use of the analytical tool to be used. In this study we are using a structural equation model or Structural Equation Modeling (SEM) as analysis. Referring to (Sekaran and Bougie 2016) in general, the number of samples greater than 30 and less than 500 is the most relevant to be used in research.

Through the statement above, the total sample that must be taken is a minimum of 150 samples. The questionnaire that was made did not ask for the name of the respondent and the company where he worked to ensure that the respondent gave an objective answer. In the cover letter it is also stated that the data collected will be kept confidential and only for academic purposes, to ensure the representativeness of those selected. Based on these reasons, hypothesis testing in this study uses PLS-SEM which has more flexibility than Covariance Based – Structural Equation Modeling (CB-SEM) for regression research and can perform path analysis (path analysis) with latent variables.

4. RESULT AND DISCUSSION

This study distributed questionnaires through Google forms and manuals which were distributed to shopping center research objects in the Jakarta area. Questionnaires were distributed equally to decision makers consisting of Directors, General Managers, and senior managers. The period for the researchers to distribute the questionnaires lasted approximately one month.

The output results explain as many as 150 questionnaires distributed, and get 148 respondents who complete all statements, there are 2 questionnaires that do not return because the respondents are busy filling in incomplete and do not meet the requirements for processing research data.

85 male respondents and 63 female respondents. These results indicate that the comparison of men as decision makers in shopping centers in the Jakarta area is higher than that of female respondents, a comparison that is not too far actually shows that the role of women in shopping centers in the Jakarta area shows that it is needed by the management of shopping centers in the Jakarta area. , especially for procurement and views on the beauty and uniqueness of the shopping center, so that with a touch of women it will further support a comfortable atmosphere and also provide input on the progress of the shopping center. The role and emancipation of women at work also shows the existence that women can be reckoned with in jobs that are full of challenges and deal directly with shopping center customers. Age 21-30 or 10.8% with 16 respondents indicating the age of staff or leaders who are just entering the development stage, ages 31-40 as many as 59 respondents indicating the stage of starting towards maturity of decision makers, where at this age careers and positions enter very productive period and in a very good process, followed by ages 41-50 with 68 respondents, the age that entered the most productive period at work where the decision makers were very experienced with work as shopping center employees. At the age of 51 to 60 years as many as 5 respondents, at the age of approaching

retirement at work due to long leadership and reaching top positions indicating that decision makers are very well established and at a very mature age to demonstrate quality work.

The number of decision-making positions in shopping centers in the Jakarta area. Based on the results, for Directors there were 8 respondents out of the total number of respondents, because they directly contacted the shopping center owners in filling out questionnaires to respondents, the position of Deputy Director was with a total of 24 respondents. The position of General Manager of 39 respondents indicates that decision makers in shopping centers in the Jakarta area have a good management basis for the work being carried out, Senior Manager of 66 respondents, usually this position is more needed to monitor and carry out shopping center activities.

Knowing the suitability of this research model can be measured by the Goodness of fit Model; usually this research is carried out at the end of the test.

Evaluation of the structural model starts from the feasibility test of the model by looking at the R-square. Based on table 4.13, the organizational innovation variable has a mediating model, which shows that the adjusted R-square value of 0.916 organizational innovation can be a link to management performance. This figure can explain the variables, competitive intensity, ethical climate, strategic risk management is able to explain the management performance of 91.6%. The R-square value for management performance is 0.785 indicating a strong model because it is more than 0.5. The management performance variable can be explained by 78.5% organizational innovation. Next, apart from looking at the R-square, tests with endogenous effects on exogenous variables with an effect size value f^2 .

The value of the effect size f^2 for the competitive intensity variable is 0.349, meaning that the competitive intensity variable has a strong influence as well as the ethical climate value of 0.335. The ethical climate variable has a strong influence at the structural level. The strategic risk management variable is 0.225, meaning that the strategic risk management variable has a strong influence. The strength of the effect size f^2 which is mediating is acceptable in small sample studies. The competitive intensity, ethical climate, strategic risk management variables show values that meet the requirements, namely 0.349, 0.335 and 0.225 indicating the value of one of the effect size variables f^2 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, a quality index test is needed. The community value is 0.915, where the value of all indicators is divided by the number of indicators present, a value of 0.915 is obtained. This means that all indicators have fulfilled the test requirements above 0.6. The R-square value is the sum of all variable values divided by the result, which is 0.851, meaning that all variables are above 0.7 and are feasible to use. The higher the Goodness of Fit Model, it means that the resulting model is better (Shandyastini et al., 2019). The results of the Goodness of Fit Model shown in table 4.15 are 0.895 greater than 0.851, so it is concluded that the model used is very good and can be used in research (Imam Ghozali, 2019).

5. CONCLUSIONS AND IMPLICATIONS

The results of this study conclude that in general, competitive intensity, ethical climate, strategic risk management are variables that influence management performance and organizational

innovation variables. The indirect effect of organizational innovation as a mediating variable has a good influence on management performance, as well as on organizational innovation variables as mediation on competitive intensity, ethical climate, strategic risk management variables which have a strong influence on management performance of shopping center management in the Jakarta area.

Competition is also the risk that occurs which is focused on shopping center management in the Jakarta area getting better, especially in improving management quality and resources as well as improving organizational infrastructure, so that in facing competition minimizing risks to shopping center management requires the best organizational innovation, where management of shopping centers is increasingly ready and abreast of the times and increasingly advanced technology. Cooperation that must be carried out from every part in the entire shopping center management organization.

Theoretical implications related to the development of organizational innovation theory and management performance from competitive intensity, ethical climate, strategic risk management for shopping center actors in the Jakarta area are as follows:

Competitive intensity, ethical climate, strategic risk management results of this study strengthen the significant effect of competitive intensity, ethical climate, strategic risk management on the management performance of shopping center actors in line with previous research (Lyu et al., 2022).

Organizational innovation as a mediation for competitive intensity, ethical climate, strategic risk management is able to improve management performance in shopping center management (Andersen et al., 2021).

The results of the study provide a conclusion by increasing organizational innovation through increasing dimensions and indicators able to improve management performance in shopping center management, can increase the trust and loyalty of the shopping center visitor community. Improvement and development of quality and facilities must first pay attention to policies and strategic plans. Development will provide a good indication of the management performance of shopping center management.

This research provides an update in developing the influence of organizational innovation, competitive intensity, ethical climate, strategic risk management as well as performance management in shopping center management.

To be able to improve facilities and organizational performance, entrepreneurs and management of shopping centers must pay attention to the following factors:

This study shows that competitive intensity, ethical climate, strategic risk management greatly influences management performance, so increasing competitive intensity, ethical climate, strategic risk management through increasing each dimension and indicator of competitive intensity, ethical climate, strategic risk management must be a priority for can maintain the business, to be able to give the impression and trust and loyalty of the community.

The quality of resources, the quality of facilities in the process of involving competitive intensity, ethical climate, strategic risk management of all business actors and third parties is very close, so that cooperation and compliance with the technical specifications of the wishes of the community must be a top

priority. The quality of shopping center management in terms of facilities, quality of resources, performance of parts such as decision-making actors, is a picture that can be felt by the community or parties who work together, so that these various qualities must be a priority for improving all superior facilities for shopping mall management.

To improve service strategy and shopping center performance, decision makers show that competitive intensity, ethical climate, strategic risk management has a strong effect on organizational performance, competitive intensity, ethical climate, strategic risk management by increasing each dimension of competitive intensity, ethical climate, strategic risk management must be a priority to be able to provide the best service in improving services from shopping centers, by innovating and also adding the best facilities for the needs of shopping center visitors.

The challenges and problems faced in efforts to collect shopping center revenue from facilities, tenants and visitors include the uncertainty of global economic conditions marked by a slowdown in economic growth. Risk also comes from commodity prices which are still fluctuating, and many business actors are still waiting to invest, so clear regulations are needed so that business actors, especially shopping center management, can improve performance.

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