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RESEARCH ARTICLE

THE INFLUENCE OF GOOD CORPORATE GOVERNANCE, ORGANIZATIONAL FLEXIBILITY, AND STRATEGIC CHANGE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE IN VOCATIONAL HIGHER EDUCATION IN AIR TRANSPORTATION MEDIATED BY KNOWLEDGE MANAGEMENT

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ABSTRACT

The purpose of this research is for the development and interest of the Air Transport Vocational Higher Education Ministry of Transportation and the Public Service Agency Financial management pattern, a financial management pattern that provides flexibility in the form of discretion to establish sound business practices to improve service to the community in order to promote general welfare and educate the nation's life, as regulated in this Government Regulation, as an exception to the provisions of state financial management in general. The analytical method is carried out through explanatory research, with the PLS/SEM application. The concepts and problems studied look at the causal relationship, then explain the variables that cause the problems studied. The research sample was 198 leaders and officials of Vocational Higher Education in Air Transportation of the Ministry of Transportation. The findings from this study show that there is a positive effect of good corporate governance, organizational flexibility, and strategic change management on organizational performance. There is a positive influence of good corporate governance, organizational flexibility, and strategic change management on knowledge management. There is a positive effect of knowledge management on organizational performance. There is a positive influence of good corporate governance, organizational flexibility, and strategic change management on organizational performance mediated by knowledge management. Theoretical implications of the existence of knowledge management through increasing its dimensions can improve organizational performance. Air Transport Vocational Higher Education can 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. The development will provide a good indication of the organizational performance of the Air Transport Vocational Higher Education Ministry of Transportation. The managerial implication states that the quality of resources, in the process of involving good corporate governance, organizational flexibility, and strategic change management for all officials and leaders 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 quality of resources in terms of preparation for change, the quality of employees, the performance of sections such as decision-making officials, is an illustration that can be felt by the community or parties who work together, so that these various qualities must be a priority for increasing the knowledge of Vocational Higher Education in Air Transportation of the Ministry of Transportation.

INTRODUCTION

Education is one of the most important social institutions in educating the nation for the creation of an advanced, democratic, and prosperous society. Education is a function of developing abilities and forming dignified national character and civilization in the context of educating the nation's life, aims to develop the potential of students to become human beings who believe and fear God Almighty, have noble character, are healthy, knowledgeable, capable, creative, independent, and become a democratic and responsible citizen.

The future challenge for universities in Indonesia in facing global competition is the ability to place educational institutions on a par with the world's leading universities. This desired alignment is proven, among other things, by the recognition of the existence of higher education institutions and their graduates so that they can compete with other universities in other countries, both in producing quality graduates and other works as a product of a higher education institution that carries out the Tri dharma of Higher Education. Higher Education is the level of education after secondary education which includes diploma programs, bachelor programs, master programs, doctoral programs, professional programs, and specialist programs organized by universities based on Indonesian culture.

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Vocational Education is education that prepares students to become professionals with high work skills or abilities. The Study Program is a unit of education and learning activities that has a specific curriculum and learning methods in one type of Vocational Education. National Higher Education Standards are standard units which include national education standards, coupled with research standards and community service standards. The National Education Standards are the minimum criteria regarding the education system in all jurisdictions of the Unitary State of the Republic of Indonesia. Research Standards are the minimum criteria regarding the research system in tertiary institutions which apply throughout the jurisdiction of the Unitary State of the Republic of Indonesia. The Community Service Standards are the minimum criteria regarding the Community Service system in tertiary institutions which apply throughout the jurisdiction of the Unitary State of the Republic of Indonesia. The Banyuwangi Indonesian Pilot Academy or better known as the Indonesian Pilot/Aviator School is one of the official colleges under the Indonesian Ministry of Transportation. Technological progress has not been utilized optimally because there are still several educational facilities that have not been integrated with other Air Transport Vocational Higher Education, while every year there are integrated joint training activities. Administrative activities and the use of instructional tools and instructional aids in teaching in the classroom are not optimal because many training activities have not been properly documented. This resulted in training procedures every year tending to decrease because of the absence of examples of activities in the form of training videos from the previous year, and another effect that also influenced was the factor of girls who did not fully understand the training because it was not their professional field, this could hinder the performance of institutions, especially education. Other Air Transport Vocational Higher. Another factor is the problem of accreditation of each Study Program which still requires improvement and regulatory factors that should receive strong support from the relevant Ministry or Director General to improve organizational performance.

According to McKerracher et al., (2019) organizational performance is the attainment of goals in the form of quality products, high profits, large market shares, 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 that 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 the role and involvement with regulations, especially government regulations or understanding of good corporate governance. According to Padoli, (2019) good corporate governance is an effort to realize the need for an element of professionalism from government officials in providing public services. Professionalism places more emphasis on the ability, skills, and expertise of government officials in providing responsive, transparent, productive, and efficient public services. Good corporate governance according to Rosmawati, (2020) is also interpreted as a system that regulates and controls companies that create added value (value added) for all stakeholders. Watimena, (2020) in his research also said that managers in companies have a role in regulating or controlling debt levels, issued by companies, so that they can improve organizational performance, this is also the same as the leadership and staff of Indonesian Air

Transportation Vocational Higher Education so that institutions can be flexible in running educational programs. Organizational flexibility is a flexible strategy. The flexibility in question is that it can change at any time to follow the existing changes. Changes that occur can originate internally or internally or externally. Internal changes may include organizational restructuring, quantity and quality of human resources, production processes, standard operating procedures (SOP), leadership policies and so on. Meanwhile, external changes may include government policies, levels of public demand and supply, environmental, political, socio-cultural changes, and others. Organizational flexibility according to Acharya, (2019) is well designed for an effective organization where with the existence of Human Resources in a company organization, the organizational structure can be implemented according to the organization's work system for effective and efficient organizational goals. Organizational flexibility according to Kleinknecht et al., (2020); P. Brown et al., (2020) is a trait that occurs in corporate organizations carried out by several coordinated work groups or institutions that lead to achievement of performance and targets related to quality and quantity and time that has been set. Strategic change management according to Setiadji et al., (2019) is one of the most dynamic fields 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 increasing 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 focus on aligning organizational strategy, structure, and ideology with ongoing changes, especially the understanding of knowledge management.

Knowledge management according to Abubakar et al., (2019) focuses on obtaining, analyzing and exploiting customer information. The growth of internal databases for capturing customer information and access to external data from web-based sources provides an unprecedented opportunity for organizations to develop innovative, tailored offerings for customers and other stakeholders. The problem of strategic management in government organizations such as Air Transportation Vocational Higher Education is that having certain values of integrity and confidentiality is an interesting factor to also study. However, a good strategy alone is not sufficient, if ignoring investment in knowledge management related to education will increase organizational effectiveness by increasing knowledge management capabilities. Knowledge management capabilities according to Frolova et al., (2021) are conceptualized as formative additives and aggregates of organizational capabilities in capturing knowledge, sharing, application, and creation. With the development of education in the organization, it is also necessary to adjust the development of Human Resources, especially in Air Transportation Vocational Higher Education Institutions. The phenomena found in the performance of Air Transport Vocational Higher Education Institutions are knowledge management is a step to translate the vision, mission, objectives, basic values, and strategies into comprehensive strategic objectives of Air Transport Vocational Higher Education Institutions. It is necessary to achieve the standards of the Public Service Agency, which is formed to provide services to the community in the form of supplying goods

and/or services that are sold without prioritizing profit and in carrying out its activities based on the principles of efficiency and productivity. The novelty or novelty in this study is good corporate governance, strategic change management and knowledge management, namely giving effect to organizational performance of the Ministry of Transportation's Air Transport Vocational Higher Education Institution as the technical Implementation Unit of the Transportation Human Resources Development Agency which is directly under the Minister of Transportation as for the implementation Air Transportation Vocational Higher Education is led by the Director and also the Deputy Directors and Section Heads. In addition, it is supervised by the Supervisory Board which consists of the Chairman of the Supervisory Board, two members of the Supervisory Board and One Secretary of the Supervisory Board and assisted by elements of staff, service elements and implementing elements who daily referred to as the Board of Trustees, Board of Directors, Main Officials, Staff and Lecturers which shows the relationship as organizational flexibility.

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 good corporate governances Ahadiya, (2020), organizational flexibility according to Saeed et al., (2022) and strategic change management Guerra-López & El Dallal, (2021) as the independent variable or independent variable and organizational performance M. Y. C. Chen et al., (2020) as the dependent variable or dependent variable while knowledge management Pour et al., (2019) as a mediating variable or intermediary variable between the independent variables and the dependent variable. This research uses a descriptive and verification approach (Jebb et al., 2021). A descriptive approach is a method in examining the status of human groups, objects, conditions, and systems of thought. The purpose of descriptive research is to make systematic, factual, and accurate descriptions, drawings or drawings of the facts, characteristics and relationships of the phenomena being investigated. The verification approach is a research method that aims to determine the causal relationship between variables through a hypothesis testing through a statistical calculation so that the results of the proof show that the hypothesis is rejected or accepted (Jebb et al., 2021).

The object of research is Air Transportation Vocational Higher Education of the Ministry of Transportation spread across Medan, Palembang, Surabaya, Tangerang, Banyuwangi, South Sulawesi and Jayapura. The method of collecting and determining the sample used purposive sampling. The population that will be used in research, the population according to Chuah et al., (2021) 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. Questionnaires were distributed to respondents who were top officials at the Air Transportation Vocational Higher Education Ministry of Transportation at the level of strategic or operational policy makers. The number of samples in this study that were successfully obtained would be respondents, using primary data and distributing questionnaires directly. The sampling technique is purposive sampling with the following criteria:

- Leaders have worked for at least 1 year at an educational institution.
- Each institution is represented by a Policy-Determining Leader with this level being the level that determines strategic or operational policies
- Minimum work period of 3 years.

The sample used for open-ended questions is in the context of data triangulation to obtain in-depth information from all officials/staff of policy-making institutions. The above criteria were made with the assumption that the respondent already has sufficient and relevant knowledge of transportation organizations, especially Air Transportation Vocational Higher Education, Ministry of Transportation. In addition, it is also assumed that the respondent has sufficient knowledge about the object of research so that data related to the object of research can be obtained through the respondent. The criteria for determining the number of samples are based on the consideration of the use of the analytical tool to be used. The method that can be referred to to obtain sample size is according to Table Krejcie and Morgan Astuti d., (2019); Uakarn, (2021) because the sample criteria are known. The general formula for sampling size according to Krejcie and Morgan

RESULT AND DISCUSSION

Evaluation of the measurement model or outer model begins with testing convergent validity and discriminant validity. The validity measurement model of the PLS Algorithm The knowledge management variable shows that all indicators are declared valid, meaning that these indicators can be used for testing.

Table 1.1. Data Processed Outer Loadings Knowledge Management

Indicators	Outer Loading	P-Values
Knowledge Management1	0,947	0,000
Knowledge Management2	0,953	0,000
Knowledge Management3	0,980	0,000
Knowledge Management4	0,880	0,000
Knowledge Management5	0,943	0,000
Knowledge Management6	0,896	0,000

Source: Processed data -PLS.3.2 (2023)

Evaluation of the structural model starts from the feasibility test of the model by looking at the R-square. The results of the model feasibility test (Goodness of Fit Model) are shown in Table 1.2.

Table 1.2. Test Results for the Coefficient of Determination (R2)

Variables	R-Square	Adjusted R-Square
Organizational Performance	0,686	0,672
Knowledge Management	0,964	0,963

Source: Processed data -Pls.3.2 (2023)

Based on Table 1.2 the knowledge management variable has a mediating model which shows where the adjusted R-Square value of 0.963 knowledge management is capable of being a link to organizational performance. This figure can explain the variables, good corporate governance, organizational flexibility, and strategic change management are able to explain organizational performance of 96.30%. The R-square value for organizational performance is 0.686 indicating a strong model because it is more than 0.5. Organizational performance variables can be explained by knowledge management 68.6%. The effect size value f^2 for the good corporate governance variable is 0.584, meaning that the good corporate governance variable has a strong influence as well as the organizational flexibility value of 0.634. The strategic organizational flexibility variable has a strong influence on the structural level. The strategic change management variable is 0.573, meaning that the strategic change management variable has a strong influence. The strength of the effect size f^2 which is mediating is acceptable in small sample studies. The variables of good corporate governance, organizational flexibility and strategic change management show a value that meets the requirements, namely 0.584, 0.634 and 0.573 indicating the value of one of the variable effect size f^2 more than 0.2 which identifies a strong influence at the structural level.

Quality Index Test Results: Knowing the comparison of the research model with the indicator covariance matrix, a quality index test is needed. The communality value is 0.911, where the value of all indicators is divided by the number of existing indicators, a value of 0.911 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 0.825, 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 1.3 are 0.8700 greater than 0.825, so it is concluded that the model used is very good and can be used in research (Imam Ghozali, 2019).

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

Hypothesis # 1: Good corporate governance has a T-Statistic value of 3.435 > 1.96 and a P-Value of 0.000 <0.050. This figure indicates that good corporate governance has a significant positive effect on organizational performance.

Hypothesis # 2: Organizational flexibility has a T-Statistic value of 2.322 > 1.96 and a P-Value of 0.000 <0.050. This figure indicates that organizational flexibility has a significant positive effect on organizational performance.

Hypothesis # 3: Strategic change management has a T-Statistic value of 5.102 > 1.96 and a P-Value of 0.000 <0.050. This figure shows that: strategic change management has a significant positive effect on organizational performance.

Hypothesis # 4: Good corporate governance has a T-Statistic value of 2.465 > 1.96 and a P-Value of 0.000 <0.05. This figure indicates that good corporate governance has a significant positive effect on knowledge management.

Hypothesis # 5: Organizational flexibility has a T-Statistic value of 4.731 > 1.96 and a P-Value of 0.000 <0.050. This figure indicates that organizational flexibility has a significant positive effect on knowledge management.

Hypothesis # 6: Strategic change management, has a T-Statistic value of 4.311 > 1.96 and a P-Value of 0.000 <0.050. This figure shows that strategic change management has a significant positive effect on knowledge management.

Hypothesis #7: Knowledge management, has a T-Statistic value of 4.975 > 1.96 and a P-Value of 0.000 <0.050. This figure indicates that knowledge management has a significant positive effect on organizational performance.

Hypothesis # 8: Good corporate governance has a T-Statistic value of 3.211 > 1.96 and a P-Value of 0.000 <0.050. This figure indicates that good corporate governance has a significant positive effect on organizational performance mediated by knowledge management.

Hypothesis # 9: Organizational flexibility has a T-Statistic value of 3.005 > 1.96 and a P-Value of 0.000 <0.050. This figure indicates that organizational flexibility has a significant positive effect on organizational performance mediated by knowledge management.

Hypothesis # 10: Strategic change management has a T-Statistic value of 5.231 > 1.96 and a P-Value of 0.000 <0.050. This figure shows that: strategic change management has a significant positive effect on organizational performance mediated by knowledge management.

CONCLUSION

The results of this study conclude that in general, good corporate governance, organizational flexibility and strategic change management are variables that influence organizational performance and knowledge management variables. The indirect effect of knowledge management as a mediating variable has a good influence on organizational performance, as well as on knowledge management as a mediation variable on good corporate governance, organizational flexibility and strategic change management which has a strong influence on organizational performance of Vocational Higher Education Institutions Air Transportation Ministry Communications. Knowledge that is maximally focused on personnel, especially the Air Transportation Vocational Higher Education Office of the Ministry of Transportation is getting better, especially in improving the quality of Human Resources as well as improving organizational infrastructure, so that in dealing with knowledge for the latest education system requires the best knowledge management, where personnel more prepared and keep abreast of the times and increasingly advanced technology. The collaboration that must be carried out from every part of the Indonesian Air Transport Vocational Higher Education organization can be well established.

Based on the results of the research conducted, the theoretical implications related to the development of knowledge

management theory and organizational performance of good corporate governance, organizational flexibility and strategic change management for Air Transportation Vocational Higher Education are as follows:

Good corporate governance, organizational flexibility, and strategic change management the results of this study strengthen the significant effect of good corporate governance, organizational flexibility and strategic change management on organizational performance Vocational Higher Education Air Transport is in line with previous research (Guerra-López & El Dallal, 2021). Knowledge management as mediation for good corporate governance, organizational flexibility and strategic change management can improve organizational performance Vocational Air Transportation Higher Education (Ahadiya, 2020). The results of the study provide conclusions by increasing knowledge management through increasing its dimensions capable of increasing organizational performance of Air Transport Vocational Higher Education institutions of the Ministry of Transportation, can 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.

The development will provide a good indication of the organizational performance of the Air Transport Vocational Higher Education institution of the Ministry of Transportation. This research provides an update in developing the influence of knowledge management, good corporate governance, organizational flexibility, and strategic change management as well as organizational performance of Air Transportation Vocational Higher Education institutions of the Ministry of Transportation.

Managerial Implications

To be able to improve leadership and organizational performance, officials and leaders must pay attention to the following factors:

This study shows that good corporate governance, organizational flexibility and strategic change management greatly influence organizational performance, so improving good corporate governance, organizational flexibility and strategic change management through increasing each dimension of good corporate governance, organizational flexibility and strategic change management must be a priority to be able to maintain the organization, so as to be able to give the impression and trust and loyalty of the community.

The quality of resources, in the process of involving good corporate governance, organizational flexibility and strategic change management of all officials and leaders 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 quality of Air Transport Vocational Higher Education in terms of equipment, employee quality, performance of sections such as decision-making officials, is an image that can be felt by the public or cooperating parties, so that these various qualities must be a priority for increasing knowledge of Air Transport Vocational Higher Education, Ministry of Transportation.

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