

ANALISA TINGKAT PENGALAMAN, GAYA PELATIHAN DAN KUALITAS KEPEMIMPINAN KEPALA KOPERASI UNIT DESA (KUD) DALAM MENINGKATKAN PRODUKTIVITAS USAHA

Analysis The Level Of Experience, Training Style and Leadership Quality Of Head Of Cooperative Village Unit (KUD) In Increasing Business Productivity

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Abstract

The level of experience and coaching style on the quality of KUD leadership affects the productivity of village businesses. This study took 123 respondents who are village business directors. In the long term research is important to build a model that relates level of experience, coaching style and their influence on leadership quality and productivity of rural cooperative enterprises. The research approach uses an explanatory method using Partial Least Square (SmartPLS 3.0). The results show that: (1) the experience level of directors has a strong and significant effect on Leadership Quality with Partial Mediation of Coaching Style; (2) The level of experience of the KUD directors has a strong and significant effect on the Coaching Style carried out by the directors; (3) Coaching Style conducted by the board of directors has a strong and significant effect on Leadership Quality; (4) The level of experience of the directors has a strong and significant effect on business productivity with Partial Mediation of Good Guidance Style and Leadership Quality from the directors; (5) The coaching style carried out by the board of directors has a strong and significant effect on business productivity with good leadership quality partial mediation from the board of directors; (6) Good leadership quality from the board of directors has a strong and significant effect on business productivity.

Keywords: KUD, Coaching Style; Leadership Quality; Productivity; The Level Of Experience

Abstrak

Tingkat Pengalaman dan Gaya Pembinaan terhadap Kualitas Kepemimpinan KUD berpengaruh terhadap produktivitas usaha desa. Penelitian ini mengambil 123 responden yang merupakan direktur usaha desa. Dalam jangka panjang penelitian penting untuk membangun model yang menghubungkan tingkat pengalaman, gaya pembinaan dan pengaruhnya pada kualitas kepemimpinan dan produktivitas usaha koperasi pedesaan. Pendekatan penelitian menggunakan metode eksplanatif dengan menggunakan Partial Least Square (SmartPLS 3.0). Hasil penelitian menunjukkan bahwa: (1) tingkat pengalaman direksi berpengaruh kuat dan signifikan terhadap Kualitas Kepemimpinan dengan Mediasi Parsial Gaya Pembinaan; (2) Tingkat pengalaman direksi KUD berpengaruh kuat dan signifikan terhadap Coaching Style yang dilakukan direksi; (3) Coaching Style yang dilakukan oleh direksi berpengaruh kuat dan signifikan terhadap Kualitas Kepemimpinan; (4) Tingkat Pengalaman direksi berpengaruh kuat dan signifikan terhadap produktivitas usaha dengan Mediasi Parsial Gaya Pembinaan dan Kualitas Kepemimpinan yang baik dari direksi; (5) Gaya pembinaan yang dilakukan oleh direksi berpengaruh kuat dan signifikan terhadap produktivitas usaha dengan Mediasi Parsial Kualitas Kepemimpinan yang baik dari direksi; (6) Kualitas kepemimpinan yang baik dari direksi berpengaruh kuat dan signifikan terhadap produktivitas usaha.

Kata kunci: Koperasi Perdesaan; Gaya Pembinaan; Kualitas Kepemimpinan; Produktifitas; Tingkat pengalaman

INTRODUCTION

Business success is the main target for KUD operating in rural areas. A business is said to be successful if the business unit is able to generate profits and contribute to the village's original income. The KUD director is someone who is appointed to be responsible for daily business management activities for business interests (Nugroho, 2020).

The progress or withdrawal of a village business is entirely under the auspices of the director who acts as a bridge between the business organization and the village government as the business owner. In this case, a KUD director is expected to be able to coordinate and communicate, with the aim that business goals and objectives are achieved.

In Batanghari district until 2020 there are 126 business units engaged in various business sectors. For the village government, the existence of KUD is an opportunity as well as a challenge to develop the economy of rural communities. With the increase in the types of businesses carried out by KUD, the village government is expected to increase its business competitiveness, one of its efforts is by increasing the productivity of

businesses that manage business units.

In the rural business world in Batanghari in particular, the role of a director in maintaining and increasing productivity is very important. (Nadolna, 2020) said that efforts to increase productivity without a sincere responsibility for the goals to be achieved, support and good leadership qualities will fail. The leadership quality of the board of directors also needs to be supported by coaching and the level of experience so that they can learn from the experiences they have gained in previous business operations (Ibarra & Scoular, 2019).

Various studies on productivity in rural businesses have not been done much, but how do the level of experience and coaching style affect the quality of leadership in an effort to increase the productivity of rural businesses.

High productivity can be achieved if it is supported by the ability of employees, to be able to increase the productivity of rural business units, it is necessary to increase the resources from the process of receiving human resources seen from the level of experience, the process of daily activities on the project seen from the mentoring process (Coaching). based

on skills and leadership qualities that exist in the business in terms of emphasis on Vision & Mission so that the output of this can all increase productivity. This research was conducted based on existing businesses in KUD in Batanghari Regency and is part of a study on increasing employee productivity in village businesses.

This paper is expected to provide input to KUD, especially the application of business management, that the application of Coaching has an important effect on leadership quality in efforts to productivity project business and strive to achieve organizational goals.

LITERATURE REVIEW

Productivity

Productivity according to (Prasetyo et al., 2020) productivity is the level of effectiveness of the use of each element of productivity while input remains an increase in productivity. This is in line with the opinion of Yemelyanov et al., (2020) that productivity is defined as the ratio between the total expenditure at a certain time divided by the total input during that period. While work productivity is a measure of the comparison of the quality and quantity

of a workforce in units of time to achieve results or work performance effectively and efficiently with the resources used.

Leadership

The definition of leadership according to some experts is as follows. According to Yukl (2019), in his book Leadership and Leadership, states that: Leadership is an activity to influence people so that they are willing to work together to achieve the desired goals. Furthermore, according to Popescu et al., (2020) the ability approach, this theory is centered on the leader by emphasizing the competence of the leader. In the three-ability approach, there are three important abilities, namely technical, human, conceptual.

Coaching

Managers need to become coaches (trainers), to observe and document performance accurately so that they can provide positive and negative feedback, and lead performance review meetings. Coaching is a continuous process by managers in providing direction, motivation and rewards for employee behavior.

The types of coaching styles according to the Coaching Guide Olympics include:

- Drivers, some managers choose to encourage and tell employees what to do.
- Influence by involving other parties so that employees can work according to their capacity.
- Amiable, another, uses a friendly style that puts feelings first and urges employees to do what feels right or what employees feel is right.
- Analyzing, some managers who like to analyze have a tendency to follow rules or procedures in getting the job done.

The level of experience

The level of experience according to Aspers & Corte (2019) states that "experience brings out one's potential. The full potential will emerge gradually over time in response to various experiences ". So, what really matters in this relationship is a person's ability to learn from his experience, both technical and non-technical experience. So, in essence, experience is an understanding of something that is lived and with the appreciation and experience of something that is gained by experience, skills or values that are integrated into one's potential.

Framework

Based on previous research studies and the development of

research models, a theoretical frame of mind is drawn up which states the influence between variables in this study. Figure 1. below is an overview of the framework in the study:

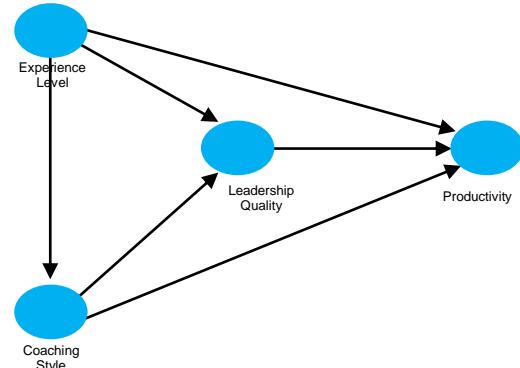


Figure 1. Framework

Research Hypothesis

Based on the research background, the formulation of the problem The research model and frame of mind that have been discussed regarding the Level of Experience and Coaching Style on the quality of leadership in increasing employee productivity can be formulated research hypotheses including:

- H1: The level of experience affects the quality of the project leadership quality.
- H2: The level of experience affects the Coaching Style

- H3: Coaching Style has an effect on the Quality of the Project Manager's Leadership
- H4 : The level of experience affects employee productivity
- H5 : Coaching Style affects employee productivity
- H6: Leadership quality affects employee productivity

RESEARCH METHODOLOGY

Research Type and Design

This study aims to obtain empirical evidence and develop a theory (predictive orientation) of the influence between The level of experience and Coaching Style on the Quality of Project Manager Leadership in the application of Performance Management in the context of developing and increasing employee productivity. Seeing the problems and research objectives to be achieved, this study uses an explanatory research approach with a survey approach. Explanatory research is research that aims to examine the causality between variables which explains a certain phenomenon (Snyder, 2019).

Operationalization of Research

Variables

Belghitar et al (2019) stated that: "Variable operations are a way of

measuring these variables so that they can be operated". Usually it is necessary to describe the research variables into dimensions, indicators and data scales to facilitate measurement in data collection. The operationalization of research variables for the The level of experience variable consists of five indicators (Villazon et al., 2020), the Coaching Style variable consists of four indicators (Jeelani et al., 2021), the leadership quality variable consists of five indicators (Cakir & Adiguzel, 2020)) and the productivity variable consists of five indicators (Davidescu et al., 2020).

Population and Sample

The population in this study were 179 directors of KUD in Batanghari Regency. While the sample in this study amounted to 123 respondents who came from all districts in Batanghari district. Sampling using the Slovin formula and sampling techniques in this study using the stratified sampling method. This technique is used when the population has members / elements that are not homogeneous and proportionally stratified (Oribhabor & Anyanwu, 2019).

Data Analysis Techniques

In this study, data analysis used the Partial Least Square (PLS) approach. PLS is a component or

variant based Structural Equation Modeling (SEM) equation model. According to Ghazali & Hengky (2015), PLS is an alternative approach that shifts from a covariance-based to variant-based SEM approach. Covariance-based SEM generally tests causality / theory while PLS is more of a predictive model. PLS is a powerful analytical method Ghazali & Hengky (2015), because it is not based on many normally distributed assumptions, the sample does not have to be large, but the larger the number of samples, the better the results.

RESEARCH RESULTS AND ANALYSIS

Evaluate the Outer Model

The measurement model or Outer Model with reflective indicators is evaluated with convergent and

discriminant validity of the indicators and composite reliability for indicator blocks (Benitez et al., 2019). The initial model of this research is as follows: Productivity construct is measured by 3 reflective indicators, The level of experience, Coaching Style and Leadership Quality. The level of experience is measured by 8 reflective indicators, Coaching Style is measured by 9 reflective indicators, Leadership Quality is measured by 9 reflective indicators and Productivity is measured by 11 reflective indicators.

Cross Loading

Cross Loading is a construct correlation with measuring items that are larger than other construct measures, so it shows that latent constructs predict the size of their block better than other block sizes (Hair et al., 2019). The test results from Cross Loading can be seen in Figure 3 below:

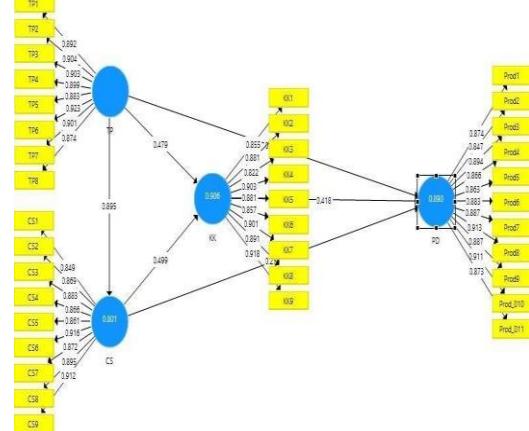
	CS	KK	PD	TP
CS1	0.849	0.820	0.799	0.833
CS2	0.869	0.756	0.761	0.764
CS3	0.883	0.797	0.797	0.804
CS4	0.866	0.789	0.782	0.772
CS5	0.861	0.786	0.793	0.784
CS6	0.916	0.864	0.827	0.816
CS7	0.872	0.804	0.803	0.723
CS8	0.895	0.830	0.799	0.754
CS9	0.912	0.894	0.843	0.835
KK1	0.778	0.855	0.800	0.809
KK2	0.786	0.881	0.824	0.850
KK3	0.786	0.822	0.772	0.799
KK4	0.814	0.903	0.807	0.805
KK5	0.798	0.881	0.833	0.762
KK6	0.828	0.857	0.768	0.751
KK7	0.864	0.901	0.836	0.824
KK8	0.830	0.891	0.833	0.861
KK9	0.852	0.918	0.872	0.855
Prod1	0.782	0.815	0.874	0.760
Prod2	0.826	0.837	0.847	0.823
Prod3	0.801	0.840	0.894	0.808
Prod4	0.808	0.845	0.866	0.834
Prod5	0.792	0.802	0.863	0.809
Prod6	0.814	0.804	0.883	0.793
Prod7	0.817	0.796	0.887	0.787
Prod8	0.846	0.882	0.913	0.856
Prod9	0.740	0.781	0.887	0.774
Prod_010	0.791	0.816	0.911	0.776
Prod_011	0.798	0.781	0.873	0.796
TP1	0.795	0.799	0.795	0.892
TP2	0.838	0.855	0.833	0.904
TP3	0.774	0.844	0.837	0.903
TP4	0.767	0.831	0.826	0.899
TP5	0.787	0.785	0.802	0.883
TP6	0.832	0.838	0.799	0.923
TP7	0.811	0.822	0.826	0.901
TP8	0.817	0.865	0.813	0.874

Source: Data Analysis Using PLS Croos Loading (2021)

Figure 2. Croos Loading

Convergent Validity. The individual reflective measure is said to be high if it correlates more than 0.70 with the construct to be measured. However, for research in the early stages of developing a measurement scale the loading value of 0.50 to 0.60

is considered sufficient (Dewi et al., 2020).



Source: Data Analysis with PLS
Convergent Validity

Figure 3. Convergent Validity

Based on the measurement model above, all indicators are analysis on research variables with a loading factor greater than 0.50 so that it is declared significant or meets the requirements for convergent validity.

Average Variance Extracted (AVE)
and Correlation Laten.

Another method to assess discriminat validity is to compare the square root of average variance extracted (AVE) value of each construct with the correlation between constructs and other constructs in the model. If the AVE square root value of each construct is greater than the correlation value between constructs and other constructs in the model, it is said to have good discriminat validity

(Mohamed & Ahmed, 2020). AVE test results can be seen in Table 1 below:

Table 1. AVE Testing and AVE Roots

Konstruk	AVE	AkarAVE
The level of experience	0,805	0,897
Coaching Style	0,775	0,881
Leadership Qualities	0,773	0,879
Productivity	0,778	0,882

Source: Data Analysis Using AVE PLS (2021)

Judging from the AVE value in the table above, all variables have a value > 0.50 so that it can be said that each indicator that has been measured has been able to reflect their respective variables validly.

Cronbach's Alpha dan Composite

Reliability.
The next examination of convergent validity is construct reliability by looking at the composite output reliability or Cronbach's Alpha. The criterion is said to be reliable is the composite reliability or cronbach's Alpha value of more than 0.70 (Ardiana, 2020).

Table 2. Croanch's Alpha and Composite Reliability

	Cronchbach's Alpha	Composite Reliability
Coaching Style	0,964	0,969
Leadership Qualities	0,963	0,968
Productivity	0,971	0,975

The level of experience 0,965 0,971

Source: Data analysis with PLS AVE Cronbach's alpha & Composite Reliability (2021)

Evaluate Inner Model and Outer Loading.

The inner model is a test by evaluating the latent constructs that have been hypothesized in the study. Bootstrapping is a statistical resampling procedure or technique. Resampling means that respondents are drawn randomly with replacement, from the original sample many times until observation is obtained (Bittmann, 2021).

Source: Data Analysis with PLS Bootraping (2021)

Figure 4. Evaluation of the Inner Model

Based on the results above, it can also be seen that all pathways have met the significant value at 95% CI >

(1.96). This is a requirement for evaluation with loading factors, which is done to assess the significance of latent constructs with their constructs.

Table 3. Bootstrapping

	Original Sample Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics (O/STER R)
Coaching Style	0.499	0.501	0.120	4.146
-> Leadership Qualities				
Coaching Style -> Productivity	0.270	0.282	0.131	2.063
Leadership Qualities -> Productivity	0.418	0.407	0.154	2.708
The level of experience -> Coaching Style	0.895	0.893	0.032	28.086
The level of experience -> Leadership Qualities	0.479	0.476	0.117	4.096
The level of experience -> Productivity	0.282	0.280	0.128	2.200

Source: Data analysis with PLS Path Coefficient Bootstrapping (2021)

Based on the initial model, it can be said that the relationship between latent variables and others if it shows a number above 1.96 with an estimated parameter of 95% is declared valid. Then look at how much strength the exogenous variables and endogenous variables that are dependent on this initial model by looking at the magnitude of the R Square value for each of the endogenous variables in table 4 below:

Table 4. R Square

	R Square
Coaching Style	0.801
Leadership Qualities	0.906
Productivity	0,890
The level of experience	

Source: Data analysis with PLS R-Square (2021)

Table 5 above explains the contribution of the variables that affect the variables in the R-Square table, the R-Square value of the Productivity variable is 0.890 or 89%. This means 11% is influenced by other factors outside of this study.

Before testing the research hypothesis, one of the tests that also needs to be done is the Predictive Relevance (Q Square Value) which functions to assess the amount of diversity or variation of research data on the phenomenon being studied and also its parameter estimation. A model is considered to have a relevant predictive value if the value of Q2 is greater than 0 (zero). The quantity of Q2 has a value ranging from $0 < Q2 < 1$. Through a formula $Q2 = 1 - (1 - R12)(1 - R22)(1 - R32)$ (1)

$$= 1 - (1 - (0,8012))(1 - (0,9062))(1 - (0,8902))$$

$$= 1 - (0,358399) (0,179164) (0,2079)$$

$$= 1 - (0,01334972)$$

$$= 0,98 \text{ or } 98\%$$

Research Hypothesis Testing

To determine the consistency of

	Direct Influence	Influence No. Live	Total Effect
Coaching Style > Leadership Qualities	0.499		0,499
Coaching Style > Productivity	0.270	0,208	0,478
Leadership Qualities > Productivity	0.418		0,418
The level of experience >Coaching Style	0.895		0,895
The level of experience > Leadership Qualities	0.479	0,446	0,925
The level of experience > Productivity	0.282	0,628	0,910

the proposed model in a population, the value of the relationship between one variable and another variable is seen or the value of the path coefficient (ρ) by looking at the magnitude of the O (original sample) value and the T statistical value as a statement of the significance level of the relationship between one variable with other variables (the level of significance is taken at an error level of 5% or is at T above 1.96).

Table 5. Hypothesis Testing

	Original Sample (O)	T Statistics (O/STER R)	Significance
Coaching Style -> Leadership Qualities	0.499	4.146	There is a Significant and Positive Value Influence
Coaching Style ->Productivity	0.270	2.063	There is a Significant and Positive Value Influence
Leadership Qualities ->Productivity	0.418	2.708	There is a Significant and Positive Value Influence
The level of experience -> Coaching Style	0.895	28.086	There is a Significant and Positive Value Influence
The level of experience -> Leadership Qualities	0.479	4.096	There is a Significant and Positive Value Influence
The level of experience ->Productivity	0.282	2.200	There is a Significant and Positive Value Influence

Source: Analisis data dengan PLS Path
Coefficient Bootstrapping (2021)

Table 6. Testing of Total Efects

Source: Data analysis with PLS Total
Efects (2021)

From the table above states that the level of experience has a direct and indirect effect on productivity. The result of the parameter coefficient test between the level of experience and productivity shows that there is a direct effect of 0.282 Meanwhile, the indirect effect the level of experience on Productivity through Leadership Cultivation is obtained by multiplying the path coefficient (The level of

experience → Coaching Style) by the path coefficient (The level of experience → Leadership Quality) and adding it to the path coefficient (Leadership Quality → Productivity) so that the total score is not direct amount to 0.910.

Mediation Effect Test

Testing of the mediating variable can also be seen from the VAF value of each mediating variable. If the VAF value is above 80%, it shows the role of the mediating variable as full mediation. If the VAF value ranges from 20% - 80% it is categorized as partial mediator and if the VAF value is less than 20% it can be concluded that there is almost no mediating effect (Baskoro et al., 2021).

Table 7. Calculation VAF

Construct	Mediation Variables	Direct Influence	Indirect Influence	Total
The level of experience > Leadership Qualities	Coaching Style	0,479	0,446	0,910
The level of experience > Productivity	Leadership Qualities	0,282	0,628	0,910
Coaching Style > Productivity	Leadership Qualities	0,270	0,208	0,478

Source: Data Analysis with Variance Accounted for Mediation (2021)

CONCLUSION

1. The results of this study found that the Project Manager The level of experience has a strong and significant effect on the Quality of Project Manager Leadership with Partial Mediation of the Coaching Style.
2. The results of this study found that the Project Manager's The level of experience has a strong and significant effect on the Coaching Style carried out by the Project Manager, with indicators of the passage of all directions from the leadership to subordinates.
3. The results of this study find that the Coaching Style performed by the Project Manager has a strong

and significant effect on the Leadership Quality of the Project Manager.

4. The results of this study found that the Project Manager's The level of experience has a strong and significant effect on employee productivity with Partial Mediation of the Coaching Style implemented and the good Leadership Quality of the Project Manager.

5. The results of this study found that the Coaching Style performed by the Project Manager has a strong and significant effect on employee productivity with partial mediation of good leadership qualities from the project manager.

6. The results of this study found that good leadership quality from the project manager has a strong and significant effect on employee productivity.

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