



Contents lists available at [Journal IICET](https://journal.iicet.org)
JPPi (Jurnal Penelitian Pendidikan Indonesia)
ISSN: 2502-8103 (Print) ISSN: 2477-8524 (Electronic)
Journal homepage: <https://jurnal.iicet.org/index.php/jppi>



Developing company competitiveness based on entrepreneurial values, transformational leadership, and service innovation through organizational performance

Solikin Solikin^{1*)}, Muhammad Thamrin², Suharto Abdul Majid², Librita Arifiani²

¹Doctoral Program of Institut Transportasi & Logistik (ITL) Trisakti, Indonesia

²Lecturer of Institut Transportasi & Logistik (ITL) Trisakti, Indonesia

Article Info

Article history:

Received Jan 14th, 2024

Revised Feb 15th, 2024

Accepted Mar 01st, 2024

Keyword:

Entrepreneurial values,
Transformational leadership,
Service innovation,
Organizational performance,
Company competitiveness

ABSTRACT

Company competitiveness is very important for business continuity. Therefore, the research aims to investigate and find an empirical model of the influence of entrepreneurial values, transformational leadership, and service innovation on company competitiveness through mediating mechanisms of organizational performance. The research uses a quantitative approach with survey methods and causal design. The sample was 153 leaders of ferry companies in Indonesia. The research instruments consist of organizational performance, competitiveness, entrepreneurial values, transformational leadership, and service innovation, as questionnaires were designed as a Likert scale. The questionnaire was distributed in Google Form format via the WhatsApp application. Data were analyzed using structural equation modeling analysis based on partial least squares (SEM-PLS). The research's findings demonstrate that entrepreneurial values, transformational leadership, service innovation, and organizational performance all significantly impact a company's competitiveness; additionally, entrepreneurial values, transformational leadership, and service innovation have a major impact on organizational performance, which in turn has a significant impact on company competitiveness. These results support a novel empirical model of how entrepreneurial values, transformational leadership, and service innovation affect company competitiveness by using organizational performance as a mediating factor. Before being modified or used for their future work, researchers, academics, and practitioners should critically examine this new model without discounting some of the study's limitations.



© 2024 The Authors. Published by IICET.
This is an open access article under the CC BY-NC-SA license
(<https://creativecommons.org/licenses/by-nc-sa/4.0>)

Corresponding Author:

Solikin Solikin,
Institut Transportasi & Logistik (ITL) Trisakti
Email: captsolikins3@gmail.com

Introduction

Transportation is one of the economic chains of a nation. Economic activities cannot possibly run without transportation support. Thus, transportation is an important pillar of economic activity, especially for Indonesia, which has unique geographical conditions as an archipelagic country. The islands' locations are far from each other and require adequate land, air, and sea transportation modes. These transportation needs provide entrepreneurs great opportunities to open businesses in the transportation and logistics sector. This condition is what makes transportation businesses in Indonesia continue to grow. This shows a positive trend

but also spreads increasingly competitive competition. This competition became even more massive when a global business wave hit Indonesia. Globalization has driven business changes in various sectors/fields, including shipping as support for sea transportation and logistics activities. This change has implications for competition between corporations (companies), which is so massive that only corporations that have high competitiveness can develop. Meanwhile, corporations with low or limited competitiveness can only survive and some even go bankrupt. This trend also occurs in ferry companies in Indonesia, especially those that operate their ships on Indonesia's main routes (Merak-Bakauheni, Kayangan-Pototano, Selamat-Padangbai, and Ketapang-Gilimanuk).

Ideally, every transportation company can provide better services than its competitors, especially in the ferry shipping sector. However, in fact, such conditions do not fully occur in ferry shipping companies in Indonesia. As an indication, of the 42 ferry companies, 15 companies only have one ship, 11 companies have two ships, five companies have three ships, two companies have four ships, and only two companies have five ships. It means that 83.3% of companies only have 1-5 ferries. The average year of manufacture for these ships is 1970-1990. This condition shows that ferry companies still need to rejuvenate their fleet, indicating the company's low performance and competitiveness.

This condition not only shows a worrying shipping business phenomenon but can also disrupt transportation and logistics activities between islands, which can have implications for the socio-economic life of the community. Substandard ferry transportation facilities can disrupt the movement of people and goods from one island to another. The study of Yang et al. (2013) in Taiwan shows that green performance increases company competitiveness. It means that organizational performance positively influences the company's competitiveness, so if organizational performance is low, the company's competitiveness will also tend to be low. Low company performance and competitiveness are not without cause but are influenced by several factors/variables, including entrepreneurial values, transformational leadership, and service innovation. Mgeni's (2015) and Nguyen et al.'s (2021) research show that entrepreneurship can improve organizational performance. A similar thing can be seen in research by Zeebaree and Siron (2017) and Franco (2020), proving that entrepreneurship predicts company competitiveness. Then, studies conducted by Chandrawaty and Widodo (2020), Widodo and Mawarto (2020), Salim and Rajput (2021), and Amalia et al. (2022) show that transformational leadership has a significant effect on performance. Likewise, the research results by Al Owais (2019) and Devie et al. (2015) also prove that transformational leadership influences a company's competitiveness. Apart from that, Purwanto et al. (2017) and Van Zyl et al. (2021) also prove that innovation has a significant effect on organizational performance, while Kusumadewi and Karyono (2019) reveal that service innovation has an impact on a company's competitive advantage. However, several other studies show inconsistent results. For example, Kimemia et al. (2014) claim that organizational competitiveness influences company performance. The study of Hossain et al. (2019) also proves that competitive strategy influences organizational performance. Meanwhile, the research results of Soriano and Huarng (2013) indicate that innovation affects entrepreneurship. Apart from that, the research results of Rachman et al. (2020) also show that transformational leadership does not affect performance. It shows that there needs to be more consistency in research results, which reflects a research gap that requires clarification and scientific justification through research. Based on this urgency, the research aims to investigate and find an empirical model of the influence of entrepreneurial values, transformational leadership, and service innovation on company competitiveness through the mediating mechanism of organizational performance.

Entrepreneurship Values and Company Competitiveness

Entrepreneurial values are a set of values inherent in entrepreneurs (Marisa, 2019). It is a requirement for entrepreneurial conduct, which encompasses ambition, achievement orientation, creativity, risk-taking, and independence (Rahayu et al., 2023). These values are driven and shaped by culture, so the values that entrepreneurs hold differ depending on the culture in which they were raised (Abun et al., 2021). According to Nuraida (2022), entrepreneurial values include independence, creativity, daring to take risks, action-oriented, leadership, and hard work. These values are the basis for understanding attitudes and motivation and can influence perceived business behavior. Therefore, an entrepreneur needs to be able to manage organizational behavior (Robbins & Judge, 2016). According to Khalida and Sjaf (2021), successful entrepreneurs possess a number of traits, including a mission and social responsibility, a passion that aligns with the business mission, social consciousness, self-assurance in decision-making, diligence, understanding the potential of social business, the ability to think like an entrepreneur, organizational skills, a willingness to learn new things, creativity, adaptability, courage to take risks, inspirational qualities, and effective communication skills. According to Agarwal (2023), entrepreneurship is essential for a country's economic development and industrialization. Entrepreneurship encourages creative and innovative activities through which society obtains new products. Entrepreneurship increases employment opportunities by developing people's abilities to conduct new experiments and research. Boohene et al. (2008) mentioned various dimensions of

entrepreneurial values: independence, creativity, risk-taking, innovation, achievement-oriented, and ambition. Meanwhile, Abun et al. (2021) identified entrepreneurial values: achievement-oriented, autonomy-oriented, creativity-oriented, risk-taking-oriented, determination, and overall. Therefore, entrepreneurial values are a set of principles that reflect meaning, message, substance, and spirit as a benchmark or benchmark for thinking, behaving, and behaving, which involves vision, change, and creation and requires energy and passion towards the formation of new ideas and creative solutions, which is reflected in independence, creativity, risk-taking, achievement-oriented, ambition, and hard work. If these values exist and are well maintained, they can support the company's competitiveness. As proven by Franco (2020) and Zeebaree and Siron (2017), entrepreneurship significantly affects a company's competitive advantage.

Competitiveness or competitive advantage is the superiority of a company relative to competitors and has added value to customers (Hutabarat & Huseini, 2014). Apart from that, competitiveness also reflects a concept that refers to a commitment to market competition in the case of a company or industry and success in international competition (Fitriati, 2015). For Zeebaree and Siron (2017), competitiveness is the result of the strategy formulation process adopted by a company to provide added value (differentiation and low costs) to customers, which results in a profitable position for the company over its competitors for a certain period. An industry can be considered competitive if it has a higher level of productivity than its competitors (Elfahmi & Jatmika, 2017). Watkins and Verma (2007) put forward the pillars of company competitiveness, which include higher education and training, the ability to absorb technology, the ability to innovate, infrastructure, institutions, financial market sophistication, and business sophistication. Based on the description above, it can be hypothesized (H):

H1: Entrepreneurial values influence company competitiveness.

Transformational Leadership and Corporate Competitiveness

Another factor that affects competitiveness is transformational leadership. The competitiveness of a company is positively impacted by transformational leadership (Devie et al., 2015; Al Owais, 2019). Roache (2023) defines transformational leadership as a style of leadership that uses charisma to inspire followers, empower followers, and develop subordinates' intellectual potential. Additionally, Wren and Bedeian (2023) propose that transformational leadership entails concentrating efforts, motivating followers to take on more difficult objectives, and effectively communicating significant objectives. In order to attain a transformational level of performance, transformational leadership places a strong emphasis on a vision and meaning-based approach, elevating the values and aspirations of followers (Arz, 2023). In addition to inspiring and motivating followers to achieve remarkable outcomes, transformational leadership also enhances leadership abilities. By attending to the specific needs of each follower, empowering them, and coordinating their personal goals and objectives with those of the leader, the group, and the organization as a whole, transformational leaders foster the growth and development of their followers into leaders. According to Hetrick (2023), transformational leadership has the power to inspire followers to perform above expectations and generate high levels of follower satisfaction and commitment to the group and organization. Transformational leaders have the ability to spearhead modifications to an organization's mission, strategy, structure, and culture in addition to spearheading technological and product innovation (Dafft & Marcic, 2022). Transformational leaders focus on intangible qualities like vision, shared values, and ideas to build relationships, give greater meaning to various activities, and find common ground to encourage followers to participate in the change process. They also rely on rules and tangible incentives to control specific transactions with followers.

Transformational leadership includes four indicators. First, idealized influence refers to the attributes that followers give to their leaders, which include strength, self-confidence, and the leader's transcendent ideals. Second, inspirational motivation refers to leader behavior aimed at inspiring and motivating followers to achieve ambitious and challenging goals. Third, intellectual stimulation refers to leaders raising followers' intelligence by expressing original ideas to motivate innovative and creative decision-making. Fourth, individualized consideration refers to the socio-emotional support that leaders provide to their followers in response to their special needs, which encourages developing and empowering their personal potential (Bass & Avolio, 2003; Bolden et al., 2023). Suppose these indicators can be put into practice by entrepreneurs adequately. In that case, they can stimulate the company's competitiveness. Thus, a hypothesis can be formulated as follows:

H2: Transformational leadership influences company competitiveness.

Service Innovation and Company Competitiveness

A company's competitiveness can also be affected by service innovation. Studies conducted by Chen and Tsou (2007) and Kusumadewi and Karyono (2019) show that service innovation affects company competitiveness. Innovation is a solution in a new or unconventional way (Fernandes, 2022), which includes the application

and spread of new ideas and sometimes includes acts of discovery (Ruof, 2023). Innovation is a continuous process that plays an important role in the survival and development of organizations as well as society, as it can help address new ideas and create more value-added technologies and techniques, which can create convenience in the lives of individuals, helping them in solving problems -current problems and improve living standards. Innovation is only possible through creative learning and creative thinking (Memon&Tunio, 2023). Innovation can occur in-service programs, namely activities or actions carried out by companies or business actors to satisfy the needs and desires of customers or consumers (Wardhana et al., 2022) or tasks completed for clients or customers or as requested work by customers (Gibson et al., 2019). As a result, the phrase "service innovation" has gained traction in usage to refer to a fresh perspective on altering comparatively rigid and conservative operational procedures and processes, which can help firms better satisfy consumer demands (Kuo et al., 2014). Businesses implement this crucial shift in order to gain a competitive edge. For instance, they may integrate retail procedures and digital service components to speed up service processes through innovative new service systems and technology (Nylén & Holmström, 2015). According to research findings by Pinto et al. (2017), Helkkula et al. (2018), and Barrett et al. (2015), establishing and gaining a competitive advantage depends on service innovations, such as the use of technology, new services, interactions, and new customer/client interfaces and service delivery systems. Chen and Tsou (2007) distinguished between two aspects of service innovation in their study: process innovation, which encompasses new internal and external service development, administration, and process innovations, and product innovation, which includes service line extensions, new service launches, and modifications to existing services. Companies that can realize these attributes optimally and consistently can boost their competitive capacity, which is reflected in their ability to absorb technology and innovate. Thus, a hypothesis can be formulated as follows:

H3: Service innovation influences company competitiveness.

Organizational Performance and Company Competitiveness

Organizational performance is correlated with company competitiveness. According to research by Marques and Ferreira (2009) and Yang et al. (2013), organizational performance increases a company's ability to compete. Performance is the capacity of the organization to use its resources effectively and efficiently in order to achieve its goals (Daft, 2016). Performance measures how well an organization achieves its objectives in terms of effectiveness, efficiency, and quality (Gibson et al., 2019; Robbins & Coulter, 2016). Organizational performance is defined by Tomal and Jones (2015) as an organization's actual output or results compared to its intended outputs. The six dimensions of the organizational performance measurement model developed by Fitzgerald et al. (1991) are as follows: competitiveness, which is comprised of market share and relative position, sales growth, and customer base size; financial performance, which includes profitability, liquidity, capital structure, and market ratios; quality of service, which includes responsiveness, volume flexibility, delivery speed flexibility, and specification flexibility; productivity and efficiency; and innovation, which includes individual innovation performance and innovation process performance. If a company has these dimensions adequately, it has the potential to increase its competitiveness. Thus, it can be promoted hypothesis:

H4: Organizational performance influences company competitiveness.

Entrepreneurial Values and Organizational Performance

Entrepreneurial values can be defined as the beliefs and principles that guide the actions and decisions of entrepreneurs. Its values play a crucial role in shaping entrepreneurial behavior and influencing the success of entrepreneurial ventures. Research suggests that individual values indirectly affect entrepreneurial behavior through cognitive processes such as goal setting, information mapping, planning, and feedback processing (Packard, 2022). Additionally, entrepreneurial values are created through learning and experience and can be influenced by social, cultural, and epistemic factors (Davis, 2022). A value creation view on entrepreneurship recognizes that value can be economic, enjoyment, social, harmony, or influence-based and can be experienced and created for oneself or others (Morales et al., 2019). Furthermore, entrepreneurial values such as self-efficacy and achievement motivation have significantly impacted business performance, with entrepreneurial commitment mediating a role (Lackéus, 2018). Apart from influencing the company's competitiveness, entrepreneurial values also influence organizational performance. Mgeni's (2015) and Nguyen et al. (2021) studies prove that entrepreneurial values positively contribute to organizational performance. Thus, entrepreneurial values are a good predictor of organizational performance. It means that when a company has superior and solid corporate values, such as independence, creativity, risk-taking, achievement-oriented, ambition, and hard work, it has the opportunity to manage its competitiveness well. Therefore, a hypothesis can be formulated:

H5: Entrepreneurial values influence organizational performance.

Transformational Leadership and Organizational Performance

Organizational performance is also influenced by transformational leadership. Numerous prior studies have demonstrated the substantial impact that transformational leadership has on organizational performance (Salim & Rajput, 2021). Other studies indicated that transformational leadership impacts employee performance (Chen Andika et al., 2020; Sooriyakumaran et al., 2020; Chandrawaty & Widodo, 2020; Amalia et al., 2022) and implicates organizational performance. This indicates that transformational leadership is an essential antecedent for organizational performance. When company leaders can apply idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration intensely, consistently, and effectively, they tend to be able to encourage increased organizational performance. Thus, a hypothesis can be formulated as follows:

H6: Transformational leadership influences organizational performance.

Service Innovation and Organizational Performance

Service innovation refers to developing and implementing new ideas and practices aimed at improving the quality of public services or enhancing the competitiveness of firms in the market (Mahavarpour et al., 2023). It is a multidisciplinary field that has recently gained increasing attention (Bröchner, 2023). Service innovation can be categorized into different clusters based on their focus, including resource focus, process focus, solution focus, and actors' focus (Petrenko, 2022). Service innovation involves creating innovative services that meet customers' changing needs and demands, leading to increased customer satisfaction and loyalty. It also involves adopting new technologies, knowledge management, and integrating advanced technology into service delivery processes. Service innovation can have a significant impact on both the financial and non-financial performance measures of a firm. (Djellal et al., 2023; Wang et al., 2023; Blommerde, 2022). Organizational performance is also correlated with service innovation. Anshar's study (2017), Purwanto et al. (2017), and Van Zyl et al. (2021) show that service innovation can influence organizational performance. It means that service innovation is an important determinant of organizational performance. Therefore, when a company can carry out excellent service innovation, both at the process innovation level, such as new external service processes, new internal service development processes, and new internal administration processes, as well as product innovation, for example, service modifications; service line extensions, service repositioning, and new service launches tend to be able to manage organizational performance well and sustainably, for example in terms of sales growth and financial performance. Thus, a research hypothesis can be formulated:

H7: Service innovation influences organizational performance.

The Mediating Role of Organizational Performance

Several previous research results cited above show the mediating role of organizational performance in the context of a causal relationship between entrepreneurial values, transformational leadership, service innovation, and company competitiveness. The studies of Mgeni (2015) and Nguyen et al. (2021), for example, prove that entrepreneurial values positively contribute to organizational performance. Other research results found that transformational leadership significantly affects organizational performance (Chandrawaty & Widodo, 2020; Salim & Rajput, 2021). Then, investigations by Anshar (2017), Purwanto et al. (2017), and Van Zyl et al. (2021) revealed that service innovation can influence organizational performance. While Yang et al. (2013) and Marques and Ferreira (2009) claim that organizational performance can positively impact a company's competitiveness. Although research results have not been found that specifically show the influence of entrepreneurial values, transformational leadership, and service innovation on company competitiveness through organizational performance, several research results show indications that organizational performance can act as a mediator of the influence of entrepreneurial values, and transformational leadership, and service innovation on company competitiveness. Thus, the following hypothesis can be promoted:

H8: Entrepreneurial values influence company competitiveness by mediating organizational performance.

H9: Transformational leadership influences company competitiveness by mediating organizational performance.

H10: Service innovation influences company competitiveness by mediating organizational performance.

Method

Approach, Method, and Research Design

This research uses a quantitative approach rooted in positivistic thinking (Neumann, 2014). The quantitative approach aims to see the relationship between variables through a series of activities that begin with theoretical studies, then deduce them into hypotheses, and then conceptualize them into an analytical model. This approach is carried out using a survey method, namely studying large and small populations by selecting and studying samples selected from that population to find the incidence, distribution, and relative interrelation of variables (Kerlinger, 2006; Widodo, 2021). Under these conditions, the research uses a causal design in the form of structural equation modeling (SEM). In order to fulfill this design, research was conducted descriptively and explanatory. Descriptive research describes or describes the conditions of each research variable, while explanatory research explains the causal relationship between research variables.

Research Participants

The population of this study was 249 directors and officials one level below the directors (senior general manager, vice president, general manager) at 44 Ferry Roro ship companies operating in four commercial routes in Indonesia, namely: Merak-Bakauheni, Ketapang-Gilimanuk, Selamat- Padangbai and Kayangan-Pototano. The consideration is that they represent the owners or shareholders of the company, the company's front liners, and company leaders who also determine the company's operations. Meanwhile, the sample of research participants was 153 people who were determined based on the Slovin formula with an error margin of 5%. Sampling techniques were carried out using simple random sampling. They are available and willing to fill out the questionnaire entirely by approving the data provided for research data and scientific publications (Widodo, 2021). The majority of them were men (94.77%), aged > 50 years (66.01%), had a bachelor's degree (47.71%) and a master's degree (33.99%), were married (94.77%), and had worked more than 20 years (68.63%).

Procedure and Materials

A questionnaire with five options was used to collect data using a Likert scale: strongly disagree/never (score = 1), disagree/rarely (score = 2), neutral/sometimes (score = 3), agree/often (score = 4), and strongly agree/always (score = 5). The survey was carried out online using Google Forms, which can be shared using the WhatsApp application. Researchers created the questionnaire based on the theoretical dimensions or indicators of the experts. Indicators of entrepreneurial values include independence, creativity, risk-taking, achievement-oriented, ambition, and hard work (Boohene et al., 2008; Abun et al., 2021; Nuraida, 2022; Rahayu et al., 2023); transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, individualized consideration (Bass et al., 2003; Bolden et al., 2023); service innovation: new external service processes, new internal service development processes, new internal administration processes, service modifications, service line extensions, service repositioning, and new service launch (Chen & Tsou, 2007); organizational performance: competitiveness, financial performance, service quality, flexibility, and resource utilization (Fitzgerald et al., 1992); and company competitiveness: higher education and training, ability to absorb technology, ability to innovate, infrastructure, institutions, financial market sophistication, business sophistication, and macroeconomic stability (Watkins & Verma, 2007). Twelve items make up the entrepreneurial values, such as "The company encourages employees to provide new ideas that can advance the company," "The company gives employees the freedom to use new approaches to work," and "The company facilitates increasing employee competency." Its score of corrected item-total correlation coefficient (CI-TCC) ranges from .413 to .744, with an alpha coefficient (AC) of .865. The ten items that comprise transformational leadership include statements like "My ideas foster loyalty among subordinates," "My ideas generate optimism among subordinates," and "I reward high-performing subordinates." The range of its CI-TCC ranges from .587 to .736, with an AC of .860. Fourteen items make up the service innovation, including "The company adopts the latest technology to provide ticket sales service support," "The company continues to expand its ticket sales network," and "The company completes online ticket sales services." Its AC is .929, and the CI-TCC ranges from .502 to .821. Organizational performance consists of ten items such as "The company has a reliable quality management system," "The ferry vessels managed by the company operate on time," and "The company has succeeded in converting its resources into outstanding output." The range of its CI-TCC ranges from .549 to .888, with an AC of .920. Finally, organizational competitiveness consists of fourteen items for example, "The company conducts regular training to improve employee competence," "The company can absorb new technology well," and "The company experiences better business development from time to time." Its CI-TCC ranges from .504 to .919, with an AC of .954. It is valid and reliable as a research instrument because every item has a CI-TCC of >.361, and every variable has an AC of >.70 (Widodo, 2021).

Data Analysis

Smart PLS version 4 software was utilized to process the structural equation model (SEM) analysis of the data collected from the distribution of the questionnaires. Previously, the validity and reliability of the questionnaire were assessed on thirty trial samples. Following successful completion of validity and reliability assessments, data from 153 research samples was gathered via questionnaires. Descriptive and correlational statistics were used to analyze the data using SPSS software version 22, which was designed to characterize the research variables and elucidate their relationships.

Results and Discussions

Descriptive and Correlational Analysis

Table 1 displays the findings of the descriptive and correlation analyses that were performed with SPSS. The standard deviation (SD) values, which vary from 4.402 to 6.080, are smaller than the mean values, which often range from 44.74 to 63.47. As such, it provides a decent data summary and merits additional investigation. In the meantime, with a correlation coefficient value range of 0.707–0.915, the findings of the correlation study between variables together are significant at $p < .01$. It demonstrates how each variable and every other variable is mutually dependent.

Table 1. Descriptive and Correlation Statistics Result

Variabel	Mean	SD	1	2	3	4	5
Entrepreneurial values	53.06	4.954	1.00				
Transformational leadership	44.86	4.402	0.789	1.00			
Service inovation	62.90	6.074	0.787	0.707	1.00		
Organizational performance	44.74	4.977	0.771	0.793	0.830	1.00	
Company competitiveness	63.47	6.080	0.807	0.843	0.848	0.915	1.00

Measurement Model (Outer Model)

The measurement model or outer model is intended to test and evaluate the relationships between indicators and their constructs (latent variables). A variable can be declared valid if it has a loading factor value equal to or more than (\geq) 0.5. The calculation results show that the loading factor value for each indicator is more than ($>$) 0.5. This indicates that all indicators are valid, so they represent variables. The results of the discriminant validity test also show that the correlation value of each indicator with its own variable is greater than the correlation of the indicator with other variables, so it has good discriminant validity. The results of construct reliability and validity tests, which include Cronbach's Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE) from lowest to highest, are summarized in Table 2. CA and CR values for all variables are > 0.7 , so all variables (constructs) are reliable. Likewise, the AVE value for all variables is greater than 0.5, so it is valid (Hair et al., 2018). Thus, all the research variables are valid, reliable, and suitable for use and further analysis.

Table 2. Construct Reliability dan Validity

Variabel	CA	CR	AVE
Company competitiveness	0.942	0.947	0.747
Service inovation	0.890	0.901	0.608
Transformational leadership	0.809	0.810	0.637
Organizational performance	0.882	0.899	0.683
Entrepreneurial values	0.789	0.813	0.596

Measurement Structural Model (Inner Model)

Structural model measurements include model fit testing, R Square (R^2), and hypothesis testing, which includes path coefficients and t-tests. The model fit test is carried out to determine whether a model matches the empirical data. Meanwhile, the coefficient of determination (R^2) is used to determine the contribution of several variables to other variables according to the structural equation. The model suitability test can, among other things, be seen from the Normed Fit Index (NFI) value. The NFI value is in the range 0-1. The model has a high fit the closer it gets to 1. The NFI value obtained in this research is 0.622. This indicates a fairly good model fit. It means that the hypothetical model of this research is suitable to the empirical model obtained from this research data. Meanwhile, the R^2 value for the company competitiveness variable is 0.916. This shows that 91.6% of the variation in changes in company competitiveness is influenced by entrepreneurial values, transformational leadership, and service innovation, while the remaining 8.4% is caused by other

variables not involved in this research. Meanwhile, the R2 value for the organizational performance variable is 0.823. This indicates that 82.3% of the variation in changes in organizational performance is influenced by entrepreneurial values, transformational leadership and service innovation, while the remaining 17.7% can be caused by other variables.

Hypothesis Testing

Hypothesis testing in research includes the influence of entrepreneurial values, transformational leadership, and service innovation on organizational performance and company competitiveness. The results of the path coefficients and t-value structural models are presented in Figures 1 and 2 and summarized in Table 3. All hypotheses (H1 to H10) were significantly supported, showing significance at t values exceeding the critical t table values for $\alpha = 0.05$ and 0.01. Specifically, entrepreneurial values, transformational leadership, service innovation, and organizational performance positively affect a company's competitiveness, with path coefficients (γ/β) and p-values: $\gamma = 0.197$, $p < 0.05$; $\gamma = 0.235$, $p < 0.01$; $\gamma = 0.201$, $p < 0.01$; and $\beta = 0.381$, $p < 0.01$, respectively. Additionally, entrepreneurial values, transformational leadership, and service innovation positively influence organizational performance, with path coefficients and p-values: $\gamma = 0.262$, $p < 0.05$; $\gamma = 0.318$, $p < 0.05$; and $\gamma = 0.380$, $p < 0.01$, respectively. The smallest path coefficient observed was the impact of entrepreneurial values on a company's competitiveness ($\gamma = 0.197$, $p < 0.05$), showing a relatively small but significant influence. The most substantial path coefficient was the influence of organizational performance on the company's competitiveness ($\gamma = 0.381$, $p < 0.01$), signifying a considerable and significant impact. However, the effect of service innovation on organizational performance is also relatively more robust ($\gamma = 0.380$, $p < 0.01$). The indirect (mediation) relationship between entrepreneurial values, transformational leadership, and service innovation and the company's competitiveness mediated by organizational performance was found to be supported and significant ($\beta = 0.100$, $p < 0.05$; $\beta = 0.121$, $p < 0.05$; $\beta = 0.145$, $p < 0.01$). Service innovation has an indirect (mediation) effect better than others.

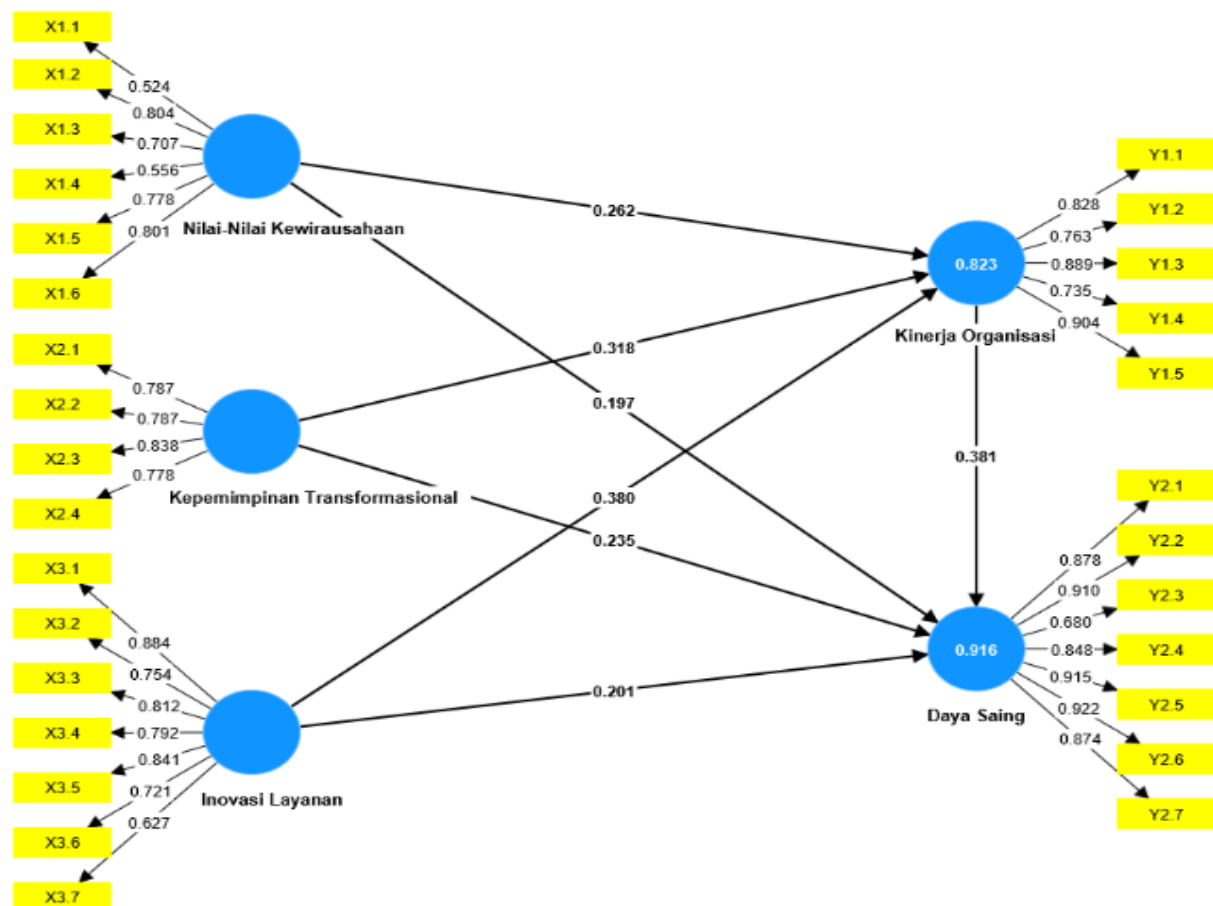


Figure 1. Result of Path Coefficient

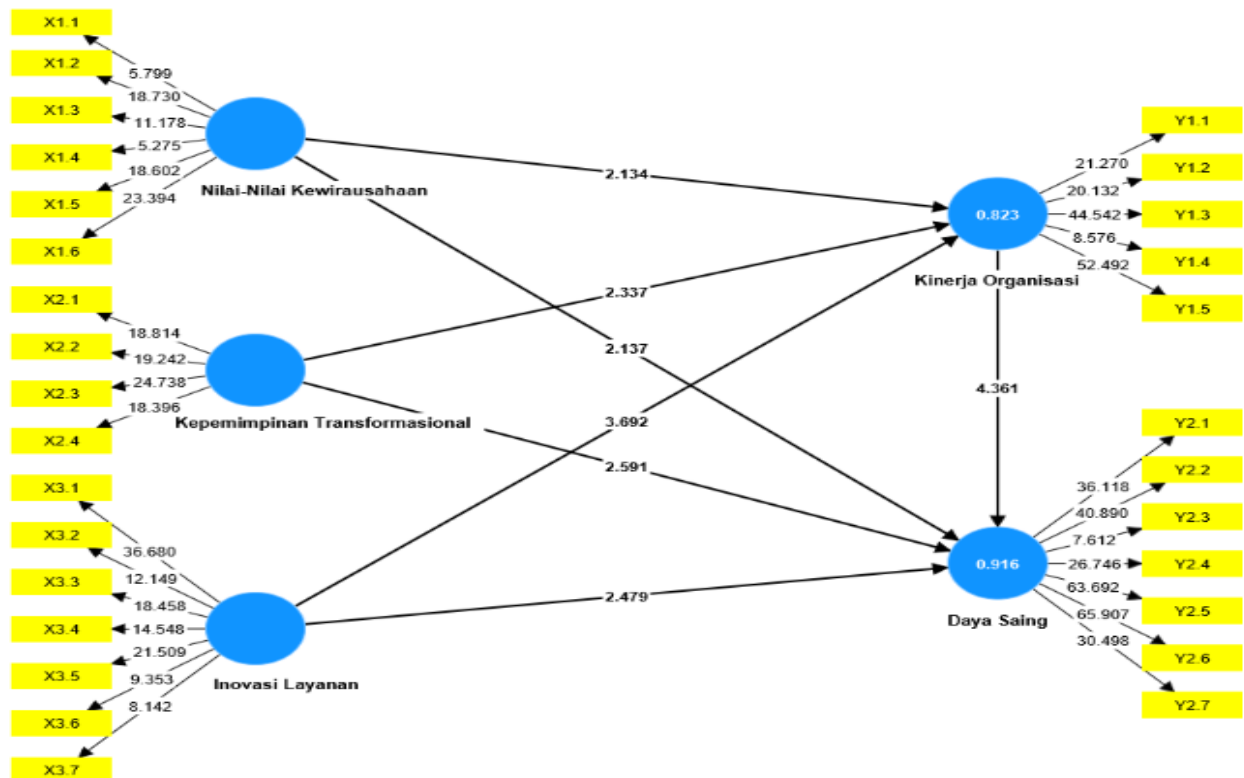


Figure 2. Result of T value

Tabel 3. Hypothesis Testing Results

Hypothesis	Path coefficient	Tvalue	Decision
H ₁ : Entrepreneurial values on company competitiveness	0.197	2.137*	Supported
H ₂ : Transformational leadership on company competitiveness	0.235	2.591**	Supported
H ₃ : Service innovation on company competitiveness	0.201	2.479**	Supported
H ₄ : organizational performance on company competitiveness	0.381	4.361**	Supported
H ₅ : Entrepreneurial values on organizational performance	0.262	2.134*	Supported
H ₆ : Transformational leadership on organizational performance	0.318	2.337*	Supported
H ₇ : Service innovation on organizational performance	0.380	3.692**	Supported
H ₈ : Entrepreneurial values on company competitiveness through organizational performance	0.100	2.021*	Supported
H ₉ : Transformational leadership on company competitiveness through organizational performance	0.121	1.968*	Supported
H ₁₀ : Service innovation on company competitiveness through organizational performance	0.145	2.789**	Supported

* $p < .05$; ** $p < .01$.

Discussion

The results of this research indicate that entrepreneurial values have a positive and significant effect on company competitiveness with an indication of a path coefficient value = 0.197 and a t value = 2.137 > t table value = 1.65. This indicates that entrepreneurial values are a good predictor of company competitiveness, so improvements in company values can trigger an increase in company competitiveness. Entrepreneurial values are a set of principles that reflect the meaning, message, substance, and spirit as a benchmark or benchmark for thinking, behaving and behavior, which involves vision, change, and creation and requires energy and passion toward the formation of new ideas and creative solutions which are manifested in indicators of being independent, creative, brave to take risks, achievement-oriented, ambitious and hard-working. These values

can empirically encourage the competitiveness of ferry companies, reflecting the company's ability to provide added value to ferry services that benefit customers. This finding is in line with and confirms the results of previous research conducted by Franco (2020) and Zeebaree and Siron (2017), which proves that entrepreneurial values influence a company's competitiveness.

This research also proves that transformational leadership has a positive and significant effect on a company's competitiveness, with an indication of a path coefficient value = 0.235 and a t value = 2.591 > t table value = 2.35. These empirical facts indicate that transformational leadership is an important determinant of company competitiveness, so improving transformational leadership practices can encourage increased company competitiveness. Transformational leadership is a leader's way of acting through his ability to influence subordinates to achieve organizational goals, which are reflected in ideal influence, inspirational motivation, intellectual stimulation, and individual consideration. These indicators have been empirically proven to be able to encourage the competitiveness of ferry companies. This finding is consistent with the study of Devie et al. (2015) and Al Owais (2019), who prove that transformational leadership influences a company's competitiveness.

This research also reveals that service innovation has a positive and significant effect on company competitiveness, with a path coefficient value = 0.201 and a t value = 2.479 > t table value = 2.35. This indicates that service innovation is a crucial antecedent for company competitiveness, so improving service innovation can influence company competitiveness. Service innovation is an organizational action in new ways to reform operational procedures and processes that can change the organization to meet market needs better. Service innovation can be reflected in new external service processes, new internal service development processes, new internal administration processes, service modifications, service line extensions, service repositioning, and new service launches. These attributes have been empirically proven to contribute positively to ferry companies' competitiveness. Therefore, ferry companies can rely on service innovation to boost their competitiveness. These findings align with and confirm the results of previous research conducted by Chen and Tsou (2007) and Kusumadewi and Karyono (2019), which prove that service innovation positively contributes to company competitiveness.

This research also shows that organizational performance has a positive and significant effect on company competitiveness, with a path coefficient value = 0.381 and a t value = 4.361 > t table value = 2.35. This empirical fact provides clear evidence that organizational performance is an essential predisposition for company competitiveness, so improving organizational performance can increase company competitiveness. Organizational performance is the company's ability to produce results according to targets or standards through competition, financial performance, service quality, flexibility, and resource utilization. These aspects have been empirically proven to influence the competitiveness of ferry companies so that, as a consequence, ferry companies can use organizational performance as a strategy to increase the company's competitiveness. These findings confirm previous studies conducted by Yang et al. (2013) and Marques and Ferreira (2009), who claim that organizational performance positively impacts company competitiveness.

This research also reveals that service innovation positively and significantly affects company competitiveness, with a path coefficient value = 0.201 and a t value = 2.479 > t table value = 2.35. This indicates that service innovation is a crucial antecedent for company competitiveness, so improving service innovation can influence company competitiveness. Service innovation is an organizational action in new ways to reform operational procedures and processes that can change the organization to meet market needs better. Service innovation can be reflected in new external service processes, new internal service development processes, new internal administration processes, service modifications, service line extensions, service repositioning, and new service launches. These attributes have been empirically proven to contribute positively to ferry companies' competitiveness. Therefore, ferry companies can rely on service innovation to boost their competitiveness. These findings align with and confirm the results of previous research conducted by Chen and Tsou (2007) and Kusumadewi and Karyono (2019), which prove that service innovation positively contributes to company competitiveness.

This research also shows that organizational performance positively and significantly affects company competitiveness, with a path coefficient value = 0.381 and a t value = 4.361 > t table value = 2.35. This empirical fact provides clear evidence that organizational performance is an essential predisposition for company competitiveness, so improving organizational performance can increase company competitiveness. Organizational performance is the company's ability to produce results according to targets or standards through competition, financial performance, service quality, flexibility, and resource utilization. These aspects have been empirically proven to influence the competitiveness of ferry companies so that, as a consequence, ferry companies can use organizational performance as a strategy to increase the company's competitiveness.

These findings confirm previous studies conducted by Yang et al. (2013) and Marques and Ferreira (2009), who claim that organizational performance positively impacts company competitiveness.

This research also proves that service innovation has a positive and significant effect on organizational performance, with a path coefficient value = 0.380 and a t value = 3.692 > t table value = 2.35. This confirms that service innovation is an adequate predictor of organizational performance, so improving service innovation can stimulate the increased organizational performance of ferry companies. Consequently, ferry company management needs to consider service innovation factors such as new external service processes, new internal service development processes, new internal administration processes, service modifications, service line extensions, service repositioning, and service launches in building organizational performance, especially financial performance. These findings are in line with and confirm the research results of Anshar (2017), Purwanto et al. (2017), and Van Zyl et al. (2021), which prove that service innovation has a significant effect on organizational performance.

Apart from that, the results of this research also found new empirical facts that entrepreneurial values significantly affect company competitiveness by mediating organizational performance. The indication is that the path coefficient value = 0.100 and the t value = 2.021 > t table value = 1.65. This empirical evidence shows the critical role of organizational performance in mediating the influence of entrepreneurial values on company competitiveness. This implies that efforts to increase company competitiveness based on an entrepreneurial values perspective will be more effective if supported by improvements in the company's organizational performance. These findings not only confirm the studies of Mgeni (2015) and Nguyen et al. (2021) that entrepreneurial values influence organizational performance, as well as the research results of Yang et al. (2013) and Marques and Ferreira (2009) that organizational performance influences company competitiveness, but also reveals new empirical facts that entrepreneurial values influence company competitiveness by mediating organizational performance.

Transformational leadership has also been proven to significantly affect company competitiveness by mediating organizational performance. The indication is that the path coefficient value = 0.121 and the t value = 1.968 > t table value = 1.65. This empirical fact confirms organizational performance's crucial role in mediating transformational leadership's influence on company competitiveness. It means that efforts to develop company competitiveness based on transformational leadership practices will be more effective if they consider the company's organizational performance factors as mediators. These findings not only confirm previous studies that transformational leadership influences organizational performance (Munizu & Umar, 2022; Sooriyakumaran et al., 2020; Chandrawaty & Widodo, 2020; Salim & Rajput, 2021) and Yang's research results et al. (2013) and Marques and Ferreira (2009) that organizational performance influences company competitiveness, but also reveals new empirical facts that transformational leadership influences company competitiveness by mediating organizational performance.

Likewise, service innovation also has a significant effect on company competitiveness by mediating organizational performance. The indication is that the path coefficient value = 0.145 and the t value = 2.789 > t table value = 2.35. This empirical fact shows the essential role of organizational performance in mediating the influence of service innovation on company competitiveness. It means that efforts to develop company competitiveness based on service innovation will be more effective if supported by the company's organizational performance factors as mediators. These findings not only align with and confirm previous studies that service innovation influences organizational performance (Anshar, 2017; Purwanto et al., 2017; Van Zyl et al., 2021) as well as the research results of Yang et al. (2013) and Marques and Ferreira (2009) that organizational performance influences company competitiveness, but also proves a new empirical fact that service innovation influences company competitiveness through organizational performance.

Overall, this research confirms and finds new empirical facts regarding the influence of entrepreneurial values, transformational leadership, and service innovation on the competitiveness of ferry companies mediated by organizational performance based on empirical data from leaders of ferry companies operating in four commercial routes in Indonesia (Merak -Bakauheni, Ketapang-Gilimanuk, Selamat-Padangbai and Kayangan-Pototano). This finding is a novelty of this research, which contributes positively to the development of maritime transportation management science, especially those related to developing company competitiveness based on entrepreneurial values, transformational leadership, and service innovation through organizational performance mediation mechanisms. Apart from that, these findings also provide practical implications for developing the competitiveness of shipping companies, especially ferries, through the perspective of entrepreneurial values, transformational leadership, service innovation, and organizational performance.

Conclusions

Company competitiveness is very important for business continuity, including shipping companies. Therefore, it is essential and urgent to investigate corporate competitiveness from the perspective of entrepreneurial values, transformational leadership, service innovation, and organizational performance. This research found a significant influence of entrepreneurial values, transformational leadership, service innovation, and organizational performance on a company's competitiveness; the significant influence of entrepreneurial values, transformational leadership, and service innovation on organizational performance; and the significant influence of entrepreneurial values, transformational leadership, and service innovation on company's competitiveness as mediated by organizational performance. These findings not only clarify the results of several previous studies, which were used as a reference for developing this research hypothesis and refute the contradictory results of other research but also show new findings regarding the mediating role of organizational performance in the causal relationship between entrepreneurial values, transformational leadership and service innovation with the company's competitiveness. Therefore, this research promotes a new empirical model of the influence of entrepreneurial values, transformational leadership, and service innovation on a company's competitiveness through the mediation mechanism of organizational performance. This new model deserves to be discussed critically by researchers, academics, and practitioners before being adapted or adopted for use in their future work without ignoring some limitations of the results of this study. For example, this research only accommodates theoretical dimensions/indicators from several experts, even though several dimensions/indicators from other experts can be considered. Apart from that, this research only uses a quantitative approach, even though a qualitative approach can be used to enrich and deepen the research results. This research also only focuses on one data source (leadership), even though other data sources, such as subordinates, could be used. Therefore, similar research in the future needs to consider different dimensions/indicators, use mixed methods (quantitative and qualitative), and use more complete research data sources.

References

- Abdullah, Soelistya, D., & Wijayanti, T.C. (2020). The importance of organizational commitment as a mediation in improving the performance of specialist doctors: The effect of transformational leadership and work discipline. *Budapest International Research and Critics Institute-Journal*, 5(1), 5214-5229. <https://doi.org/10.33258/birci.v5i1.4225>.
- Abun, D., Magallanes, T., Ranay, F. B., Catbagan, N. C., & Calairo, R. J. (2021). Entrepreneurial values, cognitive attitude toward business and business behavioural intention of ABM grade 12 and fourth-year business management students: A comparative study. *Humanities and Social Science Research*, 4(4), 16-34. <https://doi.org/10.30560/hssr.v4n4p16>.
- Agarwal, R. C. (2023). *Fundamentals of entrepreneurship for B.Com. Sem.-4 (According to NEP-2020)*. Uttar Pradesh: SBPD Publishing House.
- Ahmad Dar, S. (2022). *The relevance of Taylor's scientific management in the modern era*. *Journal of Psychology and Political Science*, 02(06), 1-7. <https://doi.org/10.55529/jpps.26.1.6>.
- Al Owais, T.M. (2019) Influence of Transformational Leadership Style on Global Competitive Advantage through Innovation and Knowledge. *Modern Applied Science*, 13(1), 183-191. <https://doi.org/10.5539/mas.v13n1p183>.
- Amalia, P.T., Munizu, M., & Umar, F. (2022). The effect of transformational leadership and work motivation against employee performance with job satisfaction as mediation variable: The case of the takalar district court. *Hasanuddin Journal of Applied Business and Entrepreneurship (HJABE)*, 5(1), 104-119.
- Andika, D., Adam, M., Djalil, M.A., & Nurdin, R. (2020). The effect of transformational leadership and job satisfaction on employee performance through work motivation (case study at tax service office, Pratama Banda Aceh, Indonesia). *East African Scholars Journal of Economics, Business and Management: Abbreviated Key Title: East African Scholars J Econ Bus Manag.* 3(2), 164-168. <https://doi.org/10.36349/easjebm.2020.v03i02.009>.
- Anshar, M. (2017). The impact of visionary leadership, learning organization and innovative behavior to performance of customs and excise functional. *International Journal of Human Capital*, 1(2), 52-60.
- Arz, D. (2023). *Management of Employees in Home Or Mobile Office. How Leadership Changes Due to Work from Home*. Munich, Bavaria, Germany: GRIN Verlag.
- Barrett, M., Davidson, E., Prabhu, J., Vargo, S. L., (2015). Service innovation in the digital age: Key contributions and future directions. *MIS Quarterly*, 39(1), 135-154. <https://doi.org/10.25300/MISQ/2015/39.1.03>.

- Bass, B. M., Avolio, B. J., Jung, D. I., & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology*, 88(2), 207-218. <https://doi.org/10.1037/0021-9010.88.2.207>.
- Blommerde, T. (2022). Service innovation and performance in micro, small, and medium-sized organizations. *European Journal of Business and Management Research*, 7(4), 46-54. <https://doi.org/10.24018/ejbmr.2022.7.4.1510>.
- Bolden, R., Hawkins, B., & Gosling, J. (2023). *Exploring leadership*. Walton Street, Oxford: Oxford University Press.
- Boohene, R., Sheridan, A., & Kotey, B. (2008). Gender, personal values, strategies and small business performance: A Ghanaian case study. *Equal Opportunities International*, 27(3), 237-257. DOI: 10.1108/02610150810860075
- Bröchner, J. (2023). *Service Innovation in Construction*. EE Elgar Online, Print ISBN: 9781802202588, eISBN: 9781802202595. <https://doi.org/10.4337/9781802202595.Service.Innovation>.
- Chandrawaty, C., & Widodo (2020). An empirical effect of grit on task performance: mediating by transformational leadership and job involvement. *Journal of Xi'an University of Architecture & Technology*, 12(14), 2461-2470.
- Chen, J. S., & Tsou, H. T. (2007). Information technology adoption for service innovation practices and competitive advantage: The case of financial firms. *Information Research (IR)*, 12(3), 1-29.
- Daft, R. L. (2016). *New era of Management* (11th ed.) New Zealand: South-Western Cengage Learning.
- Daft, R. L., & Marcic, D. (2022). *Understanding management*. Boston, Massachusetts: Cengage Learning.
- Davis, J. P. (2022). Creating values: The entrepreneurial-science education nexus. *Research in Science Education*, 53(1), 19-36. <https://doi.org/10.1007/s11165-021-10040-8>.
- Devie, Samuel, H., & Siagian, H. (2015). The different impact between transformational leadership and transactional leadership on competitive advantage. *Journal of Progressive Research in Social Sciences (JPRSS)*, 3(1), 146-149.
- Djellal, F., Gallouj, C., & Gallouj, F. (2023). *For Service Innovation: Some Arguments in Favor of Services and Innovation in Services*. In *Debating Innovation*. Berlin, Jerman: Springer Link.
- Elfahmi, S. H., & Jatmika, D. (2017). Pengaruh inovasi terhadap produktivitas UMKM (studi kasus di Malang). *Seminar Nasional Sistem Informasi 2017*, 14 September 2017, Fakultas Teknologi Informasi UNMER Malang, 445-454.
- Fernandes, A. A. (2022). *Product and Service Design Innovation*. New York: Springer International Publishing.
- Fitriati, R. (2015). *Menguak Daya Saing UMKM Industri Kreatif Sebuah Riset Tindakan Berbasis Soft Systems Methodology*. Jakarta: Yayasan Pustaka Obor Indonesia.
- Fitzgerald, L., Johnston, R., Brignall, S., Silvestro, R., & Voss, C. (1992). *Performance Measurement in Service Businesses*. London: CIMA Publishing.
- Franco, M. (2020). Entrepreneurship, competitiveness and innovation. *Sustainability*, 12, 1-5. <https://doi.org/10.3390/su12166576>.
- Gibson, J. L., Ivancevich, J. M., & Donnelly, Jr, J. H. (1919). *Organizations: Behavior, Structure, Processes*. Boston: McGraw Hill Irwin.
- Hair, J. F., Babin, B. J., Anderson, R. E., & Black, W. C. (2018). *Multivariate data analysis* (8th ed.). India: Cengage India.
- Helkkula, A., Kowalkowski, C., & Tronvoll, B. (2018). Archetypes of service innovation. *Journal of Service Research*, 21(3), 284-301. <https://doi.org/10.1177/1094670517746776>.
- Hetrick, S. (2023). *Toxic Organizational Cultures and Leadership: How to Build and Sustain a Healthy Workplace*. Oxfordshire United Kingdom: Taylor & Francis.
- Hossain, Md. S., Kabir, S. B., & Mahbub, N. (2019). Competitive strategies and organizational performance: determining the influential factor conquer over the rivals in the food industry of Bangladesh. *International Review of Management and Marketing*, 9(3), 100-105. <https://doi.org/10.32479/irmm.8109>
- Hutabarat, J., & Huseini, M. (2014). *Strategi: Pendekatan Komprehensif dan Terintegrasi*. Jakarta: UI-Press.
- Kerlinger, F. N. (2006). *Asas-asas Penelitian Behavioral*. Penerjemah Landung R. Simatupang. Yogyakarta: GadjahMada University Press.
- Khalida, R., & Sjaf, S. (2021). Hubungan kondisi sosial ekonomi pemilik UMKM dengan persepsi terhadap karakteristik sociopreneur. *Jurnal Sains Komunikasi dan Pengembangan Masyarakat [JSKPM]*, 5(5), 619-646
- Kimemia, P. N., Gakure, R. W., & Waititu, G. A. (2014). Influence of organizational competitiveness on the performance of manufacturing micro and small enterprises in Kenya. *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)* 19 (1), 77-86.

- Kuo, Y. -K., Kuo, T. -H., & Ho, L. -A. (2014). Enabling innovative ability: Knowledge sharing as a mediator. *Industrial Management & Data Systems*, 114(5), 696–710. <http://dx.doi.org/10.1108/IMDS-10-2013-0434>.
- Kusumadewi, R. N., & Karyono, O. (2019). Impact of service quality and service innovations on competitive advantage in retailing. *Budapest International Research and Critics Institute (BIRCI-Journal) Humanities and Social Sciences*, 2(2), 366-374. <https://doi.org/10.33258/birci.v2i2.306>.
- Lackéus, M. (2018). “What is Value?” – A framework for analyzing and facilitating entrepreneurial value creation. *UNIPED*, 41(01), 10-28. <https://doi.org/10.18261/ISSN.1893-8981-2018-01-02>.
- Lingam, N., & Lingam, G. I. (2023). *Developing school leaders in the pacific: Building capacity to enhance student learning. Gateway East, Singapura: Springer Nature Singapore*.
- Mahavarpour, N., Marvi, R., & Foroudi, P. (2023). A brief history of service innovation: The evolution of past, present, and future service innovation. *Journal of business research*, 160, 113795-113795. <https://doi.org/10.1016/j.jbusres.2023.113795>.
- Marisa, S. (2019). Pengaruh motivasi dalam pembelajaran siswa upaya mengatasi permasalahan belajar. *Jurnal Taushiah FAI-UTSU*, 9(2), 20-27.
- Marques, C.S., & Ferreira, J. (2009). SME innovative capacity, competitive advantage and performance in a ‘traditional’ industrial region of Portugal. *Journal of Technology Management Innovation*, 4(4), 53-68. <https://doi.org/10.4067/S0718-27242009000400005>.
- Memon, A. B., & Tunio, M. N. (2023). *Frugal Innovation and Social Transitions in the Digital Era*. Hershey, Pennsylvania: IGI Global.
- Mgeni, T.O. (2015). Impact of entrepreneurial leadership style on business performance of SMEs in Tanzania. *Journal Entrepren Organiz Manag*, 4(2), 1-10. <https://doi.org/10.4172/2169-026X.1000142>.
- Morales, C. E., Masuda, A. D., & Holtschlag, C. (2019). The why and how of entrepreneurial action: An integrative model based on individual values and action theory. *The Spanish Journal of Psychology (Cambridge University Press (CUP))*, 22(22), 1-11. <https://doi.org/10.1017/sjp.2019.62>.
- Nguyen, P.V., Huynh, H.T.N., Lam, L.N.H., Le, T.B., & Nguyen, N.H.X. (2021). The impact of entrepreneurial leadership on SMEs’ performance: the mediating effects of organizational factors. *Heliyon*, 1-13. <https://doi.org/10.1016/j.heliyon.2021.e07326>.
- Nuraida, S. (2022). Study of entrepreneurial values in social entrepreneur: A case study on social enterprise misteripang. *A Social Science and Entrepreneurship Journal*, 2(2), 163-172.
- Nylén, D., & Holmström, J. (2015). Digital innovation strategy: A framework for diagnosing and improving digital product and service innovation. *Bus. Horiz*, 58(1), 57–67. <https://doi.org/10.1016/j.bushor.2014.09.001>.
- Packard, M. D. (2022). *Entrepreneurial Valuation, An Entrepreneur’s Guide to Getting into the Minds of Customers*. De Gruyter. <https://doi.org/10.1515/9783110750805>.
- Petrenko N. O. (2022). Service innovations as a necessary element of hotel industry development. *International Scientific Journal “Internauka”. Series: “Economic Sciences”*, 12(68). <https://doi.org/10.25313/2520-2294-2022-12-8451>.
- Pinto, G. L., Dell’Era, C., Verganti, R., & Bellini, E. (2017). Innovation strategies in retail services: solutions, experiences and meanings. *European Journal of Innovation Management*, 20(2), 190–209. <https://doi.org/10.1108/EJIM-06-2015-0049>.
- Purwanto, A., Novitasari, D., & Asbari, M. (2017). Tourist satisfaction and performance of tourism industries: How the role of innovative work behaviour, organizational citizenship behaviour?. *Journal of Industrial Engineering & Management Research*, 3(1), 1-12. <https://doi.org/10.7777/jiemar>.
- Rahayu, W. P., Hapsari, N. T., Wibowo, A., Qodri, L. A., Rusmana, D., & Narmaditya, B. S. (2023). Inculcating entrepreneurial values in creating business sustainability through business independence in batik craftsmen. *Front. Sustain. Cities*, 5:1091368. <https://doi.org/10.3389/frsc.2023.1091368>.
- Roache, D. A-M. (2023). *Transformational leadership styles, management strategies, and communication for global leaders*. Hershey, Pennsylvania: IGI Global.
- Robbins, S. P., & Coulter, M. (2016). *Management (13th ed.)*. Essex: Pearson Education Limited.
- Robbins, S. P., & Judge, T. A. (2016). *Organizational Behavior (12th Edn.)*. Upper Saddle River. New Jersey: Pearson Prentice Hall.
- Ruof, C. (2023). *Regulating financial innovation fintech and the information deficit*. New York: Springer Nature Switzerland.
- Salim, A., & Rajput, N. A. R. (2021). The relationship between transformational leadership, prosocial behavioral intentions, and organizational performance. *Journal of Asian Finance, Economics and Business*, 8(1), 487-493. <https://doi.org/10.13106/jafeb.2021.vol8.no1.487>.
- Sooriyakumaran, N., Bandaranayake, M., & Sooriyakumaran, L. (2020). Impact of transformational leadership approach of operational managers on the work performance of operational staff of road

- development authority, Sri Lanka. SSRG International Journal of Economics and Management Studies (SSRG-IJEMS), 7(5), 83-91. <https://doi.org/10.14445/23939125/IJEMS-V7I5P113>.
- Soriano, D.R., & Huang, K-H. (2013). Innovation and entrepreneurship in knowledge industries. *Journal of Business Research*, 66(10), 1964-1969. doi: 10.1016/j.jbusres.2013.02.019
- Van Zyl, L.E., van Oort, A., Rispens, S., & Olckers, C. (2021). Work engagement and task performance within a global Dutch ICT-consulting firm: The mediating role of innovative work behaviors. *Current Psychology*, 40:4012-4023. <https://doi.org/10.1007/s12144-019-00339-1>.
- Wang, M., Frosch, M., Weiß, P., & Zolnowski, A. (2023). Service innovation roadmaps as benchmarks for organizational learning. *ITM Web of Conferences on Exploring Service Science (IESS 2.3)*, 51, 04001-04001. <https://doi.org/10.1051/itmconf/20235104001>.
- Wardhana, A., Budiastuti, E., Gultom, N.B., Sudirman, A., Julyanthry, Saputra, G.G., Rizkia, N.D., Sari, A.R., Fardiansyah, H., Savitri, C., & Amruddin. (2022). *Perilaku Konsumen (Teori dan Implementasi)*. Bandung: Penerbit CV. Media Sains Indonesia.
- Watkins, A., & A. Verma. (2007). Higher education, competitiveness, and innovation capability, in south and east asia: A benchmarking exercise. *Science, Technology and Innovation Program Education Department Human Development Network*.
- Widodo, W., & Mawarto, M. (2020). Investigating the role of innovative behavior in mediating the effect of transformational leadership and talent management on performance. *Management Science Letters*, 10, 2175-2182. <https://doi.org/10.5267/j.msl.2020.3.019>.
- Widodo. (2021). *Metodologi Penelitian Populer dan Praktis*. Jakarta: Rajawali Press.
- Wren, D. A., & Bedeian, A. G. (2023). *The Evolution of Management Thought*. Hoboken, New Jersey: Wiley.
- Yang, C-S., Lu, C-S., Haider, J-J., Marlow, P.B. (2013). The effect of green supply chain management on green performance and firm competitiveness in the context of container shipping in Taiwan. *Transportation Research Part E: Logistics and Transportation Review*, 55, 55-73. <https://doi.org/10.1016/j.tre.2013.03.005>.
- Zeebaree, M.R.Y., & Siron, R.B. (2017). The impact of entrepreneurial orientation on competitive advantage moderated by financing support in SMEs. *International Review of Management and Marketing*, 7(1), 43-52.