



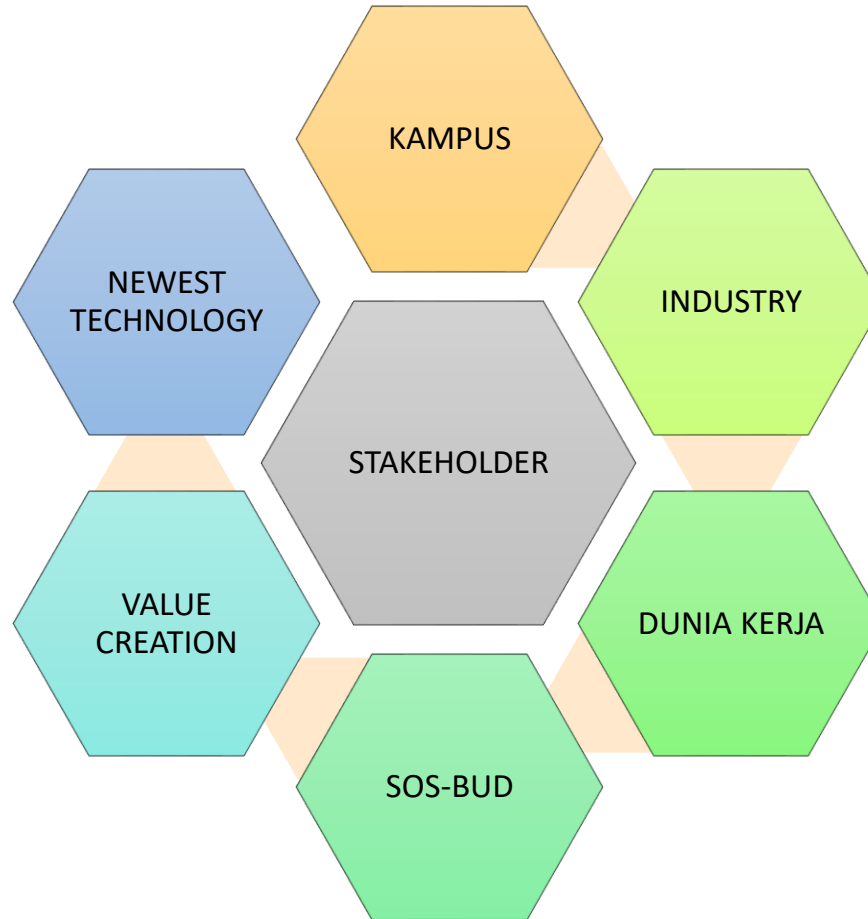
STUDY TO DEVELOP FOR THE MARKETING RESEARCH
MODEL AND MULTIVARIATE DATA ANALYSIS CONDUCT
TO SEM SMARTPLS 3.2.9

Dr. WILHELMUS HARY SUSILO

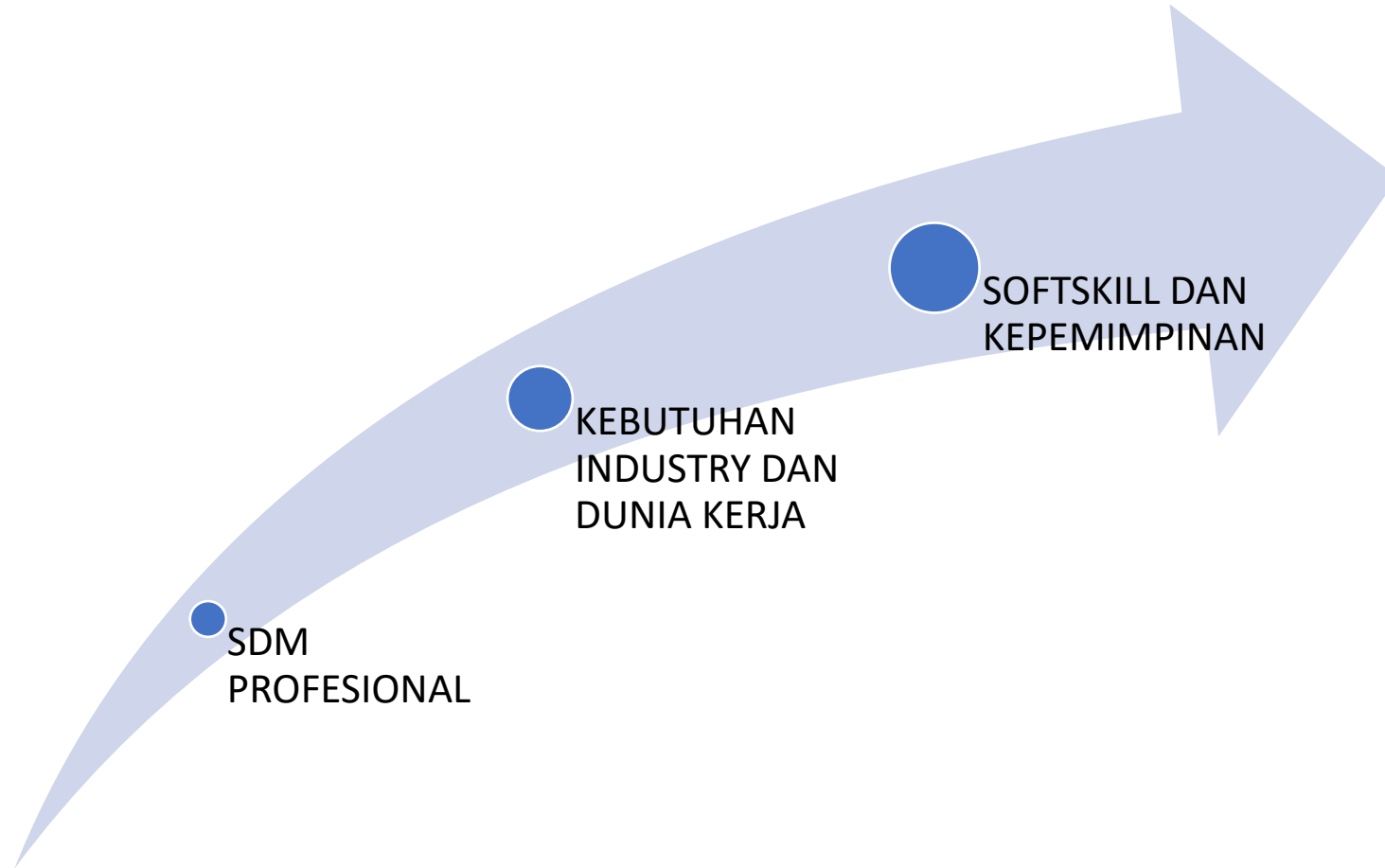
MK METODE PENELITIAN

**MAGISTER MANAGEMENT- MM
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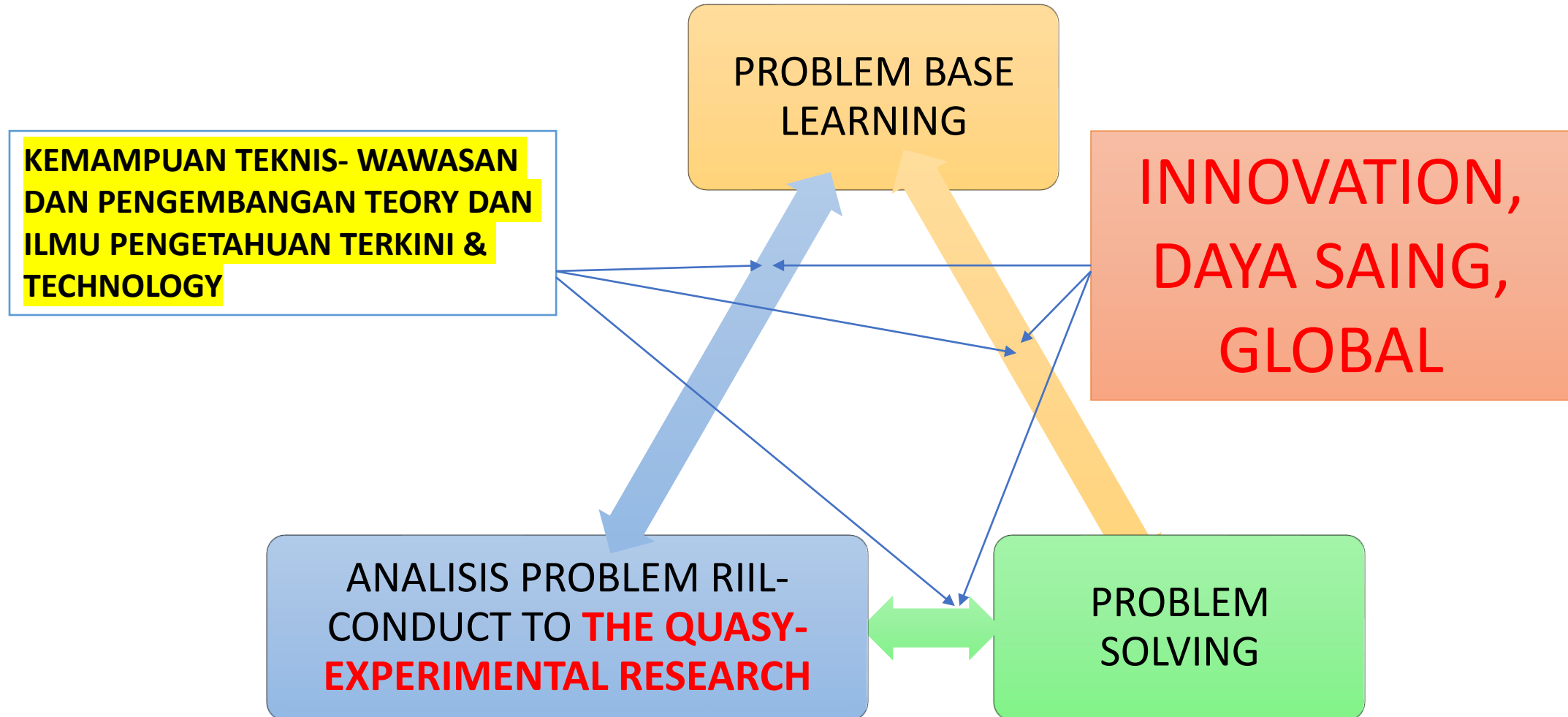
INDUSTRY DAN DUNIA KERJA



OUTCOME



PROJECT BASE LEARNING



INTRODUCTION

- TYPE OF BUSINESS RESEARCH- UNDERTAKEN FOR TWO DIFFERENT PURPOSE (Sekaran and Bougie): **(Magister Terapan)**

APPLIED RESEARCH

- SOLVE THE CURRENT PROBLEM FACED BY MANAGER **IN WORK SETTING**
- DEMANDING A **TIMELY SOLUTION**
- TO TAKE CORRECTIVE ACTION

BASIC, FUNDAMENTAL OR PURE RESEARCH

- TO **GENERATE A BODY OF KNOWLEDGE** AMONG THEORETICAL.
- HOW CERTAIN/tertentu PROBLEMS THAT OCCUR/terjadi **IN ORGANIZATION CAN BE SOLVED**
- TO COMPREHEND/ memahami

CONTOH RISET MSDM

- **Leading toward harmony e Different types of conflict mediate how followers' perceptions of transformational leadership are related to job satisfaction and performance**

Jana Kammerhoff, Oliver Lauenstein, Astrid Schütz* Otto-Friedrich
Universität-Bamberg, Germany, 2019

abstract

Conflict has negative effects on employees' job satisfaction and performance. Transformational leadership, on the other hand, has been shown to have strong positive relations with both job satisfaction and performance, but is negatively related to conflicts at the workplace. However, up to now how these different factors influence one another remains unclear. With this study, we take a closer look at the role of conflict and focus on task and relationship conflicts as possible mediators between transformational leadership and job satisfaction on the one hand and performance on the other. Data from professional orchestra musicians in German-speaking countries were used, as transformational leadership is often likened to the method of leadership found in orchestras. Structural equation modeling indicated that task conflict mediated the effect of transformational leadership on performance and relationship conflict mediated the effect of transformational leadership on job satisfaction. Implications and limitations are discussed. © 2018 Elsevier Ltd. All rights reserved.

GAP PENELITIAN

- Various studies have shown that a transformational leadership style contributes to the well-being of organizations and the individuals who make up the organization (e.g. organizational productivity as well as employees' mental health; Bass, 1999; Chun, Cho, & Sosik, 2016; Montano, Reeske, Franke, & Hüffmeier, 2016; Wang, Oh, Courtright, & Colbert, 2011). We also know that **transformational leadership has a positive influence on job satisfaction** (Braun, Peus, Weisweiler, & Frey, 2013) as well as performance (Wang et al., 2011). **By contrast, conflicts in the workplace usually have harmful consequences (De Dreu, 2008)**. Conflicts can be related to work tasks (e.g. how the task should be accomplished) or to relationships (e.g. concerning incompatible values or personalities) (Jehn, 1995). Studies on job satisfaction have indicated that both task and relationship conflict are associated with **decreases in job satisfaction** (De Dreu & Weingart, 2003; Jehn, 1995). Studies that have shown that task conflict is associated with better performances seem to be limited to specific circumstances and tasks related to decision making on a team level, but overall, task conflict seems to be rather harmful to performance (see De Dreu, 2008, for a review of the literature). **Relationship conflict under any circumstances has been shown to have a rather negative influence on performance** (de Wit, Greer, & Jehn, 2012).

NEXT

- Many studies on transformational leadership and conflict have concentrated on the influence of leadership style on styles of conflict resolution (Yang, 2012a, 2012b, 2014; Zhang, Cao, & Tjosvold, 2011) but **have not provided information about the actual frequency of conflicts that are associated with various leadership styles**. Although the former is a valid and important endeavor, studies have yet to address the underlying mechanism through which conflict itself is connected to the influence of transformational leadership on job satisfaction and performance.

Kajian teoritis: transformational leadership

- Typically, transformational leadership is described as a combination of different behaviors. They often get subsumed under the taglines of the “Four I’s”: (1) idealized influence: Leaders applying idealized influence lead by living out the proposed work ideals as role models and having followers emulate them; (2) inspirational motivation: To motivate their followers, leaders applying a transformational style emphasize shared values and shared goals and communicate clearly how these can be attained by working together; (3) intellectual stimulation: Leaders challenge their followers intellectually by stimulating and encouraging creativity and new approaches; (4) individualized consideration: Leaders take care to understand and address followers' needs and personal values. Transformational leadership is a style by which leaders considers each individual's aspirations and abilities as well as those of the team (**Bass, 1999; Felfe, 2006**)

Contoh penulisan **hipotesis**

- Hypothesis 1. The extent to which orchestra musicians perceive their conductor as exhibiting **transformational leadership will be positively associated with musicians' job satisfaction.**

Contoh Model hipotesis

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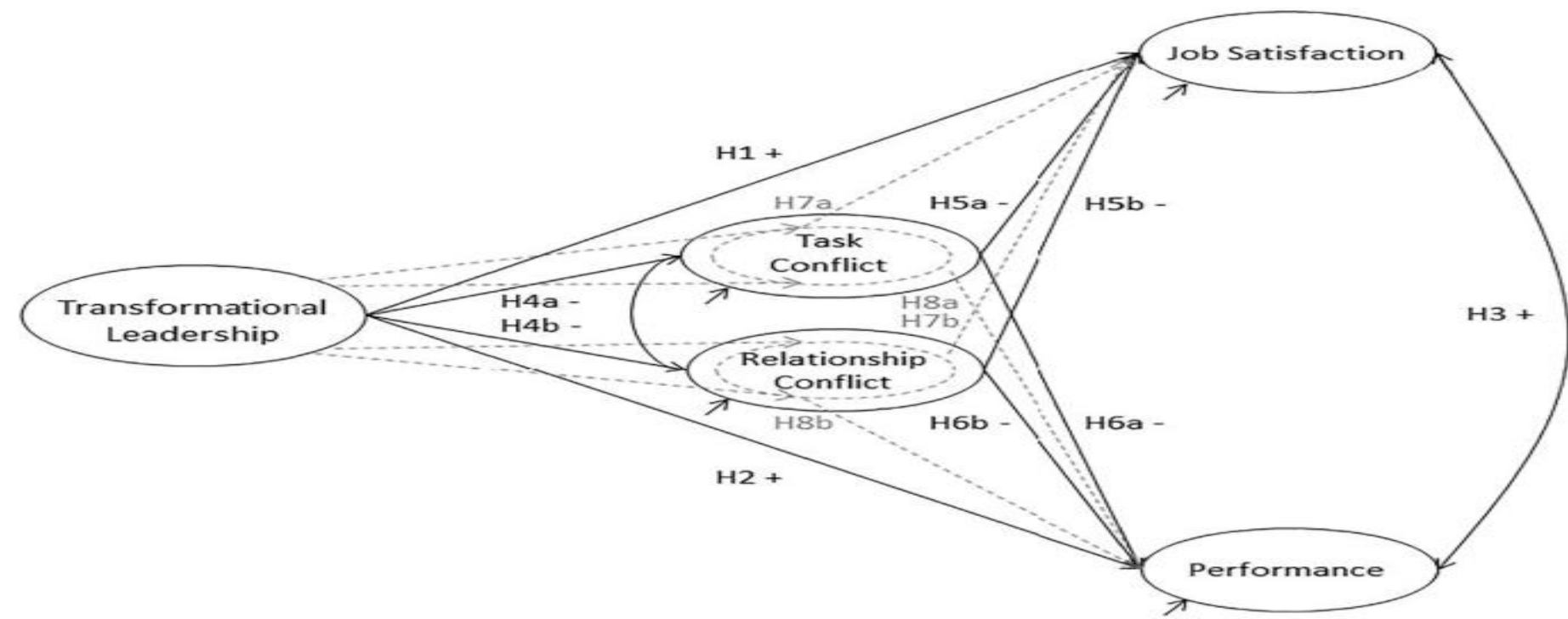


Fig. 1. Hypothesized model.

Contoh hasil dengan SEM

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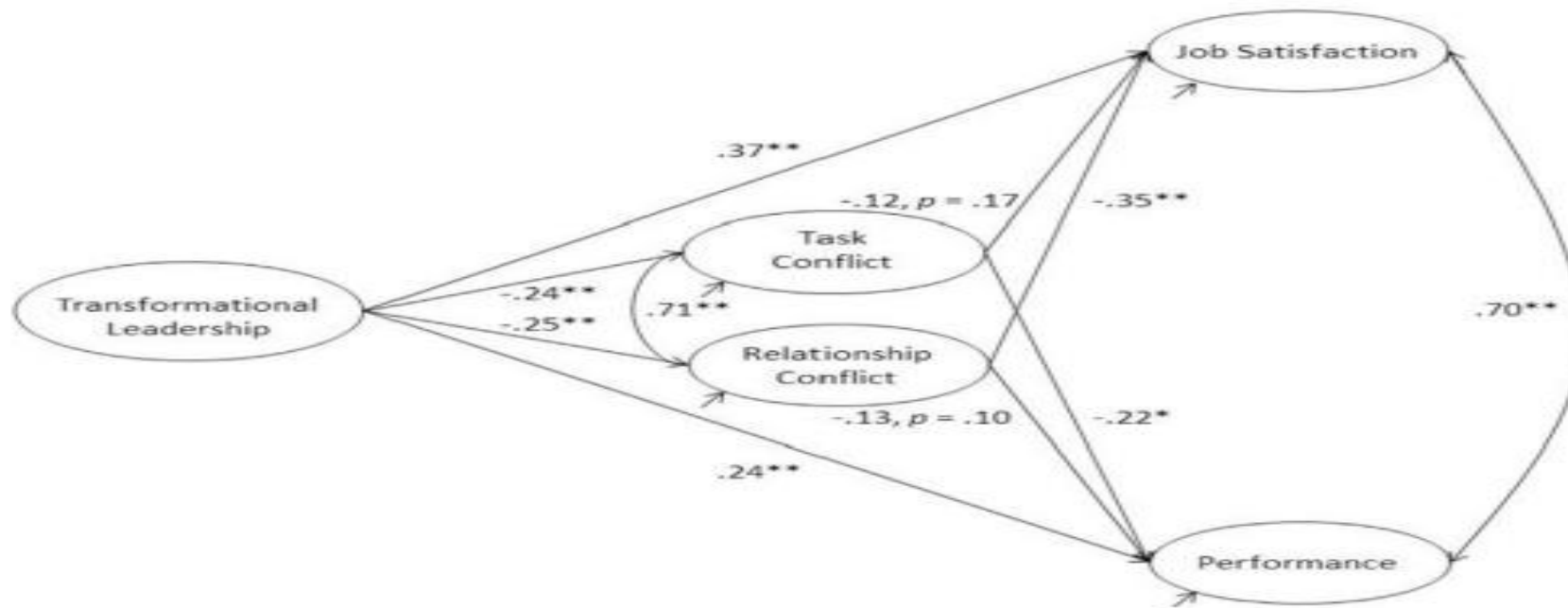


Fig. 2. Model estimates. Notes. Standardized estimates of regression paths and covariances. ** $p < .01$, * $p < .05$.

Table 5 Direct, indirect and total effects

Table 5

Direct, indirect and total effects.

		Standardized estimates	S.E.	p-value
<i>TFL to job satisfaction</i> via relationship conflict	(direct effect)	.37	.06	$p < .01$
	(indirect effect)	.09	.02	$p < .01$
	(total effect)	.45	.06	$p < .01$
via task conflict	(indirect effect)	.03	.02	$p = .20$
	(total effect)	.40	.05	$p < .01$
<i>TFL to performance</i> via relationship conflict	(direct effect)	.24	.05	$p < .01$
	(indirect effect)	.03	.02	$p = .14$
	(total effect)	.28	.05	$p < .01$
via task conflict	(indirect effect)	.05	.02	$p = .04$
	(total effect)	.30	.05	$p < .01$

Practical implications

Conflict can be decreased in two ways: by resolving existing conflicts or by averting future ones. Not only does transformational leadership have a positive influence on conflict resolution (Yang, 2012a, 2012b, 2014; Zhang et al., 2011), **our findings imply that such leadership reduces the occurrence of conflict as well. Thus, the influence of transformational leadership is relevant even at an earlier stage in the dynamics of conflict generation than previously shown.**

The mechanisms shown in the present study for how conflict is tied to the relations of perceived leadership with both job satisfaction and performance provide options for further improving work life. It is especially important to reduce task conflict in order to improve performance. Task conflict can be rooted in differences in opinion concerning the goal or the path toward this goal, and individuals who disagree with the majority may thus feel that their efforts to achieve their own goals are impeded. In such a situation, a leader who can communicate and emphasize a shared vision is very important. More research will be necessary to ascertain whether this route is a viable method of intervention. The core of an organization is the people it is comprised of and the extent to which these people are satisfied with their jobs.

The positive relation between job satisfaction and followers' health has been shown time and time again in hundreds of studies (e.g. Faragher, Cass, & Cooper, 2005) as have other desirable outcomes of job satisfaction such as organizational citizenship behavior. (LePine, Erez, & Johnson, 2002).

Theoretical implications

Prior research on transformational leadership has shown direct links with followers' job satisfaction and performance (Braun et al., 2013; Wang et al., 2011). However, conflict has been shown to be a mostly negative force in the workplace (De Dreu, 2008). Our goal with this study was to better understand how the perceived amounts of different types of conflict fit into the relations between perceived transformational leadership and work outcomes by examining the mediating role of conflict.

The existing research on the two types of conflict, performance, and job satisfaction included in the meta-analyses by De Dreu and Weingart (2003) and de Wit et al. (2012) usually used team-level analyses, whereas we concentrated on individual followers' perceptions of how they are led and how much conflict they experience.

The results of our study **also add to the existing literature in that the positive impact of perceived transformational leadership on job satisfaction that we observed replicates previous findings at the individual level, as does the positive impact on performance** (Hypotheses 1 and 2)

measured two types of conflict

- In this study, we measured two types of conflict: task conflict and relationship conflict. To our knowledge, the interrelationships of the types of conflict with perceptions of transformational leadership and satisfaction or performance have never before been examined in one integrative model. Relationship conflict had a significant impact on job satisfaction and was found to be a partial mediator. Contrary to our hypotheses, the amount of task conflict was of little importance for job satisfaction (Hypotheses 5a, 5b, 7a, and 7b). Because there was considerable variability in the data, it is unlikely that followers simply perceived only small amounts of conflict. Rather, it seems more important to keep in mind the characteristics of this sample. Orchestra musicians are highly motivated to give excellent performances, and although task conflict can negatively affect perceived performance, it might not impede an individual's job satisfaction. In fact, disagreements about the procedure and the task may be perceived as permissible and even necessary in the context of an orchestra where there are various paths to excellence. Thus, such conflicts might not give rise to negative emotions. By contrast, relationship conflict is generally more emotionally charged than task conflict (Jehn & Mannix, 2001) and should thus have a stronger impact on a person's job satisfaction.

Contoh MSDM 02-SMART PLS

- Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance Anis Eliyana*, Syamsul Ma'arif, Muzakki Universitas Airlangga, Jalan Airlangga No. 4 - 6, Airlangga, Surabaya, East Java, Indonesia

ABSTRACT

- This research focuses on the discussion regarding antecedent variable of transformational leadership with its effect to work performance of the middle-level leaders at the organization of Pelabuhan Indonesia III Inc. The samples used in this study are 30 respondents as 75% of the population. The technique used to collect the data from the respondents is questionnaires to minimize any interpretation differences between respondents and the researcher. Further, **analysis model used is structural equation model (SEM) with the basis of theory and concept, from the package of Partial Least Square (PLS) program so that the results are accurate.** This study found that transformational leadership has direct significant effect on job satisfaction and organizational commitment. However transformational leadership cannot give significant impact to work performance when it is intervened by the organizational commitment as well as it cannot give direct impact on work performance. © 2019 AEDEM. Published by Elsevier Espana, ~ S.L.U. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

METODOLOGY

- This **study is a quantitative study, designed to explain the effect among variables or the relationship that affects between variables through hypothesis testing.** The population are 30 middle-level leaders in Pelabuhan Indonesia III Inc. The percentage of the total respondents from 40 persons in total is 75% in which another 25% cannot be involved in this study. The variables in this study can be classified into exogenous and endogenous variables. Transformational leadership variable (X1) is an exogenous variable. Work performance (Y3) is an endogenous variable, and work satisfaction (Y1) and organizational commitment (Y2) are intervening endogenous variables that become the focus of this study. The measurement of transformational leadership, we used 15 items of multifactors leadership scale based on (Bass et al., 2003). To assess Job satisfaction in this study used 20 items of the Minnesota Satisfaction Questionnaire (Chen, 2006). While organizational commitment, we used 18 items of the Mowday et al.'s (Chen, 2006) organizational commitment questionnaire. Furthermore, to assess work performance, we used 20 items of individual work performance based on (Koopmans et al., 2012). All measurement of four variables rated on 5-point Likert type scale ranging from 1 (strongly disagree) to 5 (strongly agree). All of the variable items have validity score up to 0.6. Data collection is done with the technique of direct submitting from respondents and guiding respondents to fill out questionnaires. Score in determining the respondent's answer, using a Likert scale. After that, validity and reliability tests were carried out. **The next step is to process the data to answer the problem statement. Analysis model used is structural equation model (SEM) with the basis of theories and concepts, with Partial Least Square (PLS) package program because of the number of the respondents that are only 30 respondents**

KONSEP DAN HASIL DESKRIPTIVE



Fig. 1. Conceptual framework.

Source: data processed.

Table 1
Descriptive statistics and scoring categories based on scales.

Variable	Mean	Standard deviation	Scoring interval scales				
			1.00–1.80	1.81–2.60	2.61–3.40	3.41–4.20	4.21–5.00
Transformational leadership (X ₁)	4.13	0.38	Very Low	Low	High Enough	High	Very High
Work satisfaction (Y ₁)	4.00	0.51	Very Low	Low	High Enough	High	Very High
Organizational commitment (Y ₂)	3.95	0.67	Very Low	Low	High Enough	High	Very High
Work performance (Y ₃)	4.26	0.40	Very Low	Low	High Enough	High	Very High

Source: data processed.

HASIL SMARTPLS-BOOTSTRAPPING DAN INNER-MODEL

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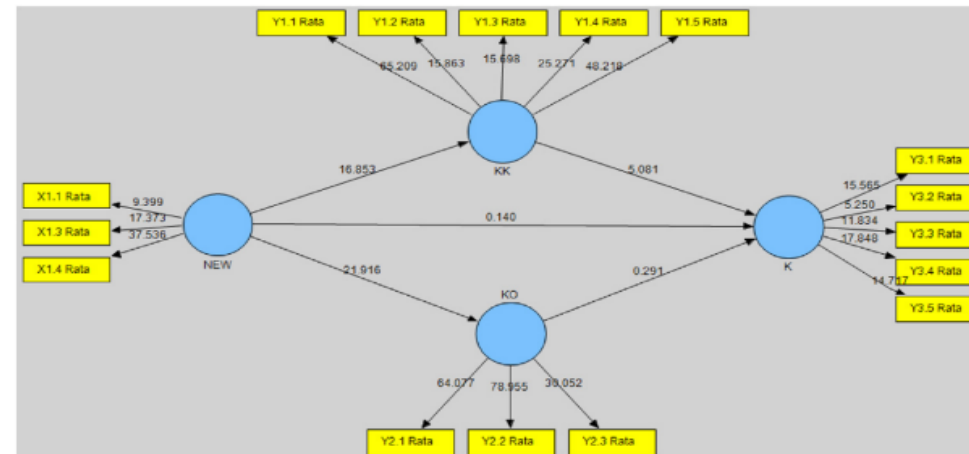


Fig. 2. SmartPLS Bootstrapping results.

Source: Data processed.

Table 2

Scores of AVE and AVE roots and latent scores of variable correlation after elimination.

Variable	Statistic scores of AVE and AVE roots after elimination		Latent scores of variable correlation after elimination			
	AVE	AVE roots	KT (X ₁)	KK (X ₂)	KO (X ₃)	K (Y ₂)
Transformational leadership (X ₁)	0.5754	0.7586	1.0000	0.0000	0.0000	0.0000
Work satisfaction (Y ₁)	0.7054	0.8890	0.5931	1.0000	0.0000	0.0000
Organizational commitment (Y ₂)	0.8087	0.8993	0.4649	0.8153	1.0000	0.0000
Work performance (Y ₃)	0.6188	0.7866	0.4311	0.7550	0.7799	1.0000

Source: data processed.

CONTOH 03

- Transformational leadership and employee performance: The role of identification, engagement and proactive personality

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c IQS School of Management, Universitat Ramon Llull, Via Augusta, 390, 08017, Barcelona, Spain

ABSTRACT

- This study investigates the underlying mechanisms and boundary conditions that explain the relationship between transformational leadership and frontline employee performance. Specifically, it explores the mediating role of organizational identification and work engagement in the relationship between transformational leadership and job performance and organization-directed citizenship behaviors. Additionally, it examines whether proactive personality moderates the effect of transformational leadership on identification and engagement. Data from 323 frontline hotel employees were analyzed using partial least square regression. Results show that identification and engagement fully mediate the relationship between transformational leadership and organizational citizenship behaviors, whereas engagement partially mediates the link between transformational leadership and job performance. Results indicate a sequential mediation effect of identification and engagement on employee performance. Finally, findings show that proactive personality strengthens the effect of leadership on identification and engagement. The study provides information for hotel managers about why and under what circumstances employees perform the way they do.

THEORITICAL MODEL- LENGKAP DENGAN MEDIATING DAN MODERATOR VARIABEL

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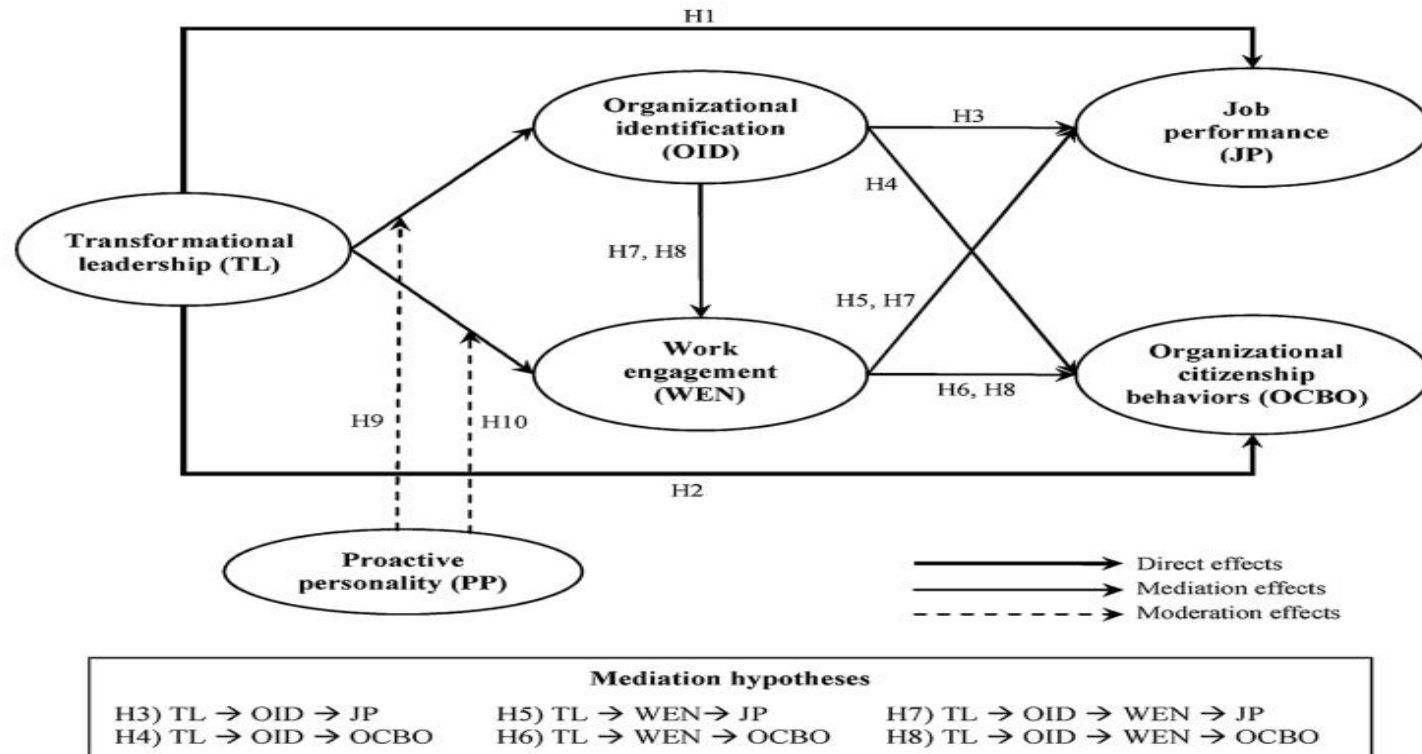


Fig. 1. Theoretical model.

CARA MENULIS HIPOTESIS

- H1. Transformational leadership has a positive effect on job performance of frontline employees in the hospitality industry.
- H2. Transformational leadership has a positive effect on OCBO of frontline employees in the hospitality industry.
- H3. Organizational identification positively mediates the relationship between transformational leadership and job performance of frontline employees in the hospitality industry.
- H4. Organizational identification positively mediates the relationship between transformational leadership and OCBO of frontline employees in the hospitality industry.

NEXT

- H5. Work engagement positively mediates the relationship between transformational leadership and job performance of frontline employees in the hospitality industry.
- H6. Work engagement positively mediates the relationship between transformational leadership and OCBO of frontline employees in the hospitality industry
- H7. Organizational identification and work engagement sequentially mediate the relationship between transformational leadership and job performance of frontline employees in the hospitality industry.
- H8. Organizational identification and work engagement sequentially mediate the relationship between transformational leadership and OCBO of frontline employees in the hospitality industry

NEXT

- H9. Proactive personality moderates the relationship between transformational leadership and organizational identification of frontline employees in the hospitality industry, such that the positive relationship will be stronger for those with more proactive personalities.
- H10. Proactive personality moderates the relationship between transformational leadership and work engagement of frontline employees in the hospitality industry, such that the positive relationship will be stronger for those with more proactive personalities

Methodology

3.1. Sample and data collection

To test the proposed hypotheses, we undertook an empirical study with frontline hotel employees. The population was composed of 881 three, four and five-star hotels that were part of the 12 major hotel chains in Spain in terms of size (i.e. number of hotels of each group in Spain). A market research company administered a telephone questionnaire on behalf of the researchers to collect the data. The questionnaire was aimed at frontline employees working at hotel receptions, as these employees represent their organizations and have direct contact with customers. After the purpose of the study was explained, the respondents were asked to answer the questions bearing in mind the hotel where they worked; they were assured of anonymity. Using a quota sampling method, hotels were selected based on the size of the chains and number of hotels of each chain in the Spanish regional communities. Only one front-desk employee per hotel was invited to participate in the study. Therefore, data were gathered from single respondents from different hotels in a one-time survey. The final sample consisted of 323 employees from 323 hotels. A total of 62.8% of respondents were female. The mean age was 33.45 years, with an average organizational tenure of 7.44 years. The sample was predominantly composed of four-star hotels (69.7%); 20.2% were three-star and 10.1% were five-star. Finally, the average number of rooms was 178

Measures

We employed well established scales to measure the study constructs (see Appendix A). **The respondents assessed all items on 11- point Likert scales (0 = strongly disagree; 10 = strongly agree) to enhance the functionality and clarity of the telephone questionnaire.**

Transformational leadership was measured using Carless et al.'s (2000) scale. Organizational identification was assessed following Smidts et al. (2001). Work engagement was measured using the Utrecht Work Engagement Scale proposed by Schaufeli et al. (2006). Job performance was measured with items from Karatepe (2013), drawing on Babin and Boles (1998). OCBO was assessed following Lee and Allen (2002); Saks (2006) and Karatepe (2013). Finally, proactive personality was measured with items from Bateman and Crant's (1993) scale.

Measurement model **evaluation-SMARTPLS**

The measurement model attempts to confirm whether the theoretical constructs are correctly gauged by the manifest variables. We followed Schaufeli and Bakker's (2004) work engagement (WEN) conceptualization to operationalize this variable as **a second-order reflective-reflective construct**.

It should be noted that some studies have failed to replicate the three-factor structure of work engagement (Shimazu et al., 2008), and that using the overall score for work engagement may sometimes be more useful in empirical research than using the three scores separately (Bakker et al., 2008). **Nevertheless**, most investigations using confirmatory factor analyses have revealed that the fit of this three-factor structure to the data was superior to others. Although some other previous studies have treated work engagement as a single variable or have included the independent firstorder constructs (Schaufeli et al., 2002, 2006), for the **purpose of this study we employed a second-order latent construct composed of three first-order latent variables**: vigor, absorption and dedication. Given this level of abstraction of the WEN variable, we estimated our model following Wetzels et al.'s (2009) two-step method.

composite reliability (CR) and average variance extracted (AVE) values were greater than 0.7 and 0.5,

- During the initial estimation, all the manifest variables presented **individual reliability**. In addition, **composite reliability (CR) and average variance extracted (AVE)** values were greater than 0.7 and 0.5, respectively. **Discriminant validity was examined with the heterotrait–monotrait (HTMT) ratios** method (Henseler et al., 2015) and Fornell and Larcker's (1981) criterion. All HTMT ratios between the first-order constructs were **below 0.85**. Similarly, the root-squared values of the AVE were above the correlations between pairs of variables. These results **confirm the existence** of discriminant validity.

HASIL VALIDITAS DAN RELIABILITAS OUTERMODEL

- The latent variable scores to be used as indicators of the WEN second-order reflective construct were obtained in the initial estimation. Table 1 reports the results of the second-order final measurement model. To evaluate the adequacy of the measures of this second-order construct model, we again assessed the indicators' individual reliabilities by examining the loadings of the measures on their corresponding latent constructs. All the indicators' loadings exceeded 0.707, suggesting an adequate correlation between indicators and their respective constructs (Wetzels et al., 2009). In addition, all CR ratios are above 0.7. This confirms that the set of variables is consistent with what it was designed to measure. The latent constructs also prove convergent validity as the AVE extracted by the constructs is above 0.5. Consequently, it is confirmed that the amount of variance that a construct captures from its manifest indicators is larger than the amount of variance that is explained by the measurement error. Finally, the findings suggest the existence of discriminant validity among the constructs, since the HTMT ratios are below the suggested threshold of 0.85 (Henseler et al., 2015) and the root squared values of the AVE are above the correlations between pairs of variables (Fornell and Larcker, 1981) (see Table 2)

OUTER-MODEL/ MEASUREMENT MODEL

Table 1
Results of the final measurement model.

Construct	Indicator	Standardized Loading	CR	AVE
Transformational Leadership (TL)	<i>TL1</i>	0.892	0.967	0.805
	<i>TL2</i>	0.899		
	<i>TL3</i>	0.895		
	<i>TL4</i>	0.927		
	<i>TL5</i>	0.856		
	<i>TL6</i>	0.904		
	<i>TL7</i>	0.905		
Proactive Personality (PP)	<i>PP1</i>	0.865	0.852	0.659
	<i>PP2</i>	0.732		
	<i>PP3</i>	0.833		
Organizational Identification (OID)	<i>OID1</i>	0.875	0.954	0.837
	<i>OID2</i>	0.900		
	<i>OID3</i>	0.939		
	<i>OID4</i>	0.944		
Work Engagement (WEN)	<i>ABS</i>	0.871	0.926	0.807
	<i>DED</i>	0.921		
	<i>VIG</i>	0.903		
Job Performance (JP)	<i>JP1</i>	0.756	0.880	0.711
	<i>JP2</i>	0.869		
	<i>JP3</i>	0.897		
Organizational Citizenship Behavior to Organization (OCBO)	<i>OCBO1</i>	0.704	0.770	0.528
	<i>OCBO2</i>	0.775		
	<i>OCBO3</i>	0.700		

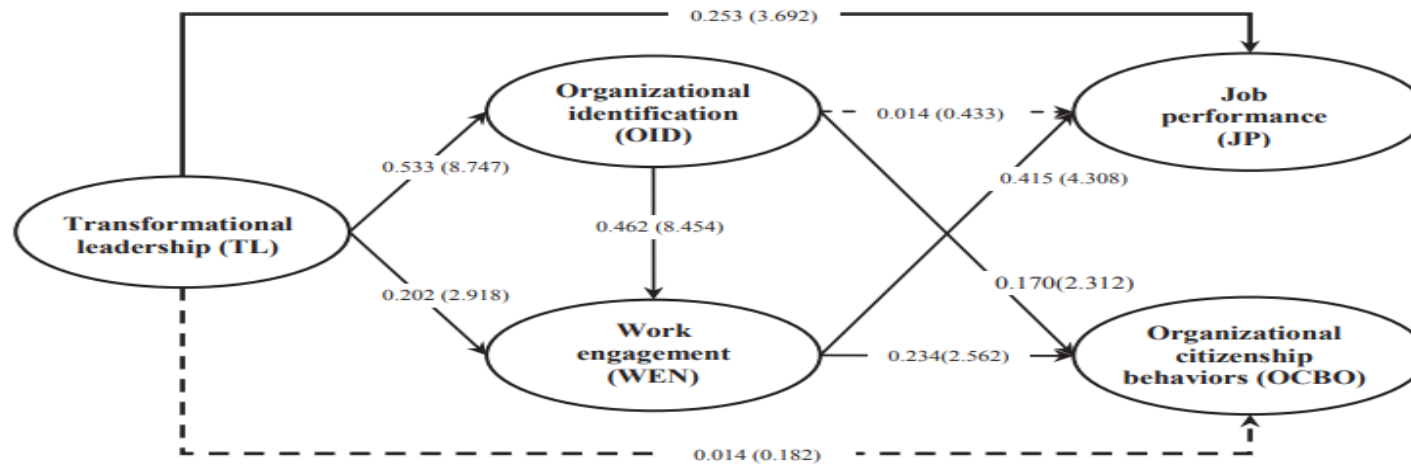
DISCRIMINANT VALIDITY CONSTRUCT

Table 2
Discriminant validity.

Construct	TL	PP	OID	WEN	JP	OCBO
TL	0.897	0.358	0.624	0.637	0.603	0.422
PP	0.301	0.812	0.387	0.662	0.508	0.583
OID	0.595	0.322	0.915	0.772	0.551	0.563
WEN	0.588	0.537	0.703	0.899	0.729	0.664
JP	0.526	0.347	0.480	0.614	0.843	0.518
OCBO	0.307	0.373	0.404	0.463	0.347	0.727

Note: Diagonal elements are the root squared AVE values. Elements below the diagonal are the constructs' correlations. Elements above the diagonal represent the constructs' HTMT ratios.

INNER-MODEL



Note 1: Path coefficients and *t*-values (between brackets) are reported.

Note 2: Dotted lines represent nonsignificant paths.

Note 3: Bolder lines represent direct hypothesized paths; medium-bold lines indicate mediating hypothesized effects.

Fig. 2. Summary of the main direct effects of the structural model.

Table 3
Mediation effects.

Hypothesis	β Indirect effect	t-value	Confidence interval (5–95%)
H3: TL → OID → JP	0.008	0.169	(-0.066; 0.082)
H4: TL → OID → OCBO	0.091	2.291**	(0.024; 0.143)
H5: TL → WEN → JP	0.084	2.478**	(0.033; 0.144)
H6: TL → WEN → OCBO	0.047	1.972**	(0.010; 0.088)
H7: TL → OID → WEN → JP	0.102	3.187*	(0.053; 0.158)
H8: TL → OID → WEN → OCBO	0.058	2.176**	(0.016; 0.102)

Note: ** $p < 0.05$; * $p < 0.01$.

MODERATING EFFECT

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Table 4

Estimation of the moderating effect of proactive personality.

Hypothesis	β	t-value	Confidence interval (5–95%)
H9: TL * PP → OI	0.117	1.657*	(0.022; 0.231)
H10: TL * PP → WEN	0.125	2.128*	(0.036; 0.220)

Note 1: * $p < 0.05$; (one-tailed Student's *t*-test).

INDIKATOR TRASFORMATIONAL LEADERSHIP

Appendix A. Measurement scales

TRANSFORMATIONAL LEADERSHIP

My supervisor...

TL1....communicates a clear and positive vision of the future

TL2....treats staff as individuals, supports and encourages their development

TL3....gives encouragement and recognition to staff

TL4....fosters trust, involvement and cooperation among team members

TL5....encourages thinking about problems in new ways and questions assumptions

TL6....is clear about his/her values and practices what he/she preaches

TL7....instills pride and respect in others and inspires me by being highly competent

VARIABEL PROACTIVE PERSONALITY DAN ORGANIZATIONAL IDENTIFICATION

PROACTIVE PERSONALITY

PP1. I am always looking for better ways to do thing

PP2. I excel at identifying opportunities

PP3. I am constantly on the lookout for new ways to improve my life

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ORGANIZATIONAL IDENTIFICATION

OID1. I feel strong ties with this hotel

OID2. I experience a strong sense of belonging to this hotel

OID3. I feel proud to work for this hotel

OID4. I am glad to be a member of this hotel

VARIABEL: WORK ENGAGEMENT- JOB PERFORAMNCE DAN OCBDO

WORK ENGAGEMENT

Vigor

VIG1. At my work, I feel bursting with energy

VIG2. When I get up in the morning, I feel like going to work

VIG3. At my job I feel strong and vigorous

Dedication

DED1. I am proud of the work that I do

DED2. I am enthusiastic about my job

DED3. My job inspires me

Absorption

ABS1. I get carried away when I am working

ABS2. I feel happy when I am working intensely

ABS3. I am immersed in my work

JOB PERFORMANCE

JP1. As employee, I get along better with customers than do others

JP2. I know more about services delivered to customers than others

JP3. I know what my customers expect better than others

ORGANIZATIONAL CITIZENSHIP BEHAVIORS DIRECTED AT THE ORGANIZATION

Concerning my work at this hotel, I...

OCBO1....attend functions that are not required but that help the organizational image

OCBO2....offer ideas to improve the functioning of the organization

OCBO3....take action to protect the organization from potential problems

HASIL INNER-MODEL

Appendix B. Results of the complete structural model

Structural paths	β	t-value	Control variables	β	t-value
TL → JP	0.253	3.692	Relationships		
TL → OCBO	0.014	0.182	Age → OID	0.067	0.886
TL → OI	0.533	8.747*	Age → WEN	0.001	0.010
PP → OI	0.159	2.468*	Age → JP	-0.026	0.346
TL → WEN	0.202	2.918*	Age → OCBO	0.008	0.122
PP → WEN	0.322	5.303*	Tenure → OID	0.096	1.458***
OI → WEN	0.462	8.454*	Tenure → WEN	0.029	0.618
			Tenure → JP	0.045	0.662
			Tenure → OCBO	0.006	0.136
			Size → OID	0.041	1.020
			Size → WEN	0.039	1.159
			Size → JP	0.023	0.548
			Size → OCBO	0.033	0.635

OI → JP	0.014	0.433	R^2 (OID) = 0.403; R^2 (WEN) = 0.632
WEN → JP	0.415	4.308*	R^2 (EP) = 0.425; R^2 (OCBO) = 0.252
OI → OCBO	0.170	2.312**	Q^2 (OID) = 0.311; Q^2 (WEN) = 0.474
WEN → OCBO	0.234	2.562*	Q^2 (EP) = 0.272; Q^2 (OCBO) = 0.113
Moderating relationships			
TL * PP → OI	0.117	1.657*	
TL * PP → WEN	0.125	2.128*	
Mediating relationships			
Mediation paths		β	t-value
TL → OID → JP	0.008	0.169	Confidence interval (5%-95%)
TL → OID → OCBO	0.091	2.291**	(-0.066; 0.082)
TL → WEN → JP	0.084	2.478**	(0.024; 0.143)
TL → WEN → OCBO	0.047	1.972**	(0.033; 0.144)
TL → OID → WEN → JP	0.102	3.187*	(0.010; 0.088)
TL → OID → WEN → OCBO	0.058	2.176**	(0.053; 0.158)

Contoh: SOLVE THE CURRENT PROBLEM FACED BY
MANAGER **IN WORK SETTING**

- Role of motivations for luxury
cruise traveling, satisfaction, and
involvement in **building traveler**
loyalty

The applied Research Model

- **Role of motivations for luxury cruise traveling, satisfaction, and involvement in building traveler loyalty** Heesup Hana , Sunghyup Sean Hyunb, 2018

Table 1

Measurement model (correlations, AVE, reliability, mean, and SD).

Constructs	SESR	ER	LDT	B	TS	TI	TL	AVE (CR)
SESR	1.000							0.673 (0.889)
ER	0.318 ^a (0.101) ^b	1.000						0.651 (0.789)
LDT	0.407 (0.166)	0.626 (0.392)	1.000					0.516 (0.810)
B	0.370 (0.137)	0.235 (0.055)	0.301 (0.091)	1.000				0.755 (0.858)
TS	0.260 (0.068)	0.371 (0.138)	0.342 (0.117)	0.203 (0.041)	1.000			0.817 (0.931)
TI	0.291 (0.085)	0.447 (0.200)	0.405 (0.164)	0.259 (0.067)	0.814 (0.663)	1.000		0.783 (0.915)
TL	0.414 (0.171)	0.387 (0.150)	0.365 (0.133)	0.288 (0.083)	0.789 (0.623)	0.779 (0.607)	1.000	0.751 (0.924)
Mean (SD)	3.785 (1.578)	5.518 (1.117)	5.415 (1.012)	4.844 (1.563)	5.751 (1.066)	5.563 (1.159)	5.201 (1.325)	

Note1. SESR = self-esteem and social recognition, ER = escape and relaxation, LDT = learning, discovery, and thrill, B = bonding, TS = traveler satisfaction, TI = traveler involvement, TL = traveler loyalty.

Note2. Goodness-of-fit statistics for the measurement model: $\chi^2 = 410.643$, $df = 185$, $p < 0.001$, $\chi^2/df = 2.220$, RMSEA = 0.065, CFI = 0.954, IFI = 0.954, TLI = 0.943.

Note3. All standardized factor loadings were significant ($p < 0.01$).

^a Correlations.

^b Squared correlations.

SEM- MODEL FULL HYBRID

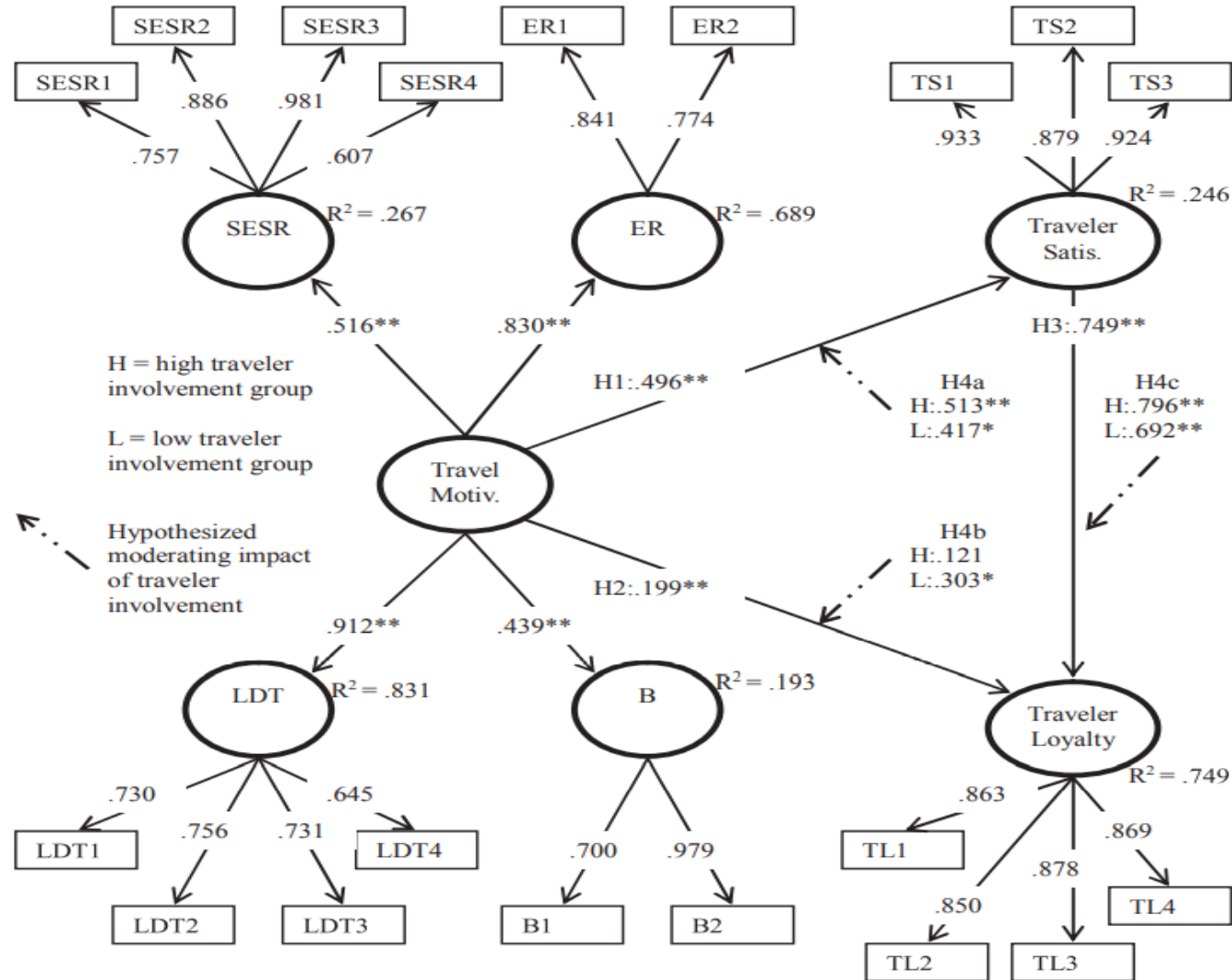


Fig. 1. Structural model estimation and test for metric invariance.

Note 1. SESR = self-esteem and social recognition, ER = escape and relaxation, LDT = learning, discovery, and thrill, B = bonding, TS = traveler satisfaction, TL = traveler loyalty

Note 2. Goodness-of-fit statistics for the structural model: $\chi^2 = 371.104$, $df = 142$, $p < 0.001$, $\chi^2/df = 2.613$, RMSEA = 0.075, CFI = 0.942, IFI = 0.942, TLI = 0.930

Note 3. Goodness-of-fit statistics for the baseline model: $\chi^2 = 599.073$, $df = 297$, $p < 0.001$, $\chi^2/df = 2.017$, RMSEA = 0.060, CFI = 0.924, IFI = 0.925, TLI = 0.913

Note 4. Two identical structural models were evaluated (models for high [$n = 181$] and low [$n = 105$] traveler involvement groups).

* $p < 0.05$, ** $p < 0.01$

THE STRUCTURAL MODEL ASSESSMENT

Table 2
Structural model assessment and hypotheses testing.

	Independent variable		Dependent variable	Standardized estimate	t-value
H1	Traveler motivations	→	Traveler satisfaction	0.496	5.375**
H2	Traveler motivations	→	Traveler loyalty	0.199	3.547**
H3	Traveler satisfaction	→	Traveler loyalty	0.749	12.801**
Total impact on loyalty: β motivations = 0.571** β satisfaction = 0.749** Indirect impact of travel motivations on loyalty: β = 0.372**			Total variance explained (R^2): R^2 for TL = 0.749 R^2 for TS = 0.246 R^2 for SESR = 0.267 R^2 for ER = 0.689 R^2 for LDT = 0.831 R^2 for B = 0.193		

Note1. SESR = self-esteem and social recognition, ER = escape and relaxation, LDT = learning, discovery, and thrill, B = bonding, TS = traveler satisfaction, TL = traveler loyalty.

Note2. Goodness-of-fit statistics for the structural model: $\chi^2 = 371.104$, $df = 142$, $p < 0.001$, $\chi^2/df = 2.613$, RMSEA = 0.075, CFI = 0.942, IFI = 0.942, TLI = 0.930.

* $p < 0.05$, ** $p < 0.01$.

NEXT- THEORY AND MODEL DEVELOPMENT



UNDERSTANDING THE GRAND THEORY IN MARKETING SCIENCE

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Toward a theory of the boundary-spanning marketing organization and insights from 31 organization theories

G. Tomas M. Hult

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Abstract Now more than ever, marketing is assuming a key boundary-spanning role—a role that has also redefined the composition of the marketing organization. In this paper, the marketing organization’s integrative and mutually reinforcing components of marketing activities, customer value-creating processes, networks, and stakeholders are delineated within their boundary-spanning roles as a particular emphasis (labeled MOR theory). Thematic marketing insights from a collection of 31 organization theories are used to advance knowledge on the boundary-spanning marketing organization within four areas—strategic marketing resources, marketing leadership and decision making, network

marketing activities as the extent to which functional groups, other than marketing, are involved in traditional marketing activities.” While there has been a tendency in the marketing literature in the last two decades to increasingly emphasize the cross-functional perspective over the functional perspective (Moorman and Rust 1999), each perspective and their potential combinative effects (Kogut and Zander 1992) have key implications for the marketing organization (Workman et al. 1998). More importantly, each perspective is rooted in the idea of a set of marketing *activities* being performed by marketing specialists and/or non-specialists.

SDL- THEORY

Service– Dominant Logic

Service-dominant logic “implies that the goal is to customize offerings, to recognize that the consumer is always a coproducer, and to strive to maximize consumer involvement in the customization to better fit his or her needs” (Vargo and Lusch 2004, p. 12). In S-D logic, “*service* is defined as the application of specialized competences (operant resources—knowledge skills), through deeds, processes, and performances for the benefit of another entity or the entity itself” (Vargo and Lusch 2008, p. 2).

The original scope of S-D logic was developed within a marketing context. Given its marketing foundation, “a service-centered view identifies operant [marketing] resources, especially higher-order, core [marketing] competences, as the key to obtaining competitive advantage” for a marketing organization (Vargo and Lusch 2004, p. 12).

Vargo and Lusch (2008, p. 29) provide a number of “marketing theory implications of service” and S-D logic, as do the “foundational premises” offered by Vargo and Lusch (2004, 2008) and the “dialog” in Lusch and Vargo (2006). Their point on knowledge being the fundamental source of competitive advantage has strong and direct implications for the theory of the marketing organization.

“The use of knowledge as the basis for competitive advantage can be extended to the entire ‘supply chain,’ or service-provision chain ... we argue that the primary flow [in the supply chain] is information; *service* is the provision of the information to (or use of the information for) a consumer who desires it, with or without an accompanying appliance” (Vargo and Lusch 2004, p. 9).

“The move toward a service-dominant logic is grounded in an increased focus on operant resources and specifically process management” (Vargo and Lusch 2004, p. 10). This process focus overlaps the view of the “marketing process organization” by Moorman and Rust (1999) and the business process focus by Srivastava et al. (1999).

LITERATURE- THEORITICAL REVIEW

ARTICLE IN PRESS

European Management Journal xxx (xxxx) xxx



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The role of organismic integration theory in marketing science: A systematic review and research agenda

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ABSTRACT

Researchers have repeatedly applied the same models/theories to predict consumer behaviour, whereas theories that have been extensively used to promote motivation are disregarded in marketing science. For instance, organismic integration theory (OIT) is a prominent theory of human motivation that provides a framework for categorizing customers' regulatory styles into different forms of motivational regulations, which could be used in marketing as customers can be motivated to engage in behaviour for a diverse array of reasons. Therefore, we aim to enrich the field of marketing by reviewing extant knowledge on OIT, noting tensions and inconsistencies, and identifying important gaps with reference to how the constructs underpinned by OIT have been applied and what research themes, contexts, and methodologies have been carried out. With this aim in mind, we reviewed three decades of research between 1991 and 2020, outlined underdeveloped and emerging marketing issues, and set comprehensive research agendas (presented as testable propositions).

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Review methodology Systematic literature review articles

- Review methodology **Systematic literature review** articles come in several forms (Paul & Criado, 2020, Williams et al., 2020) and can be **classified as structured reviews** (Dhaliwal et al., 2021; Paul & Feliciano-Cestero, 2020; Paul & Singh, 2017; Rebouças & Soares, 2020; (Gilal et al., 2021); Mishra, Singh & Koles, 2020; Åberg et al., 2019), **framework-based reviews** (Paul, 2020; Paul & Benito, 2018), **bibliometric reviews** (Donthy et al., 2020; Pattnaik et al., 2020), **hybrid reviews** (Dabic et al., 2020), **reviews aimed at theory development** (Paul, 2018), **method-based reviews** (Ali et al., 2018), **meta-analytical reviews** (Rana & Paul, 2020), and **theory-based reviews** (Gilal et al., 2019). We adopt a **theory-based approach** in this paper to demonstrate the importance of OIT and how it plays an important role in marketing science.

THE RESEARCH MODEL OF PERFORMANCE VS COA

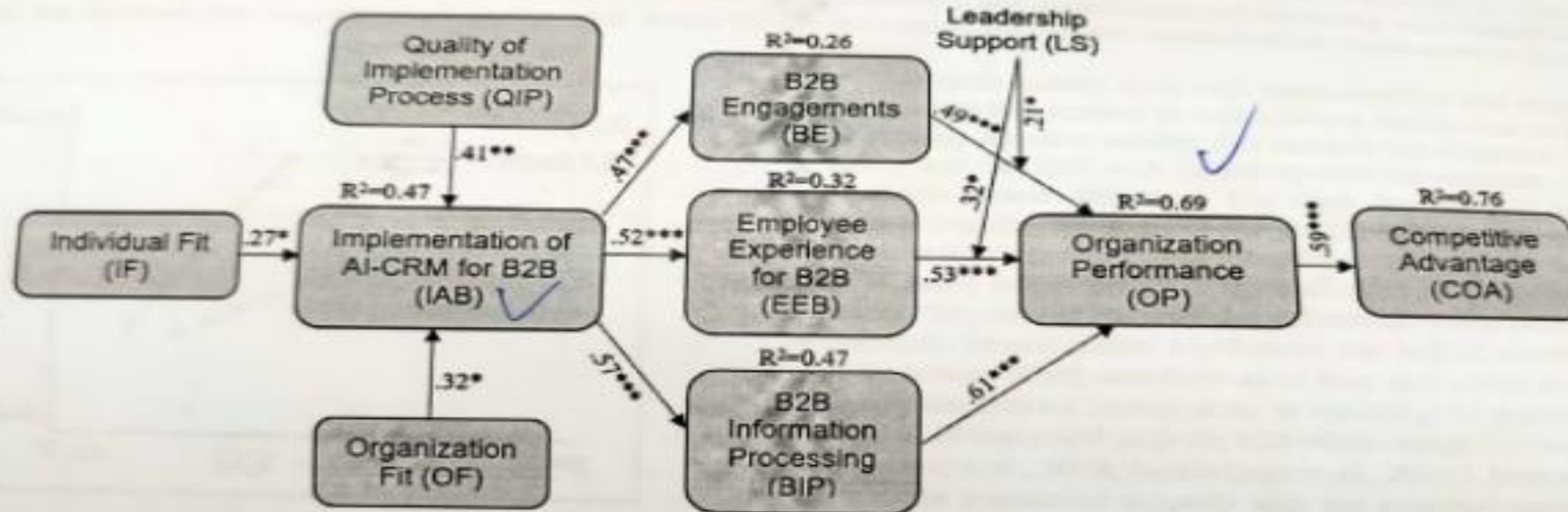


Fig. 2. Validated research model.

OIT- ORGANISMIC INTEGRATION THEORY

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OIT

E.G. Gilal, J. Paul, N.G. Gilal et al.

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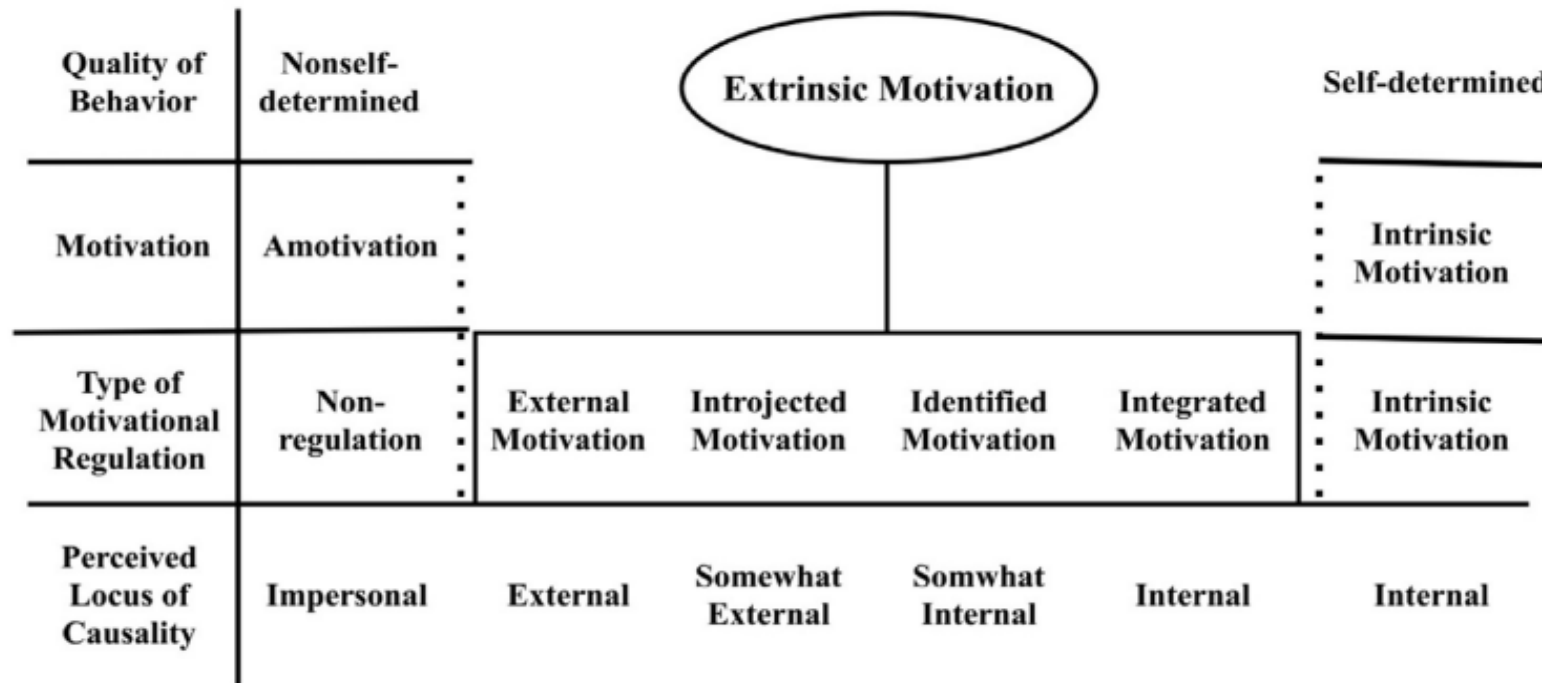


Fig. 1. Organismic integration theory's continuum of motivation.

ARTICLE SCREENING AND ELIGIBILITY CRITERIA

F.G. Gilal, J. Paul, N.G. Gilal et al.

European Management Journal xxx (xxxx) xxx

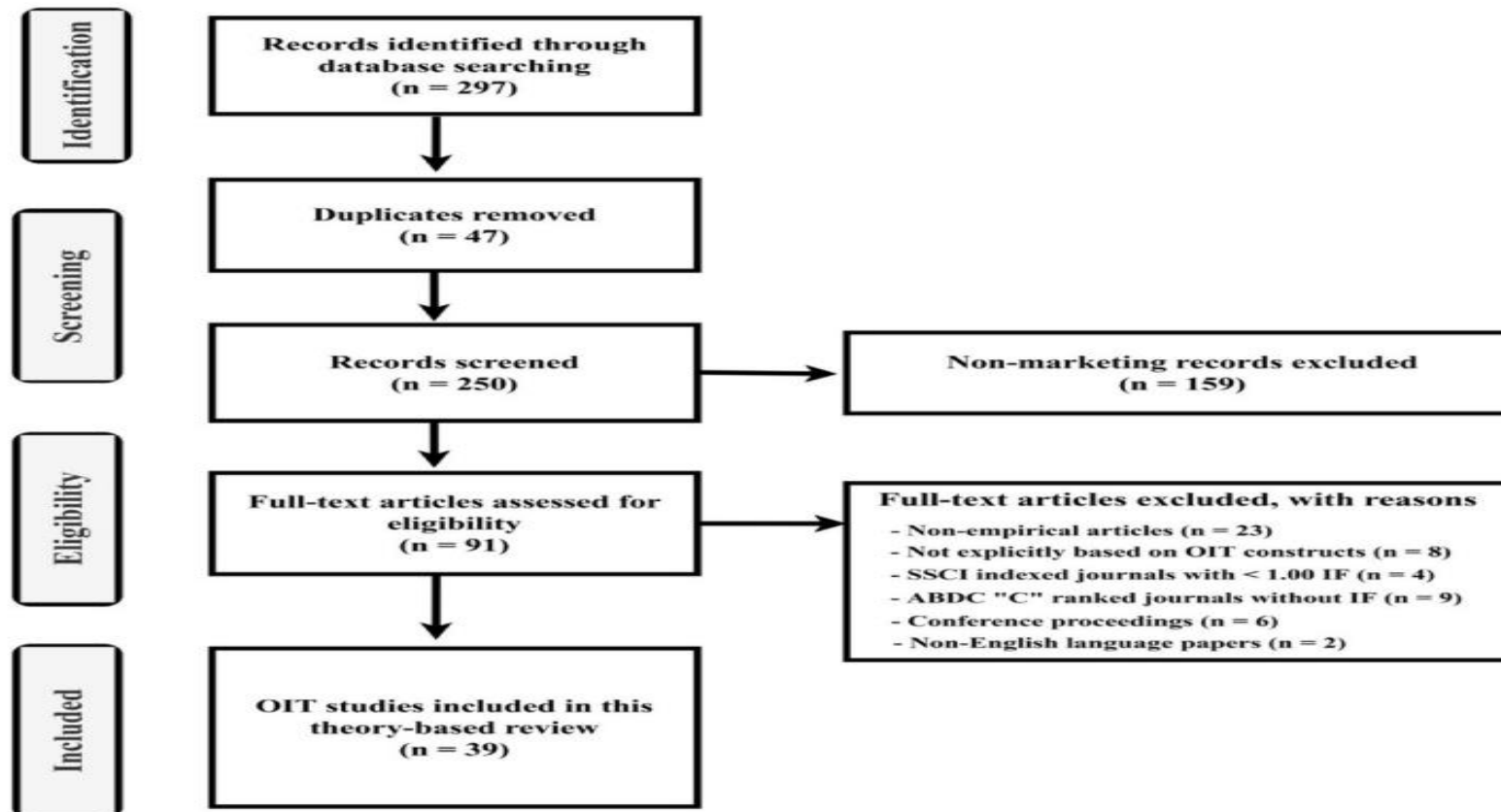


Fig. 2. Overview of the article screening and eligibility criteria.

OIT STUDIES ACROSS COUNTRIES

Table 2

Distribution of OIT studies across countries.

S.no	Country of publication	Number of articles	Percentage of the total (%)	Source of Data (Single vs. multiple country data)
1	Canada	8	21.05%	Single country data
2	China	4	10.26%	Single country data
3	United States of America	4	10.26%	Single country data
4	Pakistan	4	10.26%	Single country data
5	Taiwan	3	7.69%	Single country data
6	Australia	2	5.13%	Single country data
7	United Kingdom	2	5.13%	Single country data
8	Ghana	2	5.13%	Single country data
9	India	2	5.13%	Single country data
10	Netherlands	1	2.56%	Single country data
11	Denmark	1	2.56%	Single country data
12	Belgium	1	2.56%	Single country data
13	France	1	2.56%	Single country data
14	Poland	1	2.56%	Single country data
15	South Korea	1	2.56%	Single country data
16	Israel	1	2.56%	Multiple country data
17	Mozambique	1	2.56%	Single country data
	Total	39	100%	

YEAR OF PUBLICATION AND RESEARCH DESIGN METHODS

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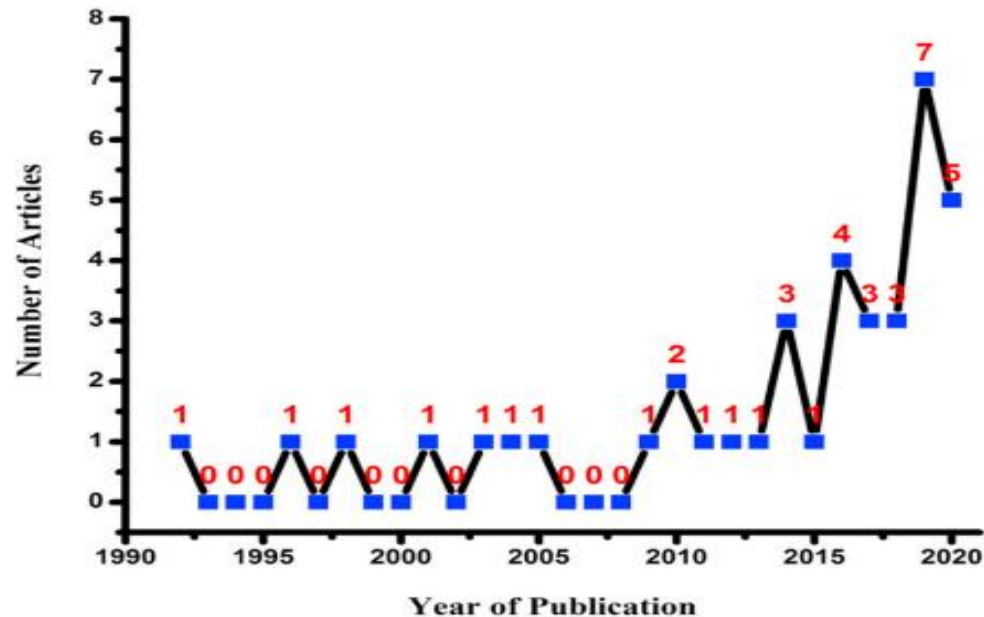


Fig. 3. Historical trends of OIT publication in marketing science (1991–2020).

Table 4
Research design methods.

Research Design	Number of articles	Percentage of the total (%)
Field survey design	35	89.74%
Experiment design	3	7.69%
Mixed-methods design	1	2.56%
Total	39	100%

consumer green behaviour (Gilal et al., 2019), exercise behaviour (Murphy & Taylor, 2019), online shopping/purchase intention (Chang et al., 2016; Feng et al., 2016), brand passion (Gilal et al., 2020), customer willingness to share e-business content on SNS (Vilnai-Yavetz & Levina, 2018), customer intention to contribute social commerce information (Wang et al., 2019), customers' pro-environmental behaviour (Grønhoj and Thøgersen (2017), the patient-perceived value realized (Osei-Frimpong, 2017), school attendance (van Egmond et al., 2020), and buying behaviour for organic food (Tandon et al., 2020).

As presented in Table 8, the motivation types underpinned by OIT have been used as mediating variables ($n = 12$) to capture customer loyalty (Lin et al., 2009), airline brand adoption, intention

RESEARCH AREA STUDY

Table 3

Research areas studied in OIT research.

s.no	Sub-fields of marketing	Number of articles	Percentage of the total (%)
1	Brand Management and Consumer Behavior	14	35.90%
2	Social Media Marketing	6	15.38%
3	Sports Marketing	6	15.38%
4	Service Marketing	5	12.82%
5	Educational Marketing	3	7.69%
6	Tourism and Hospitality Management	3	7.69%
7	Political Marketing	2	5.13%
	Total	39	100%

THE STATISTICAL METHODS

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Table 5
Data analysis methods covered in OIT research.

Main Statistical Methods	Number of articles	Percentage of the total (%)
Structural equation modelling	23	58.97%
Hierarchical multiple regressions	5	12.82%
EFA/CFA	4	10.26%
Path Analysis	1	2.56%
ANCOVA/MANCOVA	1	2.56%
ANOVA	1	2.56%
Multi-group modelling	1	2.56%
Polynomial regression approach	1	2.56%
Cluster analysis	1	2.56%
Parallel mediation analysis	1	2.56%
Total	39	100%

SAMPLING METHODS

Table 6

Sampling methods.

Sampling Method	Sample Type	Number of articles	Percentage of the total (%)
Non-probability Sampling	Student sample	20	51.28%
	Purposive sampling	8	20.51%
	Convenience sampling	6	15.38%
	Quota sampling	1	2.56%
Probability Sampling	Stratified random sample	2	5.13%
	Simple random sample	2	5.13%
	Total	39	100%

SAMPLING SIZE

Table 7

Sampling size.

Sample Type	Number of articles	Percentage of the total (%)
Less than 250 Sample Size	9	23.08%
250-500 Sample Size	16	41.03%
500-750 Sample Size	7	17.95%
750-1000 Sample Size	5	12.82%
Above 1000 Sample Size	2	5.13%
Total	39	100%

OUTCOME VARIABLES STUDIED IN IOT-VAR INDEPENDENT DAN VAR MEDIATING

Table 8
OIT and consumer behavior constructs in the literature.

Integrated/intrinsic, identified, introjected, external motivation	Number of articles on OIT	Outcomes variables studied in OIT literature	References
Independent variable	22	<ol style="list-style-type: none"> 1. Voting behavior 2. Environmental performance of the preferred car 3. Luxury brand preference 4. Gambling passion 5. Participation in a crowdsourcing contest 6. Tourists revisit intentions 7. Customer satisfaction in higher education 8. Intention to share m-coupons in SNSs 9. Online shopping intention 10. Pro-environmental behavior 11. Consumer engagement 12. Patient perceived value realized 13. Brand engagement in self-concept 14. Willingness to share e-business content on SNS 15. Attitude towards mobile advertising 16. Intention to contribute social commerce information 17. Exercise behavior 18. Green consumer behavior 19. Brand purchase intention 20. Brand passion 21. School attendance 22. Buying behavior for organic food 	<p>Koestner et al. (1996) De Groot and Steg (2010) Truong et al. (2010) Back et al., (2011) Zhao and Zhu (2014) Chang et al. (2014) White (2015) Tang et al. (2016) Kim and Drumwright (2016) Grønhoj and Thøgersen (2017) Razmus et al. (2017) Osei-Frimpong (2017) Chang et al. (2016) Feng et al. (2016) Vilnai-Yavetz and Levina (2018) Gilal et al. (2019) Murphy & Taylor (2019) Wang et al. (2019) Osei-Frimpong (2019) Gilal et al. (2020) van Egmond et al. (2020) Tandon et al. (2020)</p>
Mediating variable	12	<ol style="list-style-type: none"> 1. Future intentions 2. Behavioral intentions to exercise 3. Intentions to physical education 4. Customer loyalty 5. Physical activity behavior 6. Energy-saving behavior 7. Resort travel pursuits 8. Airline brand adoption 9. Intention to use M-payment 10. E-waste disposal behavior 11. Customer Compliance 12. Sustainable behavior 	<p>Osbaldiston and Sheldon (2003) Wilson and Rodgers (2004) Standage et al. (2005) Lin et al. (2009) Brunet et al. (2012) Sweeney et al. (2014) Zhang et al. (2019) Gilal et al. (2019a) Chaurasia et al. (2019) Gilal et al. (2019b) Teng et al. (2020) Baxter and Pelletier (2020)</p>
Moderating variable	N/A	N/A	N/A
Dependent variable	N/A	N/A	N/A
Scale Development	4	Scale Development	Vallerand et al. (1992); Pelletier et al. (1998); Losier et al. (2001); Pelletier et al. (2013)
Other	1	N/A	Sass et al. (2018)
Total Studies	39		

Note: N/A = Not Applicable.

THE POTENTIAL RESEARCH TOPICS- INPUT- PROCESS-OUTPUT- VAR DEPENDENT

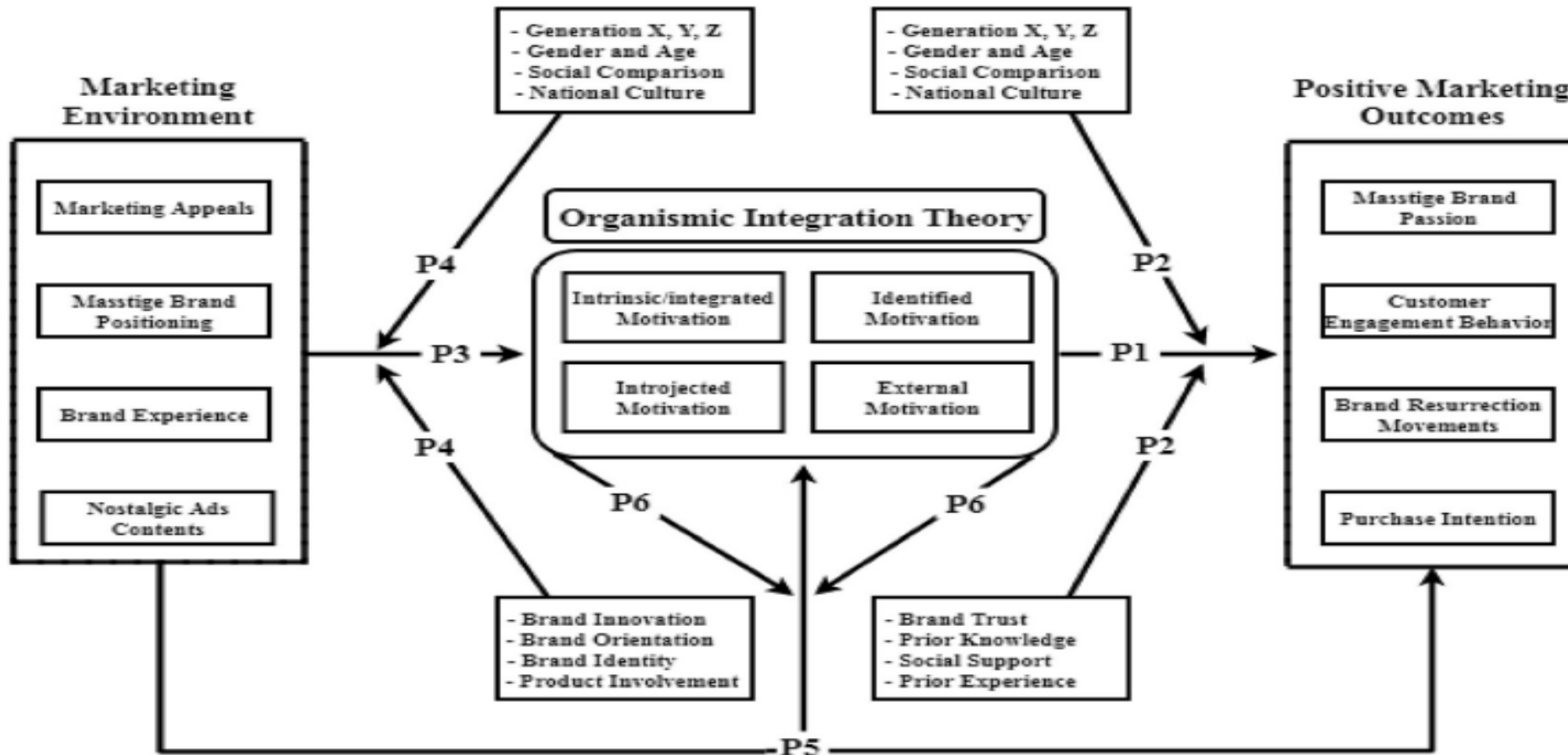


Fig. 4. Prioritization of potential research topics.

Proposition 1.

- Proposition 1. Intrinsic/integrated, identified, introjected, and external motivations **will have a significant positive effect on positive marketing outcomes.** Our review of marketing literature suggests that generation cohorts such as generation X, Y, and Z customers (Zuo & Lai, 2020), customers' gender (Shao et al., 2019), customers' age (Mora & Vila, 2020), national culture (Nam, 2018), customers' social comparison orientation (Tariq et al., 2019), brand trust (Khalid et al., 2016), prior knowledge (Johnson et al., 2015), and prior experience (Shao et al.,

RESEARCH FRAME WORK- CRUISE BUSINESS- Evaluating and Categorizing Cruise Lines by ship attributes: A Comparison Between Cruisers and Experts

X. Sun et al.

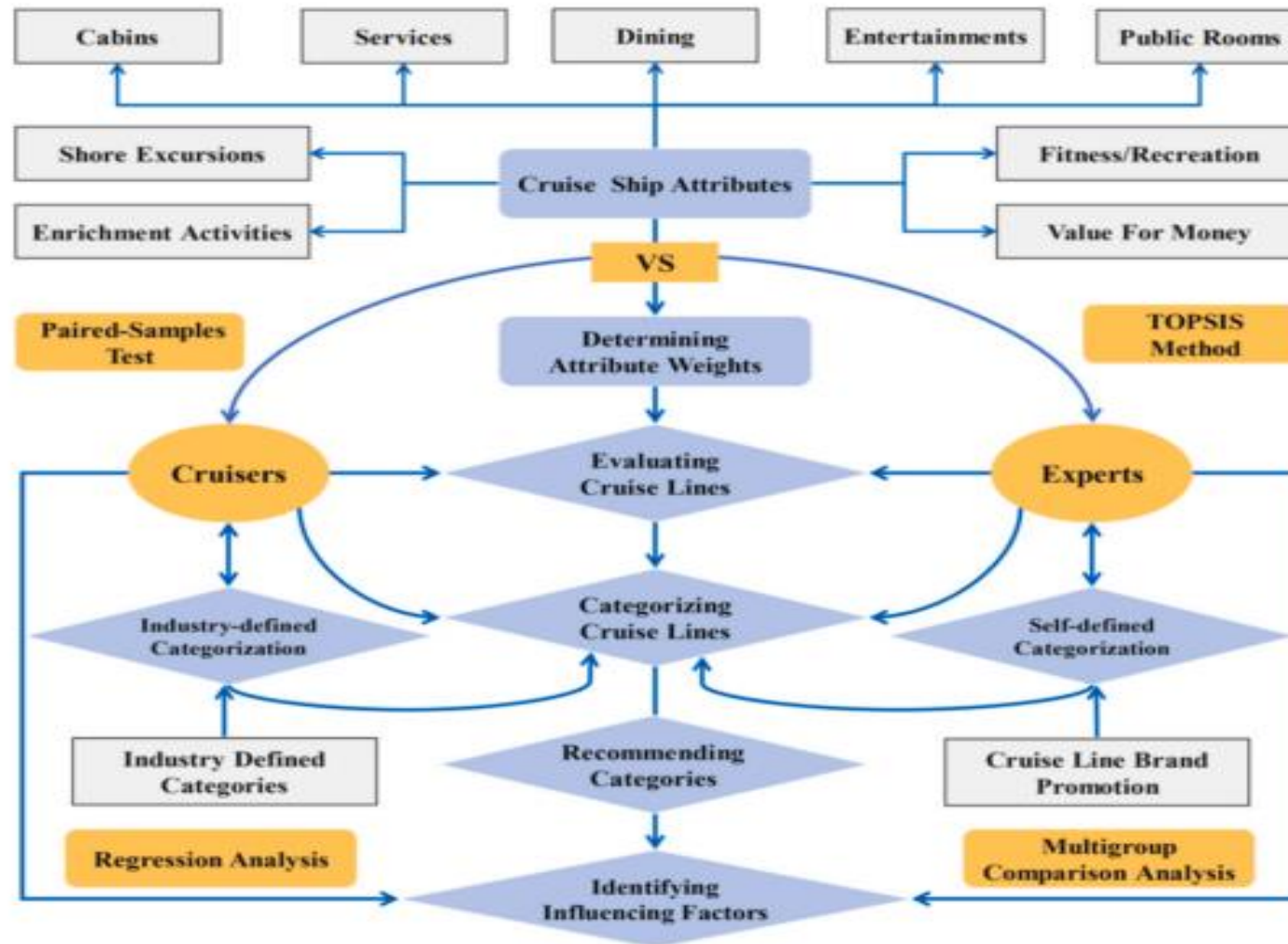


Fig. 1. Research framework.

Shore excursions of cruise destinations: Product categories, resource allocation, and regional differentiation

Xiaodong Sun ^a, Robert Kwortnik ^b, Meihua Xu ^a, Yui-yip Lau ^{c,*},

Rongxin Ni ^a, 2021

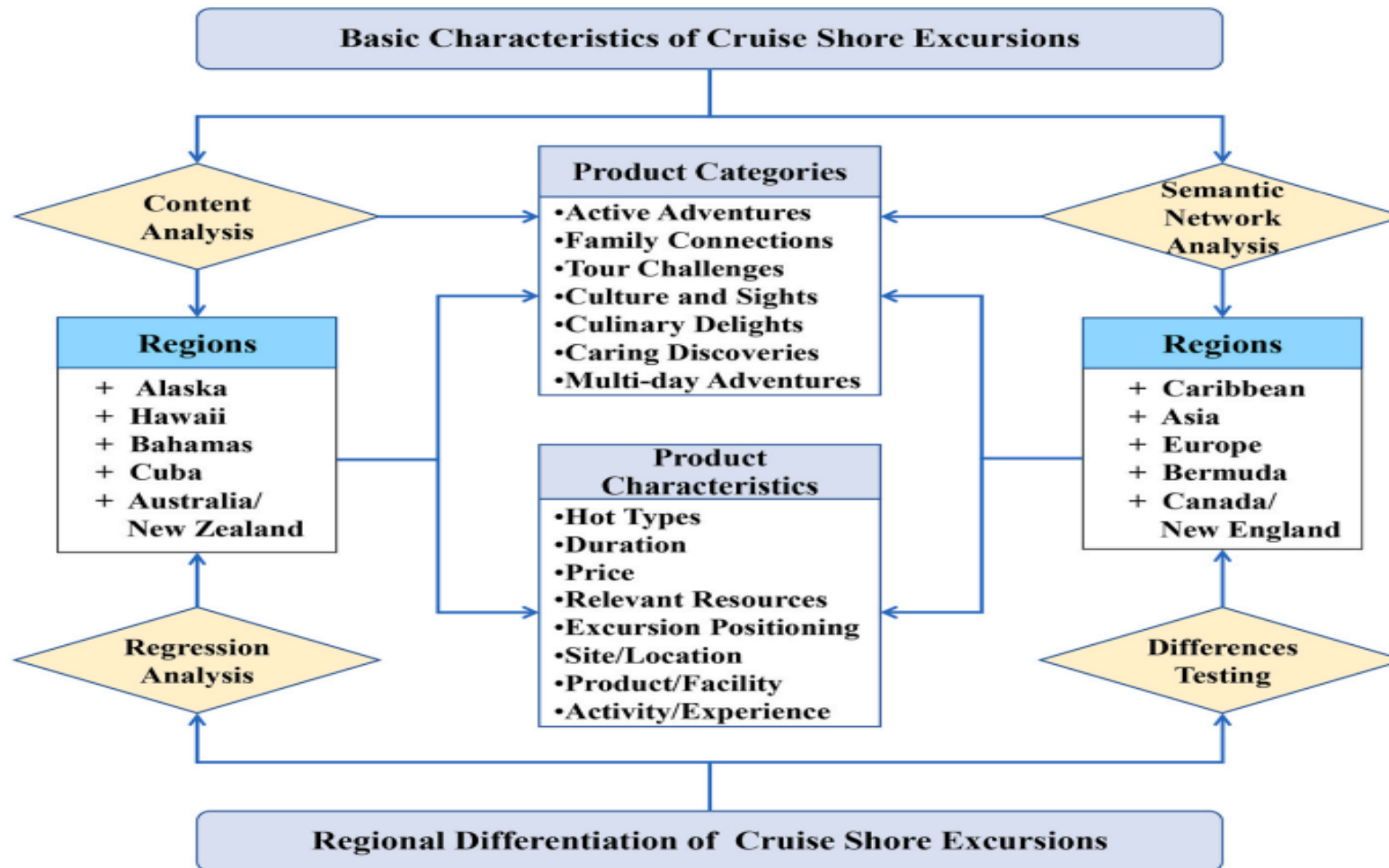


Fig. 1. Research framework.

Global-CSE System

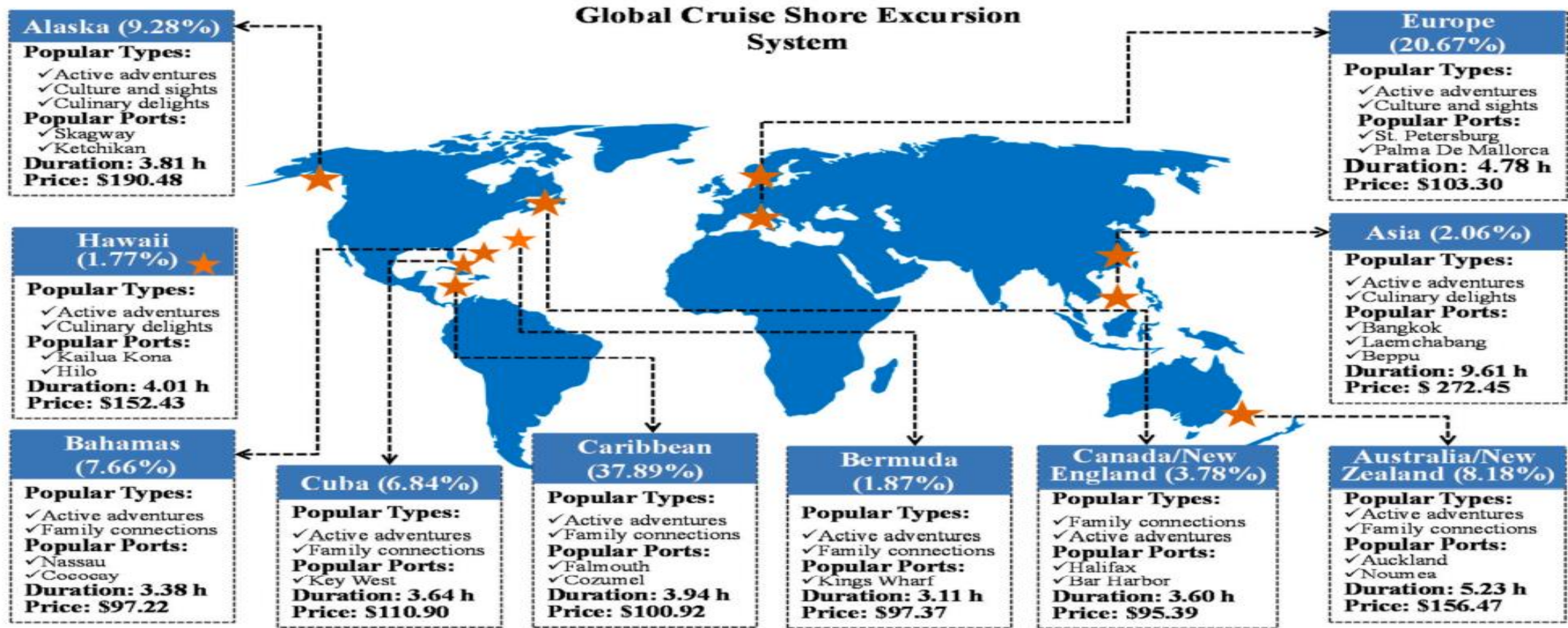


Fig. 3. Characteristics of RCI shore excursions in different regions.

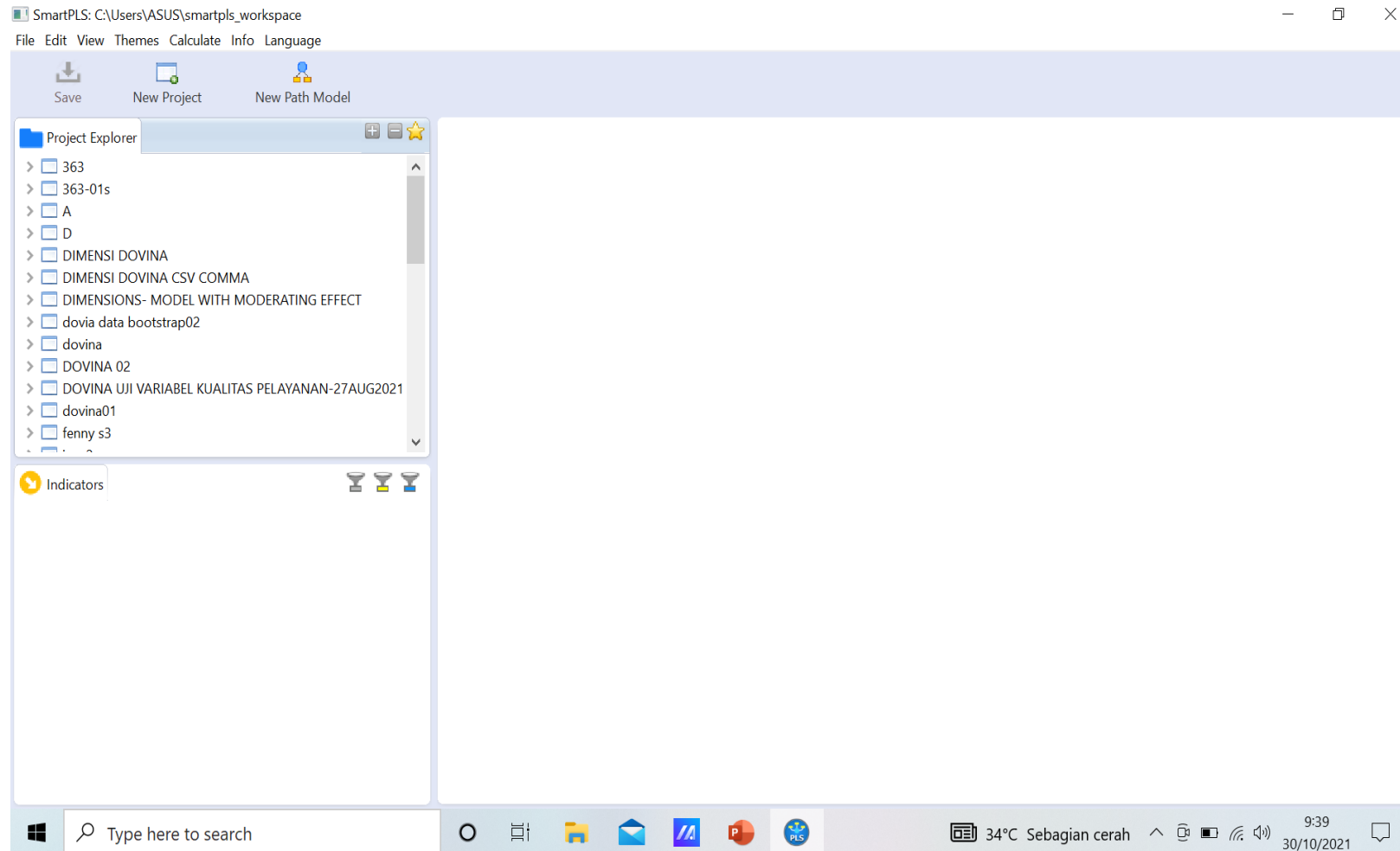
RISET QUALITATIVE- TEMATIK

Table 2

Sample Comments Received From Passenger Interviews (Total Passengers [$n = 261$])

Time	Comments
Prior to cruise	'We talked on the phone with a lady before leaving and we try to basically hit the high spots on what she recommended.' (Passenger 61)
	'We talked with some friends who lived here and they sort of made some suggestions.' (Passenger 78)
	'Our friends told us a lot about what we were going to see so they filled us in and showed us their pictures.' (Passenger 46)
	'We picked that because a lot of people at home said it was wonderful to go and see.' (Passenger 72)
On board — passengers	'I have heard lots of people talk about the train trip on board, so we might do that.' (Passenger 25)
	'Somebody was telling me on the ship that there is a red double-decker bus that takes you on a city tour.' (Passenger 181)
	'We were sitting at the dining table and two people were telling us what buses to catch and about the day pass. You'd be surprised what people tell you.' (Passenger 14)
	'I meet a lady on board yesterday morning and she said you could not come here and miss going to see this experience.' (Passenger 124)
On board — crew	'I have heard lots of people talk about the train trip on board, so we might do that.' (Passenger 25)
	'We tend to go to the little lectures on board. It's more information we want when we have decided on the excursions and the trips.' (Passenger 197)
	'Every time we have stopped at the ship's tour desk there is always a person we can grab a few brochures from.' (Passenger 17)
	'They play a commercial on the TV, almost like an information thing about the place we are going to and where to go and the highlights of that place, we like that.' (Passenger 98)
At destination	'I think the seminar we went to was really helpful; it showed how close to the cities the ports are. I thought it was very good.' (Passenger 10)
	'We didn't decide until we got there, it was from information leaflets and booklets, but it's word of mouth as well.' (Passenger 107)
	'That is the great thing with the taxi drivers, they are a mine of information.' (Passenger 118)
	'We want the local knowledge absolutely, and I think you need to corner that because they are so genuine, they are remarkable a lot of them.' (Passenger 42)
	'I presume they are going to have an information booth somewhere, so we are going to have a look at that and then decide what we will do for the day.' (Passenger 214)

The SmartPLS 3.2.9- SEM SOFTWARE



THE SMART PLS KONSEP DAN APLIKASI

- To analyze the model-management research, a model using the partial least square structural equation modelling (PLS-SEM). The PLS-SEM analysis is suitable to analyze a complex path model, which could not be **predicted using a covariant-based SEM**. Furthermore, the PLS-SEM is used for a prediction-oriented approach in the human resource management research model. The PLS-SEM is used to identify the configuration for the organization's innovations to achieve a higher level of organizational performance, leadership etc., of enterprise (Hinterhuber, 2017, Nguyen et al., 2017).
- Further, the partial least square in the structural equation modelling have a robust method to anticipate multivariate normality data, the multi-collinearity conditions and blocks within indicators as the observed variables, and determine the errors in the model specification. The partial least square could also utilize samples from small sizes, the reflective and formative construct development, and also the calculate the moderate effect (Cavazotte et al., 2013).

The partial least square (PLS) analysis consists of two stages

(Cavazotte et al., 2013, Hair et al., 2011, Ghozali, 2021).

- The results from the partial least-square will then be analysed **using the bootstrapping technique to assess the level of the significance** between the hypothesis using the 2nd order path. The other aim of the bootstrapping technique is **to estimate the effect of moderator variable**; the such as the Technology/ Industrial Complexity variable within business development among corporate.
- The partial least square (PLS) analysis consists of two stages.

The partial least square (PLS) analysis consists of two stages.

I. The Outer Model- First Stage

- The calculation would utilize an adequate level of measurement using the loading patterns with its characteristics. The load value must be statistically quite significant. Several conditions needed to be made. **First, the cross-loading value** as a result for the first order among the latent variables must be lower than the loading parameter. The results are then compared to **the extracted average variance (AVE>.50), composite reliability coefficient (CR>.70)**, and Cronbach's alpha value (CAV> .70). If the resulted value from the analysis is less than the cut-off value of the parameters, then the indicator will be removed.

Inner Model

- **Second Stage**

- The second stage of calculation would evaluate the measurement model within the moderating effect within relation between constructs of among the relevant latent variables

- **Inner Model**

- The inner model quality data analysis would **enhance the predictive capability** of the management science model. The analysis would **obtain the R^2 value of the latent dependent variables** such as the organizational performance. Hence, **the hypotheses are tested in the significance value evaluation ($p\text{-value} < 0.05$)** and the sign would indicate standard estimation of the path coefficient. **Using the re-sampling procedures and the bootstrapping technique** to assess the statistical output, the inner step analysis. (Cavazotte et al., 2013, Ghazali, 2021).

The Importance Performance Map Analysis (IPMA)

- Furthermore, the management research if the model has a **moderating** variable, an analysis using the **product indicator approach (PIA) to assess the moderating effect** due to exogenous variable and moderating variable have a reflective form (Ghozali, 2021, Sarstedt et al., 2016). This technique would determine the interaction between multiple indicators for the moderating variable and exogenous variable.
- Hence, the **Importance Performance Map Analysis (IPMA) would also be used to estimate the path analysis between the given dimensions**. The analysis would analyze the average scores of the latent variables and evaluate the important value and the constructs value and, it would give the possibility to make a model refinement.

THE MULTIVARIATE DATA ANALYSIS PROCESS CONDUCT WITH SMART PLS 3.2.9

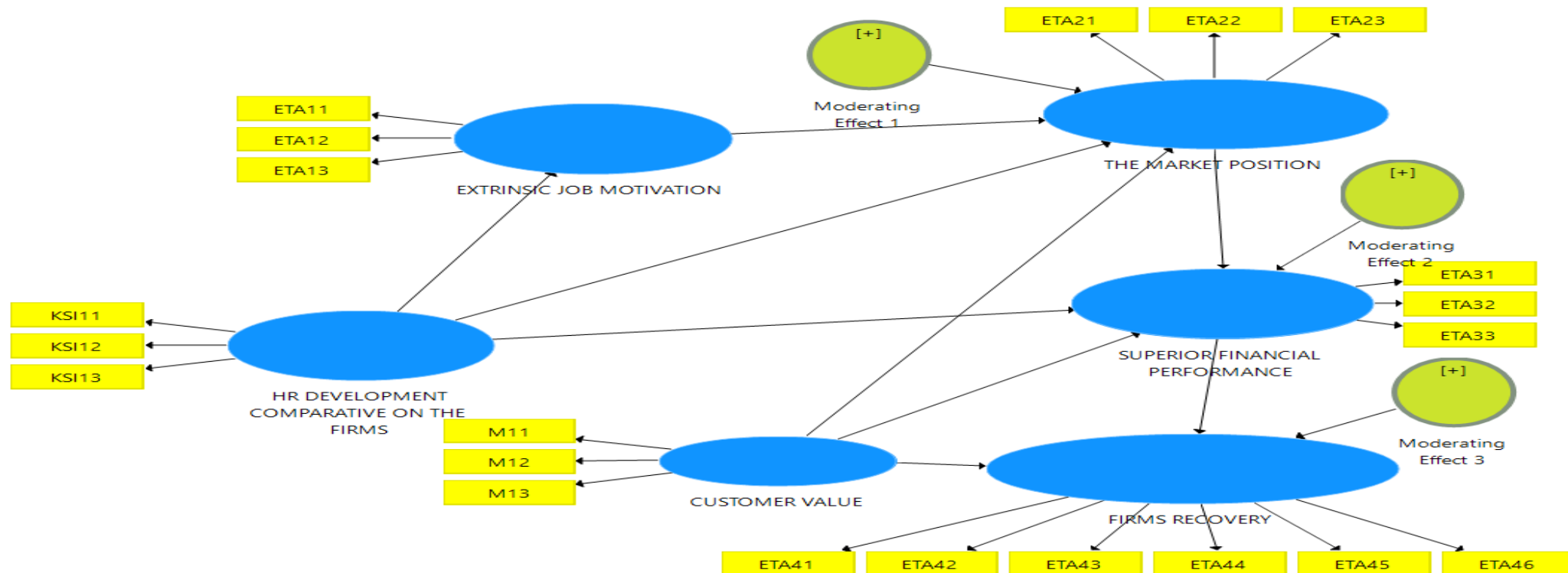
1. The business and management model concept.
 - The first step for among stepping of the data processing analysis to evolve the management and business science have an important moment to determine a best constructs model to pursue the prediction latent variable. The scientist should to develop newest management and business concept on among construct conduct to refer and study of rooting management theories and reviewed and comparing to the previous research result to build new construct concept. The scheme to review the scholars could uses **the Prisma methods, comparation and evaluation table, and conduct to the meta-analysis the construct and result research model that it has hi-relevance constructs.**

2. The determine the method of algorithm analyses.

- The structural equations modelling has the SmartPLS 3.0 programme conduct to the algorithm- Lohmoller analysis a path/ weighting structural and the scholars **determine the sample size between 30- 100 cases or the 10 multiples to the endogenous variable** in business research model. (Ghozali, 2021) Moreover, evidence on Hair et al (2010) the sample size determine on range between 100 to 400 respondent.

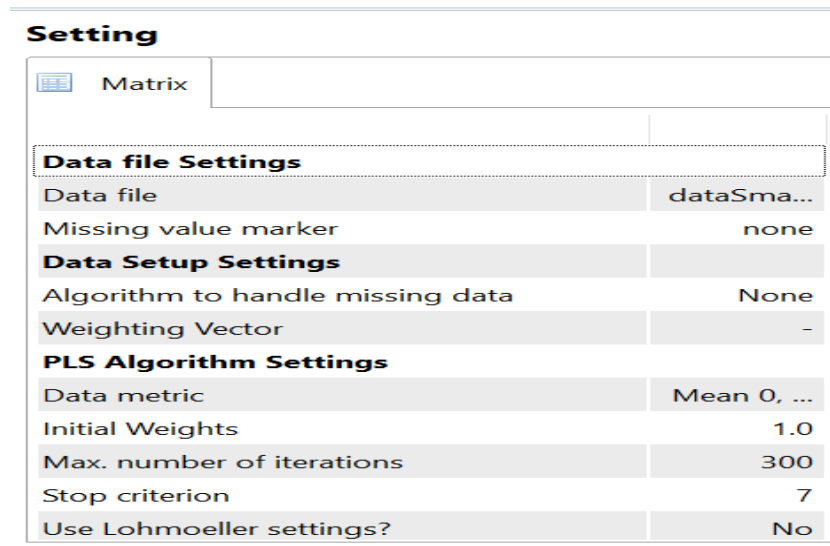
3. Provide the path diagram scheme.

- The researcher would be suppose drawing the path diagrams within **the nomogram reticular action modeling (RAM) procedure** that it could comprises; theoretical construct/ circle, the among observed variables/ squares, the asymmetrical relationship with the single headed arrow.



The management and business **model assessments.**

- The model within SEM PLS that the model conduct to analysis with SmartPLS 3.0 should has to estimation and evaluation comprise the measurement model (outer-model to assessment for validity and reliability latent among construct) and the structural model (inner-model to assessment for the significance of the **prediction the relationship- among variable**).
- The beginning setting data that the scholar must be aware to setting data file settings

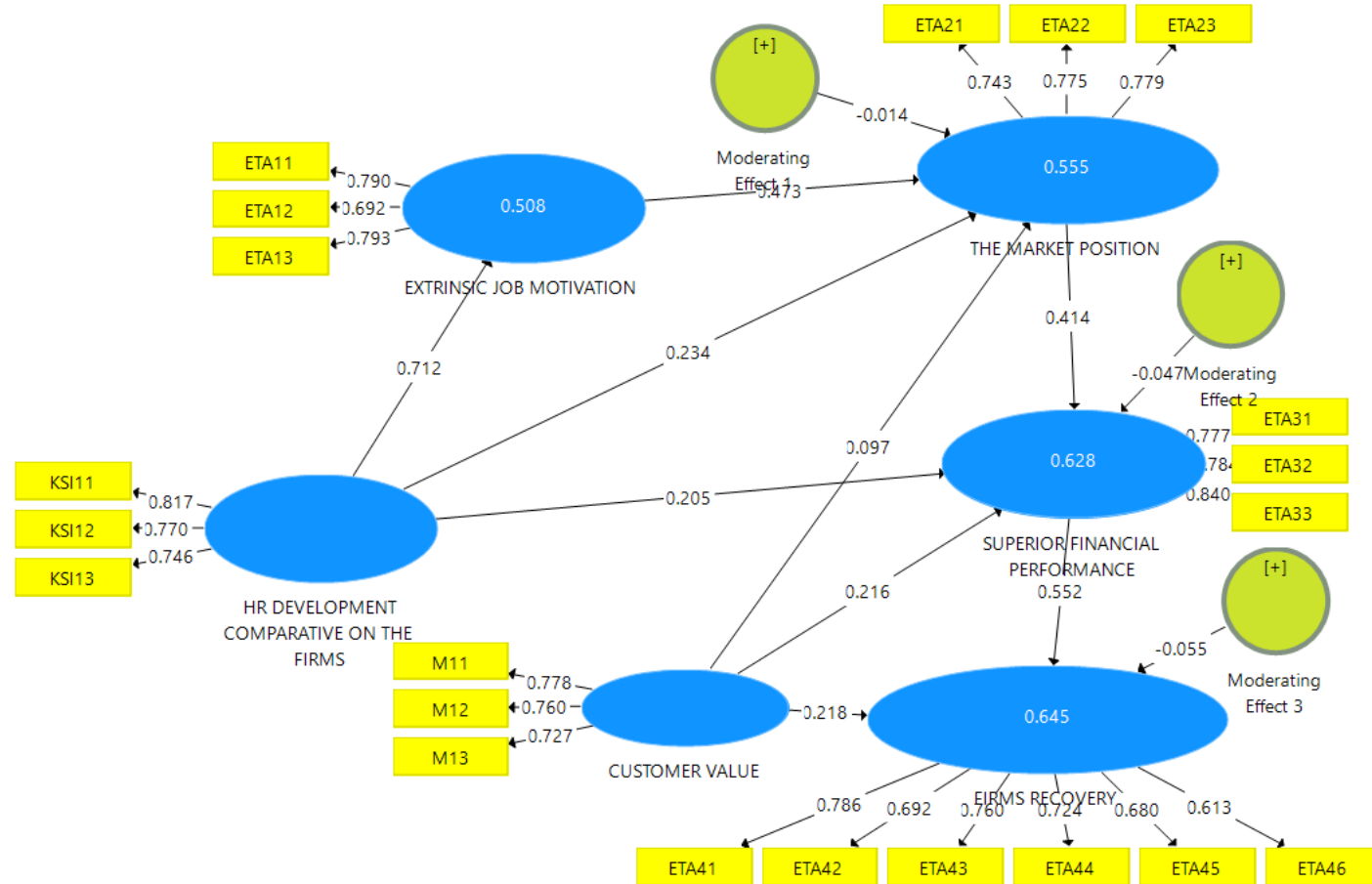


Setting	
Matrix	
Data file Settings	
Data file	dataSma...
Missing value marker	none
Data Setup Settings	
Algorithm to handle missing data	None
Weighting Vector	-
PLS Algorithm Settings	
Data metric	Mean 0, ...
Initial Weights	1.0
Max. number of iterations	300
Stop criterion	7
Use Lohmoeller settings?	No

OUTER LOADING

- The scholars has should to estimation and evaluation comprise the measurement model (outer-model **to assessment for validity and reliability latent among construct**) that the first model output would provide the figure within the outer-model scheme and the model would be inform pertains; **the validity and reliability, r-square value, f square value, q square value and fitting model**

OUTER LOADING



The Data of an outer loadings among indicators

Outer Loadings

Matrix	CUSTOM...	EXTRINSI...	FIRMS RE...	HR DEVE...	Moderati...	Moderati...	Moderati...	SUPERIO...	THE MAR...
ETA11		0.790							
ETA12		0.692							
ETA13		0.793							
ETA21									0.743
ETA22									0.775
ETA23									0.779
ETA31								0.777	
ETA32								0.784	
ETA33								0.840	
ETA41			0.786						
ETA42			0.692						
ETA43			0.760						

The Data of the discriminant validity entire the latent construct- CROSSLOADING

Discriminant Validity



	CUSTOM...	EXTRINSI...	FIRMS RE...	HR DEVE...	Moderati...	Moderati...	Moderati...	SUPERIO...	THE MAR...
CUSTOMER VALUE	0.755								
EXTRINSIC JOB MOTIVATION	0.569	0.760							
FIRMS RECOVERY	0.635	0.682	0.711						
HR DEVELOPMENT COMPARATIVE ON THE F...	0.608	0.712	0.735	0.778					
Moderating Effect 1	-0.591	-0.630	-0.596	-0.628	1.000				
Moderating Effect 2	-0.549	-0.519	-0.518	-0.555	0.842	1.000			
Moderating Effect 3	-0.600	-0.539	-0.625	-0.615	0.847	0.876	1.000		
SUPERIOR FINANCIAL PERFORMANCE	0.615	0.654	0.771	0.662	-0.592	-0.583	-0.660	0.801	
THE MARKET POSITION	0.525	0.713	0.672	0.648	-0.531	-0.598	-0.544	0.722	0.765

The Data of the construct's reliability and validity

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extract...	Copy to Clipboard:	Excel Format
	Cronbach...	rho_A	Composite Reliability	Average Variance Extracted (AVE)		
CUSTOMER VALUE	0.624	0.626	0.799	0.570		
EXTRINSIC JOB MOTIVATION	0.633	0.641	0.803	0.577		
FIRMS RECOVERY	0.803	0.809	0.859	0.506		
HR DEVELOPMENT COMPARATIVE ON THE FIRMS	0.673	0.674	0.821	0.605		
Moderating Effect 1	1.000	1.000	1.000	1.000		
Moderating Effect 2	1.000	1.000	1.000	1.000		
Moderating Effect 3	1.000	1.000	1.000	1.000		
SUPERIOR FINANCIAL PERFORMANCE	0.720	0.725	0.843	0.641		
THE MARKET POSITION	0.646	0.647	0.809	0.586		

The Data of assessments for the collinearity statistics' (VIF) value of entire indicators/ observed variables (for formative only)

Collinearity Statistics (VIF)	
 Outer VIF Values	 Inner VIF Values
	VIF
ETA11	1.311
ETA12	1.174
ETA13	1.294
ETA21	1.223
ETA22	1.300
ETA23	1.280
ETA31	1.406
ETA32	1.358
ETA33	1.517
ETA41	1.812
ETA42	1.435
ETA43	1.688

The Data for model fit

Model_Fit

	Saturated Model	Estimated Model
SRMR	0.072	0.096
d_ULS	1.210	2.107
d_G	0.481	0.523
Chi-Square	27006.814	27212.973
NFI	0.705	0.703

The Data for the model selection criteria

Model Selection Criteria

	AIC (Akaike's Infor...	AICu (Unbias...	AICc (Cor...	BIC (Bay...	HQ (Hannan Quin...	HQc (Corrected ...
EXTRINSIC JOB MOTIVATION	-7181.607	-7179.607	2960.395	-7167.159	-7176.720	-7176.716
FIRMS RECOVERY	-10492.236	-10488.236	-350.231	-10463.3...	-10482.462	-10482.451
SUPERIOR FINANCIAL PERFORMANCE	-10024.033	-10019.031	117.976	-9987.911	-10011.814	-10011.799
THE MARKET POSITION	-8203.269	-8198.268	1938.739	-8167.148	-8191.051	-8191.035

The resampling methods (Only for the Inner Model).

- The resampling standard methods has bootstrapping data processing (sign change, individual sign change and construct level change) within SEM-PLS that it **a means of accuracy from the estimating the real samples**

The screenshot displays the SmartPLS software interface. The main window shows a PLS model diagram with five latent variables (blue circles) and their corresponding indicators (yellow rectangles). The indicators are: M11, M12, M13 (Latent Variable 5); eta11, eta12, eta13 (Latent Variable 1); ETA21, ETA22, ETA23 (Latent Variable 2); ETA31, ETA32, ETA33 (Latent Variable 3); and KSI11, KSI12, KSI13 (Latent Variable 4). The 'Calculate' menu is open, showing options like 'PLS Algorithm', 'Bootstrapping', 'Blindfolding', 'Confirmatory Tetrad Analyses (CTA)', 'Importance-Performance Map Analysis (IPMA)', 'PLS Predict', 'Finite Mixture (FIMIX) Segmentation', 'Prediction-Oriented Segmentation (POS)', 'Multi-Group Analysis (MGA)', 'Permutation', and 'Consistent PLS Algorithms'. The 'Bootstrapping' option is selected. The 'Indicators' panel on the left lists the indicators with their best correlations: ETA32 (0.695), ETA33, KSI11, KSI12, KSI13, M11, M12, and M13. The status bar at the bottom shows the best correlation for M12 -> M11 as 0.695. The system tray at the bottom right shows the date and time as 19:28 on 07/09/2021.

Inner model conduct to the bootstrapping within subsamples to basic setting to 10.000

Bootstrapping

Bootstrapping is a nonparametric procedure that allows testing the statistical significance of various PLS-SEM results such path coefficients, Cronbach's alpha, HTMT, and R² values. [Read more!](#)

Setup Partial Least Squares Weighting

Basic Settings

Subsamples

Do Parallel Processing

Amount of Results Basic Bootstrapping Complete Bootstrapping

Advanced Settings

Confidence Interval Method Percentile Bootstrap Studentized Bootstrap Bias-Corrected and Accelerated (BCa) Bootstrap

Test Type One Tailed Two Tailed

Significance Level

Basic Settings

Subsamples

In bootstrapping, subsamples are created with observations randomly drawn (with replacement) from the original set of data. To ensure stability of results, the number of subsamples should be large. For an initial assessment, one may use a smaller number of bootstrap subsamples (e.g., 500). For the final results preparation, however, one should use a large number of bootstrap subsamples (e.g., 5,000).
Note: Larger numbers of bootstrap subsamples increase the computation time.

Do Parallel Processing

This option runs the bootstrapping routine on multiple processors (if your computer device offers more than one core). Using parallel computing will reduce computation time.

Amount of Results

(1) Basic Bootstrapping (default)
Only a basic set of results for bootstrapping is assembled. This includes: *Path Coefficients, Indirect Effects, Total Effects, Outer Loadings, and Outer Weights*. This option is much faster if a large number of resamples is drawn and useful for preliminary data analysis.

(2) Complete Bootstrapping
All available results for bootstrapping are assembled. For example, this includes: *Path Coefficients, Indirect Effects, Total Effects, Outer Loadings, Outer Weights, R Square, Average Variance Extracted (AVE), Composite Reliability, Cronbach's Alpha, and Heterotrait-Monotrait Ratio (HTMT)*. It uses a Bollen-Stine type bootstrapping for the goodness-of-fit measures. Note: This option needs more time to compute the results. Also, this option needs more computer memory (how to assign more memory to SmartPLS, see the [FAQ on www.smartpls.com](http://www.smartpls.com))

The prediction the relationship- among variable

Indeed, the structural model (inner-model to assessment for the significance of the **prediction the relationship- among variable** would indicate conduct to the p-value less than .05 for the level of the significantly accepted among hypotheses of 95%,

Path Coefficients

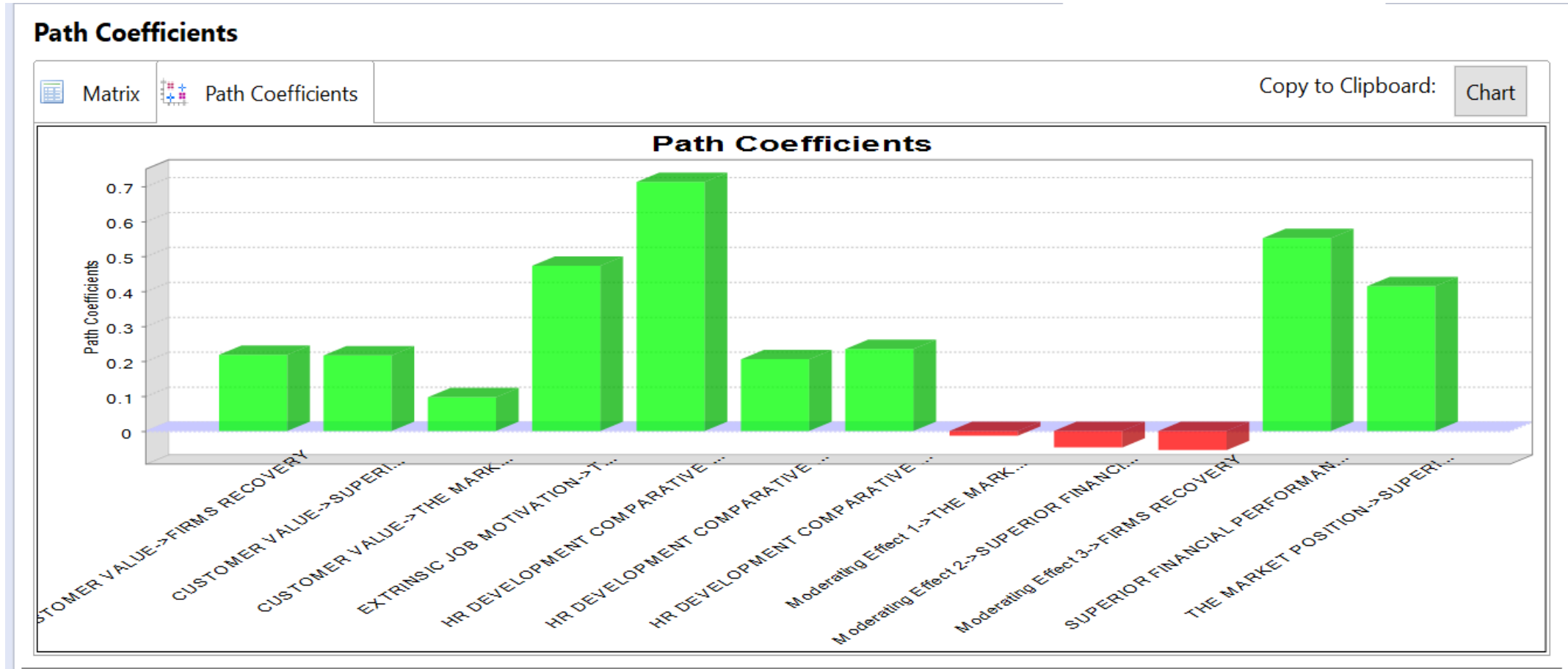
	Original ...	Sample ...	Standard ...	T Statistic...	P Values
CUSTOMER VALUE -> FIRMS RECOVERY	0.218	0.218	0.011	19.409	0.000
CUSTOMER VALUE -> SUPERIOR FINANCIAL PERFORMANCE	0.216	0.216	0.009	24.427	0.000
CUSTOMER VALUE -> THE MARKET POSITION	0.097	0.097	0.011	8.845	0.000
EXTRINSIC JOB MOTIVATION -> THE MARKET POSITION	0.473	0.472	0.013	35.382	0.000
HR DEVELOPMENT COMPARATIVE ON THE FIRMS -> EXTRINSIC JOB MOTIVATION	0.712	0.712	0.008	84.853	0.000
HR DEVELOPMENT COMPARATIVE ON THE FIRMS -> SUPERIOR FINANCIAL PERFORMANCE	0.205	0.205	0.017	11.953	0.000
HR DEVELOPMENT COMPARATIVE ON THE FIRMS -> THE MARKET POSITION	0.234	0.235	0.019	12.107	0.000
Moderating Effect 1 -> THE MARKET POSITION	-0.014	-0.014	0.006	2.288	0.022
Moderating Effect 2 -> SUPERIOR FINANCIAL PERFORMANCE	-0.047	-0.047	0.004	11.608	0.000
Moderating Effect 3 -> FIRMS RECOVERY	-0.055	-0.055	0.004	15.332	0.000
SUPERIOR FINANCIAL PERFORMANCE -> FIRMS RECOVERY	0.552	0.552	0.010	53.818	0.000
THE MARKET POSITION -> SUPERIOR FINANCIAL PERFORMANCE	0.414	0.414	0.016	26.245	0.000

The Data for the outer loadings within p-value the coefficient for accepted entire hypotheses in management dan business research model

Outer Loadings

	Original ...	Sample ...	Standard ...	T Statistic...	P Values
ETA11 <- EXTRINSIC JOB MOTIVATION	0.790	0.790	0.005	156.932	0.000
ETA12 <- EXTRINSIC JOB MOTIVATION	0.692	0.692	0.009	73.840	0.000
ETA13 <- EXTRINSIC JOB MOTIVATION	0.793	0.793	0.004	176.392	0.000
ETA21 <- THE MARKET POSITION	0.743	0.743	0.007	104.623	0.000
ETA22 <- THE MARKET POSITION	0.775	0.774	0.006	127.244	0.000
ETA23 <- THE MARKET POSITION	0.779	0.779	0.006	139.649	0.000
ETA31 <- SUPERIOR FINANCIAL PERFORMANCE	0.777	0.777	0.006	121.447	0.000
ETA32 <- SUPERIOR FINANCIAL PERFORMANCE	0.784	0.784	0.006	137.282	0.000
ETA33 <- SUPERIOR FINANCIAL PERFORMANCE	0.840	0.839	0.004	202.628	0.000
ETA41 <- FIRMS RECOVERY	0.786	0.786	0.005	147.733	0.000
ETA42 <- FIRMS RECOVERY	0.692	0.691	0.008	84.222	0.000
ETA43 <- FIRMS RECOVERY	0.760	0.760	0.006	135.185	0.000

Path coefficients

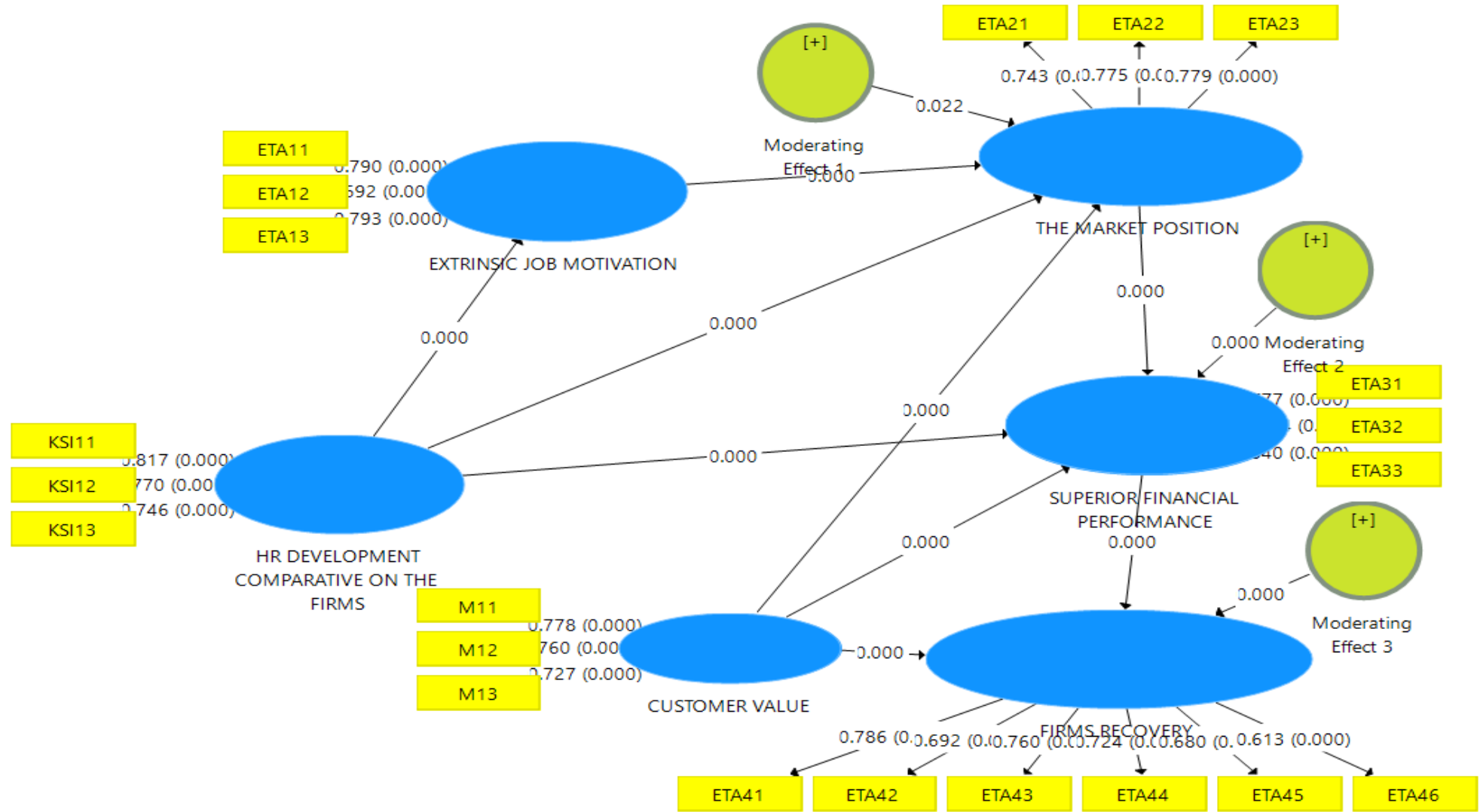


INDIRECT EFFECTS

Specific Indirect Effects

Mean, STDEV, T-Values, P-...	Confidence Intervals	Confidence Intervals Bias ...	Samples	Copy to Clipboard:	Excel Format	R Format		
				Original ...	Sample ...	Standard ...	T Statistic...	P Values
CUSTOMER VALUE -> SUPERIOR FINANCIAL PERFORMANCE -> FIRMS RECOVERY				0.119	0.119	0.005	22.653	0.000
HR DEVELOPMENT COMPARATIVE ON THE FIRMS -> SUPERIOR FINANCIAL PERFORMANCE ...				0.113	0.113	0.010	11.180	0.000
Moderating Effect 2 -> SUPERIOR FINANCIAL PERFORMANCE -> FIRMS RECOVERY				-0.026	-0.026	0.002	11.471	0.000
CUSTOMER VALUE -> THE MARKET POSITION -> SUPERIOR FINANCIAL PERFORMANCE -> ...				0.022	0.022	0.003	7.741	0.000
EXTRINSIC JOB MOTIVATION -> THE MARKET POSITION -> SUPERIOR FINANCIAL PERFORM...				0.108	0.108	0.007	16.573	0.000
HR DEVELOPMENT COMPARATIVE ON THE FIRMS -> EXTRINSIC JOB MOTIVATION -> THE M...				0.077	0.077	0.005	16.795	0.000
HR DEVELOPMENT COMPARATIVE ON THE FIRMS -> THE MARKET POSITION -> SUPERIOR ...				0.054	0.053	0.004	15.005	0.000
THE MARKET POSITION -> SUPERIOR FINANCIAL PERFORMANCE -> FIRMS RECOVERY				0.229	0.228	0.009	24.984	0.000
Moderating Effect 1 -> THE MARKET POSITION -> SUPERIOR FINANCIAL PERFORMANCE ->...				-0.003	-0.003	0.001	2.246	0.025
CUSTOMER VALUE -> THE MARKET POSITION -> SUPERIOR FINANCIAL PERFORMANCE				0.040	0.040	0.005	7.736	0.000
EXTRINSIC JOB MOTIVATION -> THE MARKET POSITION -> SUPERIOR FINANCIAL PERFORM...				0.196	0.196	0.012	16.877	0.000
HR DEVELOPMENT COMPARATIVE ON THE FIRMS -> EXTRINSIC JOB MOTIVATION -> THE M...				0.139	0.139	0.008	17.158	0.000

The scheme of Inner-model result research with p-value coefficients



The Data for estimate the level of contribution within the prediction- model within the R Square coefficient

R Square

Matrix	R Square	R Square Adjusted		
			R Square	R Square ...
			0.508	0.508
			0.645	0.645
			0.628	0.628
			0.555	0.555

The Data for f Square

f Square

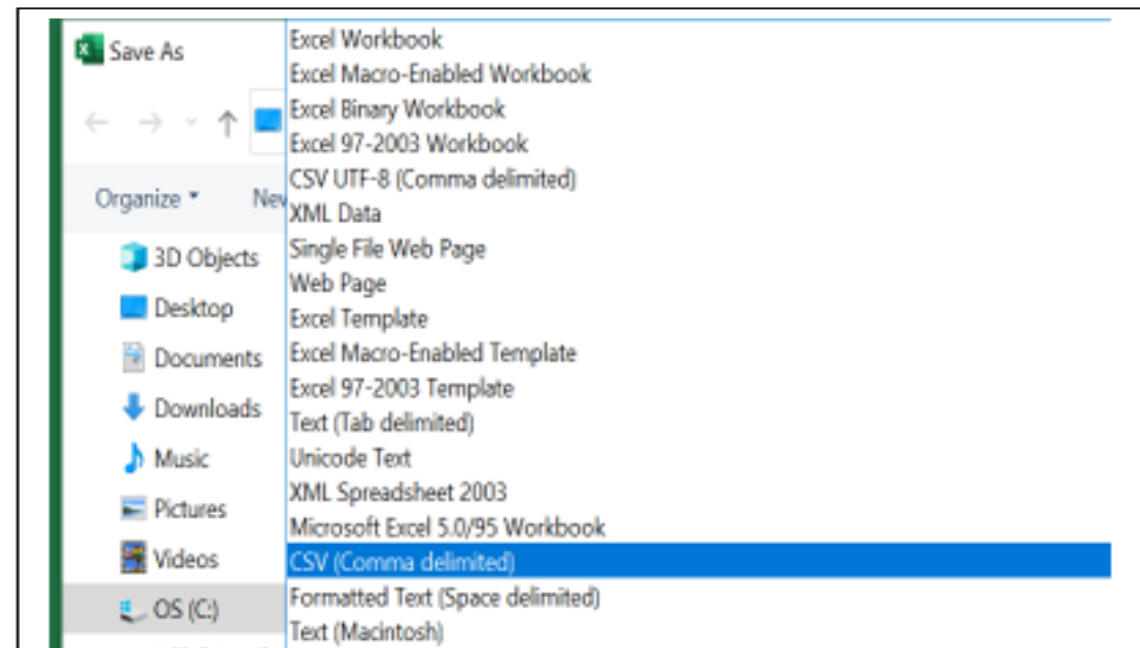
Matrix		f Square		Copy to Clipboard:					Excel Format	R Format
		EXTRINSI...	FIRMS RE...	HR DEVE...	Moderati...	Moderati...	Moderati...	SUPERIO...	THE MARKET...	
CUSTOMER VALUE			0.074					0.070	0.011	
EXTRINSIC JOB MOTIVATION									0.215	
FIRMS RECOVERY										
HR DEVELOPMENT COMPARATIVE ON THE FIRMS		1.031						0.053	0.050	
Moderating Effect 1									0.001	
Moderating Effect 2								0.016		
Moderating Effect 3			0.024							
SUPERIOR FINANCIAL PERFORMANCE			0.419							
THE MARKET POSITION								0.227		

PLS-SEM CRITERIA

Table 5.13. The PLS-SEM criteria



No	PLS-SEM Criteria	The <u>SmartPLS</u> -SEM
1	The purpose of the management and business research inquiries to yield the prediction. The research purpose to analysis and structural model assessments (PLSc)	The research of the management and business model conduct to theories development and the prediction oriented. The research of the management and business model conduct to analysis and structural model assessments oriented within technology acceptance model (TAM) and Estimation consistent PLS (PLSC)
2	Data approach	The variance base data approach
3	The estimation- method to the research model	The least square
4	The model specifications and model parameters	The component two loading, the path coefficients and the component weight.
5	The Structural model	The large complexity within the number of latent variable and the indicators.
6	Model evaluation and data normality assumption's	No assumption's and without the goodness of fit model.
7	The significantly assessments	The assessments must trough the bootstrapping procedure or the jackknife.
8	The software	The <u>SmartPLS</u> .
9	The data type	CSV (Comma Delimited)- within base on component/ variance <u>and</u> shaped conduct to composite.



The Model Evaluating for the Reflective Measurement model- **the outer loading- Reflective**

- The model evaluating have two stage conduct to the SmartPLS analysis for the management and business research model that it was divide to the outer model evaluation and the inner model evaluation. The reflective measurement/ outer model should to assessment conduct to the rule of thumb coefficient pertains (Ghozali, 2021):
 - 1). **The convergence validity** (the loading factor coefficient, an average variance extracted (AVE) and communality), 2). The discriminant validity (the cross loading, the root- square of AVE and the correlation between among latent construct, the Heterotrait- monotrait ratio (HTMT)) and, 3). The reliability assessment (The Cronbach's Alpha and the Composite Reliability).

OUTER MODEL

Table 5.14. The coefficient and indexed of **Outer-Model for model evaluations**



The Validity and Reliability- Parameters conduct to approach the MTMM (Multi Trait-Multi Method)		The rule of thumb- coefficient and ratio	
The Convergent Validity	The Loading factor- the indicator should be having the hi-correlation within a latent- construct.	The confirmation research model type: the LF value > .70	The exploratory research model type: LF value > .60
	An average variance extracted (AVE)- more than 50% of variance value from among indicators could be explain.	The CRM and the ERM conduct with AVE > .50	
	Communality	The CRM and the ERM conduct with AVE > .50	
The Discriminant Validity	The Cross Loading- The Discriminant Validity within the reflective indicators.	The CL coefficient >.70 FOR AMONG LATENT VARIABLES.	
	The root-square AVE and the correlation between among the latent construct	The root-square AVE > the correlation between among the latent construct	
	Heterotrait-monotrait Ratio (HTMT)	HTMT < .90	
The Reliability	The Cronbach's alpha	The confirmation research model type: the CA value > .70	The exploratory research model type: CA value > .60
	Composite reliability	The confirmation research model type: the CR value > .70	The exploratory research model type: CR value > .60
Remark	The indicators have less that the rule of thumb of the coefficient and ratio should be <u>deleted</u> and take- down from the research model.		

The inner model to evaluate

- Furthermore, the scholar should do assessment for the inner model to evaluate of the yielding data from the data processing within the SmartPLS in the structural management and business research model pertains:
 - 1). The level of robust of the research model (R-square value), 2). The **effect size (f- square)**, 3). The Level of predictive – relevance (Q-square) and, 4). **The significance- two-tailed of hypotheses assessments (t-value)**

INNER MODEL

Table 5.15. The coefficient and indexed of **the Inner-Model for model evaluations**



The Criteria for outer-model assessments and hypotheses-accepted	The rule of thumb- coefficient and ratio	
R-Square- Robust Outer- Model	.67, .33 and .19	Hi – moderate- weak
f^2 – effect size	.02, .15 and .35	The small effect, middle and high effect
Q^2 – the predictive relevance	$Q^2 > .00$: indicated that the research model has have the predictive relevance.	$Q^2 < .00$: indicated that the research model has not have the predictive relevance.
Q^2 – predictive relevance- for the relative- impact of the outer model	.02, .15 and .35	The small the predictive relevance affect, middle and high PR-affect
The level of Significance the outer model (two- tailed)	t-value: 1.65, 1.96 and 2.58	Within the significance level; 10.00%, 5.00% and 1.00%.
Performance value	The calculate an Importance- performance Map Analysis (IPMA)	The Performance value would indicate the additional analysis to the scholars make some improvement and refinement the research model.

FIT MODEL

Table 5.16. The coefficient and indexed of **the fit model**



The Criteria for fir model-accepted	The rule of thumb- coefficient and ratio	
NFI (the normed fit index)	>.90	The NFI value could indicated the best fit model.
SRMR (the standardized root means square residual)	<.08- .10	The goodness of fit measure to avoid for misleading of the model specification.
RMS- theta (the root means square residual covariance matrix.	Closed to 0.00	RMS- theta (the root means square residual covariance matrix) has to assessment for the reflective model.
The Exact fit test	p-value > .05 Chi-square closed to small value	

DISCUSSION

- TO THE FORUM