



The influence of strategic leadership, transformational leadership and visionary leadership on performance at the naval academy mediated by decision making

Denih Hendrata¹, Willy Arofah² and Dedi S. Martadisastra³

¹Doctor of Economics Program, Trisakti University, Jakarta Indonesia

^{2,3}Economics Program, Trisakti University, Jakarta, Indonesia

ARTICLE INFO

Article history:

Received Jan 23, 2023

Revised Feb 13, 2023

Accepted Feb 24, 2023

Keywords:

Decision Making

Performance

Strategic Leadership

Transformational Leadership

Visionary Leadership

ABSTRACT

The purpose of this study was to examine to test the affect of Strategic Leadership, Transformational Leadership and Visionary Leadership on Naval Academy Performance mediated by Decision Making. The population in this study was the Naval Academy Academic Community consisting of lecturers, education personnel with a sample size of 146 respondents. This research uses path modeling analysis techniques with PLS tools. From the tests conducted, it was found that Strategic Leadership, Transformational Leadership and Visionary Leadership had a positive effect on organizational performance; Strategic Leadership has no effect on organizational performance, while Transformational Leadership and Visionary Leadership have a positive effect on organizational performance; Decision making has no effect on organizational performance; Strategic leadership. Transformational leadership and Visionary leadership have no effect on organizational performance mediated by decision making.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Denih Hendrata,

Doctor of Economics Program,

Trisakti University,

Jl. Letjen S. Parman No.1, RT.6/RW.16, Grogol, Jakarta 11440, Indonesia.

Email: journalsinta4@gmail.com

INTRODUCTION

One indicator of the success of a leader is the right decision making. Decision making is one of the activities that are always found in organizations. However, often the decisions taken do not have an effective impact on the performance of the organization or institution. This is due to the fact that decision making is often based only on the opinions and considerations of leaders rather than based on the need to improve institutional performance.

Decision making has an important meaning for the back and forth of an organization, especially because the future of an organization is determined by decision making². This decision-making is an important task for a leader. The good and bad of a person carrying out his role as a leader is essentially judged by the decisions he makes. Leaders are required to be able to make decisions that are in accordance with the changes that occur in the organizational environment. Because it will affect the goals, activities, policies, and tools used by the organization or institution. One of the institutions under the Indonesian National Army is the Naval Academy, which is the first education provider for volunteer officers of the Indonesian National Army of the Navy at the

Academy or Vocational Diploma IV or Applied Bachelor level in supporting the duties of the Indonesian National Army of the Navy. The performance of the Naval Academy Academic Community which has not been maximized is in accordance with the regulation of the Chief of Staff of the Navy Number 12 of 2022 dated March 23, 2022 concerning changes to the regulation of the Chief of Staff of the Navy number 28 of 2021 concerning supervision within the Indonesian National Army of the Navy, in article 14 paragraph b, stating that the Naval Academy is the first education provider for voluntary officers of the Indonesian National Army of the Navy at the Academy or Vocational Diploma IV or applied Bachelor level in supporting the duties of the Indonesian National Army of the Navy.

The current trend is that many people register as cadets and the number of Naval Academy cadets in 2022 is 800 cadets. Lecturer organizations have not been accommodated in the structure or functional organization, resulting in lecturers currently having a dual role as structural staff and education personnel in work units also functioning as lecturers. Comparison of the Naval Academy which has been accredited and Standardization A from the National Accreditation Board (BAN-PT) as a military higher education institution.

To achieve the performance of the Naval Academy Academic Community, a college leader at the Naval Academy in the process of making organizational decisions in order to realize the vision and mission of the Naval Academy to make Naval Academy graduate officers who are Responsive, Tanggon and Trengginas ready to enter the field of operations to man the sista equipment, it requires the involvement of all components of the work units at the Naval Academy to implement the Strategic Leadership, Transformational Leadership and Visionary Leadership leadership models to bring a Naval Academy organization to be able to carry out its main task as an institution for forming human resources for Naval officers, leadership is the management process of a leader in making strategic decisions.

Based on the description of the problem identification above that forming a Navy soldier needs to have the influence of a leader, based on the identification of the problem above, the researcher took the title "The effect of Strategic Leadership, Transformational Leadership and Visionary Leadership on Performance of the Naval Academy mediated by Decision Making".

RESEARCH METHOD

Strategic Leadership

According to Yukl (2015), transformational leaders will strengthen the existing vision or build commitment to a new vision. A clear vision helps employees understand the organization's goals, objectives and priorities. A clear vision makes work meaningful, is a source of pride and fosters a sense of common purpose. The vision of what is envisioned, the state of society that is aspired to and what a leader and his followers want to achieve in the future. Nakir (2020), in his research entitled the influence of leadership strategy and self-efficacy on organizational commitment and its implications for the performance of researchers at the Ministry of Defense and the Indonesian National Army, suggested that leaders implement strategic leadership, namely by; a) building a personal network based on the principles of trust and reputation, b) emphasizing the ideals and meaning of organizational values and creating a mission in an attractive way, c) continuously observing the business environment to find out trend and potential relationships with partners, consumers and employees, d) following up on the implementation of strategies well, e) often making a challenge to adapt and reorganize. Several studies examining Strategic Leadership were conducted by Balasubramaniam, Salamzadeh, Richardson, and Plakhi (2021), Nakir, Djati and Arofah (2020), Pramandita, Umar, Martadisastra, Takaya (2021), Suprianto, Derriawan, Zulkifli (2021), Rizaldi (2019), Rianto, Jafar and Arafah (2021), The results of the study can be concluded that there is a relationship between leadership style and decision making,

strategic thinking was found to perform a moderating role between leadership style and ethical decision making. between leadership style and ethical decision making.

Based on the results of these studies, the research hypotheses can be formulated as follows:

H₁: Strategic Leadership has a positive effect on Performance

H₄: Strategic Leadership has a positive effect on Decision Making

H₈: Strategic Leadership has a positive effect on Performance mediated by Decision Making

Transformational Leadership

Alhyasat & Sharif (2018), strategic leadership (SL) is defined as the thinking and decision making needed to develop and influence an organization's strategic plan. In addition, strategic leadership is the ability to influence others to voluntarily make daily decisions that enhance the long-term viability of the organization, while at the same time maintaining its short-term financial viability. Transformational leadership is a leadership perspective that explains how leaders change teams or organizations by creating, communicate and model a vision for the organization or work unit and inspire employees to achieve that vision.

Robbin (71:2014), that the model of transformational leadership in educational institutions for printing TNI Navy officers is a necessity for forming TNI officers Navy. There are four elements of transformational leadership, namely: Create a strategic vision, communicate the vision, model the vision, and build commitment toward the vision, have an understanding of: 1) create a strategic vision, 2) communicate the vision, 3) create a vision model and 4) build commitment to the vision.

Based on the results of these studies, the research hypotheses can be formulated as follows:

H₂: Transformational Leadership has a positive effect on Performance

H₅: Transformational Leadership has a positive effect on Decision Making

H₉: Transformational Leadership has a positive effect on Performance mediated by Decision Making

Visionary Leadership

Visionary leadership was most frequently operationalized in this study as the specific behavior of communicating a vision. Therefore, it is not only the presence of a vision that influences followers, but the effectiveness of its communication (Kirkpatrick, 2009). Wirawan (2013), argues that a leader has a vision when appointed as a leader, even a leader must be able to create a vision, and vision is a dream and a condition to aspire to, what a leader and his followers want to achieve in the future. which will come. Vision of National Defense According to Law No. 3 of 2002 concerning national defense explains that the form of national defense is universal in nature which has the meaning of involving all the people and all national resources, national facilities and infrastructure, as well as the entire territory of the country as a defense unit. The universal defense strategy is part of the system as a universal defense as stated in the defense law. In the context of the discipline, the position of defense science is like a multi, inter, field transformer along with other fields of science. While in the context of theoretical assessments, defense science is in an extraordinary position which is a theory from various scientific fields related to the problem to be resolved.

Based on the results of these studies, the research hypotheses can be formulated as follows:

H₃: Visionary Leadership has a positive effect on Performance

H₆: Visionary Leadership has a positive effect on Decision Making

H₁₀: Visionary Leadership has a positive effect on Performance mediated by Decision Making

Decision-making

Leadership is the step of a leader in empowering his leadership, as a process of sharing power by formal leaders to increase the autonomy and investment of both individual and team employees in their work (Sharma, et all, 2015). Implementation of decision making is the first step

carried out at the Naval Academy, namely by carrying out the Steps in the process of gathering information (Intelligence) to identify problems that involve the entire Academic community of the Naval Academy, followed by designing (Design) as a solution step for solving educational problems at the Naval Academy Sea. Decision making is the implementation of character building of how the Naval Academy Cadets are formed as potential leaders, leadership is the hallmark of a Naval Academy alumni officer who is prepared to make decisions is the hallmark of a future leader faced with strategic environmental conditions. Research from Zaman, Nawaz, Tariq, Humayoun (2018), Shayegana, Yavarib and Bazrkar (2022), Zaman (2019), Tangatarova and Gao (2022), these studies show that the decision-making process with the transformational leadership style model has a significant effect on the performance of an organization. Based on the results of these studies, the research hypotheses can be formulated as follows:

H₇: Decision Making has a positive effect on Performance

Performance

Performance is a multi-dimensional construct, the measurement of which depends on a variety of factors. So that Personnel Performance can be interpreted as the result of the work done by a soldier in a military organization in order to achieve the desired goals by minimizing losses that might occur with indicators: 1) Measurable quality of work, 2) Quantity of work produced, 3) Timeliness of work results, 4) Work effectiveness, and 5) Independence According to Dessler (2018) argues that there are five factors in performance appraisal, namely: a) job performance, including: accuracy, thoroughness, skill, and output acceptance. b) quantity of work, including: volume of output and contribution. c) necessary leadership, including: requiring advice, direction or improvement. d) discipline, including: attendance, sanctions, documents, regulations, reliability/reliability and timeliness. e) communication, including: relations between employees and with leaders, communication media. Performance appraisal at the Naval Academy is carried out on academics who support the implementation of the process of establishing Naval Academy cadets as candidates for officers who are ready to go to war (Ready to Force).

Based on the results of these studies, the research hypotheses can be formulated as follows:
H₆: Performance has a positive effect on Decision Making

Conceptual Framework

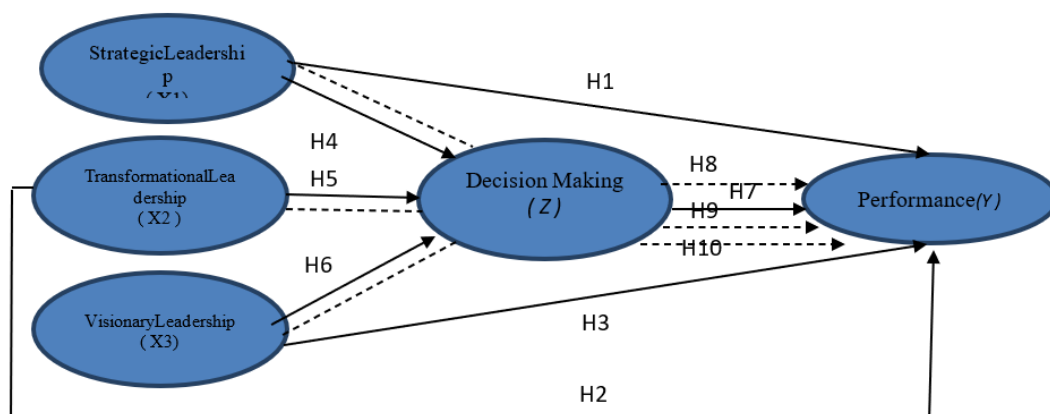


Figure 1. Conceptual framework

The research in the dissertation is a quantitative study using a hypothetical test with the aim of examining the effect of Strategic Leadership, Transformational Leadership and Visionary

Leadership on Performance mediated by Decision Making in AAL. Since all the variables used are latent variables (unobserved variables) the causal method is used with the Structural Equation analysis Partial Least Square Model (SEMPLS) which allows researchers to test between complex variables both recursive and non-recursive (Ghozali, 2016). The use of PLS SEM was carried out by considering the limited number of samples used which resulted in the level of difficulty of the respondents used in this study. The population in this study is the Academic Community of the Naval Academy consisting of lecturers, educational staff. The sample used in this study was 146 respondents who were taken using purposive sampling and data collection methods using questionnaires or online questionnaires. This sample size was obtained based on the Slovin formula(Nursalam, 2020).

RESULTS AND DISCUSSIONS

Decryption of Research Objects

The sample used in this study were those involved in the AAL group consisting of lecturers and officers with a total sample size of 159 respondents. Respondents according to status in AAL showed as many as 59.12% while the remaining 40.88% were respondents who had lecturer status. The profile of respondents according to education level shows that respondents with high school education levels and the equivalent are 35.22% of the total 159 respondents, followed by respondents with S2 education levels with a percentage of 32.70%, followed by respondents with S1 education levels with a percentage of 18.87%. When viewed according to the age group of respondents, the majority of respondents were in the 41-50 age group, namely 51.57%, followed by respondents with an age group of more than 50 years with a percentage of 25.79%, followed by respondents with an age group between 31-40 years, namely 20.13% of the total respondents of 159. Respondents with an age group between 31 to 40 years were 20.13% and the lowest were respondents with an age group between 26 to 30 years. age group between 26 - 30 years by 1.89%.

The profile of respondents according to tenure shows that respondents with a tenure of 21-30 years are the most numerous, namely 55.3% of the total number of respondents, followed by respondents with a tenure between 11-20 years, namely 23.9%. Then respondents with a work period of less than 10 years amounted to 10.7% and the lowest was respondents with a work period between 31-40 years, which amounted to 10.1%.

The SEM-PLS model used for hypothesis testing is shown in the following figure.

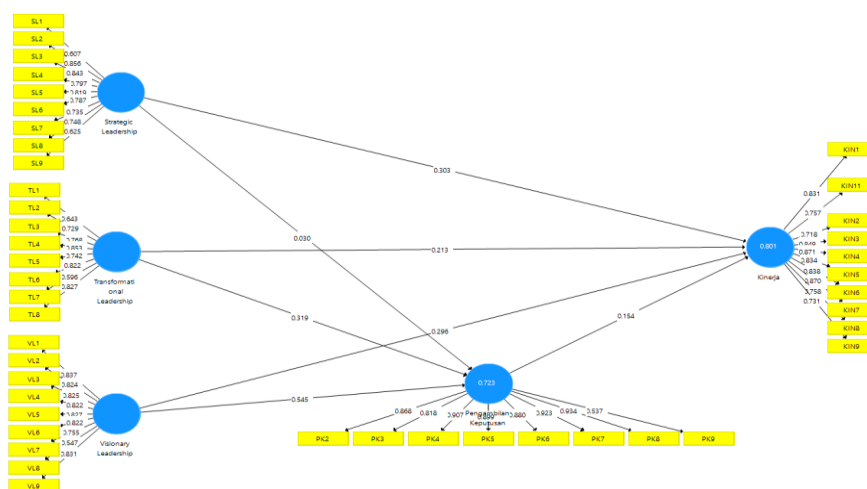


Figure 2. Final SEM-PLS research model

Hypothesis 1

Hypothesis 1 obtained an estimated coefficient value of 0.303 which means that the increase in Strategic Leadership will increase performance in realizing Naval Officers who are ready to fight (Ready to Forces) and vice versa. The p-value of the t statistic is $0.001 < 0.05$, so H_0 is rejected and it can be concluded that it is proven to have a positive effect on performance in realizing Navy officers who are ready to fight (Ready to Forces) Strategic Leadership. These findings support empirical studies conducted by Nakir, et al, 2020, Umar, et al, 2021, Suprianto, et al, 2021, Rizaldi, 2019, Rianto, et al, 2021, Sumaryadi, et al, 2021, it can be concluded that strategic leadership has a significant effect on performance and this finding is the same as the results of research at the Naval Academy conducted on lecturers, officers and the Academic Community of the Naval Academy.

Hypothesis 2

Hypothesis 2 obtained an estimated coefficient value of 0.213 which means that the increase in Transformational Leadership will increase performance in realizing Naval Officers who are ready to fight (Ready to Forces) and vice versa. The p-value of the t statistic is $0.042 < 0.05$, so H_0 is rejected and it can be concluded that Transformational Leadership has a positive effect on performance in realizing Navy officers who are ready to fight (Ready to Forces); These findings are in line with empirical studies conducted by Afriyie, et al, (2020), Shayegana, et al, (2022), Kalambayi, et al, (2021), Ansong, et al, (2022), Kwiotkowska, et al, 2022, Bano, et al, 2022, Albandari, (2020), Yanti, et al (2020), Gusnaningtyas, et al (2020), Mazzetti, et al, (2022), Rianto, et al, (2021), Purwanto, et al, (2020), Azizah, et al, (2022), Vipraprastha, et al, (2018), Purwanto, et al, (2020), Mujanah, et al. (2021), Komar, et al, (2021), Maskurochman, et al, (2021), Zaman, (2019), Putra, et al, (2021), Rodyah, et al, (2022). Gaur, et al, (2022).

Hypothesis 3

Hypothesis 3 obtained an estimated coefficient value of 0.296, which means that increasing Visionary Leadership will improve performance in realizing Ready to Forces Navy Officers and vice versa. The p-value of t statistics is $0.000 < 0.05$, then H_0 is rejected and H_a is accepted so it can be concluded that hypothesis 3 is proven. This means that Visionary Leadership has a positive effect on performance in realizing Ready to Forces Navy Officers. Visionary leadership is a real representation of the company's long-term goals, effectively describing the idealized future state (Knippenberg, et al, 2014), while the interesting opinion of the visionary is to encourage the alignment of followers' activities with the proposed end state of the organization, rather than leaving the purpose of organizational activities open (Yukl, et al, 2020). This finding is in line with empirical studies conducted by Fransiska, et al (2020), Anshar (2019), Yulindasari, et al (2020). Muttaqin, (2019), Zhou, et al, (2021), Yulius, (2022).

Hypothesis 4

Hypothesis 4 was carried out with the aim of examining the positive effect of strategic leadership on decision making in realizing Ready to Forces Navy Officers. The processed results are indicated by the estimated coefficient value of 0.030, and the t statistical p-value of $0.758 > 0.05$, then H_0 is accepted and H_a is rejected, it can be concluded that hypothesis 4 which states that strategic leadership has a positive effect on decision making in realizing combat-ready Navy Officers is not proven. The sign of the estimated coefficient that is not in accordance with the theory indicates that the proposed hypothesis is not supported or in other words it can be concluded that it is not proven that Strategic Leadership has a positive effect on Decision Making in realizing combat-ready Naval Officers (Ready to Forces). The results of these findings are not in accordance with empirical studies conducted by Umar, et al, (2021), Suprianto, et al, (2021), Rianto,

et al, (2021). Balasubramaniam, et al, (2021), Abuzaid (2019), Rahimnia, et al, (2022), Rahimnia (2019).

Hypothesis 5

Hypothesis 5 was carried out with the aim of examining the positive effect of Transformational Leadership on Decision Making in realizing Ready to Forces Navy Officers. The processed results are indicated by the estimated coefficient value of 0.319, and the t statistical p-value of $0.004 < 0.05$, then H_0 is rejected and H_a is accepted, it can be concluded that hypothesis 5 which states that Transformational Leadership has a positive effect on Decision Making in realizing Navy Officers who are ready to fight (Ready to Forces) can be accepted.

These findings are inconsistent with empirical studies conducted by Umar, et al, (2021), Suprianto, et al, (2021), Rianto, et al, (2021). Balasubramaniam, et al, (2021), Abuzaid (2019), Rahimnia, et al, (2022), Rahimnia (2019). The results of the study concluded that strategic leadership is very influential on decision making.

Hypothesis 6

Hypothesis 6 was carried out with the aim of examining the positive effect of Visionary Leadership on Decision Making in realizing Naval Officers who are Ready to Forces. The processing results show an estimated coefficient value of 0.545, which means that an increase in Visionary Leadership will increase Decision Making in realizing combat-ready Navy Officers (Ready to Forces). (Ready to Forces) and vice versa the lower the Visionary Leadership will reduce Decision Making in realizing combat-ready Navy Officers (Ready to Forces). The p-value of the t statistic is $0.000 < 0.05$, so H_0 is rejected and H_a is accepted so it can be concluded that Visionary Leadership has a positive effect on Decision Making in realizing Navy Officers who are ready to Forces. The decision-making process requires a diversity of ideas among members, which will lead to task conflict because task conflict requires an exchange of ideas between members with different functional backgrounds (Barlet, et al; 2013), meaning that the future vision at the Naval Academy requires a diversity of ideas to advance the Academic Community. This finding is in line with empirical studies conducted by Zhou, at al, (2021), Muttaqin, (2019), D'Intino, at al, (2022), Atthirawong, et al, 2021.

Hypothesis 7

Hypothesis 7 was carried out with the aim of examining the positive effect of Decision Making on Performance in realizing Ready to Forces Navy Officers. The processing results are shown with an estimated coefficient value of 0.154, and which means that the increase in performance will increase decision making in realizing Navy officers who are ready to fight (Ready to Forces) and vice versa the lower the performance will reduce decision making in realizing Navy officers who are ready to fight (Ready to Forces). The p-value of the t statistic is $0.090 > 0.05$, then H_0 is accepted and H_a is rejected so it can be concluded that decision making does not have a positive effect on performance in realizing Navy officers who are ready to fight (Ready to Forces).

This finding is in line with empirical studies conducted by Umar, et al, (2021), D'Intino, et al, (2022), Mazzetti, et al, (2022). Ansong. et al (2022), Abuzaid (2019). Sommerer, et al (2021), Mahmoudi, et al (2022). Ceschi, et al (2022), Al-Surmi, et al (2022), Shamim, et al, (2022), Nisar, et al, (2022), Rahimnia, et al, (2022). Rahimnia (2019). Monteiro, et al (2021).

Hypothesis 8

The results of hypothesis 8 show that the t statistical value related to decision making moderates Strategic Leadership on organizational performance has a value of 0.005 and the p-value of the t statistic is $0.805 > 0.05$, so H_0 is accepted and H_a is rejected. This shows that moderation of decision making on the effect of Strategic Leadership on organizational performance has no

positive and insignificant effect so that it can be stated that moderation of decision making weakens Strategic Leadership in influencing organizational performance, therefore the hypothesis is rejected. This is because leadership strategies are also needed in organizations because with good leadership, the organization will run according to what is planned for the achievement of an organizational goal. leadership will affect organizational commitment and performance because it can lead to achieving organizational goal results. Therefore, the leadership strategy chosen by a leader will greatly affect performance improvement. The results of these findings are not in accordance with empirical studies conducted by Umar, et al, (2021), Suprianto, et al, (2021), Rianto, et al, (2021). Balasubramaniam, et al, (2021), and Rahimnia, et al, (2022).

Hypothesis 9

The results of hypothesis 9 show that the t statistical value related to decision making moderates Transformational Leadership on organizational performance has a value of 0.049 and the p-value of the t statistic is $0.118 > 0.05$, so H_0 is accepted and H_a is rejected so it can be concluded that the hypothesis stating that Transformational Leadership has a positive effect on organizational performance mediated by decision making in realizing combat-ready Navy officers (Ready to Forces) is not proven. This shows that moderation of decision making on the effect of Transformational Leadership on organizational performance has insignificant results and it can be stated that moderation of decision making is able to weaken Transformational Leadership in influencing organizational performance, so the hypothesis is rejected. This finding is in line with empirical studies conducted by Afriyie, et al, (2020), Shayegana, et al, (2022), Kalambayi, et al, (2021), Ansong, et al, (2022), Kwiotkowska, et al, 2022, Bano, et al, 2022, Albandari, (2020), Yanti, et al (2020), Gusnaningtyas, et al (2020), Mazzetti, et al, (2022), Rianto, et al, (2021), Purwanto, et al, (2020), Azizah, et al, (2022), and Rodiyah, et al, (2022).

Hypothesis 10

The results of hypothesis 10 show that the t statistical value related to decision making moderates Visionary Leadership on organizational performance has a value of 0.084 and the p-value of the t statistic is $0.092 > 0.05$, then H_0 is accepted and H_a is rejected so it can be concluded that the hypothesis stating Strategic Leadership has a positive effect on organizational performance mediated by decision making in realizing combat-ready Navy officers (Ready to Forces) is not proven. This shows that moderation of decision making on the effect of Visionary Leadership on organizational performance has insignificant results and it can be stated that moderation of decision making is able to weaken Visionary Leadership in influencing organizational performance, so the hypothesis is rejected. This finding is in line with empirical studies conducted by Fransiska, et al (2020), Anshar (2019), Yulindasari, et al (2020). Muttaqin, (2019), Zhou, et al, (2021) and Yulius, (2022).

CONCLUSION

Based on the results of data analysis in this research as described above, it can be concluded that the results of this study are as follows: Strategic leadership, Transformational leadership and Visionary leadership have a positive effect on organizational performance; Strategic leadership has no effect on organizational performance, while Transformational leadership and Visionary leadership have a positive effect on organizational performance; Decision making has no effect on organizational performance; Strategic leadership. Transformational leadership and Visionary leadership have no effect on organizational performance mediated by decision making.

The theoretical implications of this research are that it shows that Strategic leadership has a positive effect on organizational performance, Transformational leadership has a positive effect on organizational performance and Visionary leadership has a positive effect on organizational performance; Strategic leadership has no effect on organizational performance, Transformational

leadership has an effect on organizational performance, Visionary Leadership has a positive effect on organizational performance; Decision making has no effect on organizational performance; Strategic leadership has no effect on organizational performance mediated by decision making, Transformational leadership has no effect on organizational performance mediated by decision making and Visionary leadership has no effect on organizational performance mediated by decision making.

While the managerial implications of this research can be addressed to the company that the results of this study are practically expected to be useful for decision makers and stakeholder policies, especially the leadership of the Navy in determining the effect of strategic leadership, transformational leadership, visionary leadership on the performance of the Naval Academy mediated by decision making.

ACKNOWLEDGEMENTS

Our gratitude goes to the Rector of Trisakti University Prof. Dr. Ir. Kadarsah Suryadi, D.E.A. who has helped us to study smoothly. Our gratitude is also addressed to Dr. Yolanda Masnita, as the Dean of the Faculty of Economics and Business, Prof. Dr. Tulus Tambunan, as the Head of the Doctor of Economics Program and also Prof. Dr. Willy Arafah, MM, DBA as the Head of the Strategic Management Concentration, as well as the Promoter who guided and directed us and Dr. Dedi S. Martadisastra, MM, as the Co-Promoter who helped a lot in completing our dissertation. May your good deeds be rewarded by Allah SWT, amen.

References

- Abuzaid, A.N., Al-Ma'aitah, N., Al-Haraisa, Y.E., Al-Tarawneh, K.I. (2019). Examining the Impact of Transformational Leadership on the Strategic Decision Effectiveness of Jordanian Microfinance Companies 2019, *International Review of Management and Marketing*, 9(2), 76-83.
- Afriyie, S., Du, J., and Abdul-Aziz Ibn Musah, A.A.I. (2020). The nexus among innovation types, knowledge sharing, transformational leadership, and marketing performance in an emerging economy An empirical study. *Journal of Indian Business Research* Vol. 12 No. 4, pp. 529-548.
- Alhyasat, W.M.K., & Sharif, Z.M. (2018). *The relationship between strategic leadership and organization performance in Jordan industrial estates company*. AIP Conference Proceedings, (September).
- Al-Surmi, A., Bashiria, M., and Koliouis, I. (2022). School of Strategy & Leadership, Faculty of Business & Law, Coventry University, Coventry, UK; Centre for Business in Society, Coventry University, Coventry, UK; c School of Management, Cranfield University, Cranfield, UK, AI based decision making: combining strategies to improve operational performance. *International Journal Of Production Research*, Vol. 60, No. 14.
- Anshar, M. (2019). The Impact Of Visionary Leadership, Learning Organization And Innovative Behavior To Performance Of Customs And Excise Functional. *International Journal of Human Capital Management*. Vol. 1, No.2 , December, p 52-60.
- Ansong, K., Wadei, Lu, C., and Wu, W. (2022). Unpacking the chain mediation process between transformational leadership and knowledge worker creative performance: evidence from China.
- Azizah, Y.N., Rijal, M.K., Romainur, Rohmah, U.N., Pranajaya, S.A., Ngiu, Z., Mufid, A., Purwanto, A., Ma'u, D.H. (2022). Transformational or Transactional Leadership Style: Which Affects Work Satisfaction and Performance of Islamic University Lecturers During COVID-19 Pandemic?
- Balasubramaniam, V., Salamzadeh, Y., Richardson, C., and Plakhi, A. (2021). The impact of leadership style on ethical decision-making, the moderating role of strategic thinking: a study among Malaysian managers. SHS Web of Conferences. ICSR. 10th Annual International Conference "Schumpeterian Readings" (ICSR).
- Bano, R. (2021). Impact of Green Transformational Leadership on Job Performance: The Mediating Role of Psychological Contract Fulfillment.
- Davidaviciene, V., and Majzoub, K.A. (2020). The Effect of Cultural Intelligence, Conflict, and Transformational Leadership on Decision-Making Processes in Virtual Teams. *Teams. Social Sciences* 11: 64.

- D'Intino, R.S., Boyles, T., and Neck, C.P., and John R., Knoxville. (2022). Visionary entrepreneurial leadership in the aircraft industry. *The current issue and full text archive of this journal is available*.
- Fransiska, W., Harapan, E. (2020). Pengaruh Kepemimpinan Visioner Kepala Sekolah dan Disiplin Guru terhadap Kinerja Guru Sekolah Dasar. *Journal of Education Research*, 1(3), Pages 308-316.
- Gasela, M.M. (2021). Strategy implementation in South African public entities between 006 and 2016: Does leadership impact on performance during strategy implementation.
- Gaur, V. (2022). Management Development Institute Gurgaon Avinash Kapoor, Management Development Institute Gurgaon Amit Gupta, Management Development Institute Gurgao A Study On Effect Of Transformational Leadership, Self-Efficacy On Job Performance.
- Ghozali, I. (2016). Structural Equation Modeling Metode Alternatif dengan Partial Least Square (PLS), Semarang : Badan Penerbit - UNDIP
- Gustianingtyas, M., Elmi, F. (2020). *Transformational Leadership, Work Motivation and Organizational Culture on Employee Performance at Directorate General Rural Development Ministry of Villages*. MICOSS, September 28-29, Jakarta, Indonesia.
- Kalambayi, J.L., Onojaefe, D.P., Kasse, S.N., Tengeh, R.K. (2021). The Influence Of Leadership Styles On Employee Performance In Construction Firm., *Eureka: Social And Humanities*, Number 5.
- Knippenberg, V., and Stam, D. (2014). Visionary leadership", in Day, D.V. (Ed.), *The Oxford Handbook of Leadership and Organizations*, Oxford University Press, Oxford.
- Knezovi, E., and Amina. (2020). Innovative work behavior in SMEs: the role of transformational leadership International University of Sarajevo, Sarajevo, Bosnia and Herzegovina.
- Kusnadi, S. (2021). The Influence Of Strategic Planning And Personnel Competence On Organizational Performance Of The Tni Material Feasibility Service Mediated By Compliance Management. *Journal of Economics, Management, Entrepreneur, and Business Journal*.
- Mahmoudi, A., Abbasi, M., Yuan, J., & Li, L. (2022). Large-scale group decision making (LSGDM) for performance measurement of healthcare construction projects: Ordinal Priority Approach hor(s), under exclusive licence to Springer Science+Business Media, LLC, part of Springer Nature.
- Mazzetti, G., Wilmar B., Schaufeli, W.B. (2022). The impact of engaging leadership on employee engagement and team effectiveness: A longitudinal, multi-level study on the mediating role of personal- and team resources.
- Mazzetti, Komar, I., Brahmasari, I.A., Nugroho, R. (2021). The Influence Of Transformational Leadership, Work Stress On Performance The Influence of Transformational Leadership, Work Stress on Performance- Palarch's. *Journal Of Archaeology Of Egypt/Egyptology* 18(4).
- Mujanah, S., Aini, S.N., Candraningrat. (2021). Transformational Leadership, Kondisi Kerja, dan Budaya Organisasi Pengaruhnya terhadap Kinerja Karyawan. *Bisnis and Financial Journal*.
- Muttaqin, M.I. (2019). Pengaruh Kepemimpinan Visioner, Komunikasi Organisasi dan Kompetensi terhadap Kepuasan Kerja serta Implikasinya pada Kinerja Karyawan. *Kontigensi* Volume 4, No. 2, November, Hal. 136 - 144.
- Monteiro, A.P., Vale, J., and Silva, A. (2021). Factors Determining the Success of Decision Making and Performance of Portuguese Companies.
- Nakir, M., Djati, P., Arafah, W. (2020). The Effect of Strategic Leadership and Self-Efficacy on Organizational Commitment and Its Implication on Performance Defense Researchers. *Advances in Economics Business and Management Research*, volume 151 *Proceedings of the International Conference on Management, Accounting, and Economy* (ICMAE).
- Nisar, Q.A., Nasir, N., and Jamshed, S., Ali, M., and Ali, S. (2021). The Big data management and environmental performance: role of big data decision-making capabilities and decision making quality . *Journal of Enterprise Information Management* Vol. 34 No. 4, pp. 1061-1096. JEIM.
- Nursalam. (2020). Metode Penelitian Ilmu Keperawatan. Edisi 5. Jakarta: Salemba Medika.
- Putra, A.S., Waruwu, H., Asbari, M., Novitasari, D., and Purwanto, A. (2021). *Leadership in the Innovation Era: Transactional or Transformational Style?. International Journal Of Social And Management Studies* (IJOSMAS) Volume: 01 No 01. February.
- Purwanto, A. (2020). Innocentius Bernarto, Masduki Asbari, Laksmi Mayesti Wijayanti, Choi Chi Hyun.: "Effect Of Transformational And Transactional Leadership Style On Public Health Centre Performance.: *Journal of Research in Business, Economics, and Education* Volume 2. February Edition.

- Pramandita, W., Umar, D., Martadisastra, D.S., Takaya, R. (2021). The Influence of Authentic Leadership and Strategic Management Skills on Organization Performance Mediated by Knowledge Management at TNI Xvi Academy. *Business and Entrepreneurial Review* Vol. 21, No.1 April, Page 61 – 80.
- Rahimnia, F., and Ferdows A, H.M. (2022). Model for examining the effects of communication on innovation performance: emphasis on the intermediary role of strategic decision-making speed i University of Mashhad, Mashhad, Iran. The current issue and full text archive of this journal is available on Emerald.
- Rianto, M.R., Jasfar, F., dan Arafah, W. (2021). Mediating Effect of Organization Learning on the Relationship Between Strategic Change, Knowledge Management and Transformational Leadership ; Case of Indonesia Islamic Banks. *Journal of Economic Development, Environment and People* Volume 10, Issue 3.
- Rizaldi A. (2019). The Role Of Strategic Leadership And Work Life Quality On Improving Work Productivity. *Indonesian Journal Of Strategic Management*, Vol 2, Issue 2, Agustus.
- Robbin, S.P., Judge,T.A., (2014). *Essentials Of Organization Behavior*. Twelfth Edition, Pearson Education Inc.
- Rodiyah, F.L., Sumardjoko, B., Anif, S. (2022). Study of the Contribution of Transformational Leadership, Training and Digital Education Innovation on Teacher Performance in Learning at SMP Muhammadiyah Ngawi. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Volume 5, No 2, May, Page: 11410-11424.
- Sharma, P.N., and Kirkman, B.L. (2015). Leveraging leaders: a literature review and future lines of inquiry for empowering leadership research, *Group and Organization Management*.
- Shayegana, S., Yavarib, N., and Bazrkar, A. (2022). Human resource development practices and organizational performance: Examining the mediating role of transformational leadership style, *Working Papers on Operations Management*. Vol. 13, N°2 (64-85).
- Sommerer, T., Squatrito, T., Tallberg, J., Lundgren, M. (2022). Decision-making in international organizations: institutional design and performance. July. *The Review of International Organizations*. 815–845.
- Sumaryadi, Kusnadi. (2021). The Influence Of Strategic Planning And Personnel Competence On Organizational Performance Of The Tni Material Feasibility Service Mediated By Compliance Management. *Journal of Economics, Management, Entrepreneur, and Business*.
- Suprianto, E., Derriawan, Zulkifli. (2021). Pengaruh Strategic Leadership, Corporate Culture, Commitment Management, Innovation Dan Competitive Advantage Di Moderasi Change Management Terhadap Corporate Performance PT. Lekom Maras. *Jurnal Ekobisman* Vol 6. No. 1 Agustus.
- Tangatarova, S., and Gao, Y. (2021). Transformational leadership and patient safety in hospital: The roles of safety culture, decision-making capacity, and locus of control. *International Journal Of Research In Business And Social Science*. Ijrbs Vol 10 No 2.
- Vipraprastha, T., Sudja, I. N., Yuesti, A. (2018). The Effect of Transformational Leadership and Organizational Commitment to Employee Performance with Citizenship Organization (OCB) Behavior as Intervening Variables (At PT Sarana Arga Gemeh Amerta in Denpasar City), *International Journal of Contemporary Research and Review*. February, Volume 09, Issue 02.
- Yukl, G. (2015). *Leadership in Organizations*. Boston: Pearson.
- Yulindasari, N.O., Kusna, A., Mahardika, B.A., Nugraheni, D.R., Eriyani, D., Taftania, S., Sholihah, V.M., Gunawan, I. (2020). Principal's Visionary Leadership in the Framework of School Change Process. *Advances in Social Science. Education and Humanities Research*, volume 508 1st International Conference On Information Technology And Education (ICITE).
- Yulius, Y. (2022). The effect of Islamic visionary leadership on organisational commitment and its impact on employee performance. AOSIS. This work is licensed under the Creative Commons Attribution License Yanti Susilawati, Suhaimi, Noorhapizah, Relationship of Transformational Leadership, Interpersonal Communication with Teacher Performance through Teacher Discipline. *Journal of Advances in Education and Philosophy* Abbreviated Key Title: J Adv Educ.
- Zaman, U. (2019). Linking transformational leadership and “multi-dimensions” of project success Moderating effects of project flexibility and project visibility using PLS-SEM. *International Journal of Managing Projects in Business* Vol. 13 No. 1, pp.103-127.
- Zhou, L., Zhao, S., Tian, F., Zhang, X., Chen, S. (2021). Visionary leadership and employee creativity in China.