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The Influence of Technology Readiness, Strategic Leadership, and Organizational Change on Organizational Performance in the Indonesian Navy

Yohanis Kalambo[1], Sarfilianty Anggiani[2], Bahtiar Usman[3]
[1]Program Doctoral Economy-Faculty of Economy &Business UniversitasTrisakti
[2,3]Faculty of Economy & Business UniversitasTrisakti
[1]kalambo15960@gmail.com, [2]sarfilianty@trisakti.ac.id, [3]bahtiardeteo@gmail.com

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ABSTRACT

Purpose – This research aims to analyze the influence of Technology Readiness, Strategic Leadership, and Organizational Change on Organizational Performance mediated by Competency Development in the Indonesian Navy. **Methodology/approach –**This research method used quantitative approach, tested using Structural. Equation Modelling-Analysis of Moment Structures (SEM-AMOS). The sampling method uses nonprobability sampling with a subjective sampling procedure or sampling using a purposive sampling technique, by taking data from 330 Indonesian Navy officers who served for a minimum 5 years in the Indonesian Navy. **Findings –** The findings in this research there is positive influence of Technology Readiness on Organizational Performance, Strategic Leadership on Competency Development, Organizational Change on Organizational Performance, Organizational Change on Competency Development, Competency Development on Organizational Performance, and Organizational Change on Organizational Performance which is mediated by Competency Development.

Keywords: technology readiness, strategic leadership, organizational change, competency development, organizational performance

INTRODUCTION

The development of science and technology as well as the development of national, regional and international strategic environments demanded the performance improvement of the Indonesian National Army (TNI-AL). One of the efforts made by the TNI, specifically the Navy, in order to improve its performance is to modernize its combat equipment. The modern combat equipment adopted certainly requires crew personnel who have adequate competence both technically and experiences the adoption of military technology carried out, also required technological readiness from all Navy personnel in using military technology. Changes also occurred in the TNI organization in an effort to adapt to the demands of increasingly complex tasks demanded higher organizational performance. In addition, the roles of TNI leaders in determining strategic policies that support the improvement of organizational performance is very crucial.

The relationship of direct influence between variables in this study will be explained based on previous studies. Research by Abdul Hamid (2022) found that technology readiness has a positive effect on job performance which will further affect organizational performance. In addition, research done by Al-Sultanny & Al-Zuhair (2019) also found that technology readiness has a positive effect on organizational performance. Technology readiness has four dimensions such as innovativeness, optimism, insecurity, and discomfort.

Innovativeness is defined as the tendency to be a pioneer of technology and a leader who produces new thinking. Optimism represents a positive view of technology and the belief that technology offers increased control, flexibility, and efficiency in people's lives. Insecurity is distrust of technology and skepticism of its ability to work well. While discomfort is a feeling of lack of mastery of technology and overwhelmed by technology Rosi D'Avila *et al.*,(2021).

Furthermore, research from Sinnaiah*et al.*,(2023)found the same thing that technology readiness can have a positive and negative effect on competency development. This study found that individual interactions with new technologies simultaneously present different views, including: optimism, innovation, discomfort and insecurity. Two positive factors such as optimism and innovation, are positive drivers that motivate individual acceptance of new technologies, while two negative factors: discomfort and unfavourable worries that hinder acceptance of new technologies.

Optimism refers to a positive belief in technology as increased efficiency, control and flexibility in everyday life. Innovation reflects the tendency to be a thought leader or pioneer in technology-based testing, innovation, services or products. Discomfort reflects an individual's perception of a lack of control and confidence when using technology and worry refers to distrust of technology, stemming from questioning of its ability to work appropriately and concern for potential harm.

Some studies state that strategic leadership (strategic leaders) has an influence on organizational performance. As stated in the research of Gore & Kanyangale(2022)which specifically found how strategic leadership affects innovation and organization performance. Research results from O'Shannassy (2021) also found significant implications of strategic leadership on organization performance. In addition, according to research by(Islam, Ghani, Mahyudin, & Osman, 2022), strategic leaders, have an impact on the success of companies regardless of how long they survive in the situation they face. Efficient strategic leaders can be a source of competitive advantage for a company.

Furthermore, some researchers state that organizational performance is influenced by organizational change. Research conducted by(Contreras & Gonzalez, 2021), found that organizational change has a negative influence on organizational performance. In contrast to research conducted by (Issa & Masanja, 2022)which found that Organizational Change has a positive influence on organizational performance.

In addition to having an impact on organizational performance, strategic leadership, organizational change, and technology readiness factors can also affect competency development. Strategic leadership affects competency development, this is as stated in the research of (Ellinger & Ellinger, 2021)found that leaders guide and train the people they lead, which consists of six items: First, leaders generally support the demand for learning and training opportunities. Second, leaders share up-to-date information with employees about competitors, industry trends, and organizational direction. Third, leaders empower employees to help execute the organization's vision. Fourth, the leader guides and trains the people he leads. Fifth, leaders constantly look to learning opportunities and sixth, leaders ensure that organizational actions are consistent with their values.

Furthermore, research by Indriastuti & Fachrunnisa (2021)found that organizational change affects competency development. In this study, it was found that changes that occur in an organization affect employee behavior to master new knowledge and skills that make individuals better prepared to face change. The results of research from Brandi*et al.,* (2022)also found significant implications of Organizational Change on competency development, which found that in the face of internal and external changes by providing equal opportunities for the continuous development of skills and competencies through formal, non-formal and informal learning.

Research conducted by Lubis *et al.*,(2022)also found a positive influence of organizational change on competency development, that organizations are faced with changes in line with the development of the Industrial revolution 5.0, demanded employees to be able to adapt to changes that

occur in an internal and external organization that require individuals in the organization to have competencies that are in accordance with current business developments. Research conducted by Christofoli & Weymer(2023)found that competency development has a positive effect on organizational performance driven by individual efficacy in competency development that affects organizational performance. Furthermore, research by Wash(2023) also found that competency development has a positive effect on organizational performance through the application of education and training to company employees as a driver of competency development and improving organizational performance.

LITERATURE REVIEW

Organization Performance

Singh *et al.*,(2023)defines Organizational Performance as the achievement of organizational performance compared to the goals and objectives of the organization that have been set. Measures of an organization's performance in the past were largely limited to financial measures such as net income, sales growth, return on investment, revenue, and market share. However, other non-financial measures have also become equally important in recent years, which include several criteria, such as, operational success, product quality, marketing effectiveness, added value, innovation and customer satisfaction.

In addition, according to Nyathi *et al.*,(2023) organizational performance is a collection of financial outcomes (such as profits or market value), organizational results (such as productivity or customer satisfaction) and human resource results (job satisfaction or commitment). In addition, organizational performance is described as the outcome of several business factors, including work processes, team or group communication and interaction, corporate culture and image, policies, leadership and climate that encourages innovation, creativity and loyalty (El Khatib & Ali, 2022).

Competency Development

Competence can be interpreted as a collection of various skills, abilities, knowledge, motivations and traits. That is to say, competence incorporates skills into behaviours that can be observed and performed in order to effectively carry out tasks on a particular job. Therefore, competence can be interpreted as a "how" component. complete a task (Nica, 2022).According to Christofoli & Weymer (2023)competency development is an organizational activity to maintain and improve employees' careers, knowledge, skills and align employees with the organization's strategic goals (Ellinger & Ellinger, 2021). Competency development enables the workforce to make better decisions, increase work effectiveness, make someone proactive, able to learn new job skills and ultimately increase job satisfaction (Sharma, K. R., & Sharma, 2019).

Organizational Change

Organizational change can be defined as the deliberate effort of an organization to move from its current state to its desired state. Organizations begin the process of change to adopt new strategies, change or perfect the dynamics of work, and adjust the structure used in the organization to keep up with the times Raza *et al.*, (2023). According to Supriharyanti & Sukoco, (2023), organizational change can be interpreted as a move from the current state to the desired state which can be seen in the form of structural adjustments, procedure changes, policy adjustments and technology adaptation(Orji & U-Dominic, 2022).

Ying-yen (2023) found that Organizations can make planned changes to solve problems, learn from experience, reframe shared perceptions, and adapt to changes in the external environment, to improve performance and affect future change. Orji & U-Dominic (2022) noted that the successful implementation of organizational change often resembles a form that combines elements of lower-level participation and top management direction. Including the integration of diversity and the improvement of innovation or resource allocation, corporate organizations must acquire global resources and technologies to achieve market expansion.

Strategic Leadership

Tao *et al*.,(2021)in their research define strategic leadership as a person who builds a vision of the future, communicates with subordinates, motivates subordinates, and provides support to colleagues and subordinates for strategic change (Ellinger & Ellinger, 2021). According to Kristian *et al*.,(2023), strategic leadership is seen as the cornerstone of the successful performance of any organization operating in the ever-changing and complex environment of the 21st century.

Research conducted Darling & Venkitachalam, (2021), argues that effective strategic leadership should: (1) develop and communicate a vision, (2) build dynamic core competencies, (3) emphasize and use human resources effectively, (4) invest in the development of new technologies, (5) engage in valuable strategic efforts, (6) build and maintain an effective organizational culture, (7) develop and implement balanced controls, and (8) engage in ethical practice(Dressler & Paunovic, 2021).

Technology Readiness

Anh *et al*.,(2024) stated Goutam *et al*.,(2022)defines technology readiness as the tendency of society to accept and use new technology to achieve goals in life at home and at work (Blut & Wang, 2020). Technology readiness is an integral part of organizational readiness. Research has discussed the importance of developing supporting technologies such as IOT, additive manufacturing, Cloud computing, autonomous robots, cyber-physical systems, Big Data, augmented reality and artificial intelligence.However, to evaluate readiness, the level of application of this technology must be assessed in line with the organization's competence in that technology. The readiness dimension falls into six areas (people, strategy, technology, process, leadership and innovation) can be considered the most important critical dimension for most organizations, regardless of size and industry Antony *et al*.,(2023)

According to Goutam et al.,(2022), technology readiness refers to the tendency of society to accept and use new technology to achieve goals. Meanwhile, according to Blut & Wang, (2020), technology readiness is a state of mind resulting from mental support and inhibition factors that collectively determine a person's tendency to use new technology *(Goutam et al.,* 2022). In addition, based on research conducted by *et al*.,(2017) which found that technology readiness influences a person's decision to adopt new technology. The results of the same study were found by (Mattila, 2016)who concluded that technology readiness has a positive impact on the adoption of Artificial intelligence (AI) in accountants and auditors from companies in Vietnam. Research conducted by(Pambudi & S, 2023) has the same conclusion that technology readiness affects customer acceptance of innov00000000ative technology, because customers with greater technology readiness increase acceptance and perception related to new technology. Based on the description above, the research framework is made as follows:

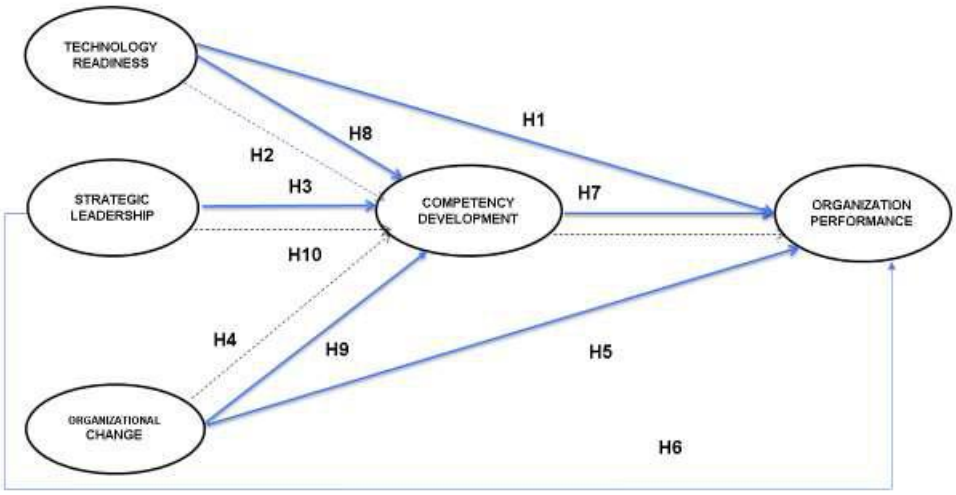

Figure 1. Research Framework

METHOD

The population used in this study is Navy (TNI-AL) officers who serve in the Indonesian Navy (TNI-AL) organization. The sample method used is non-probability sampling is a sampling technique that does not provide similar funding for each element (member) of the population to be determined to be a member of the sample (Soegiyono, 2011). The study sampled thirty-three organizations in the Navy with a population of 3.770 Navy officers with the rank of First Lieutenant to Colonel, considering that these organizations are organizations that have the same relative characteristics. The sample selection technique used is nonprobability sampling which is a subjective sampling procedure, in this case the probability of selecting population elements cannot be determined (Soegiyono, 2011). Sampling with purposive sampling techniques (sampling with a specific purpose) is limited by respondents who have served in the Navy organization for at least 5 years with the respondent's rank level being Officers. The rank criteria selected as a sample in this study were Navy Officers with the rank of First Lieutenant up to the rank of Colonel. The reason why the authors set special sample criteria is officers who have served at least 5 years, because they are considered to have sufficient knowledge and experiences to understand. They also assess with regard to the research variables used in the study and can fully describe the organizational conditions studied. The determination of the minimum number of samples for SEM in this study refers to Hair *et al.*,(2019) is(Number of indicators) x (5 to 10 times). For this reason, the number of samples used to be studied in this study is the total number of indicators as many as 57 times five so that the minimum number of samples is 285. Based on the results of the online distribution of 350 questionnaires, there were 16 questionnaires that were not answered by respondents and 334 questionnaires answered by respondents. The results of collecting questionnaire data, from 334 questionnaires returned by respondents, there were 4 questionnaires whose answers were considered unnatural, so that the total questionnaires eligible for processing were 330 questionnaires.

RESULT

Respondents

The number of male respondents was 328 out of 330 respondents or 99.4%, while female respondents were 2 out of 330 respondents or 0.6%. The profession as TNI personnel is very identical to the profession for a man, especially in the fields of military assignment in the field which required more physical ability and able to carry out duties in various situations and conditions. Until now, in the TNI organization there is a significant difference between the number of male and female personnel. However, in career development, male and female personnel have equal opportunities and opportunities according to the corps or professional field they have. This is in accordance with the Presidential Instruction of the Republic of Indonesia Number 9 of 2000 concerning Gender Mainstreaming in National Development, one of which states that gender mainstreaming into the entire development process is an inseparable part of the functional activities of all government agencies and institutions at the Central and Regional levels (Journal of National Resilience Strategic Studies., 2021).

The number of respondents aged between >40-50 years was the highest with a total of 181 out of 330 respondents. This means that around 54.9% of respondents are adult personnel and have more than 15 years of duty experience. Furthermore, the age of >30-40 years is 28.5%, the age of 25-30 years is 8.5% and the age of >50-58 years is 8.1%. Based on the respondent's age data, it shows that the respondent already has sufficient task experience in the Navy organization.

The number of respondents with S2 education level is the largest, which is 147 out of 330 respondents, or a percentage of 44.5%. Furthermore, Bachelor (S1) respondents amounted to 39.1%, Diploma (D3) amounted to 14.6% and S3 education level amounted to 1.8%. Based on these data, respondents have an adequate level of education in supporting the implementation of tasks or jobs provided by the Navy.

The largest group of respondents were those who had served for >20-25 years, which was 128 out of 330 respondents, or a percentage of 38.8%. Furthermore, the service period of >15-20 years is 24.6%, the service period of >10-15 is 15.5%, the service period of 5-10 years is 8.8%, the service period of >25-30 years is 8.7% and the service period of >30-38 years is 3.6%. This number shows that

the majority of respondents have sufficient experience in working, so as to provide a broad and objective view of the Navy organization. Service period or length of service is defined as the duration or length of time someone works in an institution or organization. According to Nyathi & Kekwaletswe, (2023) service period or service period is the length of time a person works in a particular organization or company.

Reliability Test

Reliability is an index that shows the extent to which a measuring device is reliable or reliable or shows the consistency of a measuring device in measuring the same symptoms. Reliability testing is carried out to see whether the indicators used are reliable or not, namely by referring to Cronbach's Alpha coefficient, with the following decision-making basis (Soegiyono, 2011):

a. If Cronbach's Alpha ≥ 0.6 then the construct used is reliable.
b. If Cronbach's Alpha ≤ 0.6 then the construct used is not reliable.

The figure below provides information on GOF (Goodness-of-fit) test results on the full fit model of the research model:

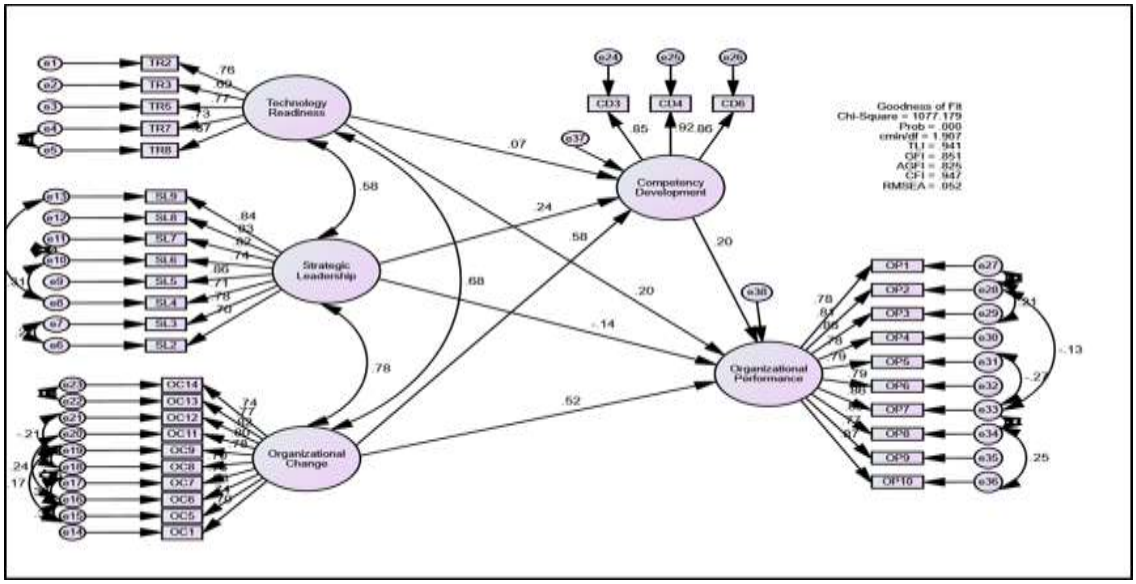

Figure 2 Structural Full Model Test Result
Sources: Calculation from SEM AMOS (2024)

Based on the results of the GOF Test above, full model structural measurements have produced Goodness of Fit, so that the full model fit structural model can be used in the Research Hypothesis testing stage. The results of the GOF Test of Full Model Fit Structural Testing can be seen in table below:

Table 1 GOF Test Result of Full Model Fit Structural Test

***Goodness-of-Fit* (GOF)**	**Analysis Result**	***Cut off Value***	**Model Evaluation**
Chi-square	**X^2 = 1077** **P = 0.000**	Probability ≥ 0,05	**Bad Fit**
TLI	**0.941**	TLI > 0.90	**Fit**
GFI	**0.851**	GFI > 0.90	**Marginal**
AGFI	**0.825**	AGFI > 0.90	**Marginal**
CFI	**0.947**	CFI > 0.90	**Fit**
RMSEA	**0.052**	RMSEA ≤ 0.08	**Fit**

Sources: alculation from SEM AMOS (2024)

Validity Test

The validity test was conducted using Confirmatory Factor Analysis (CFA). The purpose of Confirmatory Factor Analysis is to confirm or test a model, which is a measurement model whose formulation comes from theory. Thus, CFA can be said to have two focus studies, namely: (1) whether the indicators conceptualized non-dimensionally are valid, (2) what indicators are dominant form the construct studied. Data is said to be valid if it shows the loading factor value of each indicator against its construct > 0.70 (Hair Jr. et al. 2019).

This study elaborated in depth on 10 hypotheses proposed in the study. The discussion was carried out based on the results of the analysis that has been carried out using the Structural Edsquation Model-Analysis of Moment Structures (SEM-AMOS) with the AMOS 23 data processing program and combined with descriptive statistical analysis. The discussion of research results aims to provide answers to the formulation of research problems that have been proposed with a level of significance related to hypotheses and accompanied by explanations.

The discussion of research results also involves theoretical studies and empirical studies which are important factors in order to get an idea of their contribution to testing all hypotheses studied in this study. In this study, the hypotheses studied amounted to 10 hypotheses. The results have shown that out of 10 hypotheses, 6 hypotheses are of significant value and 4 hypotheses are of insignificant value.

In general, this study shows that several independent variables consisting of Technology Readiness, Strategic Leadership and Organizational Change, either directly or indirectly through Competency Development as the mediating variable, have had an influence on Organizational Performance which acts as a dependent variable (bound). Based on the results of testing in this study, not all hypotheses that have been formulated previously show results that can be supported. The summary of Validity Test shown on the figure below:

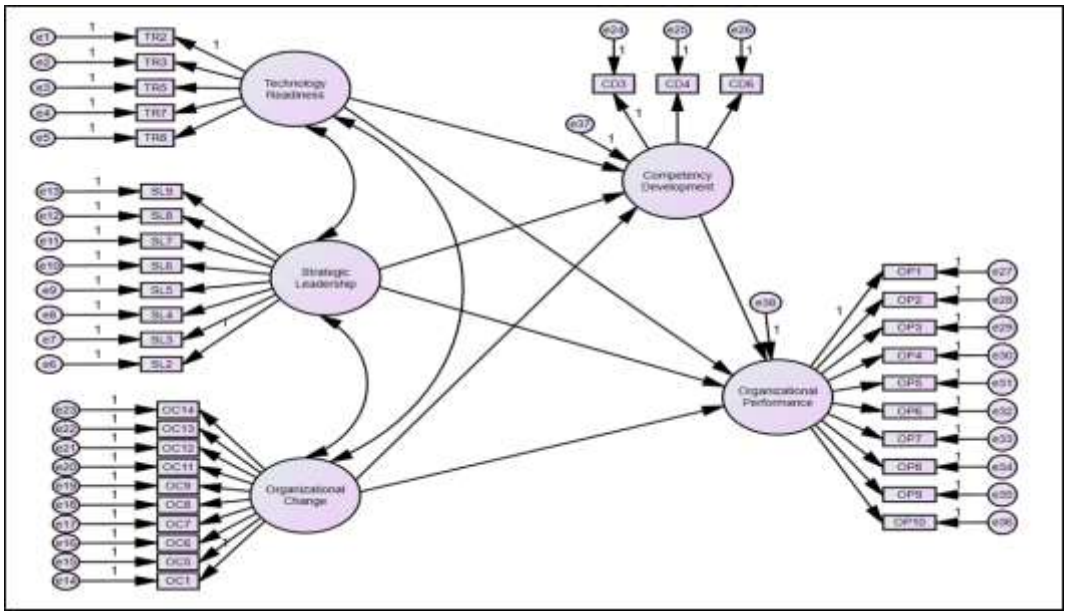

Figure 3 Validity Test Result
Sources: Calculation from SEM AMOS (2024)

There are four hypotheses out of 10 hypotheses that show unsupported results, including: the influence of Technology Readiness on Competency Development, Strategic Leadership on Organizational Performance, the influence of Technology Readiness on Organizational Performance

mediated by Competency Development and the influence of Strategic Leadership on Organizational Performance mediated by Competency Development as follows:

Table 2. Hypothesis Testing Results

	Hypothesis	**P *Value* (p < 0.05)**	***Estimate Value***	**Results**
H1	Technology Readiness gives positive and significant influence to the Organizational Performance	0.005	0.239	Hypothesis supported
H2	Technology Readiness gives positive and significant influence to the Competency Development	0.233	0.080	Hypothesis not supported
H3	Strategic leadership gives positive and significant influence to the organizational performance	0.077	-0.169	Hypothesis not supported
H4	Strategic leadership gives positive and significant influence to the competency development	0.001	0.263	Hypothesis not supported
H5	Organizational change gives positive and significant influences to the organizational performance	0.001	0.658	Hypothesis supported
H6	Organizational Change gives positive and significant influence to the Competency Development	0.001	0.677	Hypothesis supported
H7	Competency Development gives positive and significant influence to the Organizational Performance	0.028	0.216	Hypothesis supported
H8	Technology Readiness gives positive and significant influences to the Organizational Performance yang mediated by Competency Development	0.294	0.516	Hypothesis not supported
H9	Strategic Leadership gives positive and significant influence to the Organizational Performance mediated by Competency Development.	0.064	0.365	Hypothesis not supported
H10	Organizational Change gives positive and significant influence to the Organization Performance mediated by Competency Development	0.037	0.142	Hypothesis not supported

Data sourced by Author (2024).

DISCUSSION

The following is a detailed explanation of the conclusions of each hypothesis testing result for each variable studied in this study, among others, there is a positive and statistically significant relationship between the level of technology readiness (Technology Readiness) to organizational performance (Organization Performance). The increasing technological readiness of Navy personnel, the organizational performance will increase. Based on this, it can be said that increasing technological readiness can be one of the factors that support the achievement of organizational performance which is getting better than previous conditions.

There is no significant relationship between technology readiness and competency development. This condition can be interpreted that the high level of technological readiness of Navy personnel does not necessarily increase the development of the competence of Navy personnel. This shows that there is no statistically strong relationship between the level of technological readiness and the development of the competence of Navy personnel.

There is no statistically significant relationship between strategic leadership and organizational performance. Strategic leadership is not always a determining factor in improving the organizational performance of the Navy. This shows that in this context, there is no strong correlation between strategic leadership and organizational performance. There is a positive and statistically significant relationship between strategic leadership and competency development. This can be interpreted that every competency development policy taken by a strategic leader in the Navy organization has a significant impact on improving the competence of Navy personnel. This shows that strategic leadership is positively correlated with the development of personnel competencies in the organization. There is a positive and statistically significant relationship between organizational change and organizational performance. In this study, it is shown that organizational changes made by the Navy as an effort to be able to continue to adapt to task demands, technological developments and changes in the dynamic strategic environment, greatly impact organizational performance. This means that, effective organizational change correlates with better organizational performance. There is a positive and statistically significant relationship between organizational change and competency development of Navy personnel. This research shows that organizational changes in the Navy cause the formation of new organizations that require the fulfillment of personnel with new competencies, having a significant impact on the development of the competence of Navy personnel. This indicates that in the context of change organizationally, the development of the competence of Navy personnel is very important. There is a positive and statistically significant relationship between personnel competency development and organizational performance. This study shows that the development of personnel competence is one of the important factors in efforts to improve the organizational performance of the Indonesian Navy. That is, the better the development of the competence of Navy personnel, the better the performance of the organization. There is no significant influence between the technology readiness of personnel on organizational performance mediated by competency development. This research shows that competency development cannot be a factor that can mediate the technological readiness of personnel to improve the organizational performance of the Indonesian Navy. There is no significant influence between strategic leadership on organizational performance mediated by competency development of Navy personnel. This means that competency development cannot be a mediating factor between strategic leadership and organizational performance. There is no significant influence between strategic leadership on organizational performance mediated by competency development of Navy personnel. This means that competency development cannot be a mediating factor between strategic leadership and organizational performance. Hence, there is a significant influence between organizational change on organizational performance through competency development. From the results of this study, it can be concluded, if competency development can be carried out properly in organizational changes that have been carried out by the Navy, organizational performance improvement can be realized.

CONCLUSION

From the results of the research, there are several theoretical implications that can be useful for the development of science, among others, this research contributes to the development of strategic management science, especially in the development of technology theory of readiness, strategic leadership, organizational change, competency development, and organizational performance in the Navy organization which is the object of this research. The findings in this study have alignment and support previous studies that are the basis of reference or reference in this study. The use of competency development variables which are used as mediating variables in this study, has produced research findings that can strengthen or weaken the influence of technology readiness, strategic leadership, and organizational change variables on organizational performance. The mediating variables in this study also contribute to the increase or decrease in organizational performance which is influenced by factors such as technology readiness, strategic leadership, and organizational change. In addition, the results shown in this study have been able to confirm previous studies that have been revealed by (Kristian *et al.*, 2023), (Blut & Wang, 2020), (Tetik, 2020), (Rosi D'Avila *et al.*, 2021), (Supriharyanti & Sukoco,

2023), (Darling & Venkitachalam, 2021), (Jensen, Øygarden, Mikkelsen, & Olsen, 2023), (Yu, Wang, & Moon, 2022).

Managerial Implications

The results of this research can contribute to the strategic leadership of the Navy organization in an effort to improve organizational performance. The managerial implications that can be stated in this study, show strategic leaders in the Navy that technology readiness, organizational change and competency development directly have a positive and significant influence on organizational performance. The findings in this study can show strategic leaders in the Navy organization that the technology readiness factor of personnel needs special attention because it has a significant effect on improving organizational performance. Modern defense equipment owned by the Navy cannot be operated optimally without the technological readiness of the personnel who crew it. Therefore, strategic leaders in the Navy need to know the extent of technological readiness of personnel under their ranks in manning their defense equipment in an effort to improve organizational performance. These findings also show and suggest to the Navy's strategic leaders that organizational change has a significant effect on organizational performance. Organizational change begins with adopting new strategies, then refining them according to the dynamics of the work and adjusting the structure used. This is done by organizations to be able to adapt to technological developments, the development of a dynamic strategic environment and the demands of increasingly complex tasks. Competency development has a significant influence on organizational performance, so Navy organizational leaders need to take strategic policies that support the development of personnel competencies in order to improve organizational performance. Competency development is an organizational activity to maintain and improve the career, knowledge and skills of personnel and align personnel with the strategic objectives of the organization.

Research Limitation

Researchers realize that this study still has limitations that need to be refined in future studies, including the variables used in this study are limited to the use of five variables. The variables are Technology Readiness, Strategic Leadership, Organizational Change and Competency Development which influence Organizational Performance. It is realized that there are still several other variables that can affect Organizational Performance. However, after going through various considerations, only four variables were analyzed to find the relationship and its effect on Organizational Performance. Another limitation of the study is related to data collection. Data collection in this study used questionnaires distributed online, which allowed the filling to be influenced by different views with uneven knowledge possessed by respondents.

Further Recommendation

Some recommendations that can be researched to be developed in future research, among others, based on the limitations of the research that has been put forward and the purpose of the study to explore and analyze the influence of Technology Readiness, Strategic Leadership, Organizational Change on Organizational Performance mediated by Competency Development. With this limitation, the variables analyzed are limited to the variables in this study.

The recommendation for the next researcher is to further develop this research model by bringing up or involving other exogenous variables that are suspected, either directly or indirectly, to have a relationship with the problems studied in this study, especially variables related to organizational performance.Other recommendations that can be given for future research can be carried out research with the same variables but using different units of analysis and with more samples, both using qualitative models and mix methods.

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