

THE INFLUENCE OF HUMAN RESOURCES MANAGEMENT FUNCTIONS, INNOVATION, RESEARCH AND ORGANIZATIONAL DEVELOPMENT ON COMPETITIVE ADVANTAGES AND HOSPITAL SERVICE PERFORMANCE: A THEORETICAL STUDY APPROACH

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Abstract

The intense competition for services, including healthcare services in the hospital sector, which is increasingly stringent, is known to have shifted the previous paradigm from comparative advantage to competitive advantage. This requires service providers, including services in the health sector, to have the right strategy. In formulating a strategy, it is important to analyse internal business environmental factors, including: human resource management (HRM), organizational innovation and organizational development research (R&D). This research is a theoretical study to estimate the relationship between HRM, innovation, R&D initiatives on organizational performance and look at the position of competitive advantage. The articles collecting by the google database, google scholar and mendeley. A review was conducted on articles with topic human resources management functions, innovation, research and organizational development on competitive advantages and hospital service performance. We identified approximately 23 articles to carry out this theoretical study. Based on a theoretical approach related to the influence of HRM, innovation, R&D on company performance found several research results that are still inconsistent. Several studies state that there is a positive and significant influence between HRM, innovation and R&D on performance but there is research which conveys the result that the relationship is not significant, based on this, the concept was developed by adding a mediator in the form of competitive advantage to the research conceptual framework. Thus, ten hypotheses can be developed, namely: H1. The HR management function has a positive and significant effect on the performance of hospital services. H2. Organizational innovation has a positive and significant effect on the performance of hospital services. H3. Organizational Research and Development has a positive and significant effect on the performance of hospital services. H4. The HR management function has a positive and significant effect on the hospital's competitive advantage. H5. Organizational innovation has a positive and significant effect on hospital competitive advantage. H6. Research and Development has a positive and significant effect on competitive advantage. H7. Competitive advantage has a positive and significant effect on the performance of hospital services. H8. Competitive advantage mediates the effect of the HRM function on hospital service performance. H9. Competitive advantage mediates the effect of innovation on hospital service performance. H10. Competitive advantage mediates the effect of research and development on hospital service performance.

Keywords: HRM, innovation, R&D, hospital service level, competitive advantage.

INTRODUCTION

At present it is very important to study how the implementation of management strategies in the health sector is due to the increasing market competition and also the existence of self-regulation in the health sector (Reviews, 2007). Today's health services face quite a number of

problems such as demanding behaviour from patients, patient dissatisfaction, the need for medical personnel who do not meet the requirements, and so on. This requires the need for a management strategy in health services (Speziale, 2015).

Changes in the external environment (such as demographics, epidemiology, economic, public and political changes) and health care systems (such as health markets, needs, costs, new technologies and regulations) force hospitals to implement strategic management programs to respond to environmental changes (Liu, C. F., Rubenstein, L. V., Kirchner, J. A. E., Fortney, J. C., Perkins, M. W., Ober, S. K., Chaney, E. F., 2009; Terzic -Supic et al., 2015). In the process of strategic management, internal environmental factors are one of the things that are important to be studied in order to achieve competitive advantage. Internal business environmental factors include human resource management (HRM) functions, organizational innovation, research and development, marketing, production and technology (Setiyawan, 2013).

Research by M. Progoulaki and Theotokas (2010) shows that there is a positive influence between human resource management on the competitive advantage of staff and companies (M. Progoulaki & Theotokas, 2010). Research by Shujahat et al (2017) shows that the achievement of a company's competitive advantage can occur due to the strategic management process carried out by the company (Shujahat et al., 2017). Research by Said & Alshuaibi (2017) shows that HRM practice has a positive effect on internalization of brand value propositions and brand-related performance (Said & Alshuaibi, 2017).

Their research related to organizational innovation shows that organizational culture influences innovation and furthermore innovation has a positive effect on competitive advantage. In addition, innovation directly has a positive effect on competitive advantage (Authors, 2018; Chamsuk, Fongsuwan, & Takala, 2017; Weerawardena & Mavondo, 2011). Chamsuk et al (2017) research related to human resource management and innovation, also shows that research and development also has a positive influence on a company's competitive advantage (Chamsuk et al., 2017).

The intense competition for services, including healthcare services in the hospital sector, which is increasingly stringent, is known to have shifted the previous paradigm from comparative advantage to competitive advantage. This requires service providers, including services in the health sector, to have the right strategy. In formulating a strategy, it is important to analyse internal business environmental factors, including: human resource management, organizational innovation and organizational development research (Amin & Nasharuddin, 2013; Berbée et al., 2009; Pfannstiel & Rasche, 2017).

LITERATURE REVIEW

A. Human resource management (HRM)

Human resource management (HRM) is an activity related to empowering people in organizations. Human resource management is a process of strategic approach to best and proactive ways of managing organizational resources. Human resource management is related

to organizational values and culture and not only creates rational and tangible aspects such as structure and technology, but also creates ideology, language, beliefs (Michael, 2017).

Human resource management (HRM) can improve company performance through the process of improving the quality of workers and the work environment and achieving the effectiveness of work relations. Based on several studies that have been conducted, it shows that HRM practice has a positive effect on internalization of brand value propositions and brand-related performance. Other research shows that there is a positive relationship between HRM practice and the competitive advantage of staff and companies (M.Progulaki & Theotokas, 2010; Chamsuk et al., 2017; Chumaidiyah, 2012; Galasso, Mitchell, & Virag, 2018; Grand Theory, n.d.; Said & Alshuaibi, 2017; Shatilo, 2019; Weerawardena & Mavondo, 2011).

At least there are objectives of the human resource management function that are important to be carried out by the company including planning HR needs, staffing according to organizational needs, performance appraisal, compensation, training and development, improving the quality of workers and work environment, and achieving the effectiveness of work relations. However, the above functions can be summarized into five main functions, namely: hiring strategy, training and development, performance appraisal, compensation, feedback and communication Human resource management which includes recruitment, selection, performance management, compensation, and training and development processes that are integrated with a safety culture can be a competitive advantage (Widyanty et al., 2020).

B. Organizational Innovation

Innovation is a process of creating an idea, developing an update, and introducing a new product, process or service to society. Innovation strategy is one of the strategies that can be used by business actors in facing competition. This strategy in general can be interpreted as a process in which companies build and develop various strategic resources that have the potential to generate competitive advantage. This advantage has two roles, namely as a tool to produce performance and as a tool to neutralize competitive assets and competencies owned by competitors. Innovation not only drives profit growth, but also improves capabilities such as the ability to enter markets and attract customers (Borocki & Tekic, 2013).

In the era of global competition, organizational and managerial innovation is the key to success for companies. While technology and development research activities significantly influence organizational structure and culture, proper management of innovation provides a competitive advantage. This study aims to evaluate the impact of competitive advantage in innovation management by prioritizing the importance of innovation. Innovation management becomes important for economic growth and corporate sustainability. Using resources effectively, meeting changing market needs and ensuring competitive advantage is only possible by establishing a strategy that is compatible with the organizational structure, logic and culture to develop innovative skills and by managing the innovation process effectively (Christian, 2021; Derehi, 2015).

Several studies have shown that the innovation strategy has a positive effect on the company's competitive advantage. Organizational culture affects innovation and innovation has a positive effect on competitive (Borocki & Tekic, 2013; Galasso et al, 2018; Prihadyanti & Laksani).

C. Research and Development

Research and development is an activity in the development and innovation of new products, processes and ideas that are in line with a dynamic environment (Lenka, Gupta, & Sahoo, 2016). Meanwhile, another definition states that research and development is a series of innovative activities carried out by companies or governments in developing new services or products and improving existing ones. Research and development consists of two dimensions, namely product and process (Weerawardena & Mavondo, 2011).

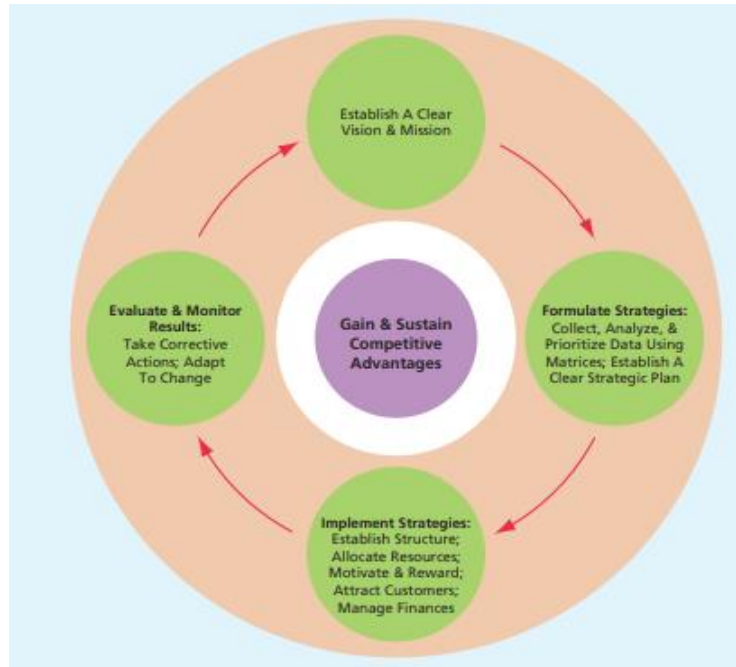
Until now, the existence of research and development as a driving factor for creating innovation is often debated. On the one hand, there is research which shows that even though a company has carried out research and development activities, this does not have an impact on its innovation activities. On the other hand, there are also studies showing the significant impact of research and development on innovation. Related to studies on the effect of research and development on innovation, especially in Indonesia, it appears that there are no empirical studies that prove the impact of research and development on innovation. In Indonesia, research that looks at the role of research and development in innovation, especially at the company level, is also rarely carried out. The research results show that development research and innovation capabilities have a positive effect on competitive advantage (Chamsuk et al., 2017).

The creativity of the research and development team including the emotional intelligence of company leaders, team characteristics of proactive personality, emotional intelligence, and trustworthiness, task reflexivity, team information sharing process will shape the innovation climate. Companies must continuously innovate and transform themselves to meet consumer needs. This is made possible through a research and development team whose main focus is on generating and adopting innovations. They develop and innovate new products, processes and ideas in line with a dynamic environment (Lenka et al., 2016).

D. Competitive Advantage

The company's competitive advantage is the company's competition in maintaining the advantage of the company for a long time. The foundation for high levels of performance is part of competitive advantage. Kinds of competitive advantage, namely improving product quality, reducing product costs, or increasing market share or profits are well known. Porter explained that competitive advantage at the firm level is reflected in lower costs or different products that charge a premium price as productivity growth increases (Sachitra, 2016).

Figure 1: Grand Theory of Relationship between strategic management process and company excellence



Source: (Learning & Circle, 2002)

Figure 1 explains that the strategic management process which includes strategy formulation, strategy implementation, strategy evaluation is a factor that will make an organization able to grow, survive and create competitive advantage. One of the stages in the formulation of the strategy is an analysis of the business environment, including an analysis of the internal business environment. Thus, if the process of internal environmental analysis is carried out properly so that it can be implemented, the organization will grow, survive and be able to create a competitive advantage (Learning & Circle, 2002; Zeleny, 2011).

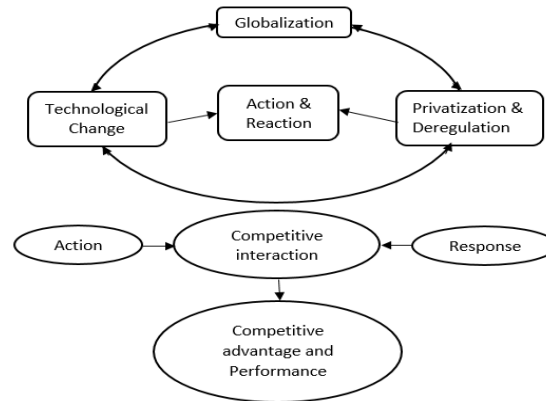
E. Hospital Service Level

Hospital service performance is a tool to measure the quality of hospital services consisting of:

- 1) Tangibles: Physical facilities, equipment and appearance of contact personnel.
- 2) Reliability: The ability to perform the promised service reliably and accurately.
- 3) Responsiveness: Willingness to help customers and provide prompt service.
- 4) Assurance: Knowledge and courtesy of employees and their ability to inspire trust.
- 5) Empathy: Giving attention, individual attention to consumers (Sinimole, 2012).

The Action-Based Model of Competitive Advantage theory is one theory that explains how competitive advantage is formed. As shown below:

Figure 2: Action-Based Model of Competitive Advantage



Source: Mišanková & Kočišová, 2014

Figure 2. explains that the management strategy influences the company's competitive advantage by means of the Action-Based Model of Competitive Advantage theory. Action is the implementation of the company's strategic management, while the reaction is the response from competitors that appear to the actions/strategies of the company, which then the company's strategy and reactions from competitors can be evaluated to develop a company's competitive advantage and improve company performance (Mišanková & Kočišová, 2014).

METHOD

This paper is a review and study of the influence of human resources management functions, innovation, research and organizational development on competitive advantages and hospital service performance. The articles collecting by the google database, google scholar and mendeley. A review was conducted on articles with topic human resources management functions, innovation, research and organizational development on competitive advantages and hospital service performance. We identified approximately 23 articles to carry out this theoretical study.

RESULTS AND DISCUSSION

1. Hypothesis Development Study

a. The influence of human resources management (HRM) on the hospital service level

Several studies related to human resource management on service performance. The function of human resource management (HRM) can improve company performance through improving the quality of workers and the work environment and achieving the effectiveness of work relations. Based on several studies that have been conducted, it shows that HRM has a positive effect on internalization of brand value propositions and brand-related performance. Other

research shows that there is a positive relationship between HRM on staff and company performance (M.Progoulaki & Theotokas, 2010). Other research shows that HRM has a positive effect on the internalization of a company's value and company performance (Said & Alshuaibi, 2017). Subsequent studies have shown that HRM has a significant effect on organizational performance (Widoutomo, Sampeadi, & Utami, 2016). Likewise with the results of research which state that strategic human resource management is a link that connects the role of strategy and goals that result in achieving business performance and developing organizational culture as well as fostering innovation and flexibility (Farchan, 2018).

H1: The Human Resource Management function has a positive and significant effect on the performance of hospital services.

b. The influence of organizational innovation on the performance of hospital services.

Innovation strategy is one of the strategies that can be used by business actors in facing competition. This strategy in general can be interpreted as a process in which companies build and develop various strategic resources that have the potential to generate competitive advantage. This advantage has two roles, namely as a tool to produce performance and as a tool to neutralize competitive assets and competencies owned by competitors. Innovation not only drives profit growth, but also improves capabilities such as the ability to enter markets and attract customers (Borocki & Tekic, 2013). Previous studies have shown that strategic management includes innovation because innovation is part of the internal business environment and has a positive effect on organizational performance (Hidayat et al., 2015). The results of the studies above are relevant to other studies which show that there is a positive correlation, which means that the better the ability to innovate, the better the quality of the product/company performance (Sain, 2020). The same thing is also stated by research which shows that innovation strategies can improve organizational performance (Tjahjaningsih, 2013).

H2: Organizational innovation has a positive and significant effect on the performance of hospital services.

c. The influence of research and development on the performance of hospital services.

Research that looks at the role of research and development in innovation, especially at the company level, is also rarely carried out. The research results show that development research and innovation capabilities have a positive effect on competitive advantage (Chamsuk et al., 2017). If competitive advantage increases, it will have an impact on the performance of organizational services (Desfitriana, Zulfadhli, & Widarti, 2019).

H3: Research development has a positive and significant effect on the performance of hospital services.

d. The influence of the human resource management function on organizational competitive advantage.

Human resources (HR) are the most important element. To plan, manage and control human resources requires a managerial tool called human resource management (HRM). HRM can be

understood as a process within an organization and can also be interpreted as a policy. Several studies have shown that there is a positive relationship between HRM and the competitive advantage of staff and companies (M. Progoulaki & Theotokas 2010). Other research also shows that HRM has a positive effect on the internalization of the value of a company's brand and influences the company's performance (Said & Alshuaibi, 2017).

H4: The Human Resource Management function has a positive and significant effect on the competitive advantage of the Organization.

e. Effect of organizational innovation on organizational competitive advantage.

Innovation is a process of creating ideas, developing updates, and introducing new products, processes or services to society. Innovation strategy is one of the strategies that can be used by business actors in facing competition. This strategy in general can be interpreted as a process in which companies build and develop various strategic resources that have the potential to generate competitive advantage. This advantage has two roles, namely as a tool to produce performance and as a tool to neutralize competitive assets and competencies owned by competitors. Innovation not only drives profit growth, but also improves capabilities such as the ability to enter markets and attract customers (Borocki & Tekic, 2013).

Previous studies have shown that the innovation strategy has a positive effect on the company's competitive advantage. Organizational culture influences innovation and further innovation has a positive effect on competitive advantage (Chatzoglou, 2018). Other research shows that innovation has a positive effect on competitive advantage (Weerawardena & Mavondo, 2011). The above information is also supported by other studies which state that innovation and development research have a positive effect on competitive advantage (Chamsuk et al., 2017).

H5: Organizational innovation has a positive and significant effect on organizational competitive advantage.

f. The influence of research and development on the company's competitive advantage.

The existence of research and development as a driving factor for creating innovation is often debated. On the one hand, there is research which shows that even though a company has carried out research and development activities, this does not have an impact on its innovation activities. On the other hand, there are also studies showing the significant impact of research and development on innovation. Related to studies on the effect of research and development on innovation, especially in Indonesia, it appears that there are no empirical studies that prove the impact of research and development on innovation. In Indonesia, research that looks at the role of research and development in innovation, especially at the company level, is also rarely carried out. The research results show that development research and innovation capabilities have a positive effect on competitive advantage (Chamsuk et al., 2017). Other studies also state that organizational culture, one of its manifestations in the form of research and development, has a positive effect on competitive advantage (Chatzogiou, 2018).

H6: Research and development have a positive and significant effect on the company's competitive advantage.

g. The effect of competitive advantage on the performance of hospital services.

The Action-Based Model of Competitive Advantage theory states that the action of a business strategy will be responded to by the reactions of competitors and then evaluated by the company and will give rise to competitive advantage and increased organizational performance (Mišanková & Kočišová, 2014). A study states that a company can achieve good service performance as a result of the company's competitive advantage (Desfitrina et al., 2019). Relevant to the results of the research above, other studies also show that competitive advantage can affect product quality/performance of an organization (Tjahjaningsih, 2013).

H7: Competitive advantage has a positive and significant effect on the performance of hospital services.

h. The role of competitive advantage in mediating the influence of the HRM function on service performance.

Research from Ditya Wardana (2018) shows that one of the company's internal factors is HRM which has a positive but not significant relationship to company performance in the MSME sector (Santiago & Hidayatulloh, 2019). Research by also shows that there is no significant effect between HRM and company performance (Vivares-vergara et al., 2016). Tjahjaningsih's research (2013) shows that competitive advantage can affect product quality/performance of an organization (Tjahjaningsih, 2013).

H8: Competitive advantage mediates the effect of the HRM function on hospital service performance.

i. The role of competitive advantage in mediating the effect of innovation on service performance.

There is previous research which shows that development research and innovation capabilities have a positive effect on competitive advantage. Although research that examines this is still minimal (Chamsuk, Fongsuwan, & Takala, 2017). Other research also states that organizational culture which can be in the form of innovation and development research also has a positive effect on competitive advantage (Chatzogiou, 2018). Research by Desfiriana et al (2019) states that a company can achieve good service performance as a result of the company's competitive advantage. (Desfitrina et al., 2019).

H9: Competitive advantage mediates the effect of innovation on hospital service performance.

j. The role of competitive advantage in mediating the effect of research and development on service performance.

The existence of research and development as a driving factor for creating innovation is often debated. On the one hand, there is research which shows that even though a company has carried out research and development activities, this does not have an impact on its innovation activities. On the other hand, there are also studies showing the significant impact of research and development on innovation. Related to studies on the effect of research and development

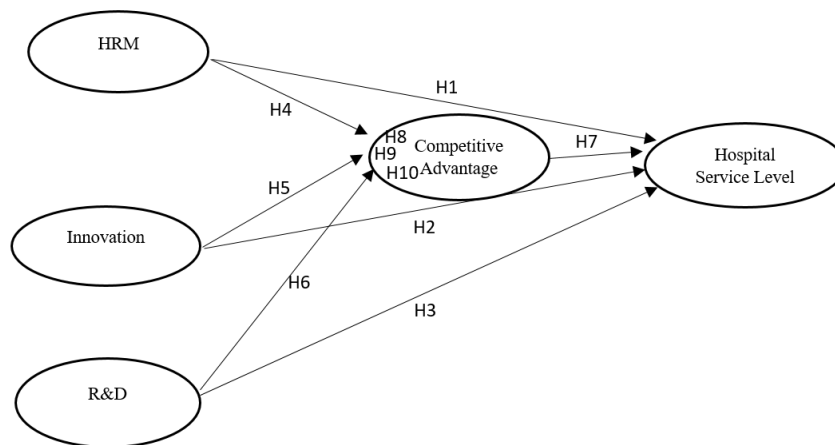
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H10: Competitive advantage mediates the effect of research and development on hospital service performance.

2. Concept Framework Development

Based on theoretical studies and previous research, the following conceptual framework and hypotheses can be developed:

Figure 3: Concept Framework Development.



CONCLUSION

Based on a theoretical approach related to the influence of HRM, innovation, R&D on company performance. found several research results that are still inconsistent. several studies state that there is a positive and significant influence between HRM, innovation and R&D on performance but there is research which conveys the result that the relationship is not significant, based on this, the concept was developed by adding a mediator in the form of competitive advantage to the research conceptual framework. Thus, ten hypotheses can be developed, namely: H1. The HR management function has a positive and significant effect on the performance of hospital services. H2. Organizational innovation has a positive and significant effect on the performance of hospital services. H3. Organizational Research and Development has a positive and significant effect on the performance of hospital services. H4. The HR management function has a positive and significant effect on the hospital's competitive

advantage. H5. Organizational innovation has a positive and significant effect on hospital competitive advantage. H6. Research and Development has a positive and significant effect on competitive advantage. H7. Competitive advantage has a positive and significant effect on the performance of hospital services. H8. Competitive advantage mediates the effect of the HRM function on hospital service performance. H9. Competitive advantage mediates the effect of innovation on hospital service performance. H10. Competitive advantage mediates the effect of research and development on hospital service performance.

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