

## TABLE OF CONTENTS

<b>ACKNOWLEDGEMENT</b>	<b>v</b>
<b>ABSTRACT</b>	<b>vii</b>
<b>TABLE OF CONTENTS</b>	<b>ix</b>
<b>LIST OF TABLES</b>	<b>xiv</b>
<b>LIST OF FIGURES</b>	<b>xvi</b>
<b>LIST OF APPENDIXES</b>	<b>xviii</b>
<b>CHAPTER 1 - INTRODUCTION</b>	<b>2</b>
<b>1.1 RESEARCH BACKGROUND</b>	<b>2</b>
<b>1.2 BUSINESS PHENOMENON</b>	<b>5</b>
<b>1.2.1 The Mutual Fund Industry</b>	<b>5</b>
<b>1.2.2 The Indonesian Mutual Fund Industry</b>	<b>7</b>
<b>1.2.3 Business Gap</b>	<b>9</b>
<b>1.3 RESEARCH GAP</b>	<b>10</b>
<b>1.4 RESEARCH PROBLEM</b>	<b>11</b>
<b>1.5 THE URGENCY OF THE STUDIES</b>	<b>13</b>
<b>1.6 RESEARCH QUESTION</b>	<b>18</b>
<b>1.7 RESEARCH PURPOSE</b>	<b>19</b>
<b>1.8 RESEARCH CONTRIBUTION</b>	<b>21</b>
<b>1.7.1 Theoretical Contribution</b>	<b>21</b>
<b>1.7.2 Practical Contribution</b>	<b>21</b>
<b>1.8 THESIS ORGANIZATION</b>	<b>22</b>
<b>CHAPTER 2 - LITERATURE REVIEW</b>	<b>25</b>
<b>2 OVERVIEW</b>	<b>25</b>

<b>2.1 THEORY OF THE GROWTH OF THE FIRM</b>	<b>25</b>
2.1.1 Behavioral Theory of the Firm	26
2.1.2 Resource Base View	27
2.1.3 Learning-based Theory of the Firm	28
<b>2.2 EMPOWERMENT THEORY</b>	<b>29</b>
<b>2.3 NEGOTIATED ORDER THEORY</b>	<b>32</b>
2.3.1 Theory of Collaboration	32
<b>2.4 DERIVATION EMPOWERING LEARNING-BASED COLLABORATION</b>	<b>34</b>
<b>2.5 DEVELOPMENT OF PROPOSITION MODEL</b>	<b>35</b>
2.5.1 Empowering Learning-based Collaboration Framework	36
<b>2.6 DEVELOPMENT OF GRAND THEORETICAL MODEL</b>	<b>39</b>
2.6.1 Leadership Theory	39
2.6.1.1 Great Man Theory	39
2.6.1.2 Trait Theory	40
2.6.1.3 Contingency Theory (Situational)	41
2.6.1.4 Style and Behavior Theory	41
2.6.1.5 Process Leadership Theory	42
2.6.1.6 Transactional Theory	42
2.6.1.7 Transformational Theory	43
<b>2.6.2 Leadership Style</b>	<b>44</b>
2.6.2.1 Transactional Leadership Style	44
2.6.2.2 Transformational Leadership Style	46
2.6.2.3 Dynamic Transformational Leadership (DTL)	48
<b>2.6.3 Organizational Performance</b>	<b>53</b>

<b>2.6.4 Organizational Innovation</b>	<b>55</b>
<b>2.6.5 Dynamic Capabilities</b>	<b>56</b>
<b>2.7 RELATIONSHIP AMONG VARIABLES</b>	<b>60</b>
<b>2.7.1 Dynamic Transformational Leadership and Organizational Innovation</b>	<b>61</b>
<b>2.7.2 Dynamic Transformational Leadership and Organizational Performance</b>	<b>61</b>
<b>2.7.3 Dynamic Transformational Leadership and Empowering Learning-based Collaboration</b>	<b>62</b>
<b>2.7.4 Dynamic Transformational Leadership and Dynamic Capabilities</b>	<b>66</b>
<b>2.7.5 Dynamic Capabilities and Empowering Learning-based Collaboration</b>	<b>67</b>
<b>2.7.6 Dynamic Transformational Leadership and Organizational Performance when mediated by Dynamic Capabilities</b>	<b>68</b>
<b>2.7.7 Dynamic Transformational Leadership and Organizational Innovation when mediated by Empowering Learning-based Collaboration</b>	<b>69</b>
<b>2.7.8 Dynamic Transformational Leadership and Organizational Performance when mediated by Empowering Learning-based Collaboration</b>	<b>70</b>
<b>2.7.9 Organizational Innovation and Organizational Performance</b>	<b>71</b>
<b>2.8 HYPOTHESIS DEVELOPMENT</b>	<b>72</b>
<b>CHAPTER 3 RESEARCH METHOD</b>	<b>77</b>
<b>3.1 RESEARCH DESIGN</b>	<b>77</b>
<b>3.2 PREMISES, TIMELINE, AND RESEARCH SUBJECT</b>	<b>77</b>
<b>3.3 RESEARCH PROCEDURE</b>	<b>78</b>
<b>3.4 POPULATION AND SAMPLES</b>	<b>79</b>
<b>3.4.1 Population</b>	<b>79</b>
<b>3.4.2 Sample</b>	<b>79</b>
<b>3.5 DATA COLLECTION METHOD</b>	<b>80</b>

<b>3.6</b>	<b>OPERATIONALIZATION OF VARIABLES</b>	<b>82</b>
<b>3.7</b>	<b>DATA ANALYSIS</b>	<b>86</b>
<b>3.7.1</b>	<b>SMART PLS</b>	<b>86</b>
<b>3.7.2</b>	<b>Descriptive Statistical Analysis</b>	<b>87</b>
<b>3.7.3</b>	<b>Inferential Statistical Analysis</b>	<b>87</b>
<b>3.8</b>	<b>STATISTICAL HYPOTHESIS</b>	<b>91</b>
	<b>CHAPTER 4 - RESULTS AND DISCUSSION</b>	<b>95</b>
<b>4.1</b>	<b>Descriptive Statistical Analysis</b>	<b>95</b>
<b>4.1.1</b>	<b>General Description of Respondents</b>	<b>96</b>
<b>4.1.2</b>	<b>Respondent's profile based on Job Position</b>	<b>96</b>
<b>4.1.3</b>	<b>Dynamic Transformational Leadership Variable (DTL)</b>	<b>97</b>
<b>4.1.4</b>	<b>Empowering Learning-based Collaboration Variable (ELC)</b>	<b>98</b>
<b>4.1.5</b>	<b>Organizational Performance Variable (OP)</b>	<b>99</b>
<b>4.1.6</b>	<b>Organizational Innovation Variable (OI)</b>	<b>100</b>
<b>4.1.7</b>	<b>Dynamic Capabilities Variable (DC)</b>	<b>101</b>
<b>4.2</b>	<b>Inferential Statistical Analysis</b>	<b>102</b>
<b>4.3</b>	<b>Outer Model</b>	<b>103</b>
<b>4.3.1</b>	<b>Internal Consistency Reliability</b>	<b>104</b>
<b>4.3.2</b>	<b>Convergent Validity</b>	<b>105</b>
<b>4.3.3</b>	<b>Discriminant Validity</b>	<b>108</b>
<b>4.4</b>	<b>Structural Model Test (Inner Model)</b>	<b>112</b>
<b>4.4.1</b>	<b>Collinearity Assessment at Construct Level (VIF)</b>	<b>113</b>
<b>4.4.2</b>	<b>Coefficient Determination (<math>R^2</math>)</b>	<b>114</b>
<b>4.4.3</b>	<b>Predictive Relevance (<math>q^2</math>)</b>	<b>115</b>
<b>4.4.4</b>	<b>A significant item analysis (<math>f^2</math>)</b>	<b>116</b>

<b>4.4.5 Model_Fit</b>	<b>117</b>
<b>4.5 Multiple Regression and Path Analysis</b>	<b>120</b>
<b>4.6. Hypothesis Testing</b>	<b>123</b>
<b>4.7 Discussion</b>	<b>126</b>
<b>CHAPTER 5 – CONCLUSION AND IMPLICATIONS</b>	<b>141</b>
<b>5.1 Conclusion on Research Problems</b>	<b>141</b>
<b>5.2 Research Implications</b>	<b>147</b>
<b>5.2.1 Theoretical Implications</b>	<b>147</b>
<b>5.2.2 Managerial Implications</b>	<b>148</b>
<b>5.3 Limitations and Suggestions for Future Research</b>	<b>153</b>
<b>REFERENCES</b>	<b>157</b>
<b>APPENDIX A</b>	<b>183</b>
<b>APPENDIX B</b>	<b>192</b>
<b>APPENDIX C</b>	<b>197</b>

## LIST OF TABLES

Table 2.1 Strategic Leadership Skill for VUCA .....	52
Table 2.2 Research Hypothesis .....	73
Table 3.3 Timetable to completion .....	78
Table 3.4 Classifications of Research Variables.....	83
Table 3.5 Operational Variables of the Research Instrument .....	83
Table 3.6 Rule of Thumb Measurement Model Evaluation.....	89
Table 3.7 Rule of Thumbs Evaluation of Structural Model.....	91
Table 4.8 Job Position Cross-Tabulation .....	97
Table 4.9 Result distribution of Dynamic Transformational Leadership .....	98
Table 4.10 Result distribution of Empowering Learning-based Collaboration .....	99
Table 4.11 Result distribution Organizational Performance variable (OP) .....	100
Table 4.12 Result Distribution Organizational Innovation Variabletable .....	101
Table 4.13 Result Distribution Dynamic Capabilities Variabletable of figures .....	102
Table 4.14 Systematics of Evaluation of Measurement Models and Structural Model .....	103
Table 4.15 Reliability and Validity Test Results .....	104
Table 4.16 Convergent Validity Test Results with Loading Factor.....	106
Table 4.17 Convergent Validity Test Results with AVE .....	107
Table 4.18 Discriminant Validity Test Results with Cross Loadings.....	109
Table 4.19 Discriminant Validity Test Results with Fornell-Larcker Criterion .....	110
Table 4.20 Result of Heterotrait-Monotrait Ration (HTMT).....	111
Table 4.21 Result of Heterotrait-Monotrait Ration (HTMT).....	112
Table 4.22 Collinearity Test Results.....	113
Table 4.23 Coefficient of Determination Test Results with R-square.....	114
Table 4.24 Predictive Relevance Test Results (Q2).....	116
Table 4.25 Effect Size f2.....	116
Table 4.26 Model_Fit.....	120
Table 4.27 Equation Model.....	121
Table 4.28 Hypothesis Testing.....	124

Table 4.29 Descriptive Statistic ..... 126



## LIST OF FIGURES

Figure 1.1 Worldwide Mutual Fund Assets .....	6
Figure 1.2 Asset Under Management to GDP Ratio.....	6
Figure 1.3 Worldwide Regulated Open-end Fund .....	7
Figure 1.4 Indonesian Mutual Fund Composition – 30 July 2021.....	8
Figure 1.5 Number of Indonesian Mutual Funds Investor as of July 2021.....	8
Figure 1.6 Demographics of Indonesian Mutual Funds Investor as of July 2021 .....	9
Figure 2.7 The Three-Way Alignment.....	29
Figure 2.8 Five stages in the process of empowerment .....	31
Figure 2.9 Derivation Concept of Empowering Learning-Based Collaboration .....	35
Figure 2.10 Empowering Learning-based Collaboration proposition .....	36
Figure 2.11 Empowering Learning-based Collaboration Framework .....	39
Figure 2.12 Strategic Leadership for VUCA Model.....	49
Figure 2.13 Dynamic Transformational Leadership Model.....	53
Figure 2.14 Grand Theoretical Model (Grand Synthesis Model) .....	60
Figure 2.15 Dynamic Transformational Leadership and Organizational Innovation	61
Figure 2.16 Dynamic Transformational Leadership and Organizational Performance .....	62
Figure 2.17 Dynamic Transformational Leadership and Empowering Learning-based Collaboration.....	63
Figure 2.18 Dynamic Transformational Leadership and Dynamic Capabilities.....	66
Figure 2.19 Dynamic Capabilities and Empowering Learning-based Collaboration	67
Figure 2.20 Dynamic Transformational Leadership and Organizational Performance when mediated by Dynamic Capabilities.....	68
Figure 2.21 Dynamic Transformational Leadership and Organizational Innovation when mediated by Empowering Learning-based Collaboration.....	69
Figure 2.22 Dynamic Transformational Leadership and Organizational Performance when mediated by Empowering Learning-based Collaboration .....	70
Figure 2.23 Organizational Innovation and Organizational Performance .....	71
Figure 2.24 Research Model .....	72



Figure 3.25. Population & Sample.....	80
Figure 4.26 Convergent Validity Test Results.....	107
Figure 4.27 Empirical Model.....	125
Figure 4.28 Respondent Profile – Boxplot.....	128
Figure 4.29 Variable Histogram.....	130



## LIST OF APPENDIXES

APPENDIX A Research GAP .....	84
APPENDIX B Relationship Between Variables.....	93
APPENDIX C -1 Research Procedure .....	99
APPENDIX C- 2 List of Indicators and Statements .....	100
APPENDIX C- 3 Questionnaires .....	105

