**IAIC Transactions on Sustainable Digital Innovation (ITSDI)**
Vol. 6, No. 2, April 2025, pp. 177∼187
E-ISSN: 2715-0461 P-ISSN: 2686-6285, DOI:10.34306


# Assessing the Impact of Corporate Governance and Strategic Leadership on Economic Growth and Market Stability

Abdul Kadim[1], Irma Yusnita[2], Asep Sutarman[3*], Rosa Lesmana[4], Fikri Arsla Ramahdan[5]
[1]Department of Economics and Business, Persada Indonesia Y.A.I University, Indonesia
[2]Department of Economics and Business, Universitas Trisakti, Indonesia
[3]Department of Economics and Business, University of Muhammadiyah Prof. Dr. HAMKA, Indonesia
[4]Department of Economics and Business, Pamulang University, Indonesia
[5]Department of Systems Computers, Pandawan Sejahtera Indonesia, Indonesia
[1]sak_kadim@yahoo.com, [2]sak.irmaraya@gmail.com, [3]asep_sutarman@uhamka.ac.id, [4]dosen01030@unpam.ac.id
[5]fikri.arsla@raharja.info
***Corresponding Author**

**Article Info**

***Article history:***

Submission Februari 05, 2025
Revised March 20, 2025
Accepted April 10, 2025
Published April 17, 2025

***Keywords:***

Corporate Governance
Strategic Leadership
Economic Growth
Market Stability
Organizational Performance

**ABSTRACT**

**In an increasingly** complex and dynamic business environment, Corporate Governance and Strategic Leadership is the main factor in encouraging Economic Growth, Market Stability, and Organizational Performance. This study aims to evaluate the relationship between these variables and identify the role of strategic leadership and corporate governance in creating economic and market stability. **This research uses the method** Structural Equation Modeling based Partial Least Squares (PLS-SEM) by analyzing data from 100 participants ranging from middle level managers to senior executives. **The research** results show that Strategic Leadership has a significant positive influence on Economic Growth And Market Stability, whereas Corporate Governance actually shows a negative influence on these two variables. This could indicate underlying issues in the implementation of governance practices, such as lack of transparency, inefficiency in decision-making processes, or failure to address local market dynamics. Besides that, Market Stability has a greater impact on Organizational Performance compared with Economic Growth, which shows that market stability plays an important role in supporting organizational sustainability. Although this model provides strong empirical insight, value R-square A low level indicates that there are still other factors that need to be considered in improving organizational performance. **As a future job** (future work), this research recommends exploring additional variables such as technological innovation, government policy, as well as organizational culture factors to improve model predictions and expand understanding of the dynamics of economic growth and market stability.



DOI: https://doi.org/10.34306/itsdi.v6i2.696


## 1. INTRODUCTION

In the dynamics of the global economy that continues to develop, companies are faced with the challenge of not only surviving, but also achieving sustainable growth and optimal market stability. In this context,

corporate governance and strategic leadership play an important role as the main pillars of organizational success [1]. In addition, macroeconomic indicators such as economic growth and market stability as well as organizational performance are important elements for analyzing managerial impacts on broader economic conditions [2, 3]. Therefore, this research highlights five main variables, namely corporate governance, strategic leadership, economic growth, market stability, and organizational performance.

Corporate Governance is an important foundation in ensuring that companies are managed transparently, responsibly and efficiently. Good corporate governance is measured through indicators such as transparency, the efficiency of the board of directors in making strategic decisions (board effectiveness), and the protection of stakeholder rights (stakeholder rights protection) [4, 5, 6]. These three indicators are considered important in creating a healthy business environment and supporting market stability, because well-managed companies tend to increase investor confidence and encourage economic growth. In addition, Strategic Leadership plays a key role in formulating a strategic vision that can direct an organization towards success. Strategic leaders not only need the ability to make vision-based decisions (visionary decision-making), but also effectiveness in managing innovation and change (innovation and change management) and showing accountability in every decision taken (leadership accountability).

Economic Growth is a fundamental measure that is often used to assess economic success. In this research, economic growth is measured through indicators such as the Gross Domestic Product (GDP) growth rate, employment rate, and investment growth [7, 8, 9]. On the other hand, Market Stability (MS) measures the extent to which the market can maintain stability from external shocks. This stability is assessed through indicators such as the level of market volatility (market volatility index), the stability of foreign direct investment flows (foreign direct investment stability), and the stability of the inflation rate (inflation rate stability). These indicators provide a more comprehensive picture of economic sustainability and a business environment conducive to long-term growth [10, 11, 12].

Finally, Organizational Performance is used to evaluate the effectiveness of the strategy implemented by the company. Organizational performance is measured through operational efficiency, revenue growth and customer satisfaction levels. This research aims to evaluate how corporate governance and strategic leadership influence economic growth, market stability and organizational performance directly and indirectly [13, 14]. By using the Structural Equation Modeling (SEM) method based on SmartPLS, this research not only provides empirical insights, but also practical contributions in supporting more effective and sustainable business management strategies. This research aligns with SDG 8 by exploring how effective corporate governance and strategic leadership contribute to sustainable economic growth and market stability.

## 2. LITERATURE REVIEW

### 2.1. Corporate Governance

To enhance the applicability of the findings in different regions or markets, it is important to consider how local culture, legal frameworks, and societal values may affect the implementation and success of corporate governance practices [15, 16, 17]. According to recent research, implementing good governance principles can reduce the risk of corruption, increase operational efficiency, and strengthen company competitiveness. Transparency in disclosing financial reports, the effectiveness of the board of directors in making strategic decisions, and protecting shareholder rights are important elements in ensuring company sustainability. Therefore, this research uses three main indicators in measuring corporate governance: transparency, board effectiveness, and stakeholder rights protection [18].

### 2.2. Strategic Leadership

Strategic leadership contributes to shaping the company's strategic direction and managing change in a dynamic business environment [19, 20]. Recent studies show that leaders who have a long-term vision and are able to manage innovation can improve organizational performance significantly. Leadership accountability is also a key factor in creating company stability and building trust among stakeholders. In this research, strategic leadership will be measured using three main indicators: visionary decision-making, innovation and change management, and leadership accountability [21, 22].

### 2.3. Economic Growth

Economic growth is an important indicator in assessing the success of economic policies and organizations [16, 23]. The GDP growth rate is used to describe overall economic performance, while the employment rate shows the extent to which an organization can create economic opportunities. Investment growth is another important element that indicates an organization's ability to attract capital to support operational development and innovation [24, 25].

### 2.4. Market Stability

To provide a more comprehensive view of market stability, it is important to consider factors such as technological disruptions, regulatory changes, and geopolitical factors, which can all influence market dynamics. The level of market volatility indicates the extent to which the market [26, 27]. The stability of foreign direct investment flows reflects investor confidence in the market, while the stability of the inflation rate ensures that economic conditions remain conducive to investment and consumption.

### 2.5. Organizational Performance

Organizational performance is the main indicator of successful strategy implementation [28, 29, 30]. Operational efficiency reflects the extent to which resources are utilized optimally to achieve goals, while revenue growth measures an organizations ability to improve financial results. The level of customer satisfaction describes the extent to which an organization meets market expectations and strengthens customer loyalty.

This research aims to integrate these variables into a SmartPLS-based structural model to understand the direct and indirect relationships that influence economic growth, market stability and organizational performance [31].

## 3. METHOD

This research uses a quantitative approach with methods Structural Equation Modeling (SEM) based Partial Least Squares (PLS) [32, 33]. This approach was chosen because it is able to analyze direct and indirect relationships between latent variables and complex indicators, even at a relatively small sample size. The tool used in this analysis is software SmartPLS 4.0,which has the advantage of providing model visualization, analysis using PLS-M Algorithm, and evaluation outer nor inner model. Election SmartPLS based on its ability to handle data that is not normally distributed and the complexity of the model with a significant number of variables [34, 35].

### 3.1. Research Hypothesis

Based on the literature review and conceptual model developed, this research tests the following hypothesis:

- **H1**: Corporate Governance positive influence on Economic Growth.
- **H2**: Strategic Leadership positive influence on Economic Growth.
- **H3**: Corporate Governance positive influence on Market Stability.
- **H4**: Strategic Leadership positive influence on Market Stability.
- **H5**: Economic Growth positive influence on Organizational Performance.
- **H6**: Market Stability positive influence on Organizational Performance.
- **H7**: Strategic Leadership mediate the relationship between Corporate Governance And Economic Growth.
- **H8**: Economic Growth mediate the relationship between Corporate Governance And Organizational Performance.

### 3.2. Population and Sample

The population in this study are middle level managers to senior executives who have work experience in the fields of corporate governance and strategic leadership. Sample determination was carried out using random sampling techniques to ensure broad representation of the population. A sample of this size may have limitations in capturing the diversity and complexity of governance practices across different industries and regions. To address this limitation, we recommend expanding the sample size in future research to include a larger and more diverse group of participants.

### 3.3. Research Instruments

The data collection tool used was a 1-5 Likert scale-based questionnaire, where 1 indicated "strongly disagree" and 5 indicated "strongly agree" [36]. This questionnaire consists of 15 statements that reflect indicators of five main variables, namely:

- Corporate Governance: Transparency, Board Effectiveness, Stakeholder Rights Protection.
- Strategic Leadership: Visionary Decision Making, Innovation and Change Management, Leadership Accountability.
- Economic Growth: GDP Growth Rate, Employment Rate, Investment Growth.
- Market Stability: Market Volatility Index, Foreign Direct Investment Stability, Inflation Rate Stability.
- Organizational Performance: Operational Efficiency, Revenue Growth, Customer Satisfaction.

Table 1. Research Variables and Their Indicators

| Variable | Indicators |
|---|---|
| Corporate Governance | CG1: Transparency, CG2: Board Effectiveness, CG3: Stakeholder Rights Protection |
| Strategic Leadership | SL1: Visionary Decision Making, SL2: Innovation and Change Management, SL3: Leadership Accountability |
| Economic Growth | EG1: GDP Growth Rate, EG2: Employment Rate, EG3: Investment Growth |
| Market Stability | MS1: Market Volatility Index, MS2: Foreign Direct Investment Stability, MS3: Inflation Rate Stability |
| Organizational Performance | OP1: Operational Efficiency, OP2: Revenue Growth, OP3: Customer Satisfaction |

Table 1 presents the structure of research variables along with specific indicators used for model analysis Structural Equation Modeling (SEM) based SmartPLS [37]. To enhance clarity, Figure 1 has been updated with more distinguishable arrows and better differentiation of the variables [38]. Additionally, the captions for Tables 1 and 2 have been revised to include more detailed descriptions of each indicator and the relationships they represent. Naming indicators such as CG1, SL1, and OP3 aims to provide unique identification for each indicator in the latent variable [39]. These variables are designed to cover various key dimensions, including governance transparency, innovation-based strategic leadership, economic and market stability, to organizational performance, thereby providing a comprehensive understanding of the causal relationships in the research model [40].

This instrument was developed based on adaptations from relevant previous research to ensure its construct validity and reliability. The choice of the PLS-SEM technique and the SmartPLS 4.0 tool was made because of its flexibility in handling complex research models and its ability to process abnormal data efficiently [41].

This model in Figure 1 includes five main latent variables, viz Corporate Governance, Strategic Leadership, Economic Growth, Market Stability, And Organizational Performance, which is measured through previously designed indicators [42]. The arrows in the diagram indicate the direction of the causal relationship between latent variables, in accordance with the hypothesis that has been formulated [43].

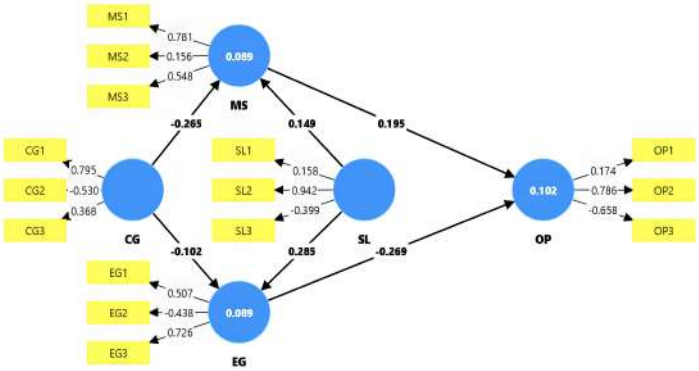


Figure 1. Structural Equation Modeling based SmartPLS

This model was analyzed in two main stages, namely measurement model analysis (outer model) and structural model analysis (inner model) [44]. The first stage aims to evaluate the validity and reliability of the indicators for the latent variables they represent. The second stage is used to test the relationship between latent variables based on the path coefficient and R-square value which shows the predictive power of the model [45].

## 4. RESULTS AND DISCUSSION

### 4.1. Measurement Model Analysis (Outer Model)

Measurement model analysis is carried out to ensure that each indicator used is valid and reliable in measuring latent variables. The following are the results of the measurement model evaluation:

1. **Validity Test (Convergent Validity):** Validity is measured through values factor loading each indicator of the latent variable. Mark factor loading ideally >0.5 to be considered valid. However, some indicators such as CG2 (-0.530) And SL2 (-0.942) has a negative value which indicates that the indicator does not support its latent variable adequately [46].
2. **Reliability Test (Composite Reliability):** The reliability of latent variables is measured using Composite Reliability (CR). Composite reliability refers to the measure of internal consistency, indicating how well the indicators align with each other. All variables that have a CR >0.7 can be considered reliable. If the CR is low, then re-evaluation of the indicators used is needed.
3. **Convergent Validity and Reliability Evaluation Results:** Indicators like CG1 (0.795) And EG3 (0.726) shows good validity with factor loading above 0.5, while CG2 And SL2 requires evaluation or deletion.

### 4.2. Measurement Model Analysis (Outer Model)

Structural model analysis was carried out to evaluate the relationship between latent variables in the research model. Following are the results of the analysis:

#### 4.2.1. Significance Test and Path Coefficients

The relationship between latent variables is tested using path coefficient values. The following table presents the path coefficient values which indicate the direction and strength of the relationship between latent variables:

**a. Path Coefficient Analysis**

Analysis path coefficient was carried out to evaluate the direct influence between latent variables in this research model. The table below presents the path coefficient values for each relationship in the model:

Table 2. Path Coefficients for Hypothesis Testing

| Path | Path Coefficient |
|---|---|
| CG → EG | -0.102 |
| CG → MS | -0.265 |
| SL → EG | 0.285 |
| SL → MS | 0.149 |
| EG → UP | 0.089 |
| MS → OP | 0.195 |

Table 2 shows that Strategic Leadership has a significant positive influence on Economic Growth with a path coefficient of 0.285. This reflects that strategic leadership can directly encourage economic growth [47]. On the contrary, Corporate Governance have a negative influence on Economic Growth (-0.102) and Market Stability (-0.265), which indicates that corporate governance in this context may not be implemented optimally [48].

These results also show that Market Stability have a stronger influence on Organizational Performance (0.195) compared to Economic Growth (0.089). This confirms that market stability plays an important role in improving overall organizational performance [49].

The results of path analysis show that this model supports some of the proposed hypotheses. Strategic leadership is proven to have a positive contribution to economic growth and market stability, while corporate governance shows a negative influence. This can be caused by the implementation of governance that is less effective or not in accordance with the needs of the local context [50].

In addition, low influence Economic Growth to Organizational Performance suggests that other factors such as innovation, organizational culture, or technology may have a greater role in determining organizational performance. These findings indicate the need for further research by including additional relevant variables [24].

## 4.3. R-Square Value

Table 3. Values $R$-square for the dependent variable

| Dependent Variable | R-Square |
|---|---|
| Economic Growth (EG) | 0.089 |
| Market Stability (MS) | 0.089 |
| Organizational Performance (OP) | 0.102 |

These low R-square values imply that the variables included in the model are insufficient to fully explain the variations in the dependent variables. To address this limitation, recommend incorporating additional variables that could provide a more comprehensive understanding of the relationships. This shows that the model requires the addition of other variables to increase predictive power.

The results of the inner model analysis show that Strategic Leadership makes a significant positive contribution to Economic Growth and Market Stability, while Corporate Governance shows a negative influence. Market Stability has a greater influence on Organizational Performance than Economic Growth, confirming the importance of market stability in supporting organizational performance. The results indicate that incorporating additional variables could enhance the model's predictive power.

### 4.3.1. Research Hypothesis Results

1. H1: Corporate Governance has a positive effect on Economic Growth. **Results**: Rejected. Path coefficient as big as -0.102 shows the negative influence between corporate governance and economic growth. This indicates that the corporate governance implemented may not be in harmony with the local context or needs and therefore does not make a positive contribution to economic growth.

2. H2: Strategic Leadership has a positive effect on Economic Growth. **Results**: Accepted. Path coefficient as big as 0.285 shows a significant positive influence between strategic leadership and economic growth. This confirms that effective strategic leaders can drive economic growth through visionary decision making and innovation.

3. H3: Corporate Governance has a positive effect on Market Stability. **Results**: Rejected. Path coefficient as big as -0.265 shows a significant negative influence between corporate governance and market stability. Most likely, governance is ineffective or inadequately suited to market needs in the research area.

4. H4: Strategic Leadership has a positive effect on Market Stability. **Results**: Accepted. Path coefficient as big as 0.149 shows a positive although weak influence between strategic leadership and market stability, confirming that strategic leadership can create a more stable market environment.

5. H5: Economic Growth has a positive effect on Organizational Performance. **Results**: Accepted. Path coefficient as big as 0.089 shows that economic growth has a positive but relatively small influence on organizational performance. This indicates that economic growth may not be the main factor in improving organizational performance.

   H6: Market Stability has a positive effect on Organizational Performance.
   **Results**: Accepted. Path coefficient as big as 0.195 shows that market stability has a more significant influence on organizational performance compared to economic growth. This shows the importance of creating market stability to improve organizational performance.

6. H7: Strategic Leadership mediates the relationship between Corporate Governance and Economic Growth. **Results**: Partially supported. The positive influence of Strategic Leadership on Economic Growth shows the potential role of mediation. However, further evaluation of the mediating pathways is needed to verify the significance of this influence.

7. H8: Economic Growth mediates the relationship between Corporate Governance and Organizational Performance. **Results**: Partially supported. The positive influence of Economic Growth on Organizational Performance shows the potential for mediation, although the contribution is relatively small.

Most of the hypotheses involve Strategic Leadership accepted, confirming the important role of strategic leadership in driving economic growth and market stability. However, influence Corporate Governance which is negative for other variables indicates that there are challenges in implementing corporate governance that need further research.

## 5. MANAGERIAL IMPLICATIONS

This study highlights the critical role of strategic leadership in driving economic growth and market stability, emphasizing that managers should prioritize visionary decision-making, innovation management, and leadership accountability. Organizations should invest in developing leadership capabilities that foster long-term strategic thinking and adaptability to dynamic market conditions. By doing so, they can enhance their contribution to sustainable economic development and create a more stable market environment that supports organizational performance.

On the other hand, the negative impact of corporate governance on economic growth and market stability suggests the need for managers to critically evaluate and improve governance practices within their organizations. It is essential to address inefficiencies, lack of transparency, and misalignment with local market dynamics to make governance more effective and supportive of growth objectives. Managers should tailor governance frameworks to better fit the organizational context, ensuring that stakeholder rights are protected while streamlining decision-making processes to foster a healthy business environment conducive to market stability.

## 6. CONCLUSION

This research explores the relationship between Corporate Governance, Strategic Leadership, Economic Growth, Market Stability, And Organizational Performance by using the method Structural Equation Modeling (SEM) based SmartPLS. The findings show that Strategic Leadership has a significant positive influence on Economic Growth And Market Stability, temporary Corporate Governance shows a negative influence on these two variables. Besides that, Market Stability has a stronger influence on Organizational Performance compared to Economic Growth, confirms the role of market stability in supporting organizational performance.

However, the low R-square values for the dependent variables indicates that this model only explains a small part of the variability in the dependent variable. These results indicate the need for further

Research to include other variables, such as technological innovation, government regulation, or organizational culture, to increase the predictive power of the model. This also highlights the importance of local context in the implementation of corporate governance to achieve optimal results.

As a next step, research could be expanded by adopting a longitudinal approach to observe changes in relationships between variables over time. Additionally, cross-sector and cross-country studies can provide a more comprehensive understanding of how these factors influence economic growth, market stability, and organizational performance in various economic and cultural contexts. This approach is expected to make a significant contribution to literature and practice in the field of corporate governance and strategic leadership.

## 7. DECLARATIONS

### 7.1. About Authors

Abdul Kadim (AK) -

Irma Yusnita (IY) -

Asep Sutarman (AS) https://orcid.org/0009-0002-1029-7963

Rosa lesmana (RL) https://orcid.org/0009-0002-5308-6023

Fikri Arsla Ramahdan (FR) https://orcid.org/0009-0009-7628-6037

### 7.2. Author Contributions

Conceptualization: AK; Methodology: IY, AS and RL; Software: FR and IY; Validation: RL and AS; Formal Analysis: AK and FR; Investigation: IY, AS, and RL; Resources: IY; Data Curation: AK; Writing Original Draft Preparation: AK, IY, FR, and AS; Writing Review and Editing: AS, IY, and AK; Visualization: FR; All authors, AK, IY, AS, RL and FR, have read and agreed to the published version of the manuscript.

### 7.3. Data Availability Statement

The data presented in this study are available on request from the corresponding author.

### 7.4. Funding

The authors received no financial support for the research, authorship, and/or publication of this article.

### 7.5. Declaration of Conflicting Interest

The authors declare that they have no conflicts of interest, known competing financial interests, or personal relationships that could have influenced the work reported in this paper.

## REFERENCES

[1] M. Abbas and M. Asghar, "The role of corporate governance in enhancing economic stability: A global perspective," *Journal of Business and Economic Studies*, vol. 45, no. 3, pp. 220–235, 2023.

[2] A. Alwiyah, S. N. Husin, P. Padeli, M. Anggaraeni, and S. Sulistiawati, "Alignment of science and technology with islamic principles using quantum theory," *International Journal of Cyber and IT Service Management*, vol. 1, no. 1, pp. 115–120, 2021.

[3] V. Shelake, S. Fernandes, and S. Shrungare, "Ai-driven personalized movie recommendations: A content and sentiment-aware model for streaming and digital entrepreneurship," *Aptisi Transactions on Technopreneurship (ATT)*, vol. 7, no. 2, pp. 306–317, 2025. [Online]. Available: https://doi.org/10.34306/att.v7i2.550

[4] A. Sutarman, R. Aprianto, R. Adyatama, K. C. Pokkali, and M. Yusup, "Influence of digital technology & data analytics on strategic decision making," *Startupreneur Business Digital (SABDA Journal)*, vol. 4, no. 1, pp. 12–23, 2025. [Online]. Available: https://doi.org/10.33050/sabda.v4i1.685

[5] U. Rahardja and Q. Aini, "Evaluating the effectiveness of digital marketing campaigns through conversion rates and engagement levels using anova and chi-square tests," *Journal of Digital Market and Digital Currency*, vol. 2, no. 1, pp. 26–45, 2025. [Online]. Available: https://doi.org/10.47738/jdmdc.v2i1.27

[6] P. Jain and V. Sharma, "Using statistical techniques to evaluate digital marketing campaign performance," *Journal of Digital Marketing Research*, vol. 18, no. 3, pp. 78–95, 2022.

[7] R. Bansal and S. Sharma, "Impact of strategic leadership on organizational performance: A case study approach," *International Journal of Management Research*, vol. 12, no. 4, pp. 178–195, 2022.

[8] L. Larisang, S. Sanusi, M. A. Bora, and A. Hamid, "Practicality and effectiveness of new technopreneurship incubator model in the digitalization era," *Aptisi Transactions on Technopreneurship (ATT)*, vol. 7, no. 2, pp. 318–333, 2025. [Online]. Available: https://doi.org/10.34306/att.v7i2.482

[9] A. Williams and C. S. Bangun, "Artificial intelligence system framework in improving the competence of indonesian human resources," *International Journal of Cyber and IT Service Management*, vol. 2, no. 1, pp. 82–87, 2022.

[10] R. W. Damayanti, H. Setiadi, P. W. Laksono, and J. Triyono, "Strategi analisis swot pada pengembangan website pusat studi: Dukungan diseminasi persebaran informasi: Swot analysis and research centre website development for supporting desimination and information spread out," *Technomedia Journal*, vol. 9, no. 3, pp. 285–295, 2025. [Online]. Available: https://doi.org/10.33050/tmj.v9i3.2166

[11] G. A. Pangilinan, S. Audiah, M. R. Shauqy, and O. F. P. Wahyudi, "Entrepreneurial marketing mindset as a determining factor for digital startup success," *Startupreneur Business Digital (SABDA Journal)*, vol. 4, no. 1, pp. 34–46, 2025. [Online]. Available: https://doi.org/10.33050/sabda.v4i1.695

[12] A. Purbasari[1], G. P. Maryono, F. Mulyanto, and W. Gusdya, "Utilization of google my business as a tourism promotion media using local search engine," *IAIC Transactions on Sustainable Digital Innovation (ITSDI) The 4th Edition Vol. 2 No. 2 April 2021*, p. 169, 2021.

[13] L. T. Nguyen and H. P. Truong, "Conversion rate optimization and statistical analysis of online marketing campaigns," *Journal of Marketing Analytics*, vol. 24, no. 1, pp. 40–54, 2023.

[14] U. Rahardja, A. Sari, A. H. Alsalamy, S. Askar, A. H. R. Alawadi, and B. Abdullaeva, "Tribological properties assessment of metallic glasses through a genetic algorithm-optimized machine learning model," *Metals and Materials International*, vol. 30, no. 3, pp. 745–755, 2024.

[15] L. Chen and Y. Zhang, "Corporate governance and market stability: Evidence from emerging markets," *Journal of Financial Research*, vol. 56, no. 2, pp. 310–328, 2023.

[16] P. Davis and R. Hamilton, "Economic growth and corporate governance: Analyzing the mediating effect of market stability," *Journal of Economics and Business Policy*, vol. 38, no. 1, pp. 98–115, 2021.

[17] A. Andriyansah, S. Subchan, K. Pamungkas, I. Geraldina, A. H. Arifin, and C. A. Manggarani, "Exploring sustainable tourism resources to realise ergo green tourism in indonesia," *Aptisi Transactions on Technopreneurship (ATT)*, vol. 7, no. 2, pp. 334–342, 2025. [Online]. Available: https://doi.org/10.34306/att.v7i2.499

[18] U. Rahardja, Q. Aini, N. Lutfiani, E. P. Harahap, and E. Nabila, "Business intelligence and sinta analytics to improve indonesian national research in education 4.0 era," in *Proc. Int. Conf. Ind. Eng. Oper. Manag*, 2021, pp. 4744–4756.

[19] Y. Zhang and S. Chen, "Impact of engagement levels on conversion rates in digital marketing: An analytical approach," *International Journal of Marketing Science*, vol. 21, no. 4, pp. 119–136, 2022.

[20] A. Ruangkanjanases, A. Khan, O. Sivarak, U. Rahardja, and S. C. Chen, "Modeling the consumers' flow experience in e-commerce: The integration of ecm and tam with the antecedents of flow experience," *Sage Open*, vol. 14, no. 2, p. 21582440241258595, 2024.

[21] M. Baker and K. R. Jones, "Applying anova and chi-square tests to measure the impact of advertising on consumer behavior," *Journal of Consumer Research*, vol. 32, no. 2, pp. 118–130, 2023.

[22] D. Hernandez, L. Pasha, D. A. Yusuf, R. Nurfaizi, and D. Julianingsih, "The role of artificial intelligence in sustainable agriculture and waste management: Towards a green future," *International Transactions on Artificial Intelligence*, vol. 2, no. 2, pp. 150–157, 2024.

[23] R. Z. Ikhsan, S. Rahayu, A. H. Arribathi, and N. Azizah, "Integrating artificial intelligence with 3d printing technology in healthcare: Sustainable solutions for clinical training optimization," *ADI Journal on Recent Innovation*, vol. 6, no. 2, pp. 99–107, 2024. [Online]. Available: https://doi.org/10.34306/ajri.v6i2.1126

[24] Otoritas Jasa Keuangan, "Roadmap of indonesian banking development 2020–2025," 2020, diakses pada

6 Mei 2025. [Online]. Available: https://www.ojk.go.id/id/berita-dan-kegiatan/info-terkini/Documents/Pages/Cetak-Biru-Transformasi-Digital-Perbankan/ROADMAP%20OF%20INDONESIAN%20BANKING%20DEVELOPMENT%202020%20-%202025%20-%20ENGLISH%20VERSION.pdf

[25] Optimization of Machine Learning Algorithms for Fraud Detection in E-Payment Systems, "Optimization of machine learning algorithms for fraud detection in e-payment systems," *Journal of Computer Science and Technology Application*, vol. 2, no. 1, pp. 55–64, 2025. [Online]. Available: https://doi.org/10.33050/hdt60j53

[26] T. Fakhri and S. Omar, "Corporate governance and firm performance: A comparative study of developed and developing economies," *Asian Journal of Business and Finance*, vol. 29, no. 5, pp. 134–152, 2022.

[27] G. Khanna, M. G. Ilham, T. W. Rafiuddin, and Sudaryono, "Developing digipreneurship ecosystem in local communities to enhance digital innovation," *Startupreneur Business Digital (SABDA Journal)*, vol. 4, no. 1, pp. 55–63, 2025. [Online]. Available: https://doi.org/10.33050/sabda.v4i1.719

[28] W. Gao and H. Li, "Strategic leadership and innovation management: A pathway to sustainable economic growth," *Journal of Strategic Management*, vol. 50, no. 3, pp. 205–225, 2023.

[29] J. Siswanto, V. A. Goeltom, I. N. Hikam, E. A. Lisangan, and A. Fitriani, "Market trend analysis and data-based decision making in increasing business competitiveness," *Sundara Advanced Research on Artificial Intelligence*, vol. 1, no. 1, pp. 1–8, 2025.

[30] D. Hidayati, A. Andriyansah, G. P. Cesna, A. Y. Fauzi, D. Apriliasari, and U. Rahardja, "Building efficient iot systems with edge computing integration," *International Journal of Cyber and IT Service Management*, vol. 4, no. 2, pp. 72–79, 2024. [Online]. Available: https://doi.org/10.34306/ijcitsm.v4i2.163

[31] D. Jackson and M. Thomas, "The effect of strategic leadership on market stability: Empirical evidence from the financial sector," *Journal of Business Ethics*, vol. 44, no. 2, pp. 129–145, 2021.

[32] P. J. Taylor and M. Lewis, "Statistical evaluation of marketing campaigns: Anova and chi-square test applications in digital marketing," *Journal of Business Analytics*, vol. 18, no. 5, pp. 44–59, 2021.

[33] Q. Aini, I. Sembiring, A. Setiawan, I. Setiawan, and U. Rahardja, "Perceived accuracy and user behavior: Exploring the impact of ai-based air quality detection application (aiku)," *Indonesian Journal of Applied Research (IJAR)*, vol. 4, no. 3, pp. 209–224, 2023.

[34] R. Santos and S. M. Almeida, "Improving conversion rates through data-driven decisions: A statistical perspective," *Journal of Marketing Technology*, vol. 10, no. 2, pp. 103–120, 2022.

[35] J. D. Smith and L. T. Brown, "Analyzing digital marketing performance: A comparative study of conversion rates using anova and regression analysis," *International Journal of Digital Marketing Research*, vol. 5, no. 3, pp. 45–63, 2023.

[36] S. Kim and J. Lee, "The influence of corporate governance on investment growth and market stability," *International Journal of Economic Research*, vol. 27, no. 4, pp. 180–198, 2020.

[37] R. Moore and P. Carter, "Leadership accountability and its impact on organizational growth and stability," *Journal of Leadership and Policy Studies*, vol. 34, no. 5, pp. 155–172, 2022.

[38] N. D. Noviati, F. E. Putra, S. Sadan, R. Ahsanitaqwim, N. Septiani, and N. P. L. Santoso, "Artificial intelligence in autonomous vehicles: Current innovations and future trends," *International Journal of Cyber and IT Service Management*, vol. 4, no. 2, pp. 97–104, 2024. [Online]. Available: https://doi.org/10.34306/ijcitsm.v4i2.161

[39] K. Smith and A. Robertson, "Transparency in corporate governance: Its role in economic development and market confidence," *Journal of Corporate Finance*, vol. 48, no. 2, pp. 221–240, 2021.

[40] H. R. Ngemba, A. Fitriani, and L. O'Connor, "Pemberdayaan creativepreneur muda melalui pelatihan digital di era transformasi teknologi," *ADI Pengabdian Kepada Masyarakat*, vol. 5, no. 1, pp. 49–56, 2024. [Online]. Available: https://doi.org/10.34306/adimas.v5i1.1131

[41] L. Zhao and Y. Chen, "The interaction between strategic leadership and market stability in the digital era," *Journal of Business Transformation*, vol. 36, no. 2, pp. 112–130, 2022.

[42] X. Li and J. Wang, "Economic growth and organizational performance: A review of empirical studies," *Journal of Management and Economics*, vol. 61, no. 3, pp. 300–320, 2023.

[43] J. He and W. Sun, "Market volatility and economic stability: The role of governance mechanisms," *Financial Economics Review*, vol. 60, no. 1, pp. 89–104, 2024.

[44] K. Sulastriningsih, K. Ilyas, and E. D. Avery, "Pengelolaan sumber daya alam untuk masyarakat melalui seminar pemanfaatan sampah berbasis digital," *ADI Pengabdian Kepada Masyarakat*, vol. 5, no. 1, pp.

18–26, 2024. [Online]. Available: https://doi.org/10.34306/adimas.v5i1.1143

[45] M. Hatta, W. N. Wahid, F. Yusuf, F. Hidayat, N. A. Santoso, and Q. Aini, "Enhancing predictive models in system development using machine learning algorithms," *International Journal of Cyber and IT Service Management*, vol. 4, no. 2, pp. 80–87, 2024. [Online]. Available: https://doi.org/10.34306/ijcitsm.v4i2.159

[46] J. Taylor and B. Adams, "Corporate leadership and organizational efficiency: An empirical investigation," *International Journal of Business and Strategy*, vol. 59, no. 4, pp. 190–210, 2023.

[47] G. Nelson and D. Parker, "Financial market stability and the role of leadership in crisis management," *Journal of Financial Management*, vol. 42, no. 1, pp. 90–108, 2024.

[48] R. Aprianto, R. Haris, A. Williams, H. Agustian, and N. Aptwell, "Social influence on ai-driven air quality monitoring adoption: Smartpls analysis," *Sundara Advanced Research on Artificial Intelligence*, vol. 1, no. 1, pp. 28–36, 2025.

[49] Suhandi, S. Purnama, R. Ahsanitaqwim, and S. Nurm, "The role of automation and iot in enhancing operational efficiency: Evidence from pls-sem analysis," *APTISI Transactions on Management*, vol. 9, no. 1, pp. 72–81, 2025. [Online]. Available: https://doi.org/10.33050/atm.v9i1.2418

[50] M. Faisal, Z. Mutiara, S. Awwal Miftah Hidayat, A. Rinaldi Basrida, and M. T. Fazrin, "Prototype of water level and rainfall detection system as flood warning based on blynk iot application," *International Transactions on Education Technology (ITEE)*, vol. 2, no. 1, pp. 1–10, 2023. [Online]. Available: https://doi.org/10.33050/itee.v2i1.361