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The Relationship between Strategic Change Management and Operational Effectiveness of World-Class Standard Schools: The Moderating, Creative Leadership

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Abstract

This research aims to check the consistency and develop a model. It also explores The Relationship between Strategic Change Management and Operational Effectiveness of World-Class Standard Schools. The population used in this study was 593 school administrators of international standard schools that received the OBECQA Quality Award, a sample of 250. Using the Smart PLS model, a two-stage approach was used for direct path, mediation and mediation effect analysis with high-dimensional latent variables. The results of the study found that SCM has direct positive effect on CSVC and OE. In addition CSVC has direct positive effect on OE. The results of the mediation influence test found that, SMC impact OE through the mediation of CSVC. In addition, found that, SCM no impact CSVC through the moderator of CL. However, SCM impact OE through the moderator of CL.

Keywords: *Strategic Change Management. The Creation of Shared Value Based on Competitive, Creative Leadership, Operational Effectiveness, World-Class Standard Schools.*

Introduction

In an era where the business world is rapidly changing and becoming increasingly unpredictable—driven by advances in information technology and modern telecommunications—leaders must possess the ability to quickly adapt. Businesses must transform themselves to align with their surrounding environments and be prepared to handle forthcoming changes. Change management has therefore become an essential skill for modern leaders to help guide organizations through challenges and unlock growth opportunities.

Change management is a process involving the planning, execution, and organizational development at a structural level, driven by systemic mechanisms (Voet, 2014). Today, the study of organizational change covers a wide range of foundational principles, mechanisms, models, and strategies for reducing resistance to change. According to theories that view change as an inherent part of organizational development (Kotter & Cohen, 2002), managing change is now considered essential for improving efficiency and achieving greater productivity in line with organizational goals.

The importance of change management stems from economic, social, political, and technological factors, all of which influence the management of personnel, budgeting, and time

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constraints related to resource utilization (Inrak, 2008). Malakul Na Ayutthaya (2009) emphasized the significance of change management, noting that organizations with effective change management practices: 1) Can respond promptly to problems and environmental challenges. 2) Are better able to identify opportunities and threats. 3) Ensure smoother operational workflows. 4) Avoid confusion, disorder, and disarray when operational adjustments are needed. 5) Can continuously improve themselves across various areas and make full use of their existing potential. In addition Omari & Ateka (2013) found that strategic change management practices, such as executive commitment, continuous planning, and maintaining change teams, significantly influence organizational performance in the soft drink industry in western Kenya, thereby enhancing operational effectiveness. Corresponds to Okolie & Memeh (2022) found that Strategic change management significantly impacts operational effectiveness by ensuring a structured approach to implementing change, fostering employee buy-in through effective communication, and utilizing strategic change agents, which collectively enhance organizational performance and acceptance of necessary changes.

The need for organizational adaptability in response to change also applies to educational institutions. Even though public schools are non-profit organizations, societal shifts and the increasing number of educational institutions have inevitably led to competition. As a result, public schools must improve and develop their management processes to remain competitive. Currently, the World-Class Standard School (W-CSS) model has emerged as an educational innovation introduced by the Office of the Basic Education Commission. It serves as an urgent strategy to elevate education quality and competitiveness to international standards.

World-Class Standard Schools focus on cultivating learners to become global citizens with academic excellence, the ability to communicate in at least two languages, forward-thinking mindsets, creative outputs, and a shared sense of responsibility in the global society. They also emphasize teaching and learning that align with international standards and implement quality management systems in their operations (Office of Secondary Education Administration, 2018). From such importance therefore, the researcher wanted to study "The Relationship between Strategic Change Management and Operational Effectiveness of World-Class Standard Schools: The Moderating, Creative Leadership." The objective is to check the consistency and develop a model. It also explores The Relationship between Strategic Change Management and Operational Effectiveness of World-Class Standard Schools.

Literature Review and Hypothesis

Strategic Change Management (SCM)

Based on an analysis and review of the literature, strategic change management refers to the process of managing an organization by adjusting various operational aspects to be prepared for ongoing changes. This involves systematically implementing a change management plan as part of an organizational development process driven by systemic mechanisms. It places emphasis on policies, structures, and organizational culture as critical components for facilitating transformation. Strategic change can take various developmental forms and represents a type of organizational development that clearly reflects policy shifts, structural redesign, or cultural changes within the organization (Bordum & Dahl Rendtorff, 2010; Kippenberger, 2014; Kotter, 2016; Kotter & Schlesinger, 1979; Lewin, 1951; Sujova & Rajnoha, 2012; Zhang et al., 2017). From synthesizing relevant literature, the researcher has identified the key characteristics of strategic change management as follows:

1. Planning Change – This refers to a systematic approach to planning for change, aimed at preventing failure and setting clear goals and objectives. It involves thorough analysis to assess the complexity and potential impacts of the change process, thereby increasing the chances of successful strategy implementation (Kakabadse, 1987; Schell, 1991; Van Woerkum et al., 2007). The process is managed through sequential steps aligned with the organization's strategic direction. Emphasis is placed on the process and on interpersonal interaction, which is essential for organizational change that leads to success (Domingues et al., 2017; Koch et al., 2016; Lies, 2012; Sujova & Rajnoha, 2012).

2. Coercive Isomorphism – This refers to the organization's rapid adaptation in response to external pressures and uncontrollable forces in order to survive. The focus is on adapting to ensure organizational survival under pressing environmental constraints (DiMaggio & Powell, 1983; Glebovskiy, 2019; Meyer & Rowan, 1977; Othman et al., 2011; Teresa & Suchman, 2001).

3. Strategic Balance – This refers to mechanisms or tools that enhance the organization's competitive capabilities required for both current and future strategic execution. It involves approaches aimed at achieving balance between personnel and strategic change initiatives (Adel, 2001; Anders, 2010; Ansoff, 1980; Davis et al., 2012; Kotter, 1990; Anders, 2010).

4. Sense Making This refers to the executives' ability to perceive and understand patterns of change, both current and emerging, that could have significant impacts on the organization (Helpap & Bekmeier-Feuerhahn, 2016; Moon & Rausch, 2009; van der Heijden et al., 2012).

The Creation of Shared Value Based on Competitive (CSVC)

Porter & Kramer (2011) proposed the concept of Creating Shared Value (CSV), referring to policies, approaches, and service activities implemented by business organizations to enhance their competitive advantage, while simultaneously promoting economic and social development in the communities where the business operates. Creating shared value between business and society emphasizes discovering the interconnection between economic progress and social advancement, and then expanding that relationship further. Businesses must quickly link their organizational success to social progress. Shared value is not corporate social responsibility, not charity, and not sustainability development it is a new operational approach in which business and consumers work together toward business success (Wongprasit, 2013). To achieve competitive excellence in the modern era, consumers must be engaged in creating unique experiences, and businesses must establish a distinct identity. This value is co-created by both the business and the customer, as though the business is providing customers the opportunity to shape what they truly desire. What the business gains in return is a strong relationship built through communication with the customer known as value co-creation, which means collaboratively generating value between customers and businesses by involving the customer in the experience creation process. This enables the business to respond quickly and precisely with products and services that meet customer needs (Pine & Gilmore, 1998). According to DePorter (2000), competitive excellence refers to doing everything with the highest level of quality, value, and worth. When something is done with excellence, it is performed extremely well, brilliantly (shine), and distinctively (stand out). Based on a synthesis of the relevant literature, the researcher identifies three key characteristics of shared value creation based on competitive advantage: 1) Creating value through collaborative organizational operations. 2) Delivering service excellence. 3) Responding with speed and agility.

Creative Leadership (CL)

The theory of Creative Leadership was developed by Ash & Persall, based on the belief that "an organization may have many leaders who demonstrate leadership in diverse ways. Therefore, leadership is not exclusive to top executives." Instead, the role of executives is to create learning opportunities for personnel within the organization, providing a pathway for them to grow into productive leaders (Ash & Persall, 2007). This aligns with Sila (2013), who defines creative leadership as behaviors demonstrated by leaders that prioritize the needs of personnel addressing their ideas, interests, desires, and behaviors in a unifying and artful manner. Creative leadership involves guiding and coordinating others through innovation, technology, teamwork, negotiation, trust, time management, communication, and relationship-building via novel processes, all with the aim of fostering creativity and enhancing organizational quality.

Similarly, Patipan (2013) defines creative leadership as the executive's expression in responding to staff needs by bringing creativity into leadership and encouraging innovation. This can be measured through imagination, flexibility, and vision. From a synthesis of the relevant literature, the researcher summarizes the key characteristics of creative leadership as follows: 1) Imagination 2) Flexibility 3) Vision

Operational Effectiveness (OE)

Operational effectiveness is the result of executing business operations in alignment with objectives. Measuring operational effectiveness involves comparing actual outcomes with preset goals, evaluated through multiple factors. This assessment includes performance indicators that assist executives in making strategic operational decisions. These indicators span two dimensions: financial and non-financial (Venkatraman & Ramanujam, 1986; Rowe & Morrow, 1999). This aligns with the Balanced Scorecard (BSC) concept developed by Kaplan & Norton, which evaluates organizational performance in a balanced and holistic way not merely as a measurement tool, but as a comprehensive management and performance evaluation system across the organization. The Balanced Scorecard provides a framework for identifying and resolving operational challenges by analyzing internal processes and customer impact. This helps businesses refine and improve strategic execution for greater efficiency and effectiveness. As such, the BSC translates missions and strategies into a comprehensive set of performance metrics that cover all relevant aspects of the organization (Kaplan & Norton, 1996a). Based on literature synthesis, the key elements of measuring operational effectiveness are: 1) Financial effectiveness 2) Customer effectiveness 3) Internal process effectiveness 4) Learning and development effectiveness.

Relationship between Strategic Change Management (SCM) and The Creation of Shared Value Besed on Competitive (CSVC)

Ebrahimnejad et al., (2019) studied Creating Shared Value and Creating Competitive Business. Found that strategic change management is crucial for creating shared value, as it enables companies to redefine their purpose, optimize productivity, and address societal challenges. This alignment fosters competitive excellence by connecting business success with social progress and unlocking new market opportunities. Corresponds to Gustafson & Widerlund (2010) studied Strategy and Change Management: A case study of Akademiska Hus Väst. The case study indicates that strategic change management at Akademiska Hus fosters a new vision and core values, promoting collaboration and alignment among employees, which is essential for creating shared value and achieving competitive excellence within the organization. It also corresponds

to Lozova & Tymoshenko (2024) studied Management of Strategic Changes of the Enterprise: Proactive Approach and Personnel Potential. Found that strategic change management is essential for creating shared value and achieving competitive excellence. Companies must not only adapt to changes but also proactively influence them to remain competitive, as outlined in the trends and challenges identified in the research. And also consistent with Adekiya (2016) studied Change, Customer Satisfaction and Competition: Issues from the Strategic Management Context. Found that efficient change management is crucial for customer satisfaction and competitive positioning, as it enables organizations to adapt strategically. This adaptability fosters shared value creation, ultimately leading to competitive excellence in a dynamic global business environment. This synthesis of literature leads to Hypothesis 1.

H1: Strategic Change Management has a direct positive effect on the Creation of Shared Value Based on Competitive

Relationship between Strategic Change Management (SCM) and Operational Effectiveness (OE)

Omari & Ateka (2013) studied the influence of strategic change management practices on organizational performance: a case of the operations of soft drink industries in western Kenya. The study indicates that strategic change management practices, such as executive commitment, continuous planning, and maintaining change teams, significantly influence organizational performance in the soft drink industry in western Kenya, thereby enhancing operational effectiveness. Corresponds to Okolie & Memeh (2022) studied Influence of change management on modern organizational efficiency. Found that Strategic change management significantly impacts operational effectiveness by ensuring a structured approach to implementing change, fostering employee buy-in through effective communication, and utilizing strategic change agents, which collectively enhance organizational performance and acceptance of necessary changes. Corresponds to Fok-Yew & Ahmad (2014) studied The Effect of Change Management on Operational Excellence in Electrical and Electronics Industry: Evidence from Malaysia. The study finds a significant positive relationship between change management factors, such as transformational leadership, human resource practices, and cultural traits, and operational excellence in the Electrical and Electronics industry, indicating that strategic change management enhances operational effectiveness. It also corresponds to Abernethy et al., (2020) studied The Influence of Performance Measurement on the Processual Dynamics of Strategic Change. The paper demonstrates that strategic change management, facilitated by performance measurement, significantly influences operational effectiveness by driving strategy-consistent operational changes, ensuring alignment with new strategic priorities, and ultimately improving firm performance over time. This synthesis of literature leads to Hypothesis 2.

H2: Strategic Change Management has a direct positive effect on Operational Effectiveness

Relationship between The Creation of Shared Value Based on Competitive (CSVC) and Operational Effectiveness (OE)

Reis et al. (2011) studied Competitive excellence in the global supply chain. Found that the Creation of Shared Value Based on Competitive excellence enhances operational effectiveness by integrating quality, cost, flexibility, innovation, and customer service within the supply chain. This holistic approach fosters continuous improvement, enabling companies to adapt swiftly and maintain sustainable performance in a competitive global market. Corresponds to Lu et al. (2011) studied Re-investigating business excellence: Values, measures and a framework. Found

that Competitive excellence significantly impacts performance by fostering a balanced perspective that integrates operational efficiency, strategic capabilities, adaptability, and unique organizational values, ultimately leading to improved outcomes and sustained success in a dynamic business environment. It also corresponds to Majeed (2011) studied The Impact of Competitive Advantage on Organizational Performance. Found that Competitive excellence significantly affects performance, as studies indicate a strong positive association between unique advantages and organizational outcomes. Firms with superior competencies tend to achieve higher sales growth, profitability, and overall performance compared to their competitors. This synthesis of literature leads to Hypothesis 3.

H3: The Creation of Shared Value Based on Competitive (CSVC) has a direct positive effect on Operational Effectiveness

The Creation of Shared Value Based on Competitive (CSVC) as mediation Variable between Strategic Change Management (SCM) and Operational Effectiveness (OE)

Elsaman (2024) studied Conceptualise the model of creating shared value, organisational performance and the mediating role of change management. The study conceptualised the role of organisational change management as a mediating variable between creating shared value (CSV) and organisational performance, indicating that CSV strategies positively influence performance, with change management facilitating this relationship in the oil and gas sector. Corresponds to Darmanto et al. (2017) studied The role of organizational change and competitive excellence in optimizing the performance with the mixture of strategy based on demography. Found that Competitive excellence mediates the influence of customer and competitor orientation on performance, as indicated in the research. This synthesis of literature leads to Hypothesis 4.

H4: Strategic Change Management (SCM) has a direct positive effect on Operational Effectiveness (OE) through the mediation of the Creation of Shared Value Based on Competitive (CSVC)

Creative Leadership (CL) has influence on the relationship between Strategic Change Management (SCM) and The Creation of Shared Value Based on Competitive (CSVC)

Matveeva et al. (2024) studied Creative leadership in modern management: methods, techniques, and their impact on company competitiveness. The paper emphasizes that creative leadership enhances strategic change management by fostering innovative thinking and decision-making processes, which in turn contributes to the creation of shared value through improved adaptability, productivity, and an innovative organizational culture. Corresponds to Gheerawo et al. (2020) studied Creative Leadership: Design meets neuroscience to transform leadership. Found that Creative Leadership foste rs collaboration, inclusion, and empathy, essential for effective Strategic Change Management. By integrating these attributes, organizations can create shared value, enhancing innovation and adaptability in response to complex challenges, ultimately leading to sustainable growth and transformation. It also corresponds to Sohmen (2015) studied Reflections on Creative Leadership. Found that Creative leadership serves as a catalyst for change management by fostering innovative ideas and diverse methods, ultimately contributing to the creation of shared value within organizations. It emphasizes the leader's role in steering transformative processes and enhancing organizational effectiveness. This synthesis of literature leads to Hypothesis 5.

H5: Strategic Change Management (SCM) impact the Creation of Shared Value Besed on

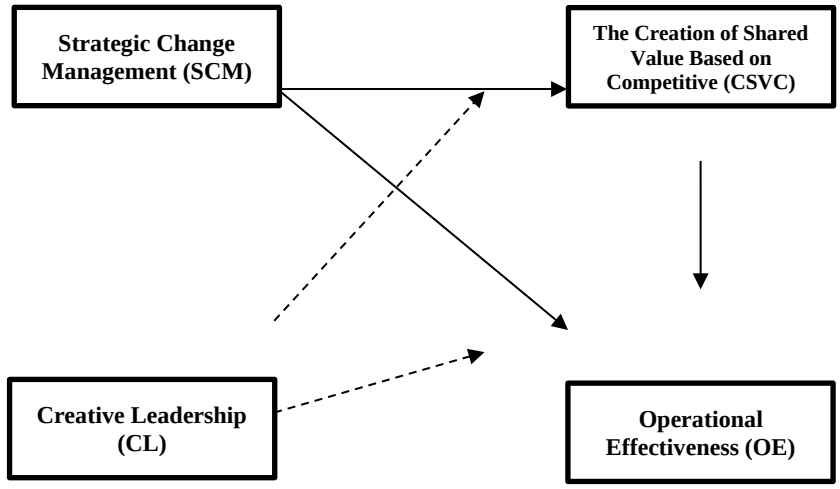
Competitive (CSVC) through the mediation of Creative Leadership (CL).

Creative Leadership (CL) has influence on the relationship between Strategic Change Management (SCM) and Operational Effectiveness (OE)

Salman & Auso (2022) studied The Sequential Influence of Creative Leadership and Organizational Environment on Strategic Performance. The study indicates that creative leadership significantly impacts strategic performance, suggesting that it enhances operational effectiveness through innovative ideas. Corresponds to Bakir & Prasetyoning Tyas (2024) studied The Role of Change Management Strategies in Preparing Large Organizations in the Globalization Era: Leadership, Communication, Information Technology, and Employee Participation in Business Dynamics. The paper emphasizes strong leadership as a crucial element in change management strategies, suggesting that effective leadership influences organizational readiness and adaptability, which can enhance operational effectiveness during strategic change management in the globalization era. This synthesis of literature leads to Hypothesis 6.

H6: Strategic Change Management (SCM) impact Operational Effectiveness (OE) through the mediation of Creative Leadership (CL)

From the study of these theories, the researcher developed a conceptual framework to illustrate the relationships between all variables and links them to hypotheses, as shown in the figure.1



H1: SCM -> CSVC
H2: SCM -> OE
H3: CSVC -> OE
H4: SCM -> CSVC-> OE
H5: CL x SCM -> CSVC
H6: CL x SCM -> OE

Figure 1 Conceptual Framework Showing Proposed Hypothesis

Research Methodology

Data Collection and Sampling

The population used in this study was 593 school administrators of international standard schools that received the OBECQA Quality Award (Office of Secondary Education Administration, 2023). This research used a postal data collection questionnaire, which has a response rate. The researcher collected data from the entire population to provide a good representation for this research. (Panayides, 2007). By defining the sample of the analysis causal structural models with latent variable. Wiratchai, (1999) suggested that the appropriate sample size should be 1 observed variable per 10 - 20 times or the least acceptable sample can be determined by the Holster statistic, which must be greater than 200 (Hoelter, 1983). In this study, there are 14 observed variables, a sample of 140 - 280 is required. Samples in this study is 250 and use probability theory in simple random sampling.

Measure of Constructs

The development and validation of instruments involved the use of a questionnaire designed based on the intended conceptual framework and operational definitions. The questionnaire is divided into 6 sections: Section 1 consists of questions related to personal information, utilizing both checklist formats. Section 2 relates to Strategic Change Management, including (1) Planning Change, (2) Coercive Isomorphism, (3) Strategic Balance, and (4) Sense Making. Section 3 relates to The Creation of Shared Value Besed on Competitive, including (1) Creatig value through collaborative organizational operations, (2) Delivering service excellence, and (3) Responding with speed and agility Section 4 relates to Creative Leadership, including (1) Imagination, (2) Flexibility, (3) Vision. Section 5 relates to Operational Effectiveness, including of (1) Financial effectiveness, (2) Customer effectiveness, (3) Internal process effectiveness, and (4) Learning and development effectiveness. Variables of section 2 – 6 using a 5-point Likert-type scale (1 = not at all, 5 = very much), and validated questionnaires from previous studies were modified and adapted to fit the context of this study.

Data Analysis

To validate the proposed research model, we used partial least squares structural equation modeling (PLS-SEM, also referred to as composite-based structural equation modeling). Generally, PLS is frequently utilized in exploratory studies as it necessitates a more conservative interpretation of results compared to traditional PLS-SEM (Hair et al. 2017). A PLS path model analysis was conducted using SmartPLS (V.4, Smart PLS GmbH, Bönningstedt, Germany). First, confirmatory factor analysis was performed to eliminate all items with a value below the 0.7 threshold. Next, the internal consistency, reliability, and validity of the theoretical model were assessed with the remaining items. Finally, the structural model was estimated, and the proposed model was verified. To evaluate reliability, Cronbach's alpha and composite reliability were utilized, while convergent validity was assessed. The average variance extracted (AVE) was examined to ensure it exceeded the 0.5 threshold. Additionally, discriminant validity was analyzed by comparing the correlation value and the square root of AVE to determine if the square root of AVE was greater than the correlation value between the latent variables. The comprehensive research hypothesis test was conducted using bootstrapping (5,000 iterations, 95% significance level) with the PLS algorithm.

Results

Evaluation of the Measurement Model

Analysis results descriptive statistic, normality assessment, and validity variables as shown in the table 1 shows that data from all observed variables have a normal distribution. This is because the values of skewness (Skewness) and kurtosis (Kurtosis) are close to 0, which if considered from the criteria of Schumacker saw that both values were not more than ±1.00 and ±1.50 respectively, indicating that the data collected were suitable data for analysis with parametric statistics. For the convergent validity of the latent variables based on the average of the extracted variables (AVE), it was found that every latent variable had a value higher than 0.50 (Henseler et al, 2015). Therefore, it can be concluded that every scalable variable of the variable model is valid in its own use as a latent variable. And when considering confidence (reliability) by considering the Cronbach's alfa coefficient (œ), component reliabilities (Composite reliability), both PA and PC, all latent variables have all reliabilities higher than 0.70 (Henseler et al. 2015). Therefore, it can be concluded that the observed variables used to measure each latent variable have high internal relationships and are suitable for explaining the latent variable well.

Validity	Mean	SD.	**Skewness**	**Kurtosis**	**Loading**	**R-sq**	**Cronbach's alpha**	**P_A**	**P_C**	**AVE**
SCM1	4.51	0.557	0.938	-1.062	0.868	0.7534	0.862	0.864	0.906	0.707
SCM2	4.44	0.593	1.790	-1.116	0.806	0.6496				
SCM3	4.58	0.520	1.390	-1.192	0.847	0.7174				
SCM4	4.67	0.499	1.992	-1.789	0.843	0.7106				
CSVC1	4.59	0.541	2.049	-1.47	0.858	0.7362	0.864	0.867	0.917	0.787
CSVC2	4.54	0.572	2.850	-1.407	0.891	0.7939				
CSVC3	4.54	0.544	0.318	-0.983	0.912	0.8317				
CL1	4.65	0.438	-0.972	-0.771	0.870	0.7569	0.760	0.772	0.862	0.676
CL2	4.67	0.405	-0.740	-0.799	0.841	0.7073				
CL3	4.64	0.401	-0.304	-0.794	0.751	0.5640				
OE1	4.34	0.626	0.283	-0.739	0.726	0.5271	0.830	0.841	0.887	0.664
OE2	4.48	0.602	2.162	-1.667	0.878	0.7709				
OE3	4.69	0.429	2.219	-1.505	0.787	0.6194				

OE4	4.61	0.523	2.680	-1.499	0.861	0.7413				

Table1. Descriptive Statistic, Normality Assessment, and Validity of Variables

Note. AVE: average variance extracted, CR: composite reliability, CA: Cronbach's alpha. $p < .001$.

From the analysis to assess discriminant validity between latent variables by Fronell-Larcke method. The results of the analysis appear in table 2. Shows that Relationships between latent variables (Cross-latent variables) have values no higher than the diagonal values. (The square root of the AVE of the latent variable). Therefore, it can be concluded that all latent variables have discriminant validity.

Fronell-Larcker criterion				
Variables	**SMC**	**CSVC**	**CL**	**OE**
SCM	0.841			
CSVC	0.802	0.887		
CL	0.550	0.529	0.822	
OE	0.697	0.696	0.370	0.815

Table 2. Discriminant Validity

Evaluation of the Structural Model

Analysis results to assess the predictive relevance. A Q-sq -value greater than 0 for a specific endogenous latent variable indicates that the Smart PLS path model possesses strong predictive relevance for that latent variable. As demonstrated in Table 3, the cross-validated redundancy of the latent variables indirectly forecasts the endogenous item based on the prediction of the corresponding latent variable utilized in the structural model. The predictive relevance for the resistance latent variables CSVC and OE was all classified as 'high' ($Q2 > 0.35$). The cross-validated commonality of latent variables evaluates the path model directly from the latent variables, by latent variables SCM, CSVC, and OE exhibited 'high' ($Q2 > 0.35$), by latent variables CL exhibited 'medium' ($Q2 > 0.15$), predictive power, verifying that the model had substantial predictive power. In this study, the overall goodness-of-fit (GOF) of the structural model is assessed by calculating the square root of the product of the mean coefficient of determination (R^2) and the mean communality (AVE value). A GOF value of 0.655 was obtained. In PLS-PM analysis, the GOF is typically employed to evaluate the overall model fit. A higher GOF value indicates a better model fit; a GOF between 0.1 and 0.25 signifies a low model fit, a GOF between 0.25 and 0.36 indicates a medium model fit, and a GOF of 0.36 or higher represents a high model fit (Tenenhaus et al. 2005). As shown in Table 4, all GOF indices exceeded the threshold, leading to the conclusion that the structural fit of this research model was excellent.

	Cross-validated redundancy Q-sq	**Cross-validated communality Q-sq**
SCM		0.685
CSVC	0.643	0.679
CL		0.293
OE	0.469	0.516

Table 3: Predictive Relevance (Q-Sq)

Note. Low ($Q^2 > 0$), medium ($Q^2 > 0.15$) and high ($Q^2 > 0.35$).

Variables	**AVE**	**R-sq**
SCM	0.707	
CSVC	0.787	0.655
CL	0.676	
OE	0.664	0.556
Mean value	0.708	0.605
Multiply of mean value	0.429	
GOF	**0.655**	

Table 4. Goodness-Of-Fit (GO) Results

Note. AVE, average variance extracted. GOF = low (0.10 - 0.02), medium (0.25 - 0.36) and high (> 0.36).

Path Analysis and Hypothesis Testing

Examining the significance of path coefficients between the latent variables in the structural model. To detemine significance, we generated a bootstrap subsample (5,000) in Smart PLS and utilized the t-value, p-value to test if the path coefficient β is statistically significant at a 5% error probability. As displayed in table 5 and figure 2, it was found that SCM has direct positive effect on CSVC and OE. In addition CSVC has direct positive effect on OE. Indicating hypothesis H1, H2, H3 were deemed statistically significant, the hypothesis is supported. The results of the mediation influence test found that, SMC impact OE through the mediation of CSVC. Indicating hypothesis H4 was deemed statistically significant, the hypothesis is supported. In addition, found that, SCM no impact CSVC through the moderator of CL. Indicating hypothesis H5 is not supported. However, SCM impact OE through the moderator of CL. Indicating hypothesis H6 is deemed statistically significant, the hypothesis is supported.

H	**Path**	**B**	**STDEV**	**t-test**	**P value**	**f-sq**	**Supported**
H1	SCM -> CSVC	0.730	0.051	14.209	0.000	1.059	Yes
H2	SCM -> OE	0.428	0.084	5.083	0.000	0.137	Yes
H3	CSVC -> OE	0.407	0.089	4.579	0.000	0.129	Yes
H4	SCM -> CSVC-> OE	0.297	0.066	4.504	0.000		Yes
H5	CL x SCM -> CSVC	-0.021	0.044	0.473	0.636	0.001	No
H6	CL x SCM -> OE	0.131	0.054	2.401	0.016	0.032	Yes

Table 5. Results of Path Analysis and Hypothesis Testing

Analysis of the type of influence of causal variables on the dependent variable as shown in the table 6 and Figure 2. It was found that OE received the highest total influence from the SMC variable (TE = 0.725, DE = 0.428, IE = 0.2957) followed by CSVC (TE = 0.407), respectively. It was found that CSVC variable received the highest total influence from SMC (TE = 0.730). This result reflects the important role of Strategic Change Management (SCM), and the Creation of Shared Value Based on Competitive (CSVC) were factor that affects Operational Effectiveness (OE). In addition, Creative Leadership (CL) is also a moderating variable in the relationship between Strategic Change Management (SCM) and Operational Effectiveness (OE). Considering the variance of internal variables that are explained by cause variables (R-sq), it is

found that CSCV variables have 65.5 percent of the variance, OE variables have 55.6 percent of the variance.

Variables	CSVC			OE		
	DE	**IE**	**TE**	**DE**	**IE**	**TE**
SCM	0.730		0.730	0.428	0.297	0.725
CSVC				0.407		0.407
CL x SCM	-0.021		-0.021			
CL x SCM				0.131		0.131

Table 6. Direct, Indirect, And Total Effect

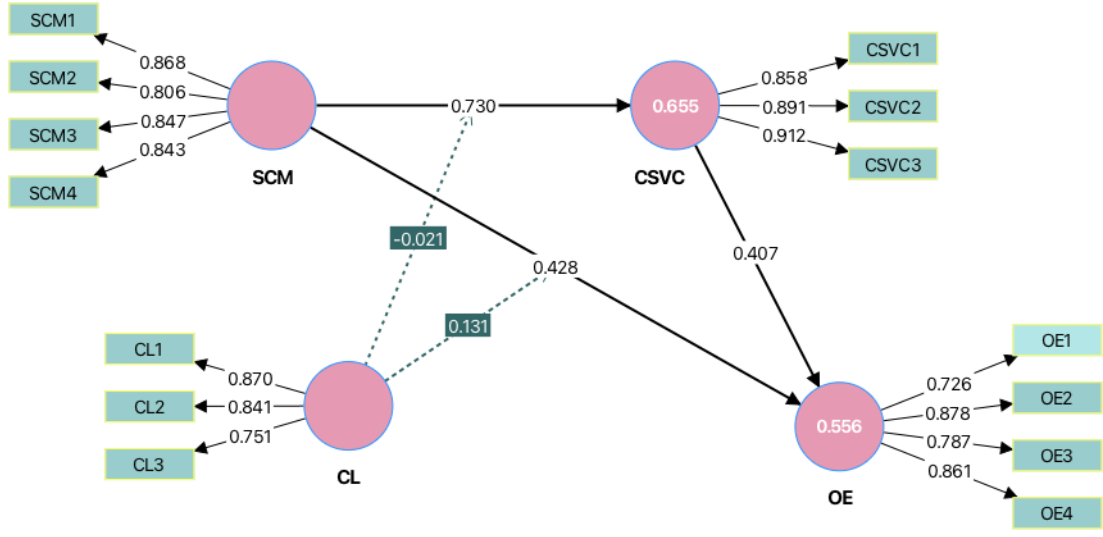


Figure 2 Measurement Model

To gain deeper insights beyond traditional path analysis, we employed Importance-Performance Map Analysis (IPMA), which considers both the relative importance (path coefficient) and absolute performance (mean value) of constructs and indicators. Figure 3 visualizes our IPMA results categorized into four quadrants based on combined importance-performance values: high-high (Q1), low-high (Q2), low-low (Q3), and high-low (Q4). Notably. By Strategic Change Management (SCM) and the Creation of Shared Value Based on Competitive (CSVC) were construct reside in Q1, indicating SCM and CSVC were signifying high performance and high importance. This means that Strategic Change Management (SCM) and the Creation of Shared Value Based on Competitive (CSVC) were construct reside were driver of Operational Effectiveness (OE). By Creative Leadership (CL) was construct reside in Q3, indicating CL was signifying high performance but limited contribution to the target variable, but further improvements are needed to significantly impact Operational Effectiveness (OE).

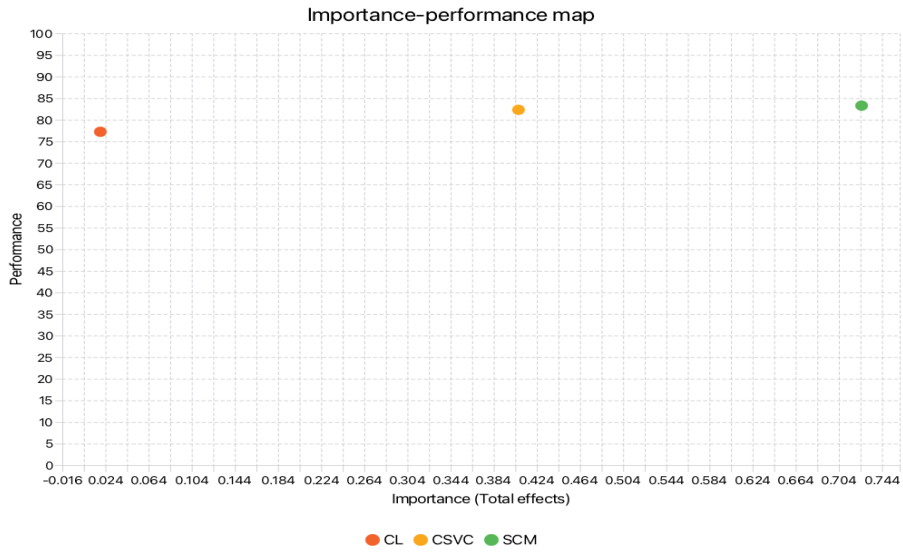


Figure 3 Results of Importance-performance Map Analysis (IPMA)

Discussion

"The Relationship between Strategic Change Management and Operational Effectiveness of World-Class Standard Schools: The Mediating, The Creation of Shared Value Based on Competitive and Moderating, Creative Leadership". The results of the study are as follows.

Strategic Change Management (SCM) impact on the Creation of Shared Value Based on Competitive (CSVC), consistent to Ebrahimnejad et al., (2019) found that Strategic change management is crucial for creating shared value, as it enables companies to redefine their purpose, optimize productivity, and address societal challenges. This alignment fosters competitive excellence. And also corresponds Adekiya (2016) found that Efficient change management is crucial for customer satisfaction and competitive positioning, as it enables organizations to adapt strategically. This adaptability fosters shared value creation, ultimately leading to competitive excellence in a dynamic global business environment.

Strategic Change Management (SCM) impact on Operational Effectiveness (OE), consistent to Okolie & Memeh (2022) found that Strategic change management significantly impacts operational effectiveness. And also consistent with Abernethy et al., (2020) demonstrates that strategic change management, facilitated by performance measurement, significantly influences operational effectiveness by driving strategy consistent operational changes, ensuring alignment with new strategic priorities, and ultimately improving firm performance over time.

The Creation of Shared Value Based on Competitive (CSVC) impact on Operational Effectiveness (OE), consistent to Reis et al. (2011) found that The Creation of Shared Value Based on Competitive excellence enhances operational effectiveness. And also consistent with Lu et al. (2011) found that Competitive excellence significantly impacts performance by fostering a balanced perspective that integrates operational efficiency, strategic capabilities, adaptability, and unique organizational values, ultimately leading to improved outcomes and sustained success in a dynamic business environment.

Strategic Change Management (SCM) impact Operational Effectiveness (OE)through the

mediation of the Creation of Shared Value Based on Competitive (CSVC). Consistent with Darmanto et al. (2017) studied the role of organizational change and competitive excellence in optimizing the performance with the mixture of strategy based on demography. Found that Competitive excellence mediates the influence of customer and competitor orientation on performance, as indicated in the research. And also consistent with Elsaman (2024) studied conceptualized the role of organizational change management as a mediating variable between creating shared value (CSV) and organizational performance, indicating that CSV strategies positively influence performance, with change management facilitating this relationship in the oil and gas sector.

Strategic Change Management (SCM) no impact the Creation of Shared Value Based on Competitive (CSVC) through the moderator of Creative Leadership (CL). Inconsistent Matveeva et al. (2024) found that creative leadership enhances strategic change management by fostering innovative thinking and decision-making processes, which in turn contributes to the creation of shared value through improved adaptability, productivity, and an innovative organizational culture. And inconsistent to Gheerawo et al. (2020) found that Creative Leadership fosters collaboration, inclusion, and empathy, essential for effective Strategic Change Management.

Strategic Change Management (SCM) impact Operational Effectiveness (OE) through the moderator of Creative Leadership (CL). Consistent with Bakir & Prasetyoning Tyas (2024) found that leadership as a crucial element in change management strategies, suggesting that effective leadership influences organizational readiness and adaptability, which can enhance operational effectiveness during strategic change management in the globalization era. consistent to Salman & Auso (2022) found that creative leadership significantly impacts strategic performance, suggesting that it enhances operational effectiveness through innovative ideas.

Implications of the Research

The implications of this research can be divided into theoretical and managerial perspectives. The overall discussion can be as follows.

First, research results provide empirical data about “The Relationship between Strategic Change Management and Operational Effectiveness of World-Class Standard Schools: The Mediating, The Creation of Shared Value Based on Competitive and Moderating, Creative Leadership.” Expands the scope of Strategic Change Management, and the Creation of Shared Value Based on Competitive are all variables that affect Operational Effectiveness of World-Class Standard Schools. Consistent with the concept and theory of strategic change management (Bordum & Dahl Rendtorff, 2010; Kippenberger, 2014; Kotter & Schlesinger, 1979; Zhang et al., 2017). Strategic Change Management impact on the Creation of Shared Value Based on Competitive (Ebrahimnejad et al., 2019; Lozova & Tymoshenko, 2024). Including, Strategic Change Management impact on Operational Effectiveness (Okolie & Memeh, 2022; Fok-Yew & Ahmad, 2014).

Second, research results of managerial perspectives. From the finding that Strategic Change Management impact Operational Effectiveness. Therefore, Organizations should focus on Strategic Change Management by focusing on; 1) Planning Change 2) Coercive Isomorphism 3) Strategic Balance 4) Sense Making.

From the finding the Creation of Shared Value Based on Competitive impact Operational

Effectiveness. Therefore, Organizations should focus on; 1) Creating value through collaborative organizational operations 2) Delivering service excellence 3) Responding with speed and agility.

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