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Exploring the interplay of entrepreneurial leadership and knowledge sharing strategies in territorial development, national defense, and strengthening resilience

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ABSTRACT

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This research aims to investigate the factors that affect the performance of national resilience, which are suspected to be related to the elements of territorial entrepreneurship leadership, knowledge sharing, territorial development, and national defense intentions. The sample consisted of 278 inmates in the context of national resilience. Primary data was obtained through the distribution of questionnaires to the sampled respondents. The data was analyzed using the Structural Equation Modeling (SEM) technique with the help of the Analysis of Moment Structure (AMOS) software. The results of the data analysis indicate that the Territorial Entrepreneurial Leadership Strategy implemented thus far does not have a significant impact on the Territorial Development Strategy, State Defense Intentions, and National Resilience Performance. However, on the other hand, the Knowledge Sharing Strategy contributes significantly to enhancing the Territorial Development Strategy and National Resilience Performance. Similarly, it has been observed that the National Defense Intention plays a crucial role in improving National Resilience Performance. It can be concluded that the development of territorial communities needs to consider various strategies and factors, including leadership strategy, knowledge exchange, and national defense awareness, in order to achieve regional development goals and enhance national resilience comprehensively. Collaboration among local leaders, communities, and other stakeholders is key to designing and implementing effective programs in this context.

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1. Introduction

The phenomenon of globalization has induced significant transformations in diverse domains of human existence (Ferreira, 2020). However, alongside its favorable effects, globalization also entails profound adverse repercussions, particularly concerning social conduct and ideological fortitude (Dabic & Novak, 2021). National resilience assumes critical importance in preempting global disturbances stemming from economic, political, and socio-cultural factors, as it empowers a nation to adeptly alleviate the ramifications of such disturbances. National resilience encompasses a multifaceted conception encompassing aspects of societal existence, encompassing politics, economics, social dynamics, cultural attributes, and military defense (Elkhideir & Wilkinson, 2021; Oh et al., 2023). Entrepreneurial leadership plays a crucial role in driving innovation, fostering resilient economies, and creating employment opportunities. According to Khazai et al. (2018), effective leadership strategies strengthen a country's economic competitiveness and enhance creativity and adaptability in addressing emerging challenges. Meanwhile, knowledge-sharing strategies are pivotal in ensuring that the knowledge needed to enhance national resilience is widely disseminated and optimally utilized (Dabic & Novak, 2021). This research contributes original and novel aspects to the understanding of globalization, national resilience, entrepreneurial leadership, and knowledge-sharing strategies. A study by the Defence Ministry of The Republic of Indonesia (2015) combines perspectives from various domains, such as economics, politics, social, and cultural, to comprehend the impacts of globalization and the importance of national

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resilience. The approach provides a more holistic understanding of the challenges faced by countries in confronting the phenomenon of globalization. Another research not only focuses on the military aspects of national resilience but also delineates relevant social, economic, and cultural aspects. This creates a more comprehensive understanding of how a country can build robust resilience in facing global challenges (Defence Ministry of The Republic of Indonesia, 2015). Another study highlights the crucial role of entrepreneurial leadership in fostering innovation, developing resilient economies, and creating employment opportunities. This adds a new dimension to understanding how leadership can assist countries in confronting global challenges. Some studies emphasize the importance of knowledge-sharing strategies in strengthening national resilience. It underscores that relevant knowledge must be widely disseminated and optimally utilized to enhance a country's resilience (Mäkelä, 2018). Ferreira (2020) highlights the positive transformations induced by globalization, while Dabic and Novak (2021) emphasize its negative impacts on social behavior and ideological strength. Specifically, they underscore the importance of entrepreneurial leadership in driving innovation, strengthening resilient economies, and creating job opportunities. It suggests that effective leadership strategies can enhance a country's economic competitiveness and bolster creativity and adaptability in addressing emerging challenges. Furthermore, the research also underscores the importance of knowledge-sharing strategies in ensuring that the knowledge necessary to enhance national resilience is widely disseminated and optimally utilized. This affirms that knowledge is a key aspect in building robust national resilience (Bibikas, 2009). Thus, the main difference between this research and previous studies lies in its focus on the role of entrepreneurial leadership and knowledge-sharing strategies in addressing the negative impacts of globalization and strengthening national resilience.

This research aims to develop a model that integrates entrepreneurial leadership strategies and knowledge-sharing strategies in efforts to enhance the national resilience of a country. Considering the impacts of globalization and potential disruptions arising from economic, political, and socio-cultural factors, the study seeks to explore the key role played by entrepreneurial leadership in fostering innovation, strengthening the economy, and creating job opportunities. Additionally, the research will identify optimal knowledge-sharing strategies to ensure that the necessary knowledge for enhancing national resilience is widely available and effectively utilized. Through the development of this model, it is anticipated to provide practical guidance for stakeholders in strengthening the national resilience of the country. The research seeks to develop a model that merges entrepreneurial leadership and knowledge-sharing strategies to bolster a nation's resilience. It explores the ramifications of globalization and potential disruptions from economic, political, and socio-cultural factors on efforts to fortify national resilience. Additionally, it examines the pivotal role of entrepreneurial leadership in driving innovation, bolstering the economy, and generating employment opportunities within the framework of national resilience. Furthermore, the study identifies optimal knowledge-sharing strategies to ensure widespread availability and effective utilization of the necessary knowledge for enhancing national resilience. Ultimately, the development of this model aims to offer practical guidance to stakeholders in fortifying the national resilience of a country. The subsequent segments will outline the literature review and hypothesis development, methodology, findings and discussion, and conclusions.

2. Literature Review

2.1 National Resilience Performance

National resilience performance is the capability of a country to address challenges, crises, or threats arising both domestically and externally, as well as to recover and adapt swiftly following disruptions or incidents that jeopardize national stability and security (United Nations Development Programme (UNDP), 2017). It involves various factors such as national security, economic stability, availability of natural resources, robust infrastructure, energy independence, and the ability to cope with natural disasters or security incidents. National resilience performance can be measured by various indicators, including domestic security levels, economic capacity to withstand external pressures, environmental sustainability, as well as readiness and response to natural disasters or security incidents (OECD, 2020). A review of the literature reveals that the majority of research on resilience starts with the concept of individual resilience. It seems that individual resilience is a critical factor in enduring the adverse psychological effects of significant challenges (Suedfeld, 2015; Kimhi et al., 2017). Cacioppo, Reis, and Zautra (2011) defined social resilience as the capacity to foster, engage in, and sustain positive relationships and to endure and recover from life stressors and social isolation. Community resilience, on the other hand, refers to the interaction between individuals and their community and pertains to the ability of individuals to receive help from their community, as well as the community's ability to support individuals and meet their needs. According to our reasoning, the community strength-to-vulnerability ratio (COM-SVR) is determined by dividing community resilience scale scores by the sense of danger (Markantoni, Steiner, & John Elliot, 2019).

2.2 Territorial Entrepreneurial Leadership Strategy and National Resilience Performance

Territorial strategy is a concept that remains relatively scarce in economic literature. While strategy is an age-old concept, it was not until the 1990s that it was first applied at the regional level by translating its core concepts from the business field. Navarro et al. (2014) and Ketels (2015) provide a conceptual framework that identifies key elements to be considered by regional strategies to be beneficial for strategic analysis and policy. The concept of "Territorial Entrepreneurial Leadership Strategy" refers to an entrepreneurial leadership approach that focuses on the economic development and innovation at the local or regional level (Kansikas, Laakkonen, & Kontinen, 2012). In this context, leaders or decision-makers adopt strategies that leverage the economic potential and unique resources within a specific area to create new business opportunities and enhance regional competitiveness. Territorial entrepreneurial leadership strategies involve various actions such as facilitating

collaboration among various local stakeholders, developing supportive infrastructure for economic growth, providing incentives for local innovation and entrepreneurship, and promoting the development of skilled and creative human resources (Bagheri, & Harrison, 2020). The aim of this concept is to stimulate sustainable economic growth, create employment opportunities, improve quality of life, and strengthen economic and social resilience at the local or regional level. It can also help enhance regional economic integration and reinforce the position of the area in the global market (Suedfeld, 2015; Bagheri, & Harrison, 2020). Based on several perspectives in the literature review (Suedfeld, 2015; Kimhi et al., 2017; Widyani et al., 2020), it is assumed that the adoption of entrepreneurial leadership strategies focused on economic development and innovation at the local or regional level will result in improvements in various aspects of national resilience performance. Such strategies can drive sustainable economic growth, strengthen infra-structure, promote innovation, and enhance readiness to face internal and external challenges. Therefore, it is predicted that the implementation of territorial entrepreneurial leadership strategies will positively contribute to the level of national resilience of a country. The Territorial Entrepreneurial Leadership Strategy is essential for National Resilience Performance as it concentrates on harnessing the economic potential of local or regional areas and fostering innovation. Through the empowerment of local stakeholders and the promotion of entrepreneurship, this strategy catalyzes economic growth, facilitates the construction of resilient infrastructure, and fosters the cultivation of skilled human resources. These initiatives bolster a nation's capacity to endure and rebound from crises, whether internal or external, thereby enhancing its overall resilience. Hence, the adoption of the Territorial Entrepreneurial Leadership Strategy plays a pivotal role in fortifying National Resilience Performance. Therefore, we hypothesize that:

H₁: *The implementation of territorial entrepreneurial leadership strategies has a positive effect on national resilience performance.*

2.3 Knowledge Sharing Strategy and National Resilience Performance

According to Alavi & Leidner (2001), a knowledge sharing strategy is a systematic plan designed to manage, facilitate, and encourage the exchange of knowledge within an organization or community. This strategy entails specific steps established to promote collaboration, communication, and information sharing among individuals or units within the organization with the aim of enhancing overall organizational performance, innovation, and learning. Knowledge sharing strategy is a key element in enhancing national resilience performance. It involves the exchange and dissemination of relevant and critical information to strengthen capabilities and responses to various challenges, ranging from natural disasters to security threats (Gu, Shu, & Urbano, 2024). Here is an overview of why knowledge sharing strategy is necessary in the context of national resilience performance. Enhancing Crisis Response (Kaneberg, et al., 2023) In emergency or crisis situations, swift and accurate access to crucial information can enable more effective and timely responses. Knowledge sharing strategies ensure that all involved parties have access to the necessary data to manage the situation effectively. Capability Development, By sharing knowledge, whether in terms of technology, tactics, or strategies, a nation can bolster its capabilities in facing various threats. This involves learning from past experiences, both domestic and international (Marchezini et al., 2020). Promoting Innovation, Exchange of knowledge and ideas among government agencies, private sectors, and academic institutions can create an environment conducive to innovation. This may include the development of new technologies, more effective policy strategies, or novel approaches to addressing specific challenges. Community Engagement, Knowledge sharing strategies also involve communities in national resilience efforts. This may involve public outreach on preventive measures, emergency response training, or mobilizing community resources during crises. Building Networks, through collaboration and knowledge exchange, a nation can build strong networks among various organizations and individuals with roles in national resilience. This strengthens the connections necessary to respond quickly and effectively to evolving situations. (Toni, Nonino, & Pivetta, M, 2011; Neuländtner & Scherngell, 2022). Therefore, we hypothesize that:

H₂: *There is a positive influence between knowledge sharing strategy and national resilience performance.*

2.4 Territorial Development Strategy

The concept of Territorial Development Strategy can be understood as a plan or strategy designed to manage and develop a specific region by considering its geographic, economic, social, and cultural characteristics. This strategy aims to achieve sustainable economic growth, enhance the quality of life of the population, and promote effective utilization of regional resources (Larrea et al., 2017; Attolico & Smaldone, 2020). The utilization of "Territorial Development Strategy" in the context of Human Resources (HR) may refer to a strategic approach to developing the human resource potential in a specific region or area. In this regard, the strategy not only focuses on the management and development of the physical or economic infra-structure of the region but also encompasses aspects related to workforce development and empowerment, education, training, and skills relevant to the needs of the region (Ibourk & Raoui, 2022; Guga, 2018). By implementing this approach, the territorial development strategy aims to enhance the capacity of local human resources, facilitate the creation of quality job opportunities, strengthen partnerships between the public and private sectors, and promote inclusivity and equal opportunity in accessing resources and development opportunities (Dipboye, 2018). Thus, this approach has the potential to generate broader positive impacts on the economic growth and well-being of the population in the region (Torre, 2023). One of the main objectives of territorial development is to enhance organizational performance by effectively utilizing the available resources in the region, such as infrastructure, workforce, and local markets (Guga, 2018). Additionally, it involves building

partnerships and networks with local stakeholders, including local government, educational institutions, and civil society, to support the goals of regional development (Toni et al., 2011). Human resource empowerment, which is equally important, entails investing in the development and training of local employees to enhance skills and productivity, thereby creating long-term benefits for both the organization and the local community (Kimhi et al., 2017).

2.5 Territorial Entrepreneurial Leadership Strategy and Territorial Development Strategy

Territorial Entrepreneurial Leadership Strategy (TELS), focuses on the development of leadership that combines elements of entrepreneurship and regional considerations (Norena-Chavez & Thalassinou, 2022). It considers how leaders can foster innovation, creativity, and entrepreneurial spirit within a specific region. It may involve the creation of a bold vision for the region, incentives to generate an ecosystem supporting local business growth and entrepreneurship, and building strong partnerships among the government, private sector, and civil society (Mehmood et al., 2021; Razaque, Lee, & Mangalaraj, 2024). The aim of Territorial Development Strategy (TDS) is to optimize the potential and resources of a particular region to achieve economic growth, social development, and community welfare (Attolico & Smal-done, 2020). It may involve the development of physical infrastructure (such as roads, electricity, clean water), education, skills training, support for local industries, tourism, and other sectors (Rodríguez-García, Mora & Yáñez, 2014). The goal is to create an environment conducive to sustainable and inclusive economic growth in the region, considering environmental sustainability and social justice (Del Espino Hidalgo, 2019). These two strategies are interconnected, where the territorial entrepreneurial leadership strategy can provide direction and motivation for territorial development strategy, while the implementation of territorial development strategy can strengthen the foundation for entrepreneurial growth and innovation within the region. Therefore, we hypothesize that:

H₃: *There is a positive influence between Territorial Entrepreneurial Leadership Strategy and Territorial Development Strategy.*

2.6 Knowledge Sharing Strategy and Territorial Development Strategy

The knowledge sharing strategy plays a crucial role in supporting territorial development strategies. By facilitating the exchange of information, skills, and experiences among various stakeholders within a region, this strategy can help create an environment conducive to sustainable growth and development (Cooke, 2001; Markusen & Gwiasda, 2019). By enabling individuals and organizations to share new ideas and discoveries, the knowledge sharing strategy can serve as a catalyst for innovation across various economic and social sectors within a region and facilitating the transfer of skills and knowledge, this strategy helps enhance the capacity of individuals and organizations within the region, thereby supporting economic growth and human development (Chesbrough, 2003; Lundvall, 2010). Gu, Shu, & Urbano (2024) argue that through knowledge sharing, stakeholders within the region can build strong and collaborative partnerships to address common challenges, such as infrastructure development, economic recovery, or environmental preservation. Shared Learning, the knowledge sharing strategy allows individuals and organizations to learn from each other through the exchange of experiences and lessons learned, helping to avoid common mistakes and improve the effectiveness of development actions (Lichtenthaler, 2020; Gu, Shu, & Urbano, 2024). Karachyna et al (2020) argue that by providing access to knowledge and resources, this strategy can enhance the empowerment of local communities, enabling them to take an active role in the development process of their own region. Overall, the knowledge sharing strategy not only enriches individuals and organizations but also helps build a strong foundation for sustainable and inclusive territorial development (Sita & Chitale, 2012; Cheng, 2020). Therefore, we hypothesize that:

H₄: *Knowledge sharing strategy contributes positively to territorial development strategy.*

2.7 Territorial Development Strategy and Intention for National Defense

National Defense refers to the system or policy designed and implemented by a state to protect itself from external threats, such as military attacks or terrorist threats. It encompasses various strategies and assets, including armed forces, intelligence, civil defense, and national security policies aimed at safeguarding sovereignty, territorial integrity, and the security of citizens. Its primary objective is to maintain national security, protect the populace, infrastructure, and core values of the nation from all forms of external threats (Correa & Cagnin, 2016). National Defense Intention refers to the intention or objective of a country in developing and implementing national defense policies. It encompasses a series of strategic decisions made by the government to establish priorities, allocate resources, and determine the direction of a nation's national defense (Amanatidou, Correa, & Cagnin, 2016). The Territorial Development Strategy is a plan designed to optimize the utilization and development of a country's territory strategically. This strategy involves various aspects such as infrastructure development, natural resource utilization, economic development, and spatial planning regulation. The importance of this strategy is related to enhancing the 'Intention for National Defense,' or the intention to defend the country by considering economic strengthening and community participation (Muhammad Adnan Hye & Dolgopolova, 2011). The Territorial Development Strategy is not only about the physical development of the territory but also about building a strong foundation for national defense by involving various aspects of societal and governmental life (Vorontsova, Lugovskoy, & Kizil, 2023). From the aforementioned perspective, it can be assumed that there exists a positive correlation between a nation's territorial

development strategy and its intention or readiness to defend and uphold the nation nationally. This suggests that the better a country is in planning and executing its territorial development strategy, the higher the likelihood that the country possesses a strong willingness and intent to defend itself against potential external threats. Therefore, we hypothesize that:

H₅: *A positive correlation exists between Territorial Development Strategy and Intention for National Defense.*

2.8 Intention for National Defense and National Resilience Performance

Intention for National Defense refers to a nation's commitment or intent to protect itself from both internal and external threats. This may encompass investments in military defense, national security policies, as well as active participation in international defense alliances (Cheung, 2021). National Resilience Performance pertains to a country's ability to withstand and recover from various challenges, including conflicts, natural disasters, economic crises, and other threats. This includes the capacity to maintain political, economic, and social stability in the face of both external and internal pressures (United Nations Development Programme (UNDP), 2017). A strong Intention for National Defense can positively influence National Resilience Performance. For instance, investment in national defense creates a sense of security among citizens and enhances political stability, which is a key factor in improving national resilience (Pilat, 2016). Crisis Response (Liff & Erickson, 2017). Countries with a strong intent for national defense tend to have better infrastructure and preparedness to face crises, such as natural disasters or security threats. Resource Development (Zysk, 2021). Efforts in national defense often involve the development of human resources and technology, which in turn can enhance a country's capacity to respond to and recover from various challenges. From several perspectives above, it can be assumed that countries allocating more resources, time, and energy to strengthen their national defense tend to have better resilience levels in facing various challenges, including both external and internal threats as well as emergency situations. Research supporting this hypothesis may demonstrate that investment in national defense not only enhances a country's military capability but also has broad positive impacts on other aspects of national resilience, such as the economy, society, and infrastructure. This may be reflected in increased public trust in the government, stable economic growth, robust infrastructure development, and so forth. However, to empirically test this hypothesis, comprehensive research involving data analysis and statistics is necessary to measure the level of national defense intensity and national resilience performance, as well as to determine whether there is a significant positive correlation between the two. Therefore, we hypothesize that:

H₅: *There is a positive correlation between National Defense Intensity and National Resilience Performance.*

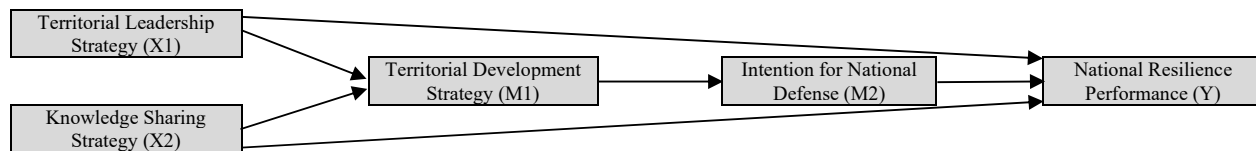


Fig. 1. Research framework

3. Research Methodology

3.1 Research Design, Population, and Sampling

This research employs a quantitative design. The study subjects are the general population residing in the area under investigation, namely the Military District Command (Kodim) under the Military Regional Command (Ko-dam) I Iskandar Muda, which encompasses the entire administrative region of Aceh Province. Sampling is conducted using cluster probability sampling technique, with the minimum sample calculation utilizing the Slovin formula (Sekaran, 2010). Utilizing the Slovin formula, a sample size of 278 individuals is obtained, exceeding the predetermined minimum of 246 individuals. The study involves 6 out of 23 districts/cities in the researched area as samples. Data collection is performed through questionnaire method and observation/literature review. Data analysis utilizes The Structural Equation Modeling (SEM) method, which is a collection of statistical techniques enabling simultaneous testing of a series of complex relationships. The statistical software AMOS is employed for model development and hypothesis testing of the Structural Equation Model (Ferdinand, 2002).

3.2 Measurement

This research consists of 5 constructs, namely National Resilience Performance (NRP), Territorial Entrepreneurial Leadership Strategy (TELS), Knowledge Sharing Strategy (KSS), Territorial Development Strategy (TDS), and Intention for National Defense (IND). The survey questionnaire, comprising 28 items, was adopted from previous studies to measure the constructs of this research, using a five-point response scale ranging from strongly disagree (1) to strongly agree (5). The NRP construct consists of 6 items adopted from Kimhi & Eshel (2019), for example, the statement "I have full confidence in the fighting ability of my country's army". The TELS construct consists of 5 items adopted based on the implementation leadership scale (ILS) (Aarons, Ehrhart, Farahnak, 2014), for example, the statement "I am knowledgeable about evidence-based practice". The KSS construct consists of 6 items adopted from previous research (Tohidinia & Mosakhani, 2010), for example, the

statement "My knowledge sharing would strengthen the ties between me and existing members in the organization". The TDS construct consists of 6 items adopted from the research of Al Gharsi, Belhaj, & Nirmala (2024), for example, the statement "We assess the internal and external environment". The IND construct consists of 5 items taken from the Defense Style Questionnaire (DSQ) (Andrews, Singh, & Bond, 1993), for example, the statement "I intend to incorporate the concept of defending the nation into my daily life".

4. Results

4.1 Measurement (Outer) Model 1

Fig. 2 is the Measurement (outer) model, which is a term used in factor analysis and structural equation modeling (SEM). This measurement model refers to the part of the SEM that connects latent variables (con-structs) with indicators or observable variables that can be directly measured. The main purpose of the measurement model (outer model) is to measure and test the validity and reliability of latent variables represented by observed indicators. This model connects latent variables with indicators through factor loadings, which are coefficients that describe how well indicators represent the underlying constructs.

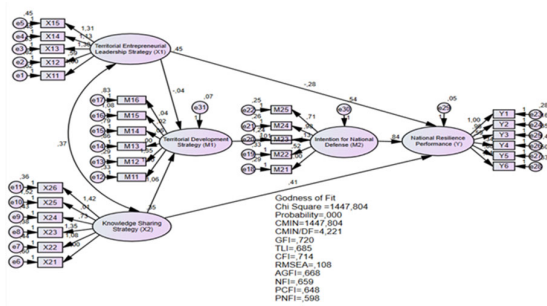


Fig. 2. Measurement (outer) model 1

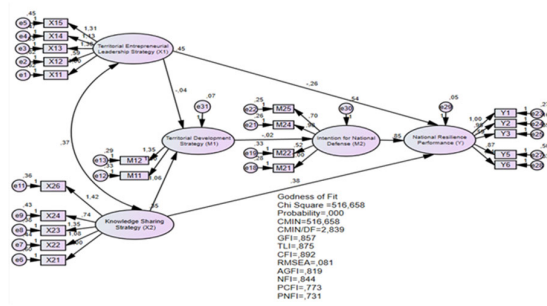


Fig. 3. Measurement (outer) model 2

Table 1 is the result of the evaluation based on Fig. 2. From the table, it can be concluded that almost all standardized loading factor values (estimates) obtained are above 0.5. However, there are several indicators such as X25, M13, M14, M15, M16, M23, and Y4 that have standardized loading factor values below 0.5. These indicators should be removed from the next measurement to ensure that the construct meets validity criteria.

Table 1

Regression weights (Group 1- Default model)

			Estimate	S.E.	C.R.	P Label
X11	←	X1	1			***
X12	←	X1	0.593	0.097	6.114	***
X13	←	X1	1.376	0.126	10.952	***
X14	←	X1	1.134	0.108	10.47	***
X15	←	X1	1.307	0.118	11.055	
X21	←	X2	0			
X22	←	X2	1.081	0.113	9.53	***
X23	←	X2	1.349	0.129	10.434	***
X24	←	X2	0.735	0.092	7.993	***
X25	←	X2	0.01	0.13	0.074	0.941
X26	←	X2	1.422	0.134	10.622	***
M11	←	M1	1			
M12	←	M1	1.353	0.099	13.648	***
M13	←	M1	-0.003	0.09	-0.028	0.977
M14	←	M1	0.057	0.086	0.664	0.507
M15	←	M1	0.022	0.1	0.216	0.829
M16	←	M1	0.036	0.088	0.413	0.679
M21	←	M2	1			
M22	←	M2	0.519	0.056	9.258	***
M23	←	M2	0.128	0.097	1.324	0.186
M24	←	M2	0.976	0.066	14.774	***
M25	←	M2	0.705	0.056	12.656	***
Y3	←	Y	0.593	0.064	9.28	***
Y4	←	Y	0.34	0.115	2.948	0.003
Y5	←	Y	0.878	0.081	10.855	***
Y6	←	Y	0.945	0.073	12.947	***
Y1	←	Y	1			
Y2	←	Y	0.96	0.063	15.256	***

Fig. 3 illustrates the testing of the second research model after removing several indicators from the model structure (SEM-AMOS). The evaluation results are explained in Table 2, where all indicators have met the SEM requirements as they have loading factor values above 0.5.

4.2 Confirmatory Factor Analysis

An inherent advantage of Confirmatory Factor Analysis (CFA) lies in its capacity to evaluate the construct validity of a proposed measurement framework. Construct validity denotes the degree to which observed indicators adequately capture the underlying latent construct posited by the theory. Thus, construct validity instills confidence that the observed measures extracted from the sample accurately represent the true scores within the population. Table 2 represents the results of the structural model evaluation based on Fig. 3. The evaluation shows that after removing indicators with loading factor values below 0.5, there are no longer any indicators in Table 2 with values below 0.5. Therefore, the SEM analysis can proceed to the hypothesis testing stage.

Table 2
Regression weights (Group 1- Default model)-1

			Estimate	S.E.	C.R.	P	Label
M1	←	X1	-0.038	0.282	-0.136	0.892	
M1	←	X2	1.061	0.333	3.187	0.001	
M2	←	M1	-0.016	0.077	-0.205	0.837	
Y	←	X1	0.257	0.233	-1.1	0.283	
Y	←	X2	0.379	0.262	1.446	0.021	
Y	←	M2	0.852	0.065	13.157	***	
X11	←	X1	1				
X12	←	X1	0.592	0.097	6.107	***	
X13	←	X1	1.377	0.126	10.948	***	
X14	←	X1	1134	0.108	10.467	***	
X15	←	X1	1.308	0.118	11.049	***	
X21	←	X2	1				
X22	←	X2	1.081	0.113	9.526	***	
X23	←	X2	1.351	0.129	10.435	***	
X24	←	X2	0.736	0.092	7.995	***	
X26	←	X2	1.423	0.134	10.619	***	
M11	←	M1	1				
M12	←	M1	1.351	0.099	13.646	***	
M21	←	M2	1				
M22	←	M2	0.517	0.056	9.255	***	
M24	←	M2	0.976	0.066	14.876	***	
M25	←	M2	0.703	0.055	12.685	***	
Y3	←	Y	0.585	0.063	9.243	***	
Y5	←	Y	0.866	0.08	10.82	***	
Y6	←	Y	0.936	0.072	12.982	***	
Y1	←	Y	1				
Y2	←	Y	0.949	0.062	15.297	***	

4.3 Construct Validity Test Results

Table 3 represents validity testing, which is one of the processes in research aimed at assessing the extent to which the instrument or tool used in the study can be considered valid or truly measure what should be measured. Validity is an important concept in research methodology as it indicates how reliable an instrument is in producing accurate and meaningful data. According to Ghozali (2014), a construct is declared valid if the Average Variance Extracted (AVE) value must be above 0.50.

Table 3
Results of construct validity testing

Construct	AVE value	Decision
Territorial Entrepreneurial Leadership Strategy (X1)	1.248	Valid
Knowledge Sharing Strategy (X2)	1.092	Valid
Territorial Development Strategy (M1)	0.511	Valid
Intention for National Defense (M2)	0.547	Valid
National Resilience Performance (Y)	0.675	Valid

4.4 Construct Reliability Test Results

Table 4 presents reliability testing, which is a process to measure the extent to which an instrument or measuring tool can be trusted or relied upon to produce consistent and stable results over time. Reliability is an important concept in research as it indicates how well an instrument can measure the variables under investigation without significant errors. The purpose of reliability testing is to evaluate the level of consistency or reliability of an instrument or measuring tool. In the context of research, instruments can include questionnaires, tests, measurement scales, or other measurement methods used to collect data from respondents or research subjects. The concept of reliability in SEM is known as Construct Reliability (CR). The minimum acceptable reliability value for dimensions/indicators forming latent variables is 0.70 (Ghozali, 2014).

Table 4**Construct reliability testing results**

Construct	CR value	Decision
Territorial Entrepreneurial Leadership Strategy (X1)	1.248	Reliable
Knowledge Sharing Strategy (X2)	1.018	Reliable
Territorial Development Strategy (M1)	0.700	Reliable
Intention for National Defense (M2)	0.830	Reliable
National Resilience Performance (Y)	0.919	Reliable

4.5 Goodness-of-fit Assessment

Table 5 presents the criteria and results of the goodness-of-fit assessment, which evaluates the degree to which the hypothesized structural model fits the observed data in Structural Equation Modeling (SEM). This evaluation entails comparing the model's implied covariance matrix, derived from theoretical relationships between variables, with the observed covariance matrix based on collected data. Goodness-of-fit assessment provides insights into how accurately the proposed model represents the relationships among variables in the dataset. There are several statistical measures and tests used to assess goodness-of-fit in SEM, such as the chi-square test, Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR). These measures help researchers determine whether the model fits the data well enough to support the hypothesized relationships between variables or if adjustments are needed to improve the model's fit.

Table 5**Goodness-of-fit criteria**

Goodness of Fit Index	Cut Off Value	Results	Model Evaluation
Chi-Square	Small (≤ 516.658)	516,658	Good
RMSEA	≤ 0.08	0.081	Good
GFI	≥ 0.90	0.857	Good
CMIN/DF	≤ 2.00	2.839	Good
TLI	≥ 0.90	0.875	Good
CFI	≥ 0.90	0.892	Good

4.6 Hypothesis Test Results

Table 6 presents the results of hypothesis testing from the research. Hypothesis testing in the context of 'Regression weights (Group 1- Default model)' refers to the statistical method used to test the strength of the relationship between independent and dependent variables in a regression model. In this context, 'Group 1- Default model' indicates that we are considering a specific group of variables or a baseline model.

Table 6**Hypothesis test results (Regression weights (Group 1- Default model))**

	Estimate	S.E.	Standardized Estimate	C.R.	P
TD (M1) \leftarrow TEL (X1)	-0.038	0.282	-0.039	-0.136	0.892
TDS (M1) \leftarrow KSS (X2)	1.061	0.333	0.949	3.187	0.001
IND (M2) \leftarrow TDS (M1)	-0.016	0.077	-0.014	-0.205	0.837
NRP (Y) \leftarrow TEL (X1)	0.257	0.233	0.255	-1.100	0.283
NRP (Y) \leftarrow KSS (X2)	0.379	0.262	0.335	1.446	0.021
NRP (Y) \leftarrow IND (M2)	0.852	0.065	0.933	13.157	***

4. Discussion

The results of the hypothesis test indicating that the “Territorial Entrepreneurial Leadership Strategy” does not have a significant impact on the “Territorial Development Strategy” suggest a lack of clear relationship or influence between the two strategies (Han & Ko, 2017). This could be due to various factors such as improper implementation, lack of coordination among existing strategies, or perhaps the strategies not aligning with the needs or current conditions in specific areas (Chen, 2007). Therefore, these findings highlight the importance of evaluating and improving the strategies used to ensure they truly deliver the desired impact in territorial development. The results of the hypothesis test indicate that the “Knowledge sharing strategy” has a significant impact on the “Territorial Development Strategy”. This suggests that the knowledge sharing strategy plays an important role in developing the territorial development strategy (Sita & Chitale, 2012; Larrea, Aranguren, & Valdaliso, 2017). Therefore, the use and implementation of knowledge sharing strategies can make a positive contribution to the overall development of the region.

The hypothesis test results indicating that “Territorial Development Strategy” does not have a significant impact on “Intention for National Defense” suggest that in the context of defense strategy, focusing on territorial development does not directly influence the awareness or commitment of the territorial defense community towards national defense. This implies that other factors such as security education, training, or community integration in defense efforts may play a more significant role in

building awareness and readiness among the public in supporting national defense (Attolico & Smaldone, 2020). Therefore, further research may be needed to understand the more complex dynamics behind the relationship between territorial development strategy and public support for national defense. The hypothesis test results indicating that the “Territorial Entrepreneurial Leadership Strategy” does not significantly impact “National Resilience Performance” suggest that other factors beyond regional entrepreneurial leadership strategies may have a greater influence on national resilience performance (Bowman, Ann O’M & Parsons, 2009). This highlights the importance of considering the context of the local community in designing more effective strategies to enhance national resilience. Factors such as community participation, local infrastructure support, and community readiness to face external challenges may be primary considerations in developing a more holistic leadership strategy that significantly impacts national resilience (Torre, 2023; Musnadi, Ibrahim, & Idris, 2023). The hypothesis test results indicating that the “Knowledge Sharing Strategy” has a positive and significant impact on “National Resilience Performance” underscore the importance of collaboration and knowledge exchange among local communities in strengthening national resilience (Asghar, Aslam, & Saeed, 2023). The presence of a knowledge-sharing strategy allows local communities to tap into local knowledge and shared experiences to address external challenges. For example, sharing information about climate-resilient local farming practices or strengthening community networks for rapid response during crises can be part of this knowledge-sharing strategy. Through effective collaboration and knowledge exchange at the local level, local communities can strengthen the foundation of national resilience, thereby better preparing themselves to face various threats and risks that may arise.

The hypothesis test results indicating that “Intention for National Defense” contributes to enhancing “National Resilience Performance” are significantly linked to the presence of territorial defense communities. Territorial defense communities are an integral part of a nation's defense and security. With awareness and intent to defend the nation (Intention for National Defense) among the populace, this is reflected in their efforts to build national resilience (Pouryarmohammadi, Ahmadi, & Salaripour, 2022). National resilience encompasses various aspects, including economic, social, cultural, political, and military dimensions. When the population is aware of the importance of national defense, they tend to be more active in participating in activities that support national resilience, such as security training, developing self-defense skills, and engaging in public security programs.

Thus, the connection between “Intention for National Defense” and “National Resilience Performance” can be seen through the active role of territorial defense communities in building a strong and resilient national defense, which in turn enhances the country's performance and responsiveness in facing various challenges and threats both domestically and internationally (Valtonen, Rautio, & Lehtonen, 2023; Ibrahim, Yusra, & Shah, 2022).

The implications of these findings are: (1) The importance of evaluating and improving the strategies employed in regional development to ensure that they truly yield the desired impact. (2) The necessity of considering knowledge-sharing strategies in the formulation of regional development policies to significantly contribute to regional advancement. (3) The focus on regional development does not directly influence the awareness or commitment of territorial defense communities to national defense, indicating the need for other factors such as security education, training, or community integration in defense efforts. (4) The expansion of research to comprehend the more intricate dynamics behind the relationship between regional development strategies and public support for national defense.

The limitations of these findings include: Potential errors in implementation or lack of coordination among existing strategies. Constraints in generalizing the findings to broader contexts. Possibility of other unconsidered factors in the research that may influence the relationship among the tested strategies.

Recommendations for future research include: Conducting further studies to understand the factors influencing the relationship between regional development strategies and public support for national defense. Exploring alternative strategies or adjustments that can enhance the relationship among the tested strategies. Expanding the scope of research to consider additional variables that may affect the research outcomes.

5. Conclusion

Territorial Entrepreneurial Leadership Strategy: Although the territorial entrepreneurial leadership approach does not show a significant impact on Territorial Development Strategy, Intention for National Defense, and National Resilience Performance, this does not diminish the importance of strong and visionary leadership at the regional level. Nevertheless, the entrepreneurial approach may require adjustments or additional strategies to have a more positive impact on territorial development and national resilience. **Knowledge Sharing Strategy:** The finding that knowledge sharing strategies contribute to improving Territorial Development Strategy and National Resilience Performance underscores the importance of collaboration and information exchange among territorial communities. This indicates that efforts to enhance the accessibility and distribution of knowledge can strengthen regional development and national resilience.

Intention for National Defense: The focus on intention for national defense as a contributing factor to enhancing national resilience performance highlights the importance of awareness and community engagement in supporting national defense

aspects. This underscores the need for a holistic approach to building national awareness and preparedness in facing potential threats. Therefore, the conclusion drawn is that the development of territorial communities needs to consider various strategies and factors, including leadership strategies, knowledge exchange, and national defense awareness, to achieve regional development goals and enhance national resilience comprehensively. Collaboration among regional leaders, communities, and other stakeholders is key to designing and implementing effective programs in this context.

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