International Journal of
Economics Development Research, Volume 6(1), 2025
pp. 472-483

Analysis of Effective Management Strategy and Competence in Improving Team Productivity and Performance in the IT Sector Industry

R. Mahelan Prabantarikso[1]

Abstract:

This study aims to analyze the relationship between management strategy, individual competence, productivity, and team performance. The research method used is a quantitative descriptive approach with data collection through questionnaires to employees in the information technology sector totaling 753 employees. The analysis technique uses Partial Least Squares Structural Equation Modeling (PLS-SEM). Reliability and validity are tested using Composite Reliability (CR), Cronbach's Alpha, and Average Variance Extracted (AVE). The results of the study indicate that effective management strategies and individual competence have a positive influence on increasing team productivity and performance. The conclusion of this study confirms that the implementation of the right management strategy, combined with the development of individual competence, plays an important role in increasing team productivity and performance.

Keywords: *Management Strategy, Competence, Productivity, Performance*

Submitted: January 5, 2025, Accepted: February 7, 2025, Published: February 15, 2025

1. Introduction

In this era of globalization and digitalization, companies must continuously adapt and evolve to remain competitive (Czaja et al., 2017; Page-Reeves et al., 2017; Quaglio et al., 2017). Team productivity and performance are crucial factors in achieving organizational goals. Effective management strategies and competencies are two essential elements that must be considered to enhance these aspects.

Effective management involves efficiently utilizing resources to achieve organizational objectives. According to Henri Fayol's classical management theory, management functions include planning, organizing, directing, and controlling. These four functions must be executed optimally to maximize team productivity.

Effective management strategies enhance team productivity through improved resource allocation (Ajjawi et al., 2017; Bulkley et al., 2017; Khosravi et al., 2017). Vroom's Expectancy Theory (1964) suggests that individuals are more motivated when they believe their efforts will lead to better performance and desired outcomes.

[1]*Indonesia Banking School (IBS), Indonesia.* r.mahelan@ibs.ac.id

In a team context, incentive- and reward-based management strategies have been shown to boost productivity and foster loyalty to the organization.

Research by Robbins and Judge (2018) indicates that organizations implementing employee engagement-based management strategies experience a 25% increase in productivity. Their study, conducted on multinational companies, found that transparent communication and flexible work policies contribute significantly to increased team efficiency.

In a modern context, competency-based management theory highlights the importance of adaptive leadership and effective communication in achieving organizational effectiveness. Studies show that well-managed teams tend to be more productive (Cheng et al., 2017; Fernandez et al., 2017; Greacen et al., 2017). Effective management encompasses planning, organizing, directing, and controlling resources to achieve specific objectives. All these processes must be executed efficiently to ensure optimal team performance.

Individual competence within a team also plays a crucial role. Competence includes the knowledge, skills, and abilities of each team member. Teams with highly competent members are more likely to achieve their targets. Spencer and Spencer (1993) developed a competency model that distinguishes between technical (hard skills) and non-technical (soft skills) competencies (Álvarez-Nieto et al., 2017; Ringer, 2017; Shen et al., 2017). Technical competencies pertain to job-specific skills, while non-technical competencies include emotional intelligence, leadership, and adaptability. The model suggests that individuals with a well-balanced competency set are generally more productive and collaborate better in teams. Team leaders must identify and develop their members' competencies through training, personal development, and appropriate motivation and guidance. These efforts enhance employee appreciation and motivation, leading to better performance.

Many companies have successfully improved team productivity and performance by implementing effective management strategies and competency development. Case studies from various industries demonstrate that this approach can be adapted across different business contexts with positive outcomes. These findings confirm that effective management and competency development are key to achieving a competitive advantage.

Despite the widespread implementation of management strategies, gaps remain in understanding their effectiveness in improving team productivity and performance. Variations in industry, work culture, and team dynamics often create challenges in applying standardized strategies. Further research is required to determine how specific strategies function in different contexts.

Additionally, the impact of individual competencies on team performance is not yet fully understood. In many cases, technical competencies receive more attention than social and emotional competencies (Helseth et al., 2017; Robbins et al., 2017; Wagner et al., 2017). More comprehensive studies are needed to explore the role of non-technical competencies in enhancing team productivity.

A significant challenge is the lack of empirical data linking effective management strategies to measurable team performance outcomes. Without sufficient evidence, it is difficult to determine whether a strategy is genuinely effective or coincidentally successful. More precise measurement methods and case studies are necessary to address this gap. Additionally, the absence of standardized performance and productivity metrics complicates cross-team comparisons. Organizations often adopt subjective and inconsistent success criteria. Therefore, developing clearer and more objective measurement standards is essential.

Further research on effective management strategies and individual competencies is crucial for enhancing team productivity and performance. A deeper understanding will enable organizations to tailor strategies to their teams' specific needs and characteristics (Campillo et al., 2017; Metzl & Petty, 2017; Salminen et al., 2017). Implementing well-designed strategies will facilitate the achievement of organizational goals more efficiently.

2. Theoretical Background

The Influence of Effective Management Strategies on Team Productivity
Good management strategies involve careful planning, clear delegation of tasks, and effective supervision. Previous research has shown that organizations with efficient management experience a **20–30% increase** in productivity. Therefore, a well-implemented management strategy directly impacts teamwork effectiveness. Robbins and Judge (2018) found that organizations that adopt employee engagement-based management strategies see a significant rise in productivity.
H1: Effective management strategies have a significant positive effect on team productivity

The Influence of Individual Competence on Productivity
A deeper understanding of individual competencies enables the development of more effective training programs, ensuring that team members acquire the necessary skills and knowledge to tackle challenges. Holistic competency development, encompassing both technical and non-technical aspects, contributes to a stronger and more productive team. Additionally, research indicates that individual competencies positively influence team productivity (Chen et al., 2017; Lingard et al., 2017; Mallidou et al., 2017).
H2: Individual competencies have a significant positive effect on team productivity

The Influence of Productivity on Performance
Employee productivity is a crucial factor in determining a company's success. Higher productivity levels lead to improved performance, as performance reflects an individual's overall achievements over a given period, including meeting predefined work standards, targets, or criteria. Amalya et al. (2020) examined the relationship between work productivity, enthusiasm, and performance, finding that productivity has a significant impact on performance.
H3: Productivity has a significant positive effect on performance

3. Methodology

The research design employed in this study is quantitative descriptive with a survey approach. The study aims to evaluate the relationship between management strategy, individual competence, productivity, and team performance(Alber et al., 2017; Lammerding-Koeppel et al., 2017a; Nabors et al., 2017). The SMART PLS (Partial Least Squares Structural Equation Modeling) approach was used to analyze the data, with team performance as the dependent variable (Y) and productivity as the mediating variable (Z). The study population consists of all employees working in teams within information technology sector companies in Jakarta, totaling 753 individuals. A stratified random sampling technique was applied to ensure representativeness, and 100 respondents were selected based on specific criteria, such as work experience and role within the team.

The data collection instrument used in this study was a questionnaire that had been tested for validity and reliability(Amin et al., 2017; Hampton & El-Mallakh, 2017; Lammerding-Koeppel et al., 2017b). The questionnaire included items related to management strategy, individual competence, productivity, and team performance, measured using a 5-point Likert scale. The collected data were analyzed using SMART PLS to examine the relationships between the studied variables.

Effective Management Strategy Indicators in this study include strategic planning, decision-making, managerial communication, organizational flexibility, and leadership effectiveness. Individual Competence Indicatorsencompass technical skills, interpersonal skills, technology mastery, and problem-solving abilities, which contribute to overall team performance. The higher the individual competence within a team, the greater the potential for enhancing effectiveness and efficiency in achieving organizational goals.

Team Productivity Indicators are measured based on work efficiency, target achievement, task completion time, and collaboration among team members. A productive team demonstrates a structured work pattern with an optimal division of tasks. Meanwhile, Team Performance is evaluated in terms of quality of work results, job satisfaction, innovation within the team, and organizational achievement (Heggler et al., 2017; Lanzolla & Giudici, 2017; Sandhu et al., 2017). By assessing these four variables, the study provides a comprehensive understanding of the factors contributing to improved team productivity and performance within an organization.

4. Empirical Findings/Result

Descriptive Statistics Results

To gain a better understanding of the research variables, descriptive statistical analysis was conducted. Table 2 presents the descriptive statistical results for the research variables :

Table 2. Descriptive Statistics of Research Variables

Variables	Mean	Median	Standard Deviation
Management Strategy	4.2	4.0	0.8
Individual Competence	4.1	4.0	0.7
Team Productivity	4.0	4.0	0.9
Team Performance	4.3	4.0	0.6

Based on descriptive statistics, the average value of Management Strategy (4.2) and Individual Competence (4.1) shows that the majority of respondents rated the management strategy and individual competence level in their workplace as being in the good to very good category. The standard deviation for all variables ranged from 0.6 to 0.9, indicating that although there was slight variation in respondents' responses, the data obtained were quite consistent and not too scattered. Team productivity had a mean of 4.0, indicating that most teams in this study were working with fairly high efficiency. Team Performance had a mean value of (4.3), indicating that teams were generally able to achieve the results expected by the organization.

Validity and Reliability Test

To ensure the accuracy and consistency of the research instrument, a validity and reliability test was conducted. Validitymeasures whether the questionnaire effectively captures the intended variables, while reliability assesses the consistency of responses across different observations.

Table 2 presents the results of the validity and reliability tests for each research variable. A valid instrument is indicated by significant factor loadings, while a reliable instrument is determined by high Cronbach's Alpha and Composite Reliability (CR) values. These tests confirm that the measurement tool is both accurate and consistent, ensuring the credibility of the research findings.

Table 2. Validity and Reliability

Indicator	Factor Loading	Composite Reliability (CR)	Cronbach's Alpha	Average Variance Extracted (AVE)
Management Strategy	0.75	0.88	0.85	0.65
Individual Competence	0.78	0.91	0.89	0.68
Team Productivity	0.80	0.90	0.88	0.70
Team Performance	0.82	0.92	0.90	0.73

The validity and reliability test table shows that all indicators have a factor loading above 0.6, which indicates that each indicator significantly represents its construct. (Gallagher & Field, 2017; Nelson, 2017; Vasan, Mabey, Chaudhri, Epstein, & Lawn, 2017) . The Composite Reliability (CR) value is above 0.7 for all constructs, which means that the internal consistency of the data is very good. In addition, Cronbach's Alpha also shows strong reliability results (> 0.7), ensuring the stability of the measuring instrument used. The AVE test results show a value of > 0.5, indicating that convergent validity is met, where the indicators tested actually measure the constructs represented.

Hypothesis Test

The hypothesis test was conducted to examine the relationships between the research variables using structural equation modeling (SEM) with SMART PLS. This test evaluates the significance and strength of the proposed hypotheses by analyzing path coefficients and p-values. Table 3 presents the results of the structural model analysis, showing the estimated coefficients, t-values, and significance levels for each hypothesis.

Table 3. Structural Model

Influence Between Variables	Path Coefficient	T-Statistic	p-value	Significance
Management Strategy → Team Productivity	0.42	3.56	0.001	Significant
Individual Competence → Team Productivity	0.48	4.12	0.001	Significant
Team Productivity → Team Performance	0.35	2.98	0.003	Significant

The results of the structural model test show that the relationship between variables is significant, as indicated by the T-Statistic value >1.96 and p-value <0.05. Management Strategy has a path coefficient of 0.42 on Team Productivity, while Individual Competence has a greater influence with a coefficient of 0.48 on Team Productivity. Team productivity also shows a significant influence on team performance with a coefficient of 0.35.

Goodness of Fit (GoF)

Table 4. Goodness of Fit (GoF)

Parameter	R-Square (R^2)	GoF
Team Productivity	0.52	0.65
Team Performance	0.60	0.71

The Goodness of Fit (GoF) table shows that the model has an R-Square value of 0.52 for team productivity and 0.60 for team performance. This indicates that the independent variables in the model can explain 52% of the variation in team productivity and 60% of the variation in team performance. The GoF value of 0.71 indicates that the model has a very good fit, which means that the model can be used to describe the relationship between variables validly and relevantly. This finding strengthens the conclusion that the model used is very suitable for analyzing

5. Discussion

The Influence of Effective Management Strategies on Team Productivity

This study demonstrates that effective management strategies positively impact team productivity, as evidenced by a strong relationship between the variables. The findings suggest that key management practices such as strategic planning, clear communication, and data-driven decision-making contribute significantly to improving team efficiency and performance.

Effective management goes beyond merely establishing work regulations; it involves providing clear direction, optimizing resources, and fostering a supportive work environment. Organizations must adopt open communication, regular performance evaluations, and constructive feedback mechanisms to sustain and enhance team productivity.

Teams that operate under well-defined strategic direction tend to work more efficiently, minimize operational errors, and foster better collaboration among members. This highlights the role of adaptive management strategies in ensuring organizational success.

Theoretical support for this finding can be traced back to Vroom's Expectancy Theory, which posits that individuals are more motivated to exert effort when they believe their actions will yield desired outcomes. In this context, well-structured management strategies provide both clarity and motivation, encouraging teams to work productively. Prior research supports this argument, with Robbins & Judge (2018) reporting that organizations employing employee involvement-based management strategies saw a substantial increase in productivity.

These findings emphasize the need for organizations to develop flexible and data-driven strategic approaches to maximize productivity. In addition to effective planning, organizations must ensure that leaders possess strong managerial skills, can provide clear guidance, and can cultivate a culture of collaboration. By doing so, effective management strategies not only enhance team productivity but also strengthen long-term organizational competitiveness (Ajjawi et al., 2017; Alber et al., 2017).

The Influence of Competence on Productivity

The study also finds that individual competence significantly influences team productivity, reinforcing the hypothesis that highly competent individuals contribute to higher team efficiency. Competence encompasses technical skills, knowledge, problem-solving abilities, and interpersonal skills, all of which shape an individual's capacity to perform tasks effectively and support team goals.

Competence is not a static trait but a dynamic and evolving quality developed through continuous learning and consistent practice. Employees who exhibit strong critical thinking and adaptive skills are better equipped to handle complex challenges, ultimately boosting productivity.

Productivity, in this context, refers to an employee's ability to produce quality output within a given time frame. A productive team optimally utilizes resources, meets targets efficiently, and minimizes waste. These findings align with previous research that underscores the role of competence in enhancing productivity (Chen et al., 2017; Lingard et al., 2017; Mallidou et al., 2017).

Organizations must prioritize employee skill development by implementing training programs, mentorship initiatives, and knowledge-sharing practices. By fostering a culture of continuous learning, companies can ensure that their workforce remains competent and highly productive (Álvarez-Nieto et al., 2017; Amin et al., 2017).

The Influence of Productivity on Performance

The study further establishes that productivity has a direct impact on team performance, reinforcing the idea that efficient teams deliver superior results. Productivity is closely tied to work quality, task completion efficiency, and team collaboration, all of which influence overall performance.

A high-performing team is characterized by consistent output, innovative problem-solving, and effective communication. Employees who adopt a proactive mindset where today's achievements set the foundation for better outcomes tomorrow contribute to long-term performance growth (Ajjawi et al., 2017).

Performance, in an organizational context, reflects an employee's ability to meet job expectations while aligning with the company's goals. A well-structured team with high productivity levels fosters a culture of excellence and continuous improvement. Previous studies have confirmed this relationship, highlighting that higher productivity levels lead to significant performance enhancements (Amalya et al., 2021; Alber et al., 2017).

To optimize performance, organizations must focus on empowering employees, fostering teamwork, and promoting a results-oriented culture. Leadership plays a critical role in this process by ensuring that employees stay motivated, receive the necessary resources, and work in an environment that encourages efficiency and innovation (Gallagher & Field, 2017; Sandhu et al., 2017).

These findings reinforce the need for organizations to implement strategies that enhance both productivity and performance, ensuring long-term sustainability and competitive advantage.

6. Conclusions

The most important findings in this study indicate that effective management strategies and individual competencies have a significant influence on increasing productivity and team performance. The path coefficient values indicate that well-designed management strategies can improve work efficiency, while individual competencies that include technical and interpersonal skills contribute greatly to

creating a more collaborative work environment. Team productivity as a mediating variable is also proven to play an important role in linking management strategies and team performance, indicating that managerial effectiveness depends not only on strategic planning but also on the implementation of appropriate work practices.

The limitations of this study lie in the sample coverage which is still limited to the information technology sector in certain regions, so the generalization of the results to other sectors still needs to be tested further. In addition, external factors such as changes in organizational policies and the influence of technology have not been fully explained in this study. Further research is expected to expand the sample coverage to various industrial sectors and explore the impact of external factors on the effectiveness of management strategies and individual competency development in improving team performance.

References:

Ajjawi, R., Barton, K. L., Dennis, A. A., & Rees, C. E. (2017). Developing a national dental education research strategy: Priorities, barriers and enablers. *BMJ Open, 7*(3), e013129. https://doi.org/10.1136/bmjopen-2016-013129

Alber, K., Kuehlein, T., Schedlbauer, A., & Schaffer, S. (2017). Medical overuse and quaternary prevention in primary care—A qualitative study with general practitioners. *BMC Family Practice, 18*(1), 99. https://doi.org/10.1186/s12875-017-0667-4

Álvarez-Nieto, C., López-Medina, I. M., Abad, M. L., Grande-Gascón, M. L., & Álvarez-García, C. (2017). Curriculum nurse and strategies training on environmental sustainability and climate change. *Enfermería Global, 16*(3), 665–678. https://doi.org/10.6018/eglobal.16.3.243151

Amalya, S. R., Basalamah, M. S. A., Kamidin, M., Murfat, M. Z., & Taufan, R. R. (2021). Pengaruh penggunaan teknologi dan produktivitas kerja terhadap kinerja karyawan (Pada studi PT PLN (Persero) UP3 Makassar Selatan). *Center of Economic Student Journal, 4*(1), 62–67.

Amin, R., MacLusky, I., Zielinski, D., Adderley, R., Carnevale, F., Chiang, J., … Witmans, M. (2017). Pediatric home mechanical ventilation: A Canadian Thoracic Society clinical practice guideline executive summary. *Canadian Journal of Respiratory, Critical Care, and Sleep Medicine, 1*(1), 7–36. https://doi.org/10.1080/24745332.2017.1300463

Bulkley, C. F., Miller, M. J., & Draugalis, J. R. (2017). Developing and improving residency research training. *American Journal of Health-System Pharmacy, 74*(3), 152–161. https://doi.org/10.2146/ajhp150797

Campillo, A., Daily, J., & González, I. J. (2017). International survey to identify diagnostic needs to support malaria elimination: Guiding the development of combination highly sensitive rapid diagnostic tests. *Malaria Journal, 16*(1), 2037. https://doi.org/10.1186/s12936-017-2037-z

Chen, C.-Y., Chou, A.-K., Chen, Y.-L., Chou, H.-C., Tsao, P.-N., & Hsieh, W.-S. (2017). Quality improvement of nasal continuous positive airway pressure therapy in neonatal intensive care unit. *Pediatrics and Neonatology, 58*(3), 229–235. https://doi.org/10.1016/j.pedneo.2016.04.005

Cheng, A., Grant, V., Huffman, J., Burgess, G., Szyld, D., Robinson, T., & Eppich, W. (2017). Coaching the debriefer. *Simulation in Healthcare, 12*(5), 319–325. https://doi.org/10.1097/SIH.0000000000000232

Czaja, S. J., Loewenstein, D. A., Sabbag, S. A., Curiel, R. E., Crocco, E., & Harvey, P. D. (2017). A novel method for direct assessment of everyday competence among older adults. *Journal of Alzheimer's Disease, 57*(4), 1229–1238. https://doi.org/10.3233/JAD-161183

Fernandez, C. S. P., Noble, C. C., & Jensen, E. T. (2017). An examination of the self-directed online leadership learning choices of public health professionals: The Maternal and Child Health Public Health Leadership Institute experience. *Journal of Public Health Management and Practice, 23*(5), 454–460. https://doi.org/10.1097/PHH.0000000000000463

Fernández Rodríguez, E., & Gutiérrez Pequeño, J. M. (2017). Socialization of interconnected youth: Experiencing identity in an augmented society. *Profesorado, 21*(2), 171–190.

Gallagher, J., & Field, J. C. (2017). The graduating European dentist—Domain IV: Dentistry in society. *European Journal of Dental Education, 21*, 25–27. https://doi.org/10.1111/eje.12311

Greacen, T., Welniarz, B., Purper-Ouakil, D., Wendland, J., Dugravier, R., Saïas, T., … Tremblay, R. E. (2017). Best practice in individual supervision of psychologists working in the French CAPEDP preventive perinatal home-visiting program: Results of a Delphi consensus process. *Infant Mental Health Journal, 38*(2), 267–275. https://doi.org/10.1002/imhj.21630

Hampton, D. C., & El-Mallakh, P. (2017). Opinions of online nursing students related to working in groups. *Journal of Nursing Education, 56*(10), 611–616. https://doi.org/10.3928/01484834-20170918-06

Heggler, J. M., da Luz, M. A. B., & Ahrens, R. B. (2017). Pormade: Unveiling the secrets of high performance teams. *Espacios, 38*(21).

Helseth, S., Riiser, K., Holmberg Fagerlund, B., Misvær, N., & Glavin, K. (2017). Implementing guidelines for preventing, identifying and treating adolescent overweight and obesity—School nurses' perceptions of the challenges involved. *Journal of Clinical Nursing, 26*(23–24), 4716–4725. https://doi.org/10.1111/jocn.13823

Khosravi, A., Hussin, A. R. C., & Minaei-Bidgoli, B. (2017). Customer knowledge management in software development: A descriptive field survey. *Journal of Theoretical and Applied Information Technology, 95*(2), 434–447.

Lammerding-Koeppel, M., Giesler, M., Gornostayeva, M., Narciss, E., Wosnik, A., Zipfel, S., … Fritze, O. (2017a). Monitoring and analysis of the change process in curriculum mapping compared to the National Competency-based Learning Objective Catalogue for Undergraduate Medical Education (NKLM) at four medical faculties. Part I: Conducive resources and structures. *GMS Journal for Medical Education, 34*(1), Doc10. https://doi.org/10.3205/zma001084

Lanzolla, G., & Giudici, A. (2017). Pioneering strategies in the digital world: Insights from the Axel Springer case. *Business History, 59*(5), 744–777. https://doi.org/10.1080/00076791.2016.1269752

Lingard, L., Sue-Chue-Lam, C., Tait, G. R., Bates, J., Shadd, J., Schulz, V., … Ward, D. (2017). Pulling together and pulling apart: Influences of convergence and

divergence on distributed healthcare teams. *Advances in Health Sciences Education, 22*(5), 1085–1099. https://doi.org/10.1007/s10459-016-9741-2

Mallidou, A. A., Atherton, P., Chan, L., Frisch, N., Glegg, S., & Scarrow, G. (2017). Protocol of a scoping review on knowledge translation competencies. *Systematic Reviews, 6*(1). https://doi.org/10.1186/s13643-017-0481-z

Metzl, J. M., & Petty, J. (2017). Integrating and assessing structural competency in an innovative prehealth curriculum at Vanderbilt University. *Academic Medicine, 92*(3), 354–359. https://doi.org/10.1097/ACM.0000000000001477

Nabors, C., Forman, L., Peterson, S. J., Gennarelli, M., Aronow, W. S., DeLorenzo, L., … Frishman, W. H. (2017). Milestones: A rapid assessment method for the Clinical Competency Committee. *Archives of Medical Science, 13*(1), 201–209. https://doi.org/10.5114/aoms.2016.64045

Nelson, R. K. (2017). Stakeholder perspectives on site-visit quality and use. *New Directions for Evaluation, 2017*(156), 57–73. https://doi.org/10.1002/ev.20269

Page-Reeves, J., Regino, L., Murray-Krezan, C., Bleecker, M., Erhardt, E., Burge, M., … Mishra, S. (2017). A comparative effectiveness study of two culturally competent models of diabetes self-management programming for Latinos from low-income households. *BMC Endocrine Disorders, 17*(1). https://doi.org/10.1186/s12902-017-0192-4

Quaglio, G., Sørensen, K., Rübig, P., Bertinato, L., Brand, H., Karapiperis, T., … Dario, C. (2017). Accelerating the health literacy agenda in Europe. *Health Promotion International, 32*(6), 1074–1080. https://doi.org/10.1093/heapro/daw028

Ringer, J. (2017). Cultural safety and engagement: Keys to improving access to care. *Healthcare Management Forum, 30*(4), 213–217. https://doi.org/10.1177/0840470417702473

Robbins, J. R., Valdez-Delgado, K. K., Caldwell, N. W., Yoder, L. H., Hayes, E. J., Barba, M. G., … Mann-Salinas, E. A. (2017). Implementation and outcomes of an evidence-based precepting program for burn nurses. *Burns, 43*(7), 1441–1448. https://doi.org/10.1016/j.burns.2017.04.017

Salminen, V., Ruohomaa, H., & Koivisto, T. (2017). Integrated service and product innovation on life cycle business co-evolution. In Andre T., Kantola J. I., Nazir S., & Barath T. (Eds.), *Advances in Intelligent Systems and Computing* (Vol. 498, pp. 301–313). Springer Verlag. https://doi.org/10.1007/978-3-319-42070-7_28

Sandhu, G., Magas, C. P., Robinson, A. B., Scally, C. P., & Minter, R. M. (2017). Progressive entrustment to achieve resident autonomy in the operating room: A national qualitative study with general surgery faculty and residents. *Annals of Surgery, 265*(6), 1134–1140. https://doi.org/10.1097/SLA.0000000000001782

Shen, W., Tang, W., Siripanan, A., Lei, Z., Duffield, C. F., Wilson, D., … Wei, Y. (2017). Critical success factors in Thailand's green building industry. *Journal of Asian Architecture and Building Engineering, 16*(2), 317–324. https://doi.org/10.3130/jaabe.16.317

Vasan, A., Mabey, D. C., Chaudhri, S., Epstein, H.-A. B., & Lawn, S. D. (2017). Support and performance improvement for primary health care workers in low- and middle-income countries: A scoping review of intervention design and

methods. *Health Policy and Planning, 32*(3), 437–452. https://doi.org/10.1093/heapol/czw144

Wagner, C. M. J., Carlberg-Racich, S., Linsk, N. L., Sherer, R., Alabduljabbar, S. A., Hasnain, M., & Rivero, R. (2017). Impacts of longitudinal mentorship to strengthen the HIV workforce: Qualitative evidence of changes in clinicians' knowledge, attitudes, and practice. *Journal of the Association of Nurses in AIDS Care, 28*(6), 938–952. https://doi.org/10.1016/j.jana.2017.06.013