

HISTORICAL, TENDENCY, MAPPING, LOOPING (H.T.M.L) FRAMEWORK FOR MANAGERIAL CAPABILITIES: AN EXPLORATORY STUDY

Adiabagus Wijaya^{1*}, Mohammad Agung Saryatmo²

¹ Faculty of Economics and Business, Universitas Tarumanagara, Jakarta, Indonesia*
Email: adiabagus.117222038@stu.untar.ac.id

² Industrial Engineering Department, Universitas Tarumanagara, Jakarta, Indonesia
Email: mohammads@ft.untar.ac.id

*Corresponding Author

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ABSTRACT

In a company, management is a very important process in achieving company goals. Management is dynamic/not static, not rigid, but follows developments and progress in the environment that influences it. Basically, management is a series of activities that include the processes of planning, organizing, leading and controlling the efforts of organizational members in using all organizational resources to achieve predetermined goals. However, a manager needs several frameworks that must be understood so that management systems and patterns in formulating a strategy have a positive impact on organizational growth. The H.T.M.L framework, which includes the Historical, Tendency, Mapping, Looping process, is one of the managerial abilities in management practices in organizations. This research uses a qualitative approach with an exploratory study : literature review, which was carried out as an initial study in the Historical, Tendency, Mapping and Looping framework research or known as the H.T.M.L framework. The journals used in this review are various international journals obtained from several reputable journal databases. After going through a screening process using several inclusion and exclusion criterias, an analysis was carried out based on the selected journals that are related to answering the research question. Next, researchers will form a framework that can be used as a comprehensive guidance in designing and developing strategies and initiatives in organizations. This research provides results that the H.T.M.L (Historical, Tendency, Mapping, and Looping) framework can be used to facilitate the process regarding the details of how to develop and implement strategies. Through this framework, managerial capability in optimizing the success of a strategic practice can be described and explained using clear methods and pathways.

Keywords: *Capability management, Strategy Management, Learning Organization, Framework.*

1. INTRODUCTION

Management is required for the proper operation of all organizations, regardless of their type, form, size, or nature. Management's nature and complexity may vary depending on the organization. Management is evolving as a subject by incorporating principles, concepts, and constructions from a variety of different fields. It is also expanding by accepting and implementing widely acknowledged and time-tested procedures.

The difficulties and prospects in business and industry have prompted a great deal of exploratory, empirical, and applied management study. One of them is regarding managerial capabilities as skills needed to facilitate organizational change in a fast-paced environment (Matarazzo, Penco, Profumo, & Quaglia, 2021; Teece, 2007a). Furthermore, (Robbins 2013) stated that organizational changes can be carried out in structures that include strategy and systems, technology, physical arrangement and human resources. Implementing a strategy is a difficult task that requires reworking the foundation of both actual and intangible assets. Implementing and reconfiguring assets are also referred to as 'change'. There is already substantial literature on change management and its success criteria (e.g., Burke et al., 2008; Pettigrew and Whipp, 1991; Tichy, 1983). Their

principles include theories about organizational behavior, development, action research, group dynamics, and systems. Therefore, complex processes have always driven strategic practices in organizational change. According to Wedhasmara (2009), an important factor in the strategic planning process is the use of methodology. Methodology is a collection of methods/frameworks, techniques and tools used to do something. The aim of using the methodology in strategic planning is to minimize the risk of failure, ensure the involvement of all interested parties and minimize individual dependency, as well as placing more emphasis on the processes and targets specified.

This research was built on several theoretical literacies, which are closely related to how a work process is formed as a managerial capability in formulating and implementing a strategy and initiative. (Ericson, 2006) History is a topic in organizational studies, which is often treated as a variable that explains the current state of an organization. In line with other research, (Brunninge, O. 2009; Chreim, 2005) while forming strategy, a leader uses history as a reference for certain purposes/objectives. This process shows how history is used when connecting changes in the strategy that is being carried out. The concept of analogical reasoning implies that managers can also utilize history to improve their decision making toward the future. When making decisions, a person always evaluates and conducts risk assessments for high and low-risk possibilities. (Pham, 2004). It also strengthens the "Appraisal Tendency Framework", a general theory of specific emotions that influence decision making and choices. (Lerner & Keltner, 2000, 2001; Lerner & Tiedens, 2006), where experience tendencies will influence decisions/choices. When explaining strategic behavior, three conceptual parts are required: the strategic situation, the strategic option, and the outcomes. (Finkelstein, Hambrick, and Cannella, 2009) present the first realistic model of 'strategic choice under constrained rationality' (p. 45), which incorporates these conceptual features and executives' psychological constraints. Linking strategic situation, strategic choice, and organizational performance provides the fundamental steps of a strategic (transformation) process, which begins with perception of the strategic situation, and leads to achieving competitive advantage and organizational performance after making and mapping a strategic decision.

(Eden, 2004; Fiol and Huff, 1992; Siau and Tan, 2008) Mapping is a supporting tool in organizational decision making "in an uncertain world" (Baaij Marc G, Reinmoeller Patrick, 2018), in his book *Mapping A Winning Strategy: Developing and Executing a Successful Strategy in Turbulent Markets*. The Mapping Method is an integrated approach to four strategic processes involving, executing, developing and exploring interrelated decisions. Furthermore, learning organizations, (Chapin et al, 2009) explained that a series of decision-making stages is a learning process known as Single Loop, which is used when current goals, values and strategies are good, but not questioned, with the emphasis on techniques and their effectiveness (Pietrzak and Paliszkievicz, 2015). Single-loop learning is defined as plan, do, check, and adjust phases of the Deming cycle (Plan-Do-Check-Act or P.D.C.A) without changing the variables (plan).

This approach is also the main idea that encourages the search for knowledge and meaning by focusing on the ability to combine and connect resources as a process or conceptual framework known as the H.T.M.L (Historical, Tendency, Mapping, Looping) framework. An ideology of framework is part of two main elements: foundational enabler and domain. Foundational enabler refers to a fundamental element or factor that enables the initiative such as people, process and technology. By addressing these fundamental elements, executives/managers can better support their goals and strategies. Also, domain refers to a specific area or field in which an organization operates or intends to operate. It defines the scope of the organization's activities or seeks to create value. Identifying and analyzing the relevant domains is a critical step in the effective strategies

process to achieve organizational goals and objectives, as it helps organizations focus their resources and efforts on areas where they have a competitive advantage and can create value.

This concept is a conceptual framework method used to analyze managerial processes in relation to history/facts, decisions, mapping and learning in strategic development and planning. The output of this process is to assist executives/managers in formulating effective and efficient work steps in supporting the success of strategies and initiatives. The output of this research is a H.T.M.L framework for executives that can be used as a guidance and formula in various initiatives and strategies.

2. RESEARCH METHOD

In this research, an exploratory research design was used. By using this method, research problems can be addressed by studying several articles, research journals, expert theories, and books, whose topics are related to historical, tendency, mapping, and looping process in management.

An Exploratory Research Design

An exploratory research design seeks, selects, and critically assesses material to address clearly defined problems. It refers to a study undertaken to investigate an undefined problem, and it is used to acquire a better grasp of the current issue (Asika, 2004; Olajide & Lawal, 2020; Akhtar, 2016; Saunders, Lewis & Thornhill, 2016; Richard, 2018; Elman, Gerring, & Mahoney, 2020). This entails creating a well-thought-out search strategy and focusing on precise answers to predetermined inquiries. This evaluation determines the sorts of information in a specific time range. The review should contain search terms, techniques, database names, platforms, and dates, as well as limits.

In this process, literature research is used as the most cost-effective method for testing hypotheses. There is a wealth of information available in libraries, online sources, and even commercial databases (Elman, Gerring & Mahoney, 2020; Umesh, 2021). Generally, articles are screened by journal databases such as Emerald insight, Science Direct, ResearchGate and Scopus. The search technique employs AND and OR operators to ensure that the results produced are consistent with the study question. The use of the AND operator limits the search process to include all keywords, and the OR operator is used to broaden the scope of the search by including at least one of the keywords.

After retrieving multiple journals from the database, journal selection is carried out using specific criterias. These filters are inclusions and exclusions that limit the journals utilized in the systematic literature review (SLR) to only those relevant to the research aim.

The purpose of research questions is to limit the scope of the study so that researchers may focus on the specific topic. The table below summarizes the research questions and motivations for this study.

Table 1. Research Questions and Motivations

ID	Research	Motivations
RQ1	What are the domains of Historical, Tendency, Mapping, Looping (H.T.M.L) as an essential process of managerial capability?	To understand the domains of Historical, Tendency, Mapping, Looping (H.T.M.L) process as an essential process of managerial capability

RQ2	How is the Historical, Tendency, Mapping, Looping (H.T.M.L) process described and explained as a framework?	To propose the Historical, Tendency, Mapping, Looping (H.T.M.L) that can be used as a framework to guide and formulate strategic or initiative.
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The searching process of literature research is performed on several databases. The database utilized for this search is as follows.

Table 2. Journal Databases

ID	Journal Database	Database Link
S1	Emerald insight	https://www.emerald.com/
S2	ResearchGate	https://www.researchgate.net/
S3	ScienceDirect	https://www.sciencedirect.com/
S4	Scopus	https://www.scopus.com/

In conducting the search, an initial process is carried out using a number of keywords that help limit the search process. These are the keywords that were utilized.

- History in Management
- Tendency decision making
- Process Mapping Strategy
- Loop Learning
- Managerial Capabilities
- Behavioral Strategy

Using a handful of these keywords in the literature process results in better search keywords that meet the subject of this research. All journal databases were searched using these four keywords.

Table 3. Journal Databases

ID	Keyword
KW1	“History” AND “History in Management”
KW2	Tendency OR Decision Making
KW3	“Mapping Process” AND Strategy
KW4	Loop Learning OR Looping

A few inclusions and exclusions were made in this analysis in order to restrict the journals that may be used. These parameters will be used to filter the search results multiple times until only pertinent journals are included in the review.

Table 4. Initial Journals Retrieved from Databases

Criteria	
Inclusion	Full text articles
	Written in English
	Research articles in journals, books, and proceeding
Exclusion	Research articles in magazine
	Duplicate articles from different database
	Not related to other fields apart from business, behavioral, learning, management and strategy

Filtering applied inclusion and exclusion rules to each stage. After applying the criteria, the authors begin an empirical investigation by condensing the insights gained from a transdisciplinary literature review into a first hypothetical model for designing the framework. This model combined success criteria gathered from diverse realms of influence and functioned as a search grid for the empirical research.

The modeling process based on the general method of conceptual framework analysis produces a theory or conceptual framework from a multidisciplinary body of knowledge, metasynthesis, a systematic synthesis of findings across qualitative studies, seeks to produce new interpretations that have consensus within a particular field of study or identify metaphors, ideas, concepts, and key relationships in each study (Campbell et al., 2003; Jensen, & Allen, 1996; Nelson, 2006; Sandelowski, Docherty, & Emden, 1997).

3. RESULTS AND DISCUSSIONS

H.T.M.L (Historical, Tendency, Mapping, Looping) framework is a conceptual framework that functions and plays an important role as managerial capabilities for building and formulating strategies. Each part of the H.T.M.L (Historical, Tendency, Mapping, Looping) subchapter of this framework, including images and tables, is the result of researchers' thoughts based on an understanding of various journals related to Historical, Tendency, Mapping, Looping as part of a process that has independence, but sustainable as a managerial practice that must be taken by organizational actors such as management (stakeholders), leaders/managers in carrying out strategic steps. In this research, this framework attempts to combine organizational behavior, learning, strategic management concepts and functions.

Concept of Historical, Tendency, Mapping, Looping (H.T.M.L) Framework

Managerial Capabilities are the manager's ability to build, integrate and reconfigure organizational resources and competencies so that they can maintain and develop competitive advantages and organizational performance (Adner and Helfat, 2003). Supporting this research, several literatures show the perspective of Brunninge, O. (2009), in which that history is a powerful resource that can be instrumentalized by organizational actors to legitimize or delegitimize strategic paths that may exist in the future. Organizational historical narratives are an important means of creating a constructed view of the past, aimed at gaining strategic advantage for the business and key stakeholders (Foster et al., 2017; Oertel & Thommes, 2018; Suddaby et al., 2010; Vara & Lamberg, 2016), and how these narratives contribute to achieving competitive advantage (Suddaby et al., 2010; Balogun et al., 2014).

A general theory of the influence of specific emotions on judgments and choices involving risk, the Appraisal-Tendency Framework (Lerner & Keltner, 2000, 2001; Lerner & Tiedens, 2006) reveals that these appraisal tendencies are not just influences, assessment of future perceptions but also past perceptions (History) as a real result. Low et al (2000) found a topic in ethical decisions in a business based on moral philosophy, gender, education, work, experience, culture, code of ethics, respect, and its influence on others.

Therefore, strategy is an integrated part of management decisions that involves many factors, including history, experience and facts. Thus, the decision process must be translated into real practice. This process is related in highlighting the main steps taken to produce an output (what is input, and how is output), who carries out those steps (data processor/manager), facilitating the manager's ability to filter out irrelevant information (Cheng and Humphreys, 2012). Banker et al.

(2011) strategy maps play an important role in facilitating decision making in a strategic context. (Tayler, 2010) suggests that strategy maps can help managers to focus on the activities that are most important to the success of their organizations.

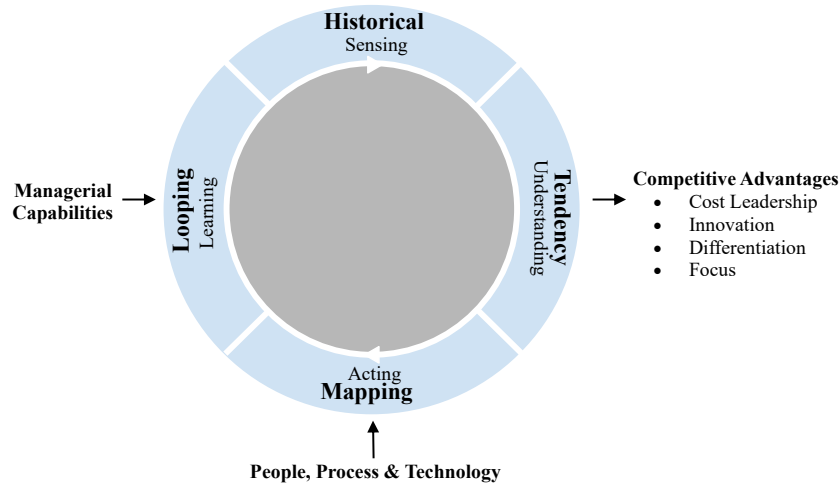


Figure 1. Concept of Historical, Tendency, Mapping, Looping (H.T.M.L) Framework

In line with the findings of (García-Morales, VJ, Verdú-Jover, AJ and Lloréns, FJ (2009), CEO perceptions of several strategic factors and capabilities (personal mastery, shared vision, environment and strategic proactivity) in single loop learning (Single Loop) and double loop learning (Double Loop) influences innovation and organizational performance. Looping is a basic rotation that connects relationships in a linear line; This relationship forms a circle that examines objects/dimensions continuously on an ongoing basis. As a basis that "every design and the design established in management in the strategic planning function over a certain period of time will become science, knowledge and experience that will be analyzed and re-studied by managers "to analyze the stages/processes that precede it are needed. (Morgan, 1997) agrees that questioning the basic assumptions of beliefs, policy, or organizational strategy are key components for strategic learning to take place.

Model of Historical, Tendency, Mapping, Looping (H.T.M.L) Framework

The main core of this framework is the model used to describe and explain the activities and aspects of each stage (Historical, Tendency, Mapping, Looping). The model will be the central role for all other components in this framework. The following is an overview of the model created and used in the research. In this model, there are several layers that describe parts of the (Historical, Tendency, Mapping, Looping) Framework.

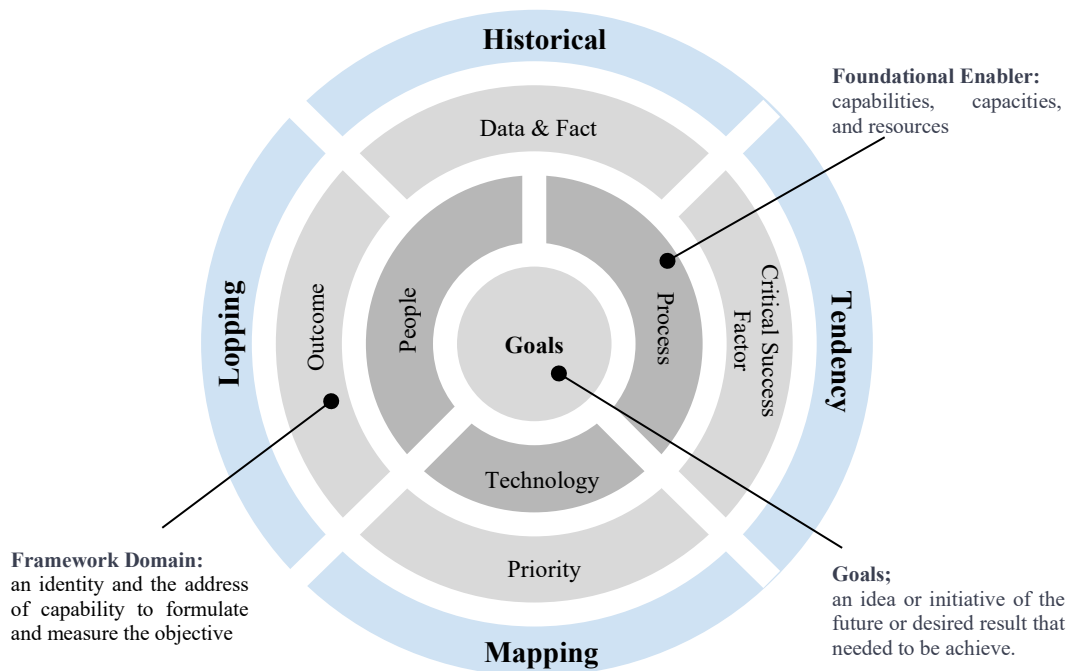


Figure 2. Model of Historical, Tendency, Mapping, Looping (H.T.M.L) Framework

Foundational Enabler

Enablers are all capabilities, capacities and resources that contribute to the effectiveness of an organization's operations or long-term programs needed to implement strategic plans effectively. There are 3 enablers in the Historical, Tendency, Mapping, Looping (H.T.M.L) framework

Technology:

- Information System & Application
- Operation & Production Tools

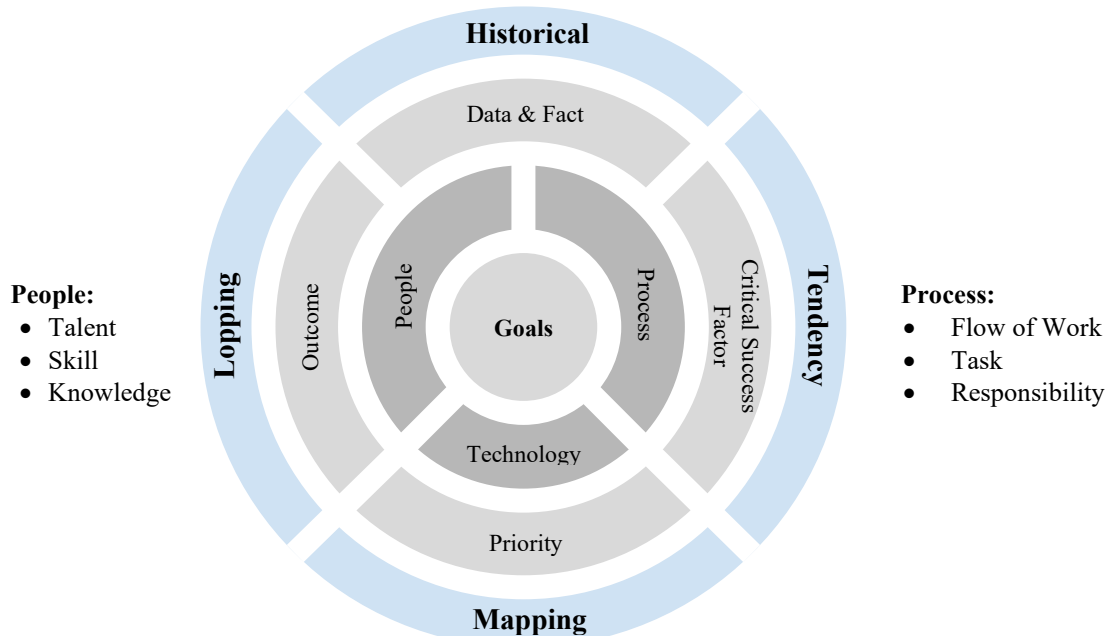


Figure 3. Foundational Enabler of Framework

- **People**
 Resources or assets that play an important role in driving organizational success. Especially about realizing the importance of employees and their expertise in driving innovation, decision making and value creation.
- **Process**
 A structured series of actions or steps taken to achieve a specific goal. Well-defined processes are critical to effectively integrating human talent with technological capabilities, thereby driving optimal results.
- **Technology**
 Resources or assets that play an important role in driving innovation and efficiency. Technology serves as an enabler, helping businesses achieve greater efficiency, accuracy and innovation. When integrated wisely, technology empowers people and supports processes, leading organizations to success and facilitating growth and development.

Domain

Domains are the various aspects that need to be considered in building a comprehensive framework. Domains also represent keywords which are the basis of every managerial process undertaken.

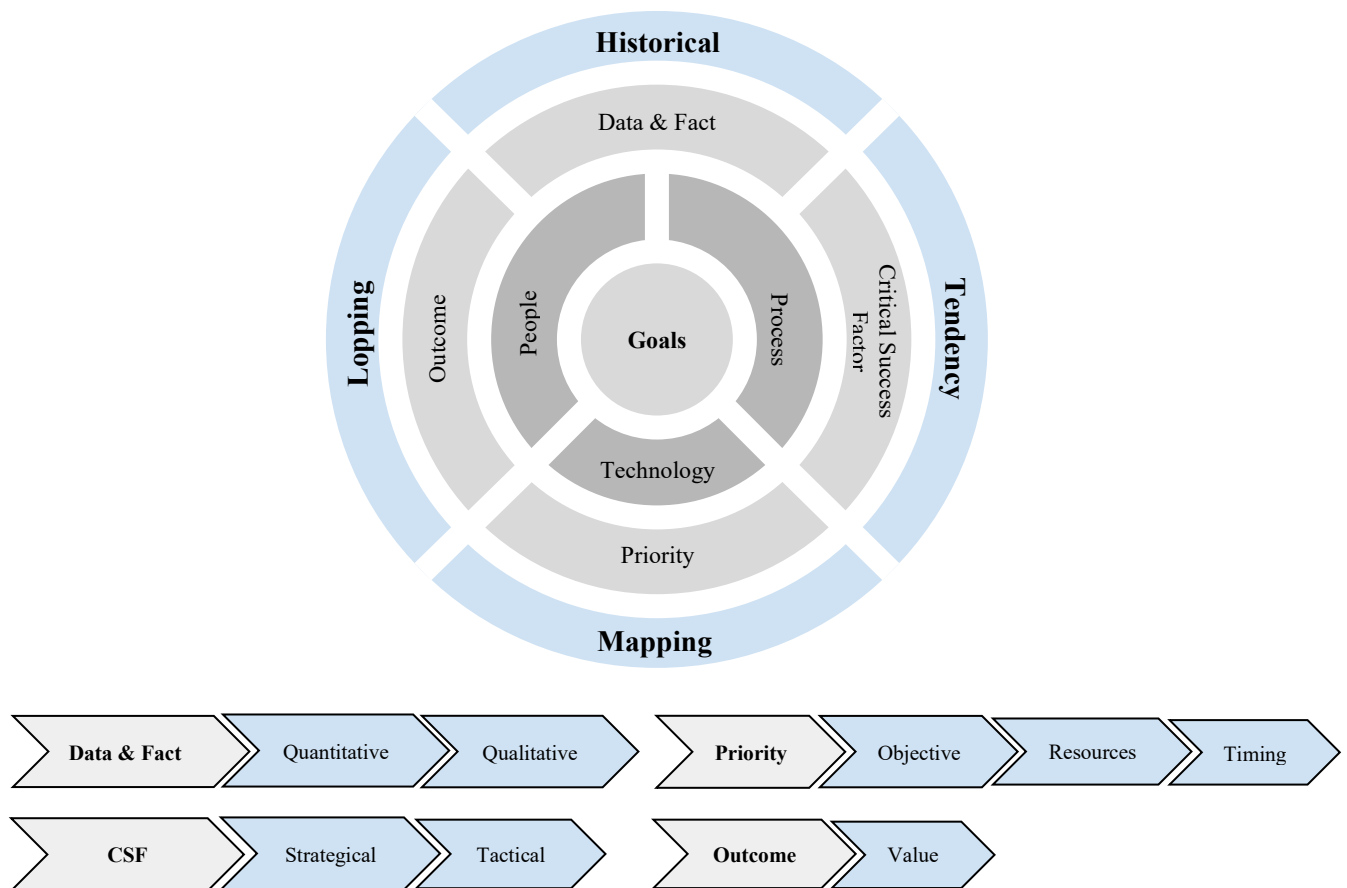


Figure 4. Domain of Framework

Based on holistic literature studies, there are several types which are categorized based on the following four criteria:

- **Data & Fact**
is a collection of information collected through observation, measurement, research or analysis. Generally, it consists of facts, figures, names, images or even descriptions of things. There are two main types of data: Quantitative data is presented in numerical form, such as weight, volume, or price of an item. Qualitative data is descriptive, but non-numerical.
- **Critical Success Factor (CSF)**
is an important factor that companies must know so that failure does not occur when carrying out their business operations, and CSF is the main factor that companies need to remain competitive with other companies. CSF will be easier to observe if it is divided into two categories: strategic and tactical.
Important strategic factors that have a long-term impact on the progress of the organization and are closely related to the company's vision, mission and core competencies are known as Strategic Critical Success Factors. Tactical Critical Success Factor is a short-term factor and the implementation goal itself.
- **Priority**
are the guiding values to achieving a goal. Priorities are aligned with the company's vision, mission and culture to achieve organizational success. There are 3 factors that determine strategic priorities, namely:
 1. Objectives
 2. Resources
 3. TimeEach goal uses a certain amount of resources and a certain time frame to meet the company's goals.
- **Outcome**
is the change and added value expected from an activity and initiative. This could be a change or added value to an individual, system, policy or organization that you want to achieve. This reflects changes in relationships, knowledge, awareness, abilities, attitudes, and/or behavior. if it is possible to measure, after.

Canvas of Historical, Tendency, Mapping, Looping Framework

The H.T.M.L framework canvas is a component that is used as a snapshot or tool to translate the concepts and processes of Historical, Tendency, Mapping, Looping as a whole. This canvas is useful for explaining and illustrating references or guidelines for how this framework is put into practice.

According to (Poeppelbuss & Durst, 2019), a canvas representation is an overview of the main components required for a particular subject area that is concise, easy to understand, and visually attractive.

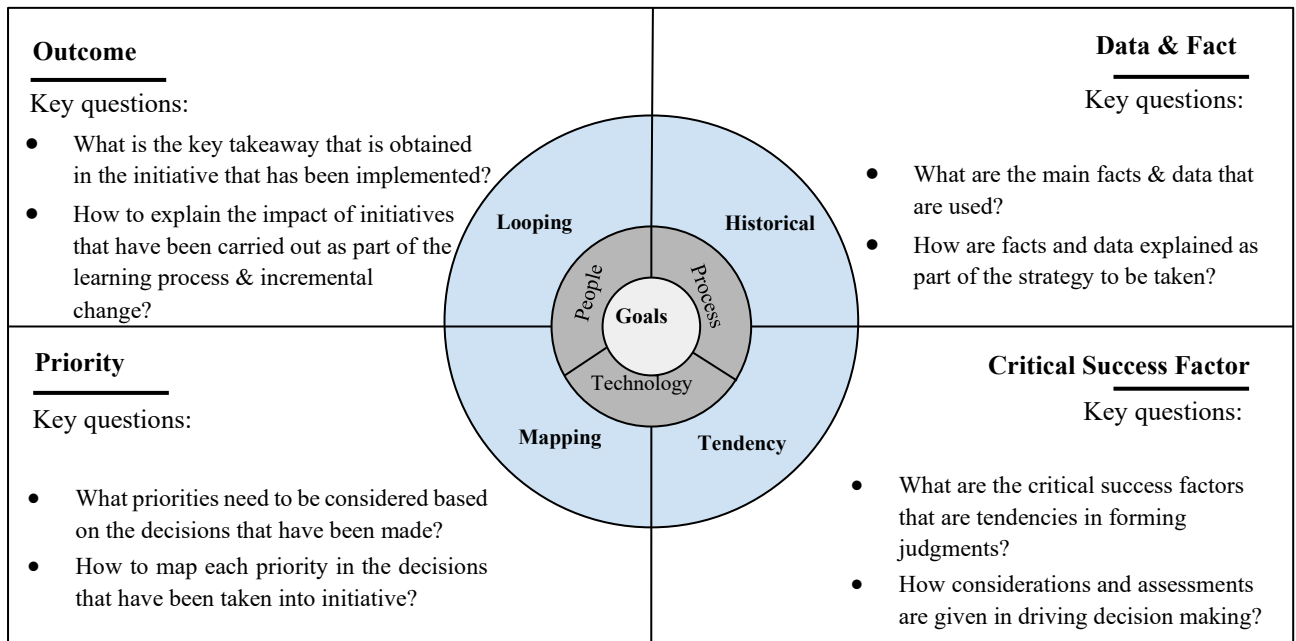


Figure 5. Canvas of H.T.M.L Framework

4. CONCLUSIONS AND SUGGESTIONS

The Historical, Tendency, Mapping, Looping (H.T.M.L) framework which was built based on exploratory studies through literacy clearly illustrates that the work process is the key to managerial capability in strategic planning and development. An understanding of history that forms facts and data certainly cannot be ignored for organizational actors; That history is not just a responsibility for what happened in the past, but also to discover and search for why or how events/phenomenons happened (Marcelo Bucheli, Thomas DeBerge, 2024). For organizations, history cannot be denied as having an influence on behavior which is created as a tendency in decision making. Strategic planning is formed from decision-making behavior which is built from various factors that influence it so that the dominance of one factor will play an important role in why a decision is made. When making decisions, manager/executives should consider, either implicitly or explicitly, their knowledge of the level of risk and possible rewards associated with different exploration strategies or target areas. These risks can include various economical, political, logistical, social and environmental factors (Trench et al., 2013).

As a strategy, this decision must be actualized into initiatives and actions which of course support its success, such as mapping People, Process & Technology. The complexity of this process must be understood as a series of processes that must be taken so that the strategy is implemented on target. After this process is carried out and implemented, a step to identify the impact of goals and strategies needs to be carried out as part of the learning process (looping) which will become history, facts, and data in evaluating practice and the success of strategies in the future. To understand their complex environments, managers typically go through “an interpretive process aimed at understanding reality” (Richardson, 2011, P. 290). In other words, managers engage in a learning process to find out what is happening, in order to know what to do next (Maitlis and Christianson, 2014 ; Sandberg and Tsoukas, 2015)

Historical, Tendency, Mapping, Looping (H.T.M.L) framework studies can be practiced and tested repeatedly better with research objects not limited to one reference and benchmark by elaborating

on the models and canvases that have been built through this research, considering their complexity and limitations. Further research using case study and quantitative research methods is also expected to expand the chronology and process flow of the Historical, Tendency, Mapping, Looping (H.T.M.L) framework, so that new perceptions and assumptions will be obtained in their application in real management applications.

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