

The Influence of Strategic Planning and Strategic Resources Base View on the Organization Performance Mediated by Strategic Coordination



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ABSTRACT: The purpose of this study is to investigate the effect of Strategic Planning and Strategic Resources Based View (RBV) on Strategic Organization Performance through mediating Strategic Coordination in Pushidrosal organizations which have two sides of tasks and functions that cannot be separated namely as Military Hydrographic Institutions and also The National Hydrographic Agency with the function of public services and carrying out the hydrographic data support function for military / defense purposes, also includes carrying out the public service function as the National Hydrographic Institution which is the uniqueness of the Pushidrosal organization. Where in the Pushidrosal organization the organizational structure is still under the command chain of the Indonesian Navy Headquarters.

The methodology used in this research is to use a quantitative approach and conduct data collection through a questionnaire to be further analyzed using the path analysis method. Respondents in this study were Pushidrosal personnel at officers' rank, in the Makid Pushidrosal environment, Mako Survey unit and Pushidrosal Survey Ship personnel. The population is 252 with a sample of 160 respondents. Data collection was carried out through questionnaires and data analysis techniques using Path Analysis and calculations using SPSS version 20 software.

The results of this study, found that: 1) Strategic Planning does not directly affect Organizational Performance, but indirectly affects through Strategic Coordination as mediation, 2) Strategic Resources Base View does not directly affect Organization Performance, but indirect effect through Strategic Coordination, and 3) Variable Strategic Coordination becomes a full mediation of the influence of Strategic Planning on Organization Performance and the influence of Strategic RBV on Organization Performance. This research provides a theoretical contribution to the study of Organizations with dual functions where it is found that the influence of the parent organization on the formulation of Strategic Planning, and Strategic Resources Base View and the mediating role of Strategic Coordination, which has a full mediating role on Organization Performance, makes theoretical contributions to research on Strategic Planning and Strategic Resources Base View on Organization Performance with mediation Strategic Coordination applied to an organization dual functions and still has influence from the parent organization.

KEYWORDS: Strategic Planning, Strategic Resource Base View, Strategic Coordination, Organization Performance.

A. INTRODUCTION

1. Background

In an organization, evaluating organizational performance is an important matter. Organizational performance is all about achieving goals through the transformation of inputs into outputs. Organizational performance is also an indicator of the level of achievement that can be achieved and reflects the success of an organization, and is the result achieved from the organization's strategic planning and is always inseparable from the role of managing Organizational Resources. The Resource Based View (RBV) paradigm is one of the paradigms that views that organizations have a dependency on the resources they have, when dealing with rapidly changing global environments. Organizational resources and capabilities that distinguish the resilience or excellence of an organization in achieving organizational goals. The view of the RBV, promises and provides insight into the importance of internal organizational resources in the effort to achieve organizational goals. In this case, the achievement of organizational excellence is outlined in the form of organizational strategic planning aimed at confronting the dynamics of opportunities and the choice of ways to achieve excellence through the utilization of organizational capabilities and resources.

The work planning program of the organization, it is very much needed by the organization in compiling the organization's activities in order to achieve organizational goals. The strategic planning of an organization is a strategic plan that is arranged

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systematically to do something for the future or in the future, which giving forms, guides, and directs the achievement of organizational goals. However, an organization's strategic planning that is structured to provide organizational direction for movement through various systematic activities / programs, still requires strategic coordination as a medium for clear information delivery, as well as proper communication and clear division of work to individual personnel in the organizational structure. Coordination in an organization, is the process of integrating goals and activities within a company or organization so that it has harmony in achieving the goals set, with the aim that managers can coordinate human resources and other resources owned by the organization effectively and optimally. Coordination is also expressed as an interdependent management to unite activities that occur within the organization.

Based on the perspectives above, the uniqueness of Pushidrosal organization as Hydrographic agency with dual function and role, which is to support military / defense interest and public services as National Hydrographic Agency or government agency which authorized to provide navigational chart for safety of navigation, made Pushidrosal become interesting to be observed. With these two dimensions of role and function, Pushidrosal capabilities must always have balanced and proportionality in those two dimensions internally in its organization which covered the military and public services readiness in responding to the vast changing strategic environment. One of the success is that strategic planning prepared by Pushidrosal organizations must be able to consider aspects of resource utilization by involving all organizational resources, which through mediating strategic coordination is expected to improve the performance of Pushidrosal as an organizations also as national institution and as military institution.

Based on the background, researchers are interested in conducting research on the Effect of Strategic Planning and Strategic Resources Base View on Organizational Performance Mediated by Strategic Coordination.

2. Problem Formulation

- a. Is there an influence of Strategic Planning on Organization Performance?
- b. Is there a Strategic Resources Base View effect on Organization Performance?
- c. Is there an effect of Strategic Planning on Organizational Strategic Coordination?
- d. Is there an effect of Strategic Resources Base View on Strategic Coordination?
- e. Is there an influence of Strategic Resources Base View on Strategic Planning?
- f. Is there a Strategic Coordination influence on Organization Performance?
- g. Is there any influence of Strategic Planning on Organizational Performance mediated by Strategic Coordination?
- h. Is there an effect of the Strategic Resources Base View on the Organizational Performance mediated by Strategic Coordination?

3. Research Objectives

- a. Analyzing the effect of Strategic Planning on Organization Performance.
- b. Analyzing the effect of Strategic Resources Base View on Organization Performance.
- c. Analyzing the effect of Strategic Planning on Strategic Coordination Organization.
- d. Analyzing the effect of Strategic Resources Base View on Strategic Coordination.
- e. Analyzing the effect of Strategic Resources Base View on Strategic Planning.
- f. Analyzing the influence of Strategic Coordination on Organization Performance.
- g. Analyzing the effect of Strategic Planning on Organizational Performance mediated by Strategic Coordination.
- h. Analyzing the effect of Strategic Resources Base View on Organizational Performance mediated by Strategic Coordination.

4. Benefits of The Research

- a) Theoretically, the results of this research are expected to be able to contribute to the development of organizational behavioral science, especially in the scope of organizational development, in addition to the results of the analysis of the influence of strategic planning and strategic resources base view on the performance organization of the National Hydrographic Institution through mediation strategic coordination can be used as a reference for the parties who are interested in conducting research on organization performance.
- b) Practically, the results of this study are expected to be part of the contribution of thought, knowledge, images and information on the influence of strategic competency and strategic commitment organizations on the performance organization of the Hydrographic Institute. It is hoped that other parties can carry out analyzes based on other studies, which are more in-depth and broader so that they will be able to enrich and expand the research treasure.
- c) In addition, it provides opportunities for researchers who conduct research on subjects related to organizational performance, especially opportunities to be able to analyze more closely and in depth on some relevant aspects, where the results of the

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research can then be compared with the results of research on the influence of strategic

B. LITERATURE REVIEW

1. Strategic Theory

Coulter in Kuncoro explained that Strategy is a number of decisions and actions aimed at achieving the goals (goals) in adjusting the organization's resources with the opportunities and challenges faced in its industrial environment (Kuncoro, 2006). Hamel and Prahalad in Umar stated that "strategy is an action that is incremental (constantly increasing) and continuous, and is carried out based on the perspective of what is expected by customers in the future". Thus, the strategy always starts from what can happen and does not start from what happens. "The occurrence of new market innovation speeds and changes in consumer patterns requires core competencies. Companies need to find core competencies in the business they do" (Umar, 2010).

2. Strategic Planning

A good organization is one that has clear objectives based on the vision and mission agreed by its founder. To realize these goals requires a way to achieve them, commonly referred to as strategies. Then plans, policies (policies) to the achievement and program of action. In its application, the above elements may experience changes as a result of not fulfilling the assumptions used in planning, for example because the resources obtained are not in line with expectations. It could also be caused by goals that are too abstract so far from what is expected. "Each organization must have a plan, and for the scope of the organization that is familiar with the term strategic planning, where strategic planning can help to evaluate regularly to achieve goals, help organizations to progress and develop, enlarge market share in the midst of increasingly fierce business competition" (Allison & Kaye, 2005).

Johnson and Scholes define strategy as "Strategy is the direction and scope of an organization over the long-term: which achieves the advantages for the organization through its configuration of resources within a challenging environment, to meet the needs of markets and to fulfill stakeholder expectations" (Johnson and Scholes, 2002).

3. Strategic Resources Base View

Organizational resources according to Khusnul influence the determination of strategies made by the organization when competing in the business environment. Organizational capabilities can also add value in customer value chains, product diversification or new market development (Khusnul, 2014). Yang and Conrad explained that Resources Base Theory is concerned with organizational performance heterogeneity. The objective is to bring together a range of internal resources which combined and deployed strategically can create competitive advantage for the organization. Internal resources include various types of capital: Physical capital (buildings; machinery; stock); financial capital (investments; cash reserves; operating capital); human capital (the knowledge, qualifications, skills and experience of employees) and corporate capital (trademarks; patents; systems) (Yang and Conrad, 2011).

4. Strategic Coordination

Handoko explained that coordination is the process of integrating goals and activities in separate units (departments or functional areas) of an organization to achieve organizational goals efficiently (Handoko, 2003).

Dobbeling explains "strategic coordination can be understood as the way in which organizational responses come together to achieve common aims, objectives and goals through high level decision making" (Dobbeling, 2012).

5. Organization Performance

Chaizi Nasucha in Irham Fahmi explained Organizational performance is as an overall organizational effectiveness to meet the needs determined by each group relating to systemic efforts and improve the organization's ability to continuously achieve their needs effectively (Irham Fahmi, 2010).

Kaganski explained "Apart from the difficulty in defining the concept organizational performance, the central question remains what parameters, with direct impact on the efficiency measure and monitor, not only the organization as a whole but also in individual processes, such as production, logistics, sales and human resources" (Kaganski et al., 2013).

6. Hypothesis

- a. Strategic Resources Base View influences the Organization Performance.
- b. Strategic Planning influences the Performance Organization.
- c. Strategic Coordination influences the Performance Organization.
- d. Strategic Resources Base View influences the Strategic Coordination.
- e. Strategic Strategic Planning influences Strategic Coordination.
- f. Strategic Resources Based View influences Strategic Strategic Planning.

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- g. Strategic Planning influences the Performance Organization mediated by Strategic Coordination.
- h. Strategic Resources Base View influences the Performance Organization yang mediated by Strategic Coordination.

7. Research framework

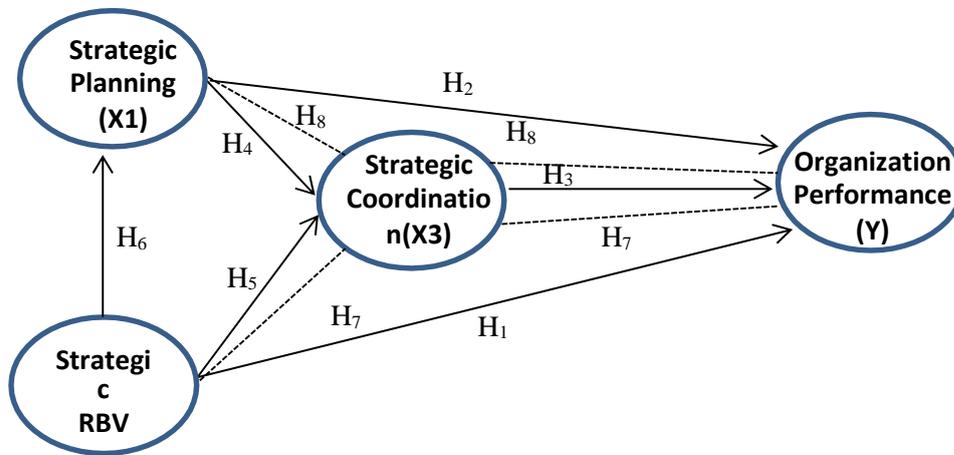


Figure 1. Research Framework

C. RESEARCH METHODOLOGY

1. Design of the Research

The study design was arranged with the aim of determining a clear direction and objectives to be achieved in the study. The research design is the entire plan to be carried out by researchers in research to solve the problem being studied. The research design used in this study is an explanatory research design conducted quantitatively. The issues raised in this study concerning the Effect of Strategic Resources Based View and Strategic Planning on Organizational Performance mediated by Strategic Coordination in Pushidrosal organizations.

2. Operational Definition

a. Strategic Planning

The dimensions of strategic planning in this study use the theory proposed by Aldehayyat and Khattab (2013), examined the dimensions of strategic planning, participation and involvement in strategic planning, time horizon, environmental planning, planning techniques and functional coverage.

b. Strategic Resources Based

The Dimension of Strategic Resources Based View uses the theory put forward by Kaleka in Jeronimo, et.al that to identify resources can be viewed from 4 areas namely physical assets, scale of operations, financial assets and organizational experience (Jeronimo, et.al., 2019).

c. Strategic Coordination

The Strategic Coordination dimension in this study uses the theory put forward by Crowston in Alaloul, Liew and Zawawi's research which explains the success factors of the coordination process including mandate, system and behavior (Alaloul, et.al, 2016).

d. Organizational Performance

The Organizational Performance dimension uses the theory put forward by Ahmed and Shafiq that " Organization performance was measured using customersatisfaction, effectiveness and productiveness". Organizational performance was measured using customer satisfaction, effectiveness and productiveness. Organizational performance can be measured through the dimensions of customer satisfaction, effectiveness and productivity (Ahmed and Shafiq, 2014).

3. Population and Sampling

The sampling technique in this study was using purposive sampling method in which the population in this study were all members of Pushidrosal, amounting to 1235 people. This purposive sampling method is based on the need for a sampling methodology that allows to be determined based on the criteria of the needs in the research variable in a certain population, but still able to provide results that can lead to accurate research results, this is in accordance with the statement. In this case, the determination of the study sample population was determined by referring to the criterion of needs in the research variable and the level of personnel

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at the rank level of Pushidrosal organizational officers.

Table 1. Research Respondent

No.	Rank/Level	Total Population	Total Sample	Total Sample Processed
1	Colonel	22	20	15
2	Lt. Colonel	60	52	40
3	Major	91	75	50
4	Captain	79	65	55
Total			212	160

Source: Research Respondent Processed, 2020

4. Research Instrument Test

At this research, in using the data collection method it is carried out by referring to the definition of the nature and nature of the data stated that "Data is a collection of facts, information, or figures that can be used as a basis for drawing conclusions" (Budi Susetyo, 2017).

Table.2 Summary of Instrument Trial Results

Variable	Item Validity				Coefficient
	Total Item	Not Valid		Total Valid	Reliability
		Total	Item Number		
Strategic Planning (X1)	30	5	6, 10, 25, 29, 30	25	0.731
Strategic Resource Based View (X2)	25	5	1, 4, 12, 17, 22	20	0.749
Strategic Coordination (X3)	20	4	7, 10, 15, 18	16	0.736
Organization Performance (Y)	20	4	7, 9, 11, 19	4	0.746

5. Classic Assumption Test

a. Normality Test

Data normality testing is done before the data is processed based on research models. To detect whether a variable data is normal or not one of them will be tested using the Kolmogorov-Smirnov (K-S) formula.

H₀: data not normally distributed, if the calculated KS value < nilai KS table

H₁: normal distribution of data, if the calculated KS value > nilai KS table

Table 3. Research Data Normality Test Results

Variable	KS		Score p-value	Status
	Calculated	Table		
Strategic Planning	0.105	17.203	0.060	Normal
Strategic Resource Based View	0.104	17.203	0.063	Normal
Strategic Coordination	0.105	17.203	0.59	Normal
Organization Performance	0.105	17.203	0.60	Normal

b. Multicollinearity Test

Multicollinearity test is done with the purpose to test the correlation between independent variables. Multicollinearity testing can be seen from the amount of VIF (Variance Inflation Factor) and tolerance. Tolerance value measures selected independent variables that are not explained by other independent variables. A low tolerance value is the same as a high VIF value ($VIF = 1 / \text{tolerance}$). Values indicate multicollinearity if tolerance ≤ 0.01 or equal to $VIF \leq 10$.

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Table.4. Tolerance value and VIF Research Variable

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics		
	B	Std. Error	Beta	Tolerance	VIF	
1	(Constant)	54.810	6.668			
	X1	.025	.024	.086	.933	1.071
	X2	.083	.063	.106	.913	1.095
	X3	.118	.061	.155	.939	1.065

6. Hypotesis Examination

a. Path Analysis

Structural equation for the hypothesis development above are as follow : $X_1 = p_{12} X_2$

$X_3 = p_{31} X_1 + p_{32} X_2$

$Y = p_{y1} X_1 + p_{y2} X_2 + p_{y3} X_3$

b. Match Model Test

$$W = -(n-d) \ln Q \text{ dimana nilai } Q = \frac{1 - R_m^2}{1 - R_{[2]}^2}$$

D. Research Result and Discussion

a. Data description

The description of the data includes Strategic Planning, Strategic Resource Based View, Strategic Coordination and Organization Performance. General description of each variable using descriptive statistics on centering measures including averages, modes, and medians. Deployment measures include range, standard deviation (standard deviation) and data variance.

Table.5. Variable Data description

Description	Variable			
	Strategic Planning	tegic Resource Based View	Strategic Coordination	Organization Performance
Total Sample	160	160	160	160
Average	104.91	89.61	72.41	73.39
Median	106	89	73	73
Modus	124	91	78	73
Standard Deviation	12.71	4.74	4.87	3.72
Varians	161.48	22.44	23.75	13.84
Minimum	82	82	64	67
Maximum	124	99	80	80
Range	42	17	16	13

b. Research Results Discussion

1) Strategic Resources Base View influence on Organization Performance.

Based on the results of the hypothesis test in this study, the analysis resultsobtained that the Strategic Resources Based View Variable has no effect on Organization Performance, this is based on the magnitude of the coefficient value of $p_{y2} = 0.106$ and then the value of t arithmetic $1,300 < t \text{ table } (156; 0.05)$

$= 1,655$ and $p\text{-value} = 0.196 / 2 = 0.098 > 0.05$ or H_0 is accepted. or reject the H_1 hypothesis.

2) Strategic Planning Influence on Organization Performance.

Based on the results of the hypothesis test in this study, the analysis resultsobtained that the Strategic Planning Variable has no effect on Organizational Performance, where this can be seen from the magnitude of the path coefficient

$\beta_{Y1} = 0.086$ with $t\text{count} = 1.064$ it turns out to be smaller than the value of table $= 1,975$ and the level of significance $\alpha = 0.289 > 0.05$, then concluded accepting hypothesis H_0 or rejecting hypothesis H_1 .

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3) Strategic Coordination Influence on Performance Organization.

The Strategic Coordination variable influences the Organization Performance variable. It can be seen from the magnitude of the path coefficient value $\beta_{Y3} = 0.155$ with $t_{count} = 1.920$, which turns out to be smaller than the value of $t_{table} = 1.975$ and at the significance level $\alpha = 0.05/2 < 0.05$, then concluded rejecting hypothesis H0 and accepting hypothesis H1. Thus, it can be said that Strategic Coordination affects Organizational Performance.

4) Strategic Resources Base View Influence on Strategic Coordination.

Strategic Resource Based View influence Strategic Coordination. This can be seen from the magnitude of the value of the path coefficient $\beta_{31} = 0.221$ with $t = 2.798$ apparently greater than the value of $t_{table} = 1.975$ and at a significance level $\alpha = 0.006/2 < 0.05$, it is concluded rejecting the H0 hypothesis and accepting the H1 hypothesis. This means that Strategic Resource Based View Influences Strategic Coordination.

5) Strategic Planning Influence on Strategic Coordination.

From the hypothesis examination, the results found that Strategic Planning influences on Strategic Coordination. This can be seen from the magnitude of the path coefficient value $\beta_{31} = -0.164$ with $t_{count} = -2.072$ it turns out to be smaller than the value of $t_{table} = -1.975$ and at the significance level $\alpha = 0.040/2 < 0.05$, it is concluded rejecting the hypothesis H0 and accepting the H1 hypothesis. Or it can be interpreted that Strategic Planning influences Strategic Coordination. Hypothesis test results explain that Strategic Planning influences Strategic Coordination.

6) Effect of Strategic Resources Based View on Strategic Planning.

Strategic Resources Base View variable influences the Strategic Planning variable. This can be seen from the magnitude of the value of the path coefficient $\beta_{12} = 0.0223$ with $t_{count} = 2.604$ turned out to be greater than the value of $t_{table} = 1.975$ and at the significance level $\alpha = 0.010/2 < 0.05$, thus, it can be stated rejecting the hypothesis H0 and accept the H1 hypothesis. This means that Strategic Resources Base View influences Strategic Planning.

7) Effect of Strategic Planning on Organization Performance mediated by Strategic Coordination.

The influence of Strategic Planning on Organizational Performance mediated by Strategic Coordination is obtained from the product of path coefficients p_{31} and p_{Y3} . The test results in this study indicate that there is a direct positive or negative effect that can be proven by the multiplication value of the path coefficient. Strategic Planning path coefficient with Strategic Coordination shows $p_{31} = -0.164$ with a significant value of 0.020. Strategic Coordination path coefficient with Organization Performance shows $p_{Y3} = 0.164$ with a significant value of 0.019. Strategic Planning has an indirect effect on Organization Performance through Strategic Coordination.

The examination of Strategic Coordination as a mediating variable and the effect of Strategic Planning on Organizational Performance using the Sobel Test to detect Strategic Coordination as a fully mediating variable of the influence of Strategic Planning on Organizational Performance. T-value of the coefficient $ab = -0.281 < t_{table} = -1.96$ indicates that Strategic Coordination is a fully mediating variable of the influence of strategic planning on Organizational Performance.

8) The effect of Strategic Resource Based View on Organizational Performance mediated by Strategic Coordination

The effect of Strategic Resource Based View on Organizational Performance mediated by Strategic Coordination is obtained from the product of path coefficients p_{32} and p_{Y3} . The test/examination results indicate there is a direct positive or negative effect that can be proven by the multiplication value of the path coefficient. Path coefficient Strategic Resource Base View with Strategic Coordination shows $p_{32} = 0.221$ with a significant value of 0.003. Strategic Coordination path coefficient with Organization Performance shows $p_{Y3} = 0.164$ with a significant value of 0.019.

The purpose of the examination of the Strategic Coordination as a mediating variable influences of the Strategic Resource Based View on Organizational Performance using the Sobel Test is to detect Strategic Coordination as a full mediating variable of the effect of strategic Resource Based Views on Organizational Performance. The value of the t_{count} coefficient $tab = 2.152 > t_{table} = 1.96$ shows that Strategic Coordination is a mediating variable full of the influence of the Strategic Resource-Based Views on Organizational Performance.

E. CONCLUSION, IMPLICATIONS AND RECOMMENDATION

1. Conclusion

Based on statistical calculations and Hypothesis examination and discussions, the following findings are obtained :

- There is no effect of Strategic Planning on Organization Performance. There is no influence of Strategic Planning on Organizational Performance shown by the position of the Pushidrosal organization as the Kotama for the Development of the

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Navy, but on the other hand, the realization of the duties and functions of carrying out the mandate as a National Hydrographic Institute, so that it becomes a unique side of the Pushidrosal organization.

- b. There is no effect of Strategic Resources Base View on Organization Performance. There is no effect of Strategic Resources Based View on Organization Performance due to the uniqueness of the Pushidrosal organizational status in the process of managing organizational resources, which not only covers aspects of financial resources but also non-financial needs a different approach to be able to achieve organizational performance optimally (Organization Performance) and carry out the vision and mission and the achievement of the goals of the organization as a whole.
- c. There is the influence of Strategic Planning on Organization Strategic Coordination. Coordination helps implementation of the strategic planning that has been prepared. Coordination becomes a tool to facilitate synchronization and communication activities between organizational units and externally. Communication in the form of coordination between organizational units aims to form the similar perception and understanding of the organization's vision, mission and objectives to compile the actions needed in order to achieve the objectives and develop the resources needed.
- d. There is an influence of Strategic Resources Base View on Strategic Coordination. Achievement of organizational goals is realized by efforts to integrate units within the organization to be able to use and manage organizational resources optimally through coordination between units within the organization. Coordination as one of the functions in organizational management cannot be separated from the ability of every manager in utilizing various organizational resources for the achievement of goals through integration and coordination between organizational units. The magnitude of the value of the Operational dimension in the variable Strategic Resource Based View shows the utilization of large organizational resources in Survey and data collection on Hydrography Operations and other operational activities in the form of inter-institutional maritime cooperation.
- e. There is an influence of Strategic Resources Base View on Strategic Planning. The preparation of Strategic Planning as an organizational guideline requires information about the quality and quantity of organizational resources. Analysis of organizational resources is needed in the strategic planning process; it is to find out the quality and quantity of resources owned by the organization. Environmental scanning is the main indicator to find out the Strategic Planning of the organization.
- f. From the results of the study, the magnitude of the value of the effectiveness dimension on the Organization Performance variable shows the ability of the organization to achieve organizational goals is carried out through the implementation of programs and activities as planned through strategic coordination at each stage.
- g. There is the influence of Strategic Planning on Organization Performance mediated by Strategic Coordination. The perception of strategic planning, especially in the interpretation of the organization's vision and ways that must be done by the organization to realize its vision. The success of an organization in determining and achieving its strategic plan requires consideration through mediation at the strategic level (strategic coordination) in order to achieve a formulation of strategic planning that is appropriate (realistic) and measurable (accountable) so that it is able to guarantee to be implemented optimally.
- h. There is an influence of the Strategic Resources Base View on Organization Performance mediated by Strategic Coordination. Pushidrosal as an institution, in realizing its duties and functions as a Military Hydrographic Institute and Civil Hydrographic Institute, is based on the variety and quality output of products in the form of nautical charts, electronic nautical chart and nautical publications that able to support national interests in maritime safety of navigation and maritime environmental application. the resources that an organization has but are also determined by the capabilities of the organization turn the organizational resources into competitive advantages. Coordination as part of the management function is needed to integrate Work Unit units in the Pushidrosal environment and to differentiate the activities and activities of the organization beside to manage coordination externally with the layer of beurocracy with the parent organization and other maritime agencies.

2. Theoretical Implication

Based on these research results and findings, the theoretical and practical implications can be stated as follows:

- a. In the preparation of an organization's strategic planning, in addition to have better understanding and orientation of the organization's vision, mission and goals, strategic coordination media needs to be considered as part of determining the phasing of its achievements so that it can be used as guidelines and can be measured for improving organizational performance in achieving the goals set.
- b. The perspective view on the organizational resources (Resources Base View), directs the management of personnel capabilities at the managerial level to be able to manage and utilize tangible and intangible organizational resources optimally

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tobe directed towards improving organizational performance and through competitive advantage.

- c. Koordinasi internal sangat signifikan mempengaruhi mediasi antar unit organisasi dalam penyusunan perencanaan dan pengelolaan sumber daya organisasi. Koordinasi eksternal yang efektif dengan induk organisasi juga menentukan pencapaian kinerja organisasi. The internal coordination significantly influences mediation between organizational units in the planning process and management of organizational resources. Effective external coordination with the parent organization also determines the achievement of organizational performance.
- d. Organizational performance can be a picture of organizational working performance in implementing strategic planning and organizational capabilities in managing organizational resources.

3. Managerial Implication

- a. After examining hypotheses and theoretical implications, managerial policies need to be developed which are expected to be able to contribute theoretically to management practices. Some of the implications that can be derived from the results of this study are as follows:
- b. The results and finding from this study can be used as a material for consideration and evaluation of the dimensions of the assessment of Pushidrosal organization performance and improvement by considering the relationship between Strategic Planning, Strategic Resources Based View, Organizational Performance and Strategic Coordination.
- c. Identifying obstacles / problems faced in terms of performance evaluation of Pushidrosal through Strategic Planning, Strategic Resources Based, Organizational Performance and Strategic Coordination variables.
- d. Pushidrosal organizational performance evaluation parameters, as well as Pushidrosal performance measurement parameters are not only based on the perspective of Pushidrosal as a Military Hydrographic Institute but also in terms of implementing the Pushidrosal mandate as a National Hydrographic Institution.
- e. Based on empirical evidence in this study, it illustrates that the interdependence of the Pushidrosal Organization with its parent organization can affect the achievement of performance optimally in accordance with the dual functions of the organization. The mandate of public services and as one of the national institutions needs to be made as a focus of consideration in determining the form and structure of the Pushidrosal organization in order to be able to shorten the range of bureaucracy in the administration of tasks and functions that represent Government functions.

4. Further Research Recommendation

1. The results of this study can be followed up with studies of other parties related to Pushidrosal organization.
2. Future studies might add more dimensions to the variable Strategic Planning and Strategic Resource Based View with the influence of organizational culture (Organization Culture).
3. The composition of respondents is determined based on the criteria of personnel who oversee the planning field and involve relevant institutional respondents outside Pushidrosal organization but still have an interrelated interaction between the organization of the activity program with Pushidrosal organization.
4. Indicator variables need to be added by referring to the proportional implementation of Pushidrosal's functions as the National Hydrographic Institute and the Military Hydrographic Institute.

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