

## The Influence of Strategic-Based View and Strategic Orientation on the Organizational Performance of the Indonesian Navy in Maintaining the Regional Security Stability in South China Sea Mediated by Strategic Coordinating Management



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**ABSTRACT:** The main objective of this study is to analyze the strategic resources based view and strategic orientation of the organizational performance of the Indonesian Navy in maintaining the regional security stability in South China Sea mediated by strategic coordinating management. The sample in this study were the personnel of the Operations Staff and the Intelligence Staff of the Indonesian Navy Headquarters, the First Fleet Command Jakarta, The First Sea Battle Task Force, and Ranai Naval Base, as well as officers crew of the First Fleet Command's Indonesian Warships. The first to occupy positions in the field of operational planning and carrying out operational tasks in the field were 231 people. The data obtained was analyzed using SEM (Structural Equation Modeling) with the SPSS program version 22.0 and Smart PLS version 3. The finding of this study show that the direct strategic resources based view, strategic orientation and strategic coordinating management hypotheses affect the organizational performance. The result of the study also shows that there is a correlation between strategic resources based view and strategic orientation towards strategic coordinating management. Meanwhile, the result of the indirect hypothesis also claims that strategic resource-based view and strategic orientation affect the organizational performance mediated by strategic coordinating management. The Strategic Resources Based View positively shows that the Tangible Assets of the Indonesian Navy are still able to support operational units in the Natuna Sea and the Intangible Assets of the Indonesian Navy, Competence, Credibility and Capabilities of the Indonesian Navy soldiers in protecting the waters of the Natuna Sea and the Indonesian Navy's Capability is still capable of maintaining state's sovereignty in Natuna Sea which is also the main task of the Indonesian Navy.

**KEYWORDS:** strategic resources-based view, strategic orientation, strategic coordinating management, organizational performance

### INTRODUCTION

Recently, the activity of foreign fishing boat at the Northern Natuna Sea becomes the main focus of most citizens of Indonesia. As an archipelagic state with waters blessed with abundant of natural resources and energy reserves, North Natuna Sea becomes an attractive region of the South China Sea, particularly the countries with interest in it. China's "Nine-Dash-Line" claim on South China Sea has caused friction with some countries in the region (Michael Beckley, 2022). Although Indonesia is not one of the claiming states, the existence of the foreign fishing boats which are always escorted by the illegally present Coast Guard at the Northern Natuna waters which urged the government to officially protests against the accident. The hard protest demonstrates that Indonesia is a fully independent and sovereign state. China shouldn't have attempted to claim the rights should it result in conflicts between the countries in the region (Feng Zhang, 2017).

In response to that, the Indonesian Navy as a national defense component at sea has attempted to maintain the state's sovereignty at sea as a form of national defense, particularly towards the existence of illegal foreign fishing boats and foreign governments' boats within Indonesia's national jurisdiction. One of the ways how the national defense is conducted is through strengthening defense cooperation with other countries. Countries in the South China Sea region commits on fighting for their respective sovereignty and maritime claims (Michael Beckley, 2022). Indonesia also has the same commitment to uphold its sovereignty.

The Indonesian Navy has carried out defense diplomacy, one of which is by regularly presenting its warships to carry out patrols in the South China Sea area with the hope of creating stability in the region (Indra Nusha Raspati, 2019). Furthermore,

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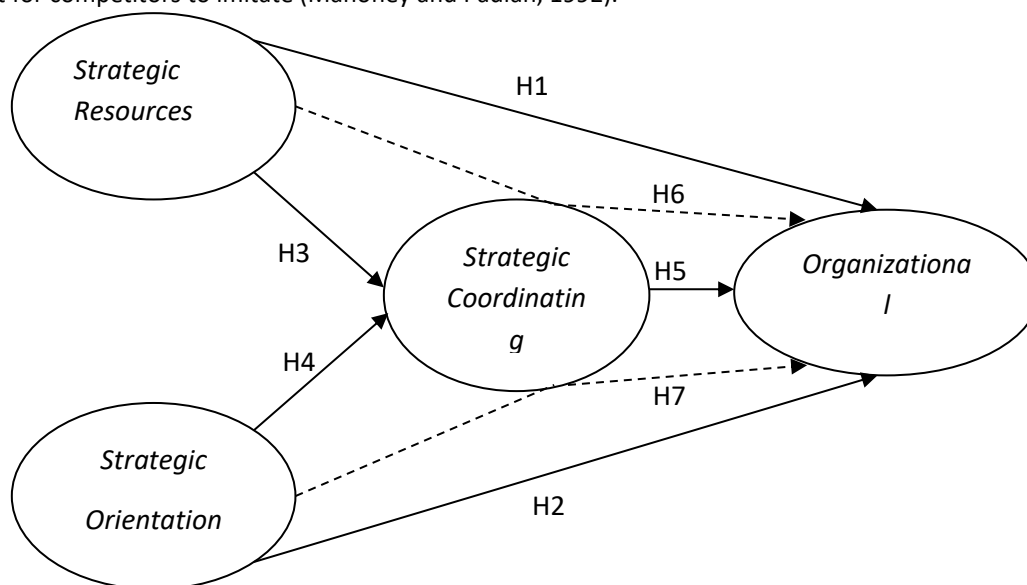
defense diplomacy is carried out, among other things, to find a balance between the necessity to create regional security stability, increase defense capabilities, and the independence of a country's national defense (Goldy, 2014).

The Indonesian Navy is committed to guaranteeing the upholding of state sovereignty and law enforcement at sea and this is a form of performance responsibility that can be physically seen by maintaining state sovereignty in the North Natuna Sea region. Eventually, it will guarantee the creation of regional security stability in the South China Sea. The implication is that the Indonesian Navy is optimally trying to achieve security stability by presenting patrol boats that are deployed periodically and in sufficient numbers. Then, maximizing logistical support for the operational area by utilizing the Ranai Naval Base as an advanced base. Furthermore, with regard to Indonesia's free and active foreign policy, where Indonesia joined the ASEAN organization which together with China has agreed and implemented an understanding in dealing with potential conflicts in the South China Sea in the form of the Declaration on the Conduct of Parties (DOC) in South China Sea and the South China Sea Code of Conduct (DOD). This kind of strategic support from ASEAN is more important than economic resources and island control in the South China Sea (Feng Zhang, 2017).

Based on the narration above, this study intends to examine how the organizational performance of the Indonesian Navy influences the regional security stability at sea by utilizing all competitively valuable resources owned as part of a strategic resources-based view (RBV). With a strategic orientation which is a form of strategic policy for the Indonesian Navy as a form of response for the Indonesian Navy in handling potential conflicts in the North Natuna Sea. Because many countries have common interests in the SCS region, it is necessary to have a strategic coordinating management as a form of coordination at the strategic level between countries and at the operational level between the military forces of each country.

## THEORETICAL BACKGROUND

Organizational performance can be defined as the ability of an organization to achieve goals by using resources in an efficient and effective way (Tseng and Lee, 2014). Coordination according to Paula. A (2012) as a dynamic activity that is continuously created and modified to define organizational relationships and activities. Strategic Orientation is the company's strategic direction in creating the right behavior so as to achieve superior performance (Zhou et al, 2005). While the views of Slater et al. (2006) regarding Strategic Orientation is a broad strategy, which is equipped with a detailed list of strategies and their implementation. RBV describes a company's ability to realize a sustainable competitive advantage when the resources managed in such a way become difficult for competitors to imitate (Mahoney and Padian, 1992).



Picture 1. Research Model

According to the review above, hypotheses are derived as follow:

- H1: There is a positive and significant influence of strategic resources-based view towards the organizational performance of the Indonesian Navy
- H2: There is a positive and significant influence of strategic management towards the organizational performance of the Indonesian Navy

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- H3: There is a positive and significant influence of strategic resources-based view towards strategic coordinating management
- H4: There is a positive and significant influence in strategic orientation towards strategic coordinating management of the Indonesian Navy
- H5: There is a positive and significant influence of strategic coordinating management towards the organizational performance of the Indonesian Navy
- H6: There is a positive and significant influence of resources-based view towards the organizational performance of the Indonesian Navy mediated by strategic coordinating management
- H7: There is a positive and significant of strategic orientation towards the organizational performance of the Indonesian Navy mediated by strategic coordinating management

### **METHODS**

This research uses testing hypothesis method. This research is conducted to examine the influence of strategic resources-based view and strategic orientation on the organizational performance of the Indonesian Navy in maintaining security stability in the South China Sea region mediated by strategic coordinating management. The hypothesis is tested based on the results of a survey using an explanatory survey method. The survey method in this study uses a questionnaire as a data collection tool that aims to obtain information about respondents who can represent the population. This quantitative method emphasizes the importance of analyzing numerical data that are processed using statistical methods that allow researchers to determine exactly. In this research, the populations of 337 respondents consist of personnel of the Operations Staff and Intelligence Staff of the Indonesian Navy Headquarters, the First Fleet Command Jakarta, the First Sea Battle Task Force, and Ranai Naval Base, as well as the crew officers of the First Fleet Command's Indonesian Warships. The number of samples gathered counts up to 231 respondents according to the 68.5% sample out of 337 total population.

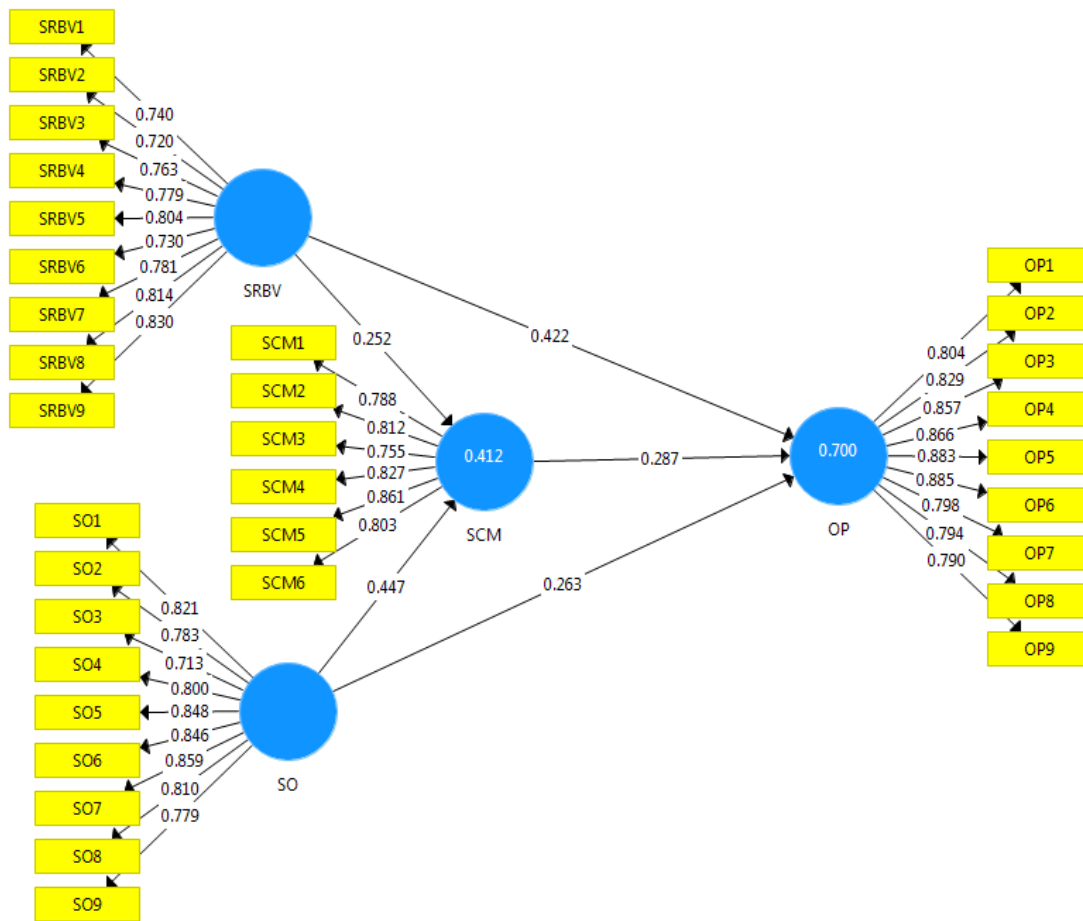
This is a descriptive research with a deductive-inductive approach that starts from the theoretical framework and the results of previous research which are then developed into the problems posed. These stages are carried out to obtain the results of justification or rejection as outlined in the form of field empirical data. researchers used SEM analysis which is a statistical technique that can analyze patterns of relationships between latent constructs and their indicators. Furthermore, the latent constructs are one with the other with direct measurement error indicators. As a combination of two statistical methods, factor analysis and simultaneous equation models developed in econometrics (Yamin & Kurniawan 2009). supporting software that helps data processing using the Smart-PLS 3 program.

### **RESULT AND ANALYSIS**

According to the research, the characteristics of respondents classified by gender are 96.5% or 223 respondents are male and 8 respondents are female (3.5%). The majority of respondents based on the last level of education were respondents with a high school education level with a total of 209 respondents (90.5%) and the second majority of respondents were respondents with a Diploma education level (D1 - D3) with a total of 9 respondents (3.9%). Based on the length of service of 47.2% below 3 years, there were 109 respondents and 29.8%, the length of service above 10 years was 69 respondents.

This research uses a data analysis test which can be carried out using the outer model test which consists of 2, namely the validity and reliability test as well as the inner model test which consists of a test for the coefficient of determination ( $R^2$ ),  $f^2$ ,  $q^2$  and path coefficients, goodness of fit (GoF), and in testing the hypothesis previously formulated in this. all statement items have a loading factor of more than 0.7 so that all statement items are convergent validity and reliability testing by looking at the composite reliability value is that all constructs have a value above 0.7 which shows that all constructs in the estimated model meet the composite reliability criteria so that can be continued to the next step, namely hypothesis testing.

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Source: SmartPLS 3 processed data

Picture 1. Loading factors testing results

Table 1. Hypotheses Testing

Hipotesis	Coefficien	P Values
<i>strategic resources based view</i> -> Organizational Performance	0,422	<b>0,000</b>
<i>strategic orientation</i> -> Organizational Performance	0,263	<b>0,000</b>
<i>strategic resources based view</i> -> <i>strategic coordinating management</i>	0,252	<b>0,000</b>
<i>strategic orientation</i> -> <i>strategic coordinating management</i>	0,447	<b>0,000</b>
<i>strategic coordinating management</i> -> Organizational Performance	0,287	<b>0,000</b>
<i>strategic resources based view</i> -> <i>strategic coordinating management</i> -> Organizational Performance	0,072	<b>0,002</b>
<i>strategic orientation</i> -> <i>strategic coordinating management</i> -> Organizational Performance	0,129	<b>0,000</b>

Source: data processed by SmartPLS 3

Based on the variable testing results, the Strategic Researches Based View affects the organizational performance variable because it has a p-value of 0.000 < 0.05 Ha. This result is consistent with the result of the previous research by Pearson et al., (2015), Saad Alaarj et al. (2016), Davcik & Sharma (2016), Mitra et al. (2017), Francis Deinmodei (2017), Rochdi et al. (2017), Portillo-Tarragona et al. (2018), Holdford (2018), Gupta et al. (2018), Ma et al. (2019), Adnan et al. (2018), Osobajo & Bjeirmi (2021), that resource reconfiguration on the basis of RBV has a significant positive effect on organizational performance. Francis Deinmodei et al. (2017) argued that Researches Based View (RBV) as heterogeneity forms a strong point of strength and allows organizations to gain competitive advantage. The potential success of an organization depends heavily on its performance, which relates to its ability to effectively implement strategies to achieve organizational goals.

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The result of the second hypothesis is valid where strategic orientation variable affects the organizational performance because it has a p-value of  $0.000 < 0.05$  Ha. This result is consistent with the previous research by Miles & Snow (1978), Zhou et al. (2005), Hakala, H. (2011), Al-Dmour et al (2015), Gupta, V.K. and Gupta, A. (2015), Bader Yousef (2016), Riskha (2018), Dale A. Cake et al, (2019), that strategic orientation has a positive and significant effect towards organizational performance. Zhou et al. (2005) in his research found that strategic orientation as the organization's strategic direction in producing the appropriate behavior in order to achieve excellent performance.

The result of the third hypothesis is valid where strategic resources based view variable affects the strategic coordinating management variable because it has a value of p-value  $0.000 < 0.05$  Ha. This result is consistent with the result of research by Portillo-Tarragona et al. (2018), Rochdi et al. (2017), Ma et al. (2019), Holdford (2018), Gupta et al. (2018), Davcik & Sharma (2016), Adnan et al. (2018), Pearson et al. (2015), Mitra et al. (2017), Osobajo & Bjeirmi (2021), that resource reconfiguration with Strategic Research Based View basis has positive and significant effect towards Strategic Coordinating Management. Research by Tom Christensen, Liang Ma (2018) found that it was important to focus on the correspondence between the written coordination plan and its ethical practice. The gap between what is defined and the coordination practiced in crisis management requires further theoretical considerations. Coordination between government agencies and social entities during crises is critical to governance capacity and crisis management performance, but poses many challenges in practice.

The result of the fourth hypothesis is valid where the strategic orientation variable affects the strategic coordinating management variable because it has a p-value of  $0.000 < 0.05$  Ha is accepted. This result is consistent with the previous research by Miles & Snow, (1978), Zhou et al. (2005), Hakala, H. (2011), Al-Dmour et al. (2015), Gupta, V.K. and Gupta, A. (2015), Bader Yousef (2016), Riskha (2018), Dale A. Cake, et al. (2019), that Strategic Orientation has a positive and significant effect on Strategic Coordinating Management. Effective coordination can alleviate problems by increasing understanding of problems and their underlying causes, increasing the likelihood of finding agreed solutions and aiding implementation. The vertical coordination management implemented by the Indonesian Navy and its staff, especially those in the operational area, greatly supports the performance of the Indonesian Navy. The strategic policy of the Indonesian Navy in upholding state sovereignty and law enforcement at sea in the South China Sea is very clear and requires horizontal coordination with subsidiary commands. This will greatly affect the coordination management that will be carried out.

The result of the fifth hypothesis is valid where the strategic coordinating management variable affects organizational performance variables because it has a p-value of  $0.000 < 0.05$  Ha. In Ra'ed Masa'deh's research (2018) it was concluded that strategic orientation has positive and significant effects towards organizational performance. Innovation mediates the path between strategic orientation and organizational performance. In his research, Bert George et al. (2019) found that strategic planning has a positive, moderate, and significant effect on organizational performance in the private and public sectors, in all international settings. There is a positive influence from the mediating role of competitive advantage (differentiation and cost leadership) in the relationship between dynamic capabilities and business performance (Keni Galmai, 2019). Meanwhile, Ra'ed Masa'deh's research (2018) showed that strategic orientation and organizational performance were interrelated. The strategic policy choice of the Indonesian Navy in upholding state sovereignty and law enforcement at sea in the SCS area which is well planned will have a deterrent effect on foreign ships that will enter the territory of the Republic of Indonesia. The absence of foreign ships in the North Natuna Sea will guarantee security stability in the area, and at the same time demonstrate optimal performance of the Indonesian Navy.

The results of the 6th hypothesis are accepted where there is a positive and significant influence of strategic resources based view towards organizational performance mediated by strategic coordinating management because it has a p-value of  $0.002 < 0.05$  Ha. This is consistent with the result of research by Portillo-Tarragona et al. (2018), Rochdi et al. (2017), Ma et al. (2019), Holdford (2018), Gupta et al. (2018), Davcik & Sharma (2016), Adnan et al. (2018), Pearson et al. (2015), Mitra et al. (2017), Osobajo & Bjeirmi (2021), that the resource reconfiguration on the basis of Strategic Researches Based View has a positive and significant effect on Strategic Coordinating Management. This result is because respondents sourcing from the leaders of the Indonesian Navy consider that improvement and creation in the process of standardizing the organization with restructuring of resources is not the most significant in improving Strategic Coordinating Management for the Indonesian Navy. The results of this study explain that this could be due to the fact that the restructuring stage of the resources in the Indonesian Navy has not been able to improve the Strategic Coordinating Management within the Indonesian Navy's management body but instead focuses on the integration of the Indonesian Navy's internal resources. Competitive advantage can be achieved or delivered to an organization when resources are specifically used in a way that is more valuable than the organization's envisioned competitors.

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The result of the seventh hypothesis is valid where there is a positive and significant effect of strategic orientation on organizational performance mediated by strategic coordinating management because it has a p-value of  $0.000 < 0.05$  Ha. The result of this study is consistent with the previous research by Miles & Snow (1978), Russo & Fouts (1997), Zhou et al. (2005), Hakala, H. (2011), Chan et al. (2012), Al-Dmour et al. (2015), Gupta, V.K. and Gupta, A. (2015), Bader Yousef (2016), Kirchoff et al. (2016), K. M.Chu (2017), Riskha (2018), Dale A. Cake et al. (2019), Rakhmawati, A., Rahardjo, K., (2019), namely Strategic Orientation has a significant positive effect on organizational performance mediated by strategic coordinating management. The results of these researches are in line with this research, which is also in line with the concept of strategic orientation which is put forward by the role of strategic orientation as a guide. on the strategy, behavior, consequences, performance and impact of the company's operations. However, in Ra'ed Masa'deh's research (2018) it was concluded that strategic orientation had positive and significant effects related to organizational performance.

### CONCLUSION

This study aims to determine the effect of Strategic Resources Based View and Strategic Orientation on the Organizational Performance of the Indonesian Navy in maintaining the regional security stability in the South China Sea mediated by Strategic Coordinating Management. Based on the results of the research conducted, it can be concluded as follows: There is a positive and significant strategic resources based influence view of the organizational performance of the Indonesian Navy. There is a positive and significant effect of strategic orientation towards the organizational performance of the Indonesian Navy. There is a positive and significant strategic resources based view influence on the strategic coordinating management of the Indonesian Navy. There is a positive and significant effect of strategic orientation effect towards the strategic coordinating management of the Indonesian Navy. There is a positive and significant effect of strategic coordinating management towards the organizational performance of the Indonesian Navy. Strategic coordinating management is able to mediate the influence of strategic resources based view on the organizational performance of the Indonesian Navy. Strategic coordinating management is able to mediate the effect of strategic orientation on the organizational performance of the Indonesian Navy.

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