

## The Influence of Organizational Culture and Organizational Commitment towards Organizational Performance of the Military Sealift Command in Developing the National Sea Transportation Mediated by Dynamic Capability



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**ABSTRACT:** The main objective of this study is to analyze organizational culture and organizational commitment to the organizational performance of the Military Sealift Command in fostering the potential of national sea transportation mediated by dynamic capability. The research was carried out on warships in the Military Sealift Command's fleet, the object of research comes from the Staff Officers of the Military Sealift Command's Command Headquarters' staff officers, officers and the crew of the Indonesian Warships in the Military Sealift Command's fleet, totaling to 252 subjects. The data obtained is analyzed using SEM (Structural Equation Modeling) with SPSS version 22.0 and Smart PLS version 3. The findings of this study show that the direct organizational culture, organizational commitment, dynamic capability demonstrates that hypotheses affect the Organizational performance of the Military Sealift Command. The results of the study also demonstrate that there is an influence of the organizational culture and organizational commitment affect towards dynamic capability. While the results of the indirect hypothesis also have an effect, namely organizational culture and organizational commitment towards organizational performance of the Military Sealift Command which is mediated by dynamic capability. The results of this research can be implemented especially in organizational culture so that it can contribute to social change by creating more growth opportunities resulting, thereby providing assistance to society. It is necessary to have an organizational culture that has been implemented at the Military Sealift Command in its capacity as the sole supervisor of national sea transportation, applied to the national civilian fleet. In its service, the Military Sealift Command will always be ready to support the logistics transportation program to distribute government or private assistance to all corners of the country. So far, the distribution of disaster logistical assistance or other assistance from the central government or the private sector to those in need in the country has barely involved the national civilian fleet.

**KEYWORDS:** organizational culture, organizational commitment, dynamic capability and organizational performance

### INTRODUCTION

The movement of either military troops or logistical assistance be it in an operation or in an exercise in Military Operations-other-than-war by the Indonesian Navy during wartime or peace is very much determined by the Military Sealift Command's to carry out military transportation. Not only military transportation, but transportation in the means of assistance distribution for celebration's transportation, logistics and disaster aid during peace or disaster emergency on the Military Operations-other-than-war can also demonstrate the vital role of the Military Sealift Command in the country. Indonesia is the largest archipelagic country in the world and sea transportation becomes so important to reach the communities at the corner of Indonesia. The transportation mode to connect one island and another with enormous carrying capacity is by ship, rendering it to be primary in Indonesian national economic development.

The national maritime power which potentially supports the main duties of the Indonesian Navy can be classified as the as the Naval Reserve Component. According to Law No 23 Year 2019 regarding the National Resources Management for State Defense, Reserves Component is national resources trained to be deployed through mobilization to enlarge and strengthen the Main Component of the State Defense, namely the Indonesian National Armed Forces (hereafter: TNI). Reserve Component along with Supporting Component in the National Defense system supports the TNI which is the Main Component of the State Defense.

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The aspects of the Reserve Component include human resources, natural resources, artificial resources and facilities. With the existence of the Reserve Component, it is expected to strengthen TNI as the Main Component.

The frequent occurrence of natural disaster in this country shows the evidence that this country needs assurance that there are means of sea transportation available at all time to be mobilized to carry logistical assistance to every corner of this country. This capacity is to be done with dynamic capability approach since the Military Sealift Command must be ready to face unpredictable situational change. In Aaron S. Duncan's research (2019) entitled "Developing Dynamic Capabilities in Emerging Industries: A Qualitative Study of the Microfoundations of Dynamic Capabilities," it was stated that the dynamic character was dependent on the managerial capability to use it partially or in combination.

Referring to the aforementioned research gap, this research is expected to provide novelty in research, namely the existence of the Military Sealift Command's organizational performance's influence to develop the potential of the national sea transportation. The previous researches focus more on researching the organizational performance affected by the private leadership in order to achieve the organizational objective. Thus, this research will attempt to fill in the further gap by examining the influence of organizational culture and organizational commitment towards the organizational performance of the Military Sealift Command in developing the national sea transportation potential mediated by dynamic capability.

Admittedly it is not easy to prepare private fleet and commercial fleet which are organizationally business-oriented, thus whether or not the organizational culture and organizational commitment of the Military Sealift Command have any effects on the organizational performance of the Military Sealift Command in realizing its fleet to support the national sea transportation. As company-based private organization which aims for as much revenue possible, it will consequentially lead to direct disturbance of the company's objective should the fleet be converted for national sea transportation use by the Government. The performance of the Military Sealift Command will be examined and measured from its private fleet and commercial fleet's capability.

## **METHODS**

This research plan uses Testing Hypothesis. This research is conducted to examine the influence of organizational culture and organizational commitment towards the organizational performance of the Military Sealift Command in developing the national sea transportation potential mediated by dynamic capability. The hypothesis is examined based on the survey results using explanative survey method. The survey method in this research uses questionnaire as data gathering instrument which aims to gather information regarding the respondents representing the population. This quantitative method emphasizes on the importance of numerical data analysis processed using statistical method which enables the researchers to settle down in exact manner. The number of populations for this research counts up to 690 personnel totaling from the Military Sealift Command's Command Headquarters' officers, officers and crew of the warships in the Military Sealift Command's fleet from the officers, NCOs and enlisted. According to Hair et al (2018), the number of samples can be obtained by the number of statement indicators multiplied by a minimum of 5 and a maximum of 10. There are 36 items of statement indicators in the research, thus the number of samples in this study was 252 samples (36x7).

This is descriptive research with deductive-inductive approach starting from the theoretical framework and preceding research results which is later developed into the proposed research question. 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 the two statistical methods, factor analysis and simultaneous equation models developed in econometrics (Yamin & Kurniawan 2009). The supporting software helping data processing uses the Smart-PLS program.

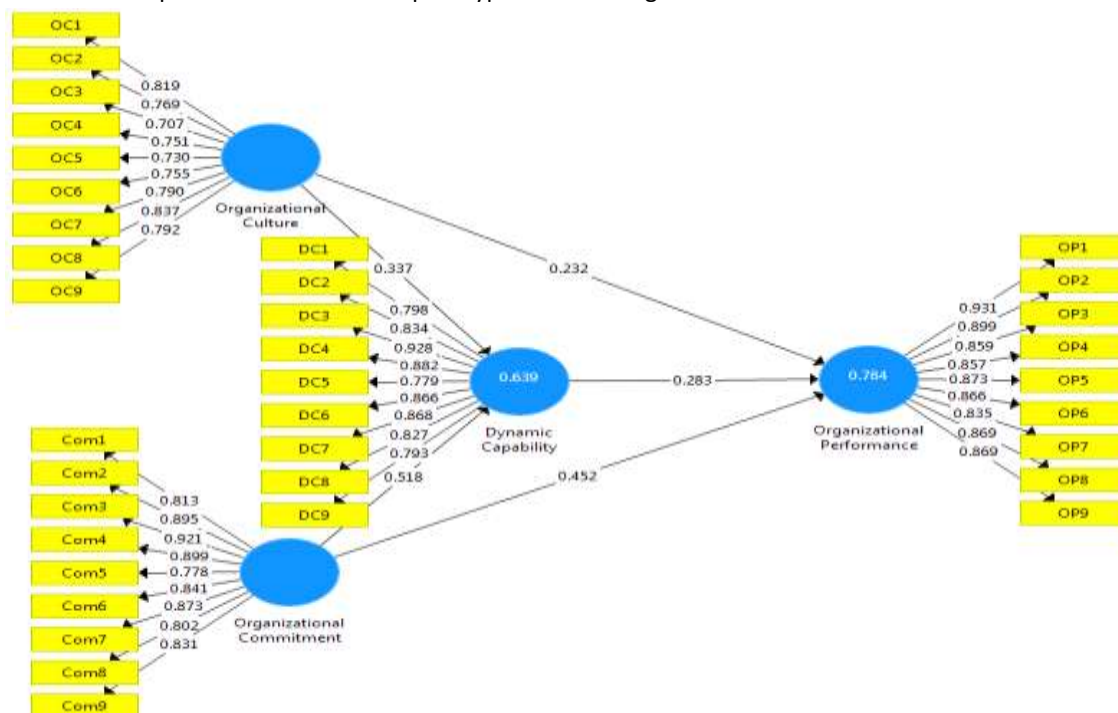
## **RESULTS AND ANALYSIS**

This research is conducted on 252 personnel of the Military Sealift Command's Command Headquarters' officers, officers and crew of the warships in the Military Sealift Command's fleet from the officers, NCOs and enlisted. According to the research, the number of the respondents is dominated by male with 251 respondents or 99.6% while the remaining 1 respondent is female which constitutes 0.4% of the total respondents. Respondents below the age of 25 total up to 124 (49.2%) while those in the range of 26-35 and 36-46 consist of 57 (22.6%) and 45 (17.8%) respondents respectively, and 26 respondents (10.4%) above 46. According to the questionnaire, the educational background of the respondents who finish high school are 237 respondents (94%), Diploma 1- Diploma 3 6 respondents (2.4%), undergraduate study 7 respondents (2.8%), and postgraduate and doctorate study 2 respondents (0.8%). According to the terms of duty, 102 respondents (40.5%) have served for less than 3 years, 22 respondents

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(8.7%) has served for between 3 to 5 years, 49 respondents (8.7%) with 5 to 10 years of service and 79 respondents (31.4%) have served for more than 10 years.

This research uses a data analysis test which can be carried out using the outer model tests, 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. All statement items have a loading factor of more than 0.7 so that all statement items have 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 thus can proceed to the next step of hypothesis testing.



Picture 1. Conceptual framework test results

Source: SmartPLS 3 processed data

Table 1. Hypothesis testing

Hipotesa	Coefisien	P Values
Dynamic Capability -> Organizational Performance	0,283	0,000
Organizational Commitment -> Dynamic Capability	0,518	0,000
Organizational Commitment -> Organizational Performance	0,452	0,000
Organizational Culture -> Dynamic Capability	0,337	0,000
Organizational Culture -> Organizational Performance	0,232	0,000
Organizational Commitment -> Dynamic Capability -> Organizational Performance	0,147	0,000
Organizational Culture -> Dynamic Capability -> Organizational Performance	0,095	0,000

Source: SmartPLS 3 processed data

According to the test results, the organizational culture variable affects the organizational performance variable because it has a p-value of  $0.000 < 0.05$  Ha, which according to Robbins & Judge (2013) stated that organizational culture was a shared system owned by all members of the company that makes the organization distinct from other organizations. Utilizing the organizational culture to improve organizational performance not only requires knowledge of organizational cultural content but also to manage the cultural changes. This research is in accordance to the research by Boon-Seng Tan (2019) who claimed that organizational culture had effect towards the performance. Organizational culture is believed to be the main determining factor for the success of organizational performance.

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The result of the second hypothesis is accepted where the organizational commitment variable affects the organizational performance variable because it has a p-value of  $0.000 < 0.05$  Ha. This result is consistent with the commitment as one of the keys that also determines the success or failure of an organization to achieve its goals. Employees who are committed to the organization usually show an attentive work ethic, responsible towards the duties, and are very loyal to the organization. Research by Shahid Razzaq et al. (2018) found that the public policymakers were suggested to implement the unit and practice of knowledge management to improve the knowledge-work performance as well as the organizational commitment. Building organizational commitment among co-workers is also one important factor to ensure the organizational effectivity (Jalal Hanaysha, 2016). Employee development has significant positive effects towards organizational commitment according to Jalal Hanaysha's research (2016).

The result of the third hypothesis is accepted where the organizational culture variable affects the dynamic capability variable because it has a p-value of  $0.000 < 0.05$  Ha. These results is consistent with the existing theory whereby to be able to carry out their duties properly and professionally, it is necessary to grow a good organizational culture. Robbins (2008) stated that organizational culture referred to a system of shared meaning held by members that distinguished the organization from other organizations. This shared meaning system, when examined more closely, is a key set of characteristics valued by the organization. Organizational culture will be able to appear in the performance of an employee when they fundamentally have good and noble values.

The result of the fourth hypothesis is accepted where the organizational commitment variable affects the dynamic capability variable because it has a p-value of  $0.000 < 0.05$  Ha. This result is consistent with the existing theory where employee empowerment has a significant positive effect on organizational commitment (Jalal Hanaysha, 2016). There is a fact that leadership and organizational justice in Herlina JR Saragih's research (2018) affect organizational commitment. According to research conducted by Bashaer Almatrooshi (2016), organizations that wished to improve organizational performance must fulfill employee rights, which in turn helps to achieve better employee performance, thereby increasing overall organizational performance. Boon-Seng Tan (2019) in his research found that a more homogeneous organizational culture encourages teamwork that has a clear mission to improve organizational performance.

The result of the fifth hypothesis is accepted where the dynamic capability variable affects the organizational performance variable because it has a p-value of  $0.000 < 0.05$  Ha. This result is consistent with existing theory that dynamic capability refers to an organization's capacity to intentionally create, expand, or modify its resource base (Teece et al., 1997). Thus, it can be concluded that dynamic capability is an ability to shape, configure, and reconfigure the company's capabilities so that it can respond well to environmental changes. Research conducted by Keni Galmai (2019) found that there is a positive influence from the mediating role of competitive advantage (differentiation and cost leadership) in the relationship between dynamic capability and business performance.

The result of the sixth hypothesis is accepted where there is a positive and significant effect of organizational culture on organizational performance mediated by dynamic capability because it has a p-value of  $0.000 < 0.05$  Ha. This result is in line with the existing theory where organizational culture can affect organizational effectiveness according to research by Song, Le & Wang (2017). Meanwhile, Nikpour (2017) saw that consequence of lack of effective organizational culture has a detrimental impact on the overall organizational environment. O'Neill and Salas (2018) emphasized the role of a high-performance culture in creating sustainable competitive advantage. Meanwhile, organizational performance according to Hamon (2003) was an indicator to measure quality and also provided a way to achieve organizational goals. In the research of Najmi Kamariah et al. (2017) who found that the higher the strategic leadership would lead the organizational performance, the higher the mediated dynamic capability would be.

The result of the sixth hypothesis is accepted where there is a positive and significant effect of organizational culture on organizational performance mediated by dynamic capability because it has a p-value of  $0.000 < 0.05$  Ha. This result is in accordance with the existing theory where organizational commitment is the identification and attachment of a person to an organization (Moorhead and Griffin, 2013). Ida Ayu et al. (2018) in her research found that commitment showed a significant positive effect on employee performance which was reflected through task performance, adaptive performance, and contextual performance. Then, research conducted by Shahid Razzaq (2018) showed that knowledge management practices positively and significantly affected organizational commitment. The dynamic nature of industrial companies whose capabilities are developing consists of the linkages of their absorptive, adaptive and innovative capabilities and depends on management's ability to deliberately use them either covertly or in combination, according to Aaron S. Duncan's research, (2019).

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## **CONCLUSION**

This research aims to understand the effect of organizational culture and organizational commitment towards the organizational performance of the Military Sealift Command in developing national sea transportation mediated by dynamic capability. According to the research conducted, it can be concluded that there is a positive and significant correlation between organizational culture and organizational performance of the Military Sealift Command as it has a t-statistic value of 3.822 and p-value of 0.000. The t-statistic value is greater than the criterion value limit, which is 1.96 and is positive and the p-value is smaller than 0.05 or 5%. There is a positive and significant correlation of organizational commitment on the organizational performance of the Military Sealift Command because it has a t-statistic value of 8.922 and a p-value of 0.000. The t-statistic value is greater than the criterion value limit, which is 1.96 and is positive with p-values less than 0.05 or 5%. There is a positive and significant correlation between organizational culture and dynamic capability because it has a t-statistic value of 5.609 and a p-value of 0.000. The t-statistic value is greater than the criterion value limit, which is 1.96 and is positive with p-values less than 0.05 or 5%. organizational commitment has an influence on organizational performance because it has a t-statistic value of 7.178 and a p-value of 0.000. The t-statistic value is greater than the criterion value limit, which is 1.96 and is positive with p-values less than 0.05 or 5%. There is a positive and significant effect of Dynamic capability on organizational performance because it has a t-statistic value of 5.933 and a p-value of 0.000. The t-statistic value is greater than the criterion value limit, which is 1.96 and is positive with p-values smaller than 0.05 or 5%. There is a positive and significant correlation of organizational culture on the Military Sealift Command's organizational performance mediated by dynamic capability because it has a T-Statistics value of 3.482 and a p-value of 0.001, then H6 is valid because the T-Statistics is greater than the T-value of 1.96 and has a positive value with p-values equal to or less than 0.05 or 5%. There is a positive and significant effect of organizational commitment on the Military Sealift Command's organizational performance mediated by dynamic capability because it has a T-Statistics value of 5.382, and a p-value of 0.000, then H7 is accepted because the T-Statistics is greater than the T-value of 1.96 and has a positive value with p-values equal to or less than 0.05 or 5%.

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