



The Role of Strategic Leadership in Mediating the Improvement of the Organizational Performance of the Indonesian Navy Military Sea Lift Command Warship

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ABSTRACT This research aims to analyze the influence of esprit de corps, organizational climate, and professionalism on organizational performance in the Indonesian Navy Military Sea Lift Command Warship, with both direct and indirect effects mediated by strategic leadership. This research employs a quantitative approach with hypothesis testing to examine the relationships between independent, dependent variables and the effect of mediating variables. Data collection is cross-sectional through primary data sources in the form of questionnaires distributed online to 147 respondents from the population of officers in the Indonesian Navy Military Sea Lift Command Warship. The sampling technique uses the total sampling, while data analysis uses Partial Least Square–Structural Equation Model Version 3.0. A total of ten hypotheses were tested in this study, with results showing significant direct effects of esprit de corps, organizational climate, professionalism, and strategic leadership on organizational performance. On the other hand, indirect effects were observed through the role of strategic leadership as a significant mediating variable that links esprit de corps, organizational climate, and professionalism to organizational performance. The most significant direct effect was found in the relationship between organizational climate and strategic leadership, while the strongest indirect effect occurred with the organizational climate's influence on organizational performance through the mediation of strategic leadership. Future research could expand the variables or explore other factors influencing organizational performance, with a larger sample size and a qualitative or mixed-method approach.

Keywords: esprit de corps, organizational climate, professionalism, organizational performance, strategic leadership

INTRODUCTION

The Indonesian Navy Military Sea Lift Command is the Main Operational Command of the Indonesian Armed Forces which is positioned and directly responsible to the Indonesian Armed Forces Commander who has the task of organizing Indonesian Armed Forces sea transportation operations in the context of Military War Operations and Military Operations Other Than War as well as sea transportation assistance in accordance with the Indonesian Armed Forces Commander's policy. In 2023, The Indonesian Navy Military Sea Lift Command has carried out 29 sea transportation operations in support of the shifting of personnel and materials of the Task Force using the strength of 11 the Indonesian Warships as transport elements (Kolinlamil, 2024). The high level of the Indonesian

Navy Military Sea Lift Command operational activities requires the responsibility of each personnel in maintaining and improving organizational performance, especially Indonesian Navy Warship crews.

Indonesian Navy Warship as the implementing element of the Indonesian Navy Military Sea Lift Command operations is manned by soldiers who have different corps and vocational backgrounds, for this reason perception and understanding of the same goals are needed. Some of the problems faced by the Indonesian Navy Military Sea Lift Command Warships are that the number of crew personnel does not match the personnel list, so that several positions are carried out by other personnel who are not in their vocation or expertise. In addition, most of the Indonesian Warships in the The Indonesian Navy Military Sea Lift Command have exceeded their service life of over 35 years (Karadona, et al., 2023), so that there is a decline in technical conditions and accommodation for crews.

According to Enoch and Tende (2022), the success of organizational performance can be influenced by esprit de corps, organizational performance (He et al., 2022) and professionalism (Kamaruddin, et al., 2023). The achievement of The Indonesian Navy Military Sea Lift Command's performance through the implementation of operations is thought to be partly influenced by several factors, including esprit de corps, organizational climate, and professionalism to improve organizational performance to succeed in the Indonesian Navy Military Sea Lift Command's duties.

Esprit de corps is described as the selfless devotion and enthusiasm of group members towards the group or its goals. In Military Science, esprit de corps generally evokes military associations (Okoro, 2019). Blaufarb (1989) describes esprit de corps as an individual-level concept, described as the enthusiasm, passion, dedication, zeal, or devotion felt by an individual towards a goal or objective. Kayworth (2020) argues that esprit de corps or teamwork allows organizations to bring together perspectives from different cultures and business customs to avoid counterproductive ethnocentric bias but instead encourage "groupthink" and develop innovative solutions to various problems. This study adopts the measurement dimensions according to Boyt et al., (2005) namely leadership, communication, public image, mutual trust and training, these dimensions are considered appropriate to the object of research. The esprit de corps that arises in the Indonesian Warship is influenced by leadership and communication between crew members, in addition to public image and mutual trust as motivation and pride, training is an implementation of the spirit and cooperation as crews which is teamwork.

Ivancevich et al., (2008) stated that organizational climate is a collection and pattern of the environment that determines the emergence of motivation and focuses on principles that are reasonable or can be assessed, so that it directly affects organizational performance. This study uses the measurement dimensions of Abun et al., (2023), namely clarity, standards, individual responsibility, flexibility, reward and recognition and team commitment. Organizational climate at the Indonesian Warship reflects how the crew perceives the workplace and the fulfillment of supporting facilities and infrastructure for work, clarity in regulatory guidelines, understanding the meaning of contribution to work and getting rewards or awards and interpreting a challenge at work.

Professionalism in the military is rooted in the work of Samuel Huntington who described military professionalism as a type of functional group with specialized characteristics, with expertise, responsibility, and corporate nature that make up professionalism. Expertise refers to the special talents of military personnel, as well as the education and training needed to develop those skills (Budeci, 2023). Yansheng et al., (2018) a person is said to be professional if his work shows the technical or moral requirements of the profession he chooses. The dimensions of measuring professionalism in this study use five dimensions explained by Morrow and Goetz, namely dedication, social obligation, autonomy demands, belief in self-regulation, and professional community affiliation (Cohen, 1999), with considerations that are considered appropriate to the object of research. The professionalism of the Indonesian Warship crews is not only obtained from education and training, but requires dedication to carry out tasks according to the rules and good cooperation between crews

Organizational performance is the achievement of performance achieved by an organization compared to previously set targets or goals that can be measured based on financial and non-financial aspects (Kalambo, et al., 2024). According to Nyathi et al., (2023) organizational performance is a collection of financial results, organizational results, and human resource results. Organizational performance is related to how an organization performs in terms of profit levels, market share, and product quality of other organizations in the same or different industries. Sinnaiah et al., (2023) stated that organizational performance is interpreted as analyzing a series of improvements to achieve organizational goals. The dimensions developed by Barreda et al., (2023) are considered appropriate to the research object, namely self-motivation, competencies and effectiveness. For the crew of the Indonesian Navy Military Sea Lift Command Warship, these dimensions can be implemented to improve organizational performance in order to achieve the assigned tasks.

Guillot (2003) from the United States Air Force defines strategic leadership as the ability of an experienced leader who has the wisdom and vision to create and implement plans and make important decisions in an unstable, uncertain, complex, and ambiguous strategic environment. Strategic leadership is a person's ability to anticipate, maintain flexibility, think strategically, and work with others to initiate changes that will create a good future for the organization a successful strategic leader is a leader who can easily adapt and manage risk effectively. Barreda et al., (2023) define strategic leadership as the capacity that characterizes people who are responsible for several areas or entities, to lead a group of people, motivate them, to achieve expected achievements, which are based on improving teamwork. The study used the dimensions of strategic leadership measurement by Eqwakhe and Adeoye (2019), namely: risk taking, communication, decision making, strategic intent, and ethical practices. The advancement of sensor, weapon and control technology is currently developing along with the demands of technological advances. This is a challenge faced by every Indonesian Warship Commander, marked by increasing work volume, efficiency and more complex interactions between individuals that can cause problems, so leadership is needed that is able to answer these challenges.

The research gap in this study is based on previous research, where strategic leadership is used as a mediator variable that mediates esprit de corps, organizational climate and professionalism on organizational performance. In the

context of this research, the implementation of strategic leadership at both the regulatory and operational levels related to operations and training at the Indonesian Navy Military Sea Lift Command Warship and has a direct impact on the success of the tasks given when faced with existing problems.

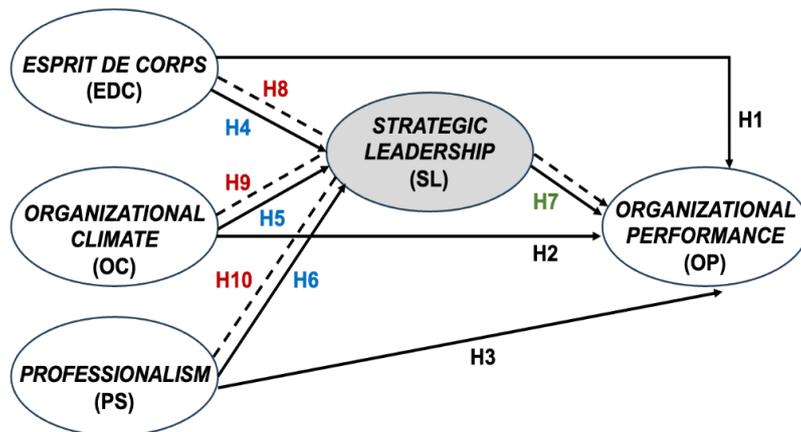
METHOD

The research design used is a quantitative approach that emphasizes the use of formal questions with predetermined respondent choices in a questionnaire or survey given to several respondents (Hair et al., 2019). The study uses primary data sources through the distribution of questionnaires (google forms) to respondents. The individual analysis unit used consisted of the officers from ten of the Indonesian Navy Military Sea Lift Command Warship. Data collection was carried out in one time period (cross sectional) from November 1, 2024 to January 31, 2025.

The population used in this study were all officers serving in the the Indonesian Navy Military Sea Lift Command Warship as many as 147 officers. In this study, sampling was done using total sampling, where all populations were sampled. This method usually has high-quality samples, because there are certain criteria or provisions for who the samples are (Hair et al., 2017) these criteria include: respondents were taken from the Indonesian Warship officers and respondents were taken from officers serving in the Indonesian Navy Military Sea Lift Command Warship with the positions of Commander, Executive Officer, Chief of Department and Division. The analysis method used in the study is the Structural Equation Model Partial Least Square (SEM-PLS), data processing is carried out using SmartPLS software version 3.0.

The work system in the Indonesian Warship is formed from the combination of various qualifications demanding the performance of soldiers to be able to carry out their duties and responsibilities well. The key success factor of a the Indonesian Navy Military Sea Lift Command is the factor "The man behind the gun" which greatly determines the success of organizational performance. The research framework is depicted in the form of a relationship as shown in the following scheme:

Figure 1. Conceptual Framework of Research



The hypothesis in this research are:

- H₁ : The positive effect of esprit de corps on organizational performance
- H₂ : The positive effect of organizational climate on organizational performance
- H₃ : The positive effect of professionalism on organizational performance
- H₄ : The positive effect of esprit de corps on strategic leadership
- H₅ : The positive effect of organizational climate on strategic leadership
- H₆ : The positive effect of professionalism on strategic leadership
- H₇ : The positive effect of strategic leadership on organizational performance
- H₈ : The effect of the mediating role of strategic leadership between esprit de corps on organizational performance
- H₉ : The effect of the mediating role of strategic leadership between organizational climate on organizational performance
- H₁₀ : The effect of the mediating role of strategic leadership between professionalism on organizational performance

RESULTS AND DISCUSSION

The results of the hypothesis test of the effect of independent variables on the dependent can be seen in table 1. The required quality requirement is 5% significance if the p-values exceed 0.05. According to applicable provisions, if the p-value < 0.05, it indicates that the requirements have been met so that “Ho” is not supported or “Ha” is supported. below.

Table 1. Hypothesis Testing Results

| | Hypothesis | Coefficiency | P-Value | Decision |
|-----------------|--|--------------|---------|---------------|
| H ₁ | Esprit de corps has a positive effect on organizational performance | 0.403 | 0.000 | supported |
| H ₂ | Organizational climate has a positive effect on organizational performance | 0.175 | 0.001 | supported |
| H ₃ | Professionalism has a positive effect on organizational performance | 0.362 | 0.000 | supported |
| H ₄ | Esprit de corps has a positive effect on strategic leadership | 0.094 | 0.188 | not supported |
| H ₅ | Organization climate has a positive effect on strategic leadership | 0.418 | 0.000 | supported |
| H ₆ | Professionalism has a positive influence on strategic leadership | 0.101 | 0.176 | not supported |
| H ₇ | Strategic Leadership has a positive effect on organizational performance | 0.368 | 0.000 | supported |
| H ₈ | The mediating role of strategic leadership has a positive effect between esprit de corps on organizational performance. | 0.117 | 0.007 | supported |
| H ₉ | The mediating role of strategic leadership has a positive effect between organizational climate on organizational performance. | 0.172 | 0.001 | supported |
| H ₁₀ | The mediating role of strategic leadership has a positive effect between professionalism on organizational performance. | 0.358 | 0.000 | supported |

The Effect of Esprit De Corps on Organizational Performance

The results of this test indicate that the esprit de corps variable has a significant positive effect on organizational performance in the Indonesian Navy Military Sea Lift Command. The findings of this study indicate that when the level of togetherness and mutual support among members in the Indonesian Navy Military Sea Lift Command Warship increases, this has a direct impact on improving overall organizational performance. Thus, it can be concluded that esprit de corps has an important role in driving better performance in the Indonesian Navy Military Sea Lift Command. Strong esprit de corps in the Indonesian Warship can also influence better and faster decision-making because team members feel more confident in each other. This is very important in a military environment that requires high speed, accuracy, and coordination. This finding is in line with research conducted by Enoch and Tende (2022), who stated that esprit de corps has a significant effect on organizational performance, including in the context of military organizations.

The Effect of Organizational Climate on Organizational Performance

The test results prove that organizational climate has a direct positive effect on organizational performance. The results of this study are in line with the research findings of Abun et.al., (2023) which state that organizational climate has an important role in influencing organizational performance. This shows that a conducive and supportive work atmosphere greatly influences the level of individual and organizational performance. In the context of the the Indonesian Navy Military Sea Lift Command, improving a good organizational climate can improve cooperation between members, encourage better collaboration, and increase job satisfaction which has an impact on overall performance. In addition, the results of the influence of organizational climate on performance also show that positive changes in work environment factors can have a major impact on productivity. Therefore, the Indonesian Navy Military Sea Lift Command must continue to pay attention to and develop a supportive organizational climate to improve the performance of personnel at every level, create a productive and harmonious work atmosphere, and encourage the achievement of organizational goals optimally.

The Effect of Professionalism on Organizational Performance

Professionalism is closely related to the mastery of work-relevant skills and knowledge, as well as ethical and responsible behavior, all of which contribute to better performance. Mulyadi, et al., (2020); Haryati and Suhermin (2020) revealed that professionalism in an organization has a significant impact on achieving organizational goals because it motivates members to work with high quality and efficiency. This also applies in the context of the Indonesian Navy Military Sea Lift Command, where professionalism in carrying out tasks and responsibilities greatly affects the overall performance of the organization. The results of this test indicate that to improve organizational performance, the Indonesian Navy Military Sea Lift Command must pay attention to the development of professionalism of its members, through training, skill development, and the implementation of a strict code of ethics.

The Effect of Esprit De Corps on Strategic Leadership

The test results show that esprit de corps does not have a positive effect on strategic leadership. The results of this study contradict several studies by Affandi,

et al., (2019); Okoro, (2019) which show that esprit de corps, which refers to the spirit of togetherness and solidarity in a group or organization, can influence leadership style and decision-making in the context of strategic leadership. Most crews may be more focused on daily tasks and carrying out routines according to their responsibilities without seeing a direct link between esprit de corps and strategic decision-making. This suggests the need for a deeper understanding of how esprit de corps is translated into the context of strategic decision-making in the military environment. In addition, another factor that can influence this result is the dominance of a larger hierarchical structure of superiors in strategic decision-making. In a military organizational structure, strategic decisions are often more influenced by decisions from leaders who have high authority, not just the collective spirit of members that can lead to such decisions.

The Effect of Organizational Climate on Strategic Leadership

The test results prove that organizational climate has a positive effect on strategic leadership. The results of this study are in line with the findings of research by Toma et al., (2019); Hasbi et al., (2020); Latif (2023) which show that a positive organizational climate can encourage the creation of effective leadership in an organization. Openness in communication, recognition of performance, and support in strategic decision-making are factors that can improve the quality of strategic leadership. In the Indonesian Warship, which has a high disciplinary structure, the creation of a conducive organizational climate is very important to facilitate adaptive and responsive leadership to changes that occur. This condition reflects the importance of the role of organizational climate in facilitating the implementation of more effective strategies. A positive organizational climate not only provides encouragement for strategic leadership but also strengthens the relationship between leaders and members of the organization in achieving long-term goals. Thus, good organizational climate management is the main key to improving the quality of strategic leadership at the Indonesian Warship.

The Effect of Professionalism on Strategic Leadership

The test results show that professionalism does not have a positive effect on strategic leadership. This finding indicates that although professionalism is considered an important element in individual performance in an organization, it does not directly affect the quality of strategic leadership. This may be caused by other factors that are more dominant in influencing strategic leadership such as organizational climate, leadership vision, and the organization's ability to respond to change. As explained by Mau and Wooley (2019), strategic leadership requires more than just professionalism because it requires clarity of vision, effective communication skills, and the capacity to make decisions that are relevant to the organizational context. Strategic leadership is more influenced by the integration of various factors, including leadership experience, organizational values, and the ability to deal with stressful situations.

The Effect of Strategic Leadership on Organizational Performance

The test results show that strategic leadership has a positive effect on organizational performance. This finding confirms the importance of the role of strategic leadership in improving organizational performance. Effective strategic leadership can help organizations formulate a clear vision, manage change well, and optimize existing resources to achieve long-term goals. This is in line with the findings of Ashkevari and Ghasemi (2023); Azeez (2021); Payal et al., (2019)

which state that good leadership can drive better performance in an organization, because strategic leaders could motivate organizational members and direct them towards achieving greater goals. Strategic leadership is a key factor in achieving operational goals and improving organizational performance, especially in facing complex and challenging dynamics. Leaders who can implement the right strategy and align their vision with organizational goals will motivate members to give their best contribution, which in turn increases operational effectiveness and efficiency in the Indonesian Navy Military Sea Lift Command Warships.

The Effect of the Mediating Role of Strategic Leadership Between Esprit De Corps on Organizational Performance

The test results show that esprit de corps has a positive effect on organizational performance mediated by strategic leadership. This finding indicates that esprit de corps, which describes the spirit of togetherness and solidarity in an organization, has a positive impact on organizational performance through the influence of strategic leadership. When members of an organization have high esprit de corps, this will strengthen collaboration and communication which in turn helps leaders to implement policies and achieve organizational goals more effectively. Strategic leadership acts as a mediator that allows esprit de corps to be realized in actions that support increased organizational performance. Klein et al., (2019) revealed that esprit de corps contributes to leadership effectiveness and, ultimately, improves organizational performance. In this case, strategic leadership plays an important role in directing the collective energy of organizational members towards achieving predetermined goals. Strengthening esprit de corps in the Indonesian Navy Military Sea Lift Command Warships can support improved operational performance, especially if supported by strategic leadership that is able to facilitate synergy between soldiers. Leaders who understand the importance of building esprit de corps can create an environment that supports the achievement of more optimal performance within the organization.

The Effect of the Mediating Role of Strategic Leadership Between Organizational Climate on Organizational Performance

The test results show that organizational climate has a positive effect on organizational performance mediated by strategic leadership. A conducive organizational climate, such as a work atmosphere that supports open communication and participation of soldiers, can increase the effectiveness of strategic leadership in leading the organization towards achieving goals. Strategic leaders who can create a positive organizational climate will facilitate decision making and implementation of policies that support organizational performance. Sipahutar, et al., (2024) found that an organizational climate that supports collaboration and openness can improve organizational performance by facilitating more effective decision making and supporting visionary leadership. The importance of a supportive organizational climate, such as strengthening cooperation between departments, transparent communication, and recognition of the contributions of organizational members, can improve more optimal operational performance. Strategic leadership acts as an effective director to ensure that a good organizational climate is translated into real actions that support the achievement of the organization's mission.

The Effect of the Mediating Role of Strategic Leadership Between Professionalism on Organizational Performance.

The test results show that professionalism has a positive effect on organizational performance mediated by strategic leadership. Professional leaders not only develop personal competencies but also motivate team members to achieve higher performance standards. Therefore, high professionalism can strengthen the effectiveness of strategic leadership in driving the achievement of organizational goals. These findings indicate that strengthening professionalism among military organization personnel, especially the Indonesian Warships which are reflected in high competence and work ethics can play a role in increasing the effectiveness of strategic leadership. Ultimately, this affects overall organizational performance. Leadership driven by high professionalism can create a productive and results-oriented work atmosphere.

CONCLUSION

The conclusion of this research consists of ten hypotheses. Based on the results of hypothesis testing, it can be concluded that of the seven direct influence hypotheses in this study, there are two unsupported hypotheses, namely hypothesis four (H4) and hypothesis six (H6). Meanwhile, the three indirect influence hypotheses are all supported and are partial mediation. The direct effect is shown in the direct influence of esprit de corps, organizational climate, professionalism, and strategic leadership on organizational performance at the Indonesian Navy Military Sea Lift Command Warships. While the indirect effect is shown in the influence of strategic leadership as a positive mediating variable in mediating the influence of esprit de corps, organizational climate, and professionalism on organizational performance. The direct effect with the most significant p-value is in the influence of organizational climate on strategic leadership. Meanwhile, the strongest finding of the indirect effect of the mediating variable strategic leadership is in the organizational climate variable on organizational performance.

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