

The Role of Organizational Culture in Mediating the Improvement of the Performance of the Indonesian Marine Corps

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ABSTRACT

The study examines specific aspects of organizational performance within the Indonesian Navy (TNI AL), with a particular focus on the Marine Corps, essential for safeguarding Indonesia's maritime sovereignty. Utilizing quantitative methods and a survey approach, data was gathered from middle officers serving across 11 Marine Corps units over the past 5 years. Findings indicate that strategic leadership style, career development, and strategic competence of human resources significantly influence organizational performance within the Marine Corps. These factors, alongside organizational culture, are pivotal in shaping and sustaining performance levels. Importantly, the research underscores the importance of understanding these dynamics for Marine Corps management to enhance performance and achieve long-term objectives, particularly in navigating the complexities of globalization. Additionally, while rooted in the context of the Indonesian Navy, the implications of these findings extend to broader organizational settings, highlighting their potential applicability beyond the specific context of the TNI AL and Marine Corps.

INTRODUCTION

Good organizational performance is significant for the Indonesian Navy (TNI AL) because it can affect the task's success. Prakoso (2021) states that improving organizational performance can help the Navy achieve goals and increase operational effectiveness. In this case, the Navy's organizational performance is the key to achieving goals and ensuring national security and administrative order in the current era of globalization (Gana et al., 2022).

In the Indonesian Navy, organizational performance can be measured by maintaining national security, meeting task demands, and ensuring operational readiness (Prakoso, 2021). One aspect of organizational performance measurement today is through official government institutions such as BPK RI and the Ministry of PANRB. Thus, the Navy needs to pay attention to organizational performance and take the necessary actions to improve it.

In an increasingly dynamic era of globalization, organizations and institutions worldwide face complex challenges in achieving optimal performance (Lake et al., 2021). Adapting quickly to these changes is critical for organizations and institutions to remain relevant and competitive amid increasingly fierce global competition (Febrian et al., 2023).

The Indonesian National Army (TNI) is a state instrument in the field of defense that has the main task of upholding state sovereignty, maintaining the territorial integrity of the Unitary State of the Republic of Indonesia (NKRI) based on Pancasila and the Constitution of the Republic of Indonesia Year 1945, and protecting the entire nation and all Indonesian bloodshed from threats and disturbances to

the integrity of the country and state. The Indonesian Navy is a state instrument that has the task of defending the sovereignty of the Indonesian Sea.

In carrying out its duties, the Navy is supported by several Main Commands (Kotama), which play an essential role in maintaining Indonesian sovereignty. Referring to Presidential Regulation Number 66 of 2021 concerning the organizational structure of the Indonesian National Army, the Navy-Marine Corps is one of the Kotama operating in this aspect. The Marine Corps has a role as the Main Command of TNI Operations (Kotama Ops TNI), which is responsible for conducting amphibious operations, coastal defense operations, and strategic outer island security operations in the context of War Military Operations (OMP) and Military Operations Other than War (OMSP), as well as other operations by the policy of the TNI Commander.

As the First Operations Command, the Marine Corps is responsible to the Chief of Staff of the Indonesian Navy as a force builder and prepares its combat capabilities for use at any time by the TNI Commander. To optimize the implementation of the tasks of the Marine Corps, the Chief of Staff of the Indonesian Navy issued Kasal Regulation Number 19 of 2022 concerning Organization and Duties.

The literature review identified Organizational performance as one of the most critical indicators of capital structure influence (Febrian et al., 2022). Organizational performance reflects the profitability of an organization that is affected by leverage (Widarko & Anwarodin, 2022)

The success of the Marine Corps in carrying out its duties is determined by the ability of the Marine Corps to show optimal organizational performance with all the resources it has. According to Sapta (2021), organizational performance is a behavior or action relevant to achieving organizational goals that can be improved and measured. In this case, the results achieved are measured by performance indicators that correspond to the goals and objectives of the organization. While the expected outcome is the target set by the organization.

The results of the BPK audit of financial statements, which stated that there were findings of control weaknesses in financial management and reporting in the ranks of the Navy, including in the Marine Corps (BPK, 2022), are a sign that the organizational performance of the Marine Corps still requires more attention in efforts to improve.

In the context of innovation and technology, the use of information and communication technology (ICT) can be one way to improve the organizational performance of the Navy, including the Marine Corps. Implementing an integrated and efficient management information system can help improve operational effectiveness and decision-making (Pratama et al., 2023).

Efforts to improve the organizational performance of the Marine Corps must also be supported by the development of quality human resources (HR). HR training and development, including effective leadership programs, are critical in improving the Marine Corps's performance and ability to face complex challenges (Sapta et al., 2021).

In addition, the management of material and non-material resources also needs to be improved to support the operational performance of the Marine Corps. In this regard, budget optimization and maintenance of equipment and facilities are critical factors in ensuring the operational readiness of the Marine Corps (Pratama et al., 2023).

It can be concluded that the Organizational performance of the Indonesian Navy-Marine Corps plays an essential role in supporting the success of the Navy's mission and tasks in maintaining Indonesia's maritime sovereignty. Organizational performance improvement can be achieved through various efforts, including applying sophisticated information and communication technology, developing quality human resources, and optimizing material and non-material resource management. Thus, the Navy-Marine Corps can be more effective in carrying out its duties and face increasingly complex challenges in the current era of globalization.

METHODS

Quantitative methods with a survey approach were used in this study to collect data on the variables investigated. The object of research is middle officers from lieutenant colonel to colonel who have served in 11 work units under the Marine Corps for the last 5 years (2019-2023). Data was collected through questionnaires given to respondents, a common data collection technique in surveys. A cross-sectional approach is used, in which data is collected once at one particular time. The variables are divided into dependent, independent, and control variables. The dependent variable is organizational performance, measured through four dimensions: work productivity, responsiveness, responsibility, and accountability. While the independent variable consists of three variables: strategic leadership style, career development, and strategic competence of human resources. Each variable was measured using the Likert scale with five response levels, from strongly disagree to strongly agree.

This research method uses a statistical analysis approach to analyze data. Data were analyzed using confirmatory factor analysis (CFA) techniques to test construct validity and regression techniques to test relationships between variables. The reliability test used a Cronbach alpha value of > 0.6 for each variable questionnaire. The reliability test results show that all variables are reliable because they meet the minimum requirements of Cronbach's alpha reliability coefficient > 0.60. The data analysis technique used is SEM (structural equation modeling) analysis using AMOS 25 software. Path diagrams are used to understand causality relationships between variables in the developed model.

Before analyzing the hypothesis, the overall suitability of the model is tested using several measurement criteria, such as chi-square, RMSEA, GFI, NFI, TLI, and CFI. The test results show that the developed model meets the established fit criteria. Then, a confirmatory factor analysis (CFA) was carried out to test the extent to which the proposed construct model was based on empirical data. The results of the CFA show that the proposed model is based on empirical data.

RESULTS

Hypothesis Testing

To know whether the relationship between variables is significant, the CR value must be greater than 1.96. There is no fixed measurement of significance levels. Still, the most common significance levels are 1%, 5%, and 10% (Ghozali, 2018: 40). Hypothesis analysis is carried out by observing CR (Critical Ratio) values in the AMOS 25 output table based on regression weights. Here is a table of the results of testing the hypothesis of direct variables.

Table 1. Results of Direct Variable Hypothesis Testing

	Hypothesis	Estimate	p-value	Result
H1	There is a positive influence of strategic leadership style on organizational performance.	0,035	0,000	Hypothesis supported
H2'	There is a positive influence of career development on organizational performance.	0,033	0,000	Hypothesis supported
H3	There is a positive influence of Strategic Competence Human Resources on Organizational Performance	0,034	0,000	Hypothesis supported
H4	There is a Positive Influence of Organizational Culture on Organizational Performance	0,019	0,000	Hypothesis supported
H5	There is a positive influence of strategic leadership style on organizational culture.	0,018	0,000	Hypothesis supported
H6	There is a Positive Influence of Career Development on Organizational Culture	0,022	0,000	Hypothesis supported

	Hypothesis	Estimate	p-value	Result
H7	There is a Positive Influence of Strategic Human Resources Competence on Organizational Culture	0,082	0,000	Hypothesis supported

Hypothesis 1

Ho: Strategic leadership style has no positive influence on organizational performance.

Ha: Strategic leadership style has a positive influence on organizational performance.

Hypothesis 1 is done to test whether strategic leadership style has a positive influence on organizational performance. The data processing results, as shown by an estimated value of 0.35, mean that strategic leadership style positively affects organizational performance mediated by organizational culture. It is said that the results are significant because the p-value obtained is stated to have met the requirements to accept the hypothesis, namely the significance level value of 0.000 below the p-value of 0.05, which means Ho is not supported (Ha is supported), so that the hypothesis that states strategic leadership style has a positive influence on organizational performance is proven.

Hypothesis 2

Ho: There is no positive influence of career development on organizational performance.

Ha: Career development positively influences organizational performance.

Hypothesis 2 is done to test whether career development has a positive influence on organizational performance. The data processing results shown through an estimated value of 0.033 mean that career development positively affects organizational performance. It is said that the results are significant because the p-value obtained is stated to have met the requirements to accept the hypothesis, namely the significance level value of 0.000 below the p-value of 0.05, which means Ho is not supported (Ha is supported), so that the hypothesis that states career development has a positive influence on organizational performance is proven.

Hypothesis 3

Ho: Human resources strategic competence has no positive influence on organizational performance.

Ha: There is a positive influence of human resources strategic competence on organizational performance.

Hypothesis 3 is carried out to test whether there is a positive influence of strategic competence of human resources on organizational performance. The data processing results shown through an estimated value of 0.034 mean that the strategic competence of human resources positively affects organizational performance. It is said that the results are significant because the p-value obtained is stated to have met the requirements to accept the hypothesis, namely the significance level value of 0.000 below the p-value of 0.05, which means Ho is not supported (Ha is supported), so that the theory that states strategic competence human resources have a positive influence on organizational performance is proven.

Hypothesis 4

Ho: There is no positive influence of organizational culture on organizational performance.

Ha: Organizational culture has a positive influence on organizational performance.

Hypothesis 4 is carried out to test whether organizational culture has a positive influence on organizational performance. The data processing results, shown through an estimated value of 0.019, mean that organizational culture positively affects organizational performance. It is said that the results are significant because the p-value obtained is stated to have met the requirements to accept the hypothesis, namely the significance level value of 0.000 below the p-value of 0.05, which means Ho is not supported (Ha is supported), so that the theory that states organizational culture has a positive influence on organizational performance is proven.

Hypothesis 5

Ho: Strategic leadership style has no positive influence on organizational culture.

Ha: Strategic leadership style has a positive influence on organizational culture.

Hypothesis 5 is done to test whether there is a positive influence of strategic leadership style on organizational culture. The data processing results, shown through an estimated value of 0.018, mean that strategic leadership style positively affects organizational culture. It is said that the results are significant because the p-value obtained is stated to have met the requirements to accept the hypothesis, namely the significance level value of 0.000 below the p-value of 0.05, which means Ho is not supported (Ha is supported), so that the theory that states strategic leadership style has a positive influence on organizational culture is proven.

Hypothesis 6

Ho: There is no positive influence of career development on organizational culture.

Ha: Career development has a positive influence on organizational culture.

Hypothesis 5 was conducted to test whether career development positively influences organizational culture. The data processing results, shown through an estimated value of 0.022, mean that career development positively affects organizational culture. It is said that the results are significant because the p-value obtained is stated to have met the requirements to accept the hypothesis, namely the significance level value of 0.000 below the p-value of 0.05, which means Ho is not supported (Ha is supported), so that the hypothesis that states career development has a positive influence on organizational culture is proven.

Hypothesis 7.

Ho: Human resources strategic competence has no positive influence on organizational culture.

Ha: There is a positive influence of human resources strategic competence on organizational culture.

Hypothesis 5 is carried out to test whether there is a positive influence of strategic competence of human resources on organizational culture. The data processing results, shown through an estimated value of 0.082, mean that strategic competence in human resources positively affects organizational culture. It is said that the results are significant because the p-value obtained is stated to have met the requirements to accept the hypothesis, namely the significance level value of 0.000 below the p-value of 0.05, which means Ho is not supported (Ha is supported) so that the hypothesis that states strategic competence human resources have a positive influence on organizational culture is proven.

Hypothesis 8.

Ho: There is no positive influence of strategic leadership style on organizational performance mediated by organizational culture

Ha: There is a positive influence of strategic leadership style on organizational performance mediated by organizational culture.

Based on the results of the hypothesis 8 test shown in the table above, it is known that the test estimation parameter positively influences strategic leadership style on organizational performance mediated by organizational culture. It shows that the results of the statistical test Sobel value obtained are declared eligible to accept the hypothesis, namely with a significance level value of 0.000 below a p-value of 0.05, with an estimate of 0.334 so that H_a is supported, or it says H_0 is not supported. Thus, it is stated that strategic leadership style positively influences organizational performance mediated by organizational culture, as evidenced by complete mediation, because the estimated impact of mediation is more significant than the direct influence.

Hypothesis 9

Ho: There is no positive influence of career development on organizational performance mediated by organizational culture.

Ha: Career development positively influences organizational performance mediated by organizational culture.

Based on the results of the hypothesis 9 test shown in the table above, it is known that the test estimation parameter positively influences career development on organizational performance mediated by organizational culture. It shows that the results of the statistical Sobel test value obtained are declared eligible to accept the hypothesis, namely the significance Sobel test value of 0.000 below the p-value of 0.05, with an estimate of 0.235 so that H_a is supported or said H_0 is not Supported. Thus, it is stated that career development positively influences organizational performance mediated by organizational culture, as evidenced by complete mediation, because the estimated impact of mediation is more significant than the direct influence.

Hypothesis 10

H_0 : There is no positive influence of strategic competence human resources on organizational performance mediated by organizational culture.

H_a : There is a positive influence of strategic competence of human resources on organizational performance mediated by organizational culture.

Based on the results of the hypothesis 10 test shown in the table above, it is known that the test estimation parameter positively influences the strategic competence of human resources on organizational performance mediated by organizational culture. This shows that the results of the statistical test Sobel value obtained are qualified to accept the hypothesis with a significance level value of 0.000 below the p-value of 0.05, so that H_a is supported, or it says H_0 is not supported. Thus, it is stated that there is a positive influence of strategic competence of human resources on organizational performance mediated by organizational culture as evidenced by complete mediation because the estimated open garih mediation is greater than the direct influence.

Table 6. Summary of Proposed Research Hypothesis Testing Results

	Hypothesis	Result
H1	There is a positive influence of strategic leadership style on organizational performance.	Hypothesis accepted
H2	There is a positive influence of career development on organizational performance.	Hypothesis accepted
H3	There is a positive influence of Strategic Competence Human Resources on Organizational Performance	Hypothesis accepted
H4	There is a Positive Influence of Organizational Culture on Organizational Performance	Hypothesis accepted
H5	There is a positive influence of strategic leadership style on organizational culture.	Hypothesis accepted
H6	There is a Positive Influence of Career Development on Organizational Culture	Hypothesis accepted
H7	There is a Positive Influence of Strategic Human Resources Competence on Organizational Culture	Hypothesis accepted
H8	There is a positive influence of strategic leadership style on organizational performance mediated by organizational culture	Hypothesis accepted
H9	There is a positive influence of career development on organizational performance mediated by organizational culture	Hypothesis accepted
H10	There is a positive influence of Strategic Competence Human Resources on Organizational Performance mediated by Organizational Culture	Hypothesis accepted

Source: Data Processed by Researchers (2024)

Discussion

The positive influence of strategic leadership style on organizational performance.

The first hypothesis examines the direct influence of strategic leadership style on organizational performance. This finding aligns with the research of Dimitrios Belias (2014), who emphasized that vision is a significant aspect of leadership and is closely related to organizational performance. Similarly, the results of Sugito Efendi's (2020) research show that leadership style, competence, and compensation positively and significantly affect employee and organizational performance. This demonstrates the importance of strategic leadership in achieving optimal performance and creating an environment that supports organizational goals. According to Wong et al. (2020), cooperative conflict management by leaders can develop trust and mutually committed relationships.

The test results prove that the positive influence of strategic leadership style on organizational performance is a crucial aspect of managerial success and performance, especially in the Marine Corps. In this study, involving 315 respondents, the strategic leadership style variable showed an average value of 3,793, reflecting that respondents had a level of strategic leadership style that was close to good or well implemented in all work units. The largest contribution to this variable was the statement, "The strategic decisions I make are based on an in-depth analysis of internal and external factors affecting the organization," with an average score of 3,883. On the other hand, the lowest indicator value was 3.727 in the statement, "The Marine Corps effectively invests time and resources in the development of officers' competencies and skills, especially at the Pamen (Lt. Col. and Colonel) level."

The most dominant dimension contributing to the strategic leadership style variable is determining strategic dimensions, with an average value of 3,873. This dimension includes effectively identifying strategic dimensions relevant to achieving long-term goals based on an in-depth analysis of internal and external factors affecting the organization. This shows that applying a strategic leadership style in achieving organizational performance can be realized optimally.

Meanwhile, the organizational performance variable showed an average value of 4,238, illustrating that respondents had good organizational performance across Marine Corps work units. The highest score on this variable contribution was 4,311, according to the statement, "The Marine Corps Task Force with which I work always sets out the details of the duties and responsibilities of all organizations and all members of the Marine Corps clearly and in alignment with the vision, mission, and goals of the Marine Corps." In contrast, the lowest indicator value was 4.178, appearing in the statement, "The Marine Corps Satker where I work always ensures an effective internal control system in the management of existing resources."

Responsibility is the most dominant dimension contributing to organizational performance variables, with an average value of 4,256. This dimension shows that all Marine Corps work units always comply with government, TNI/Navy general, and general commander's regulations. The Marine Corps task force also has clear and easy-to-understand information for members, which positively affects the organizational performance of the Marine Corps.

The positive influence of career development on organizational performance.

The findings of various studies cited in this paper reveal the importance of career development in its influence on organizational performance, especially in the Marine Corps. Ehrhardt & Sharif (2019) found that good colleague relationships positively impact career self-efficacy, increasing expectations of career outcomes, goals, and exploratory behavior. In addition, research by Cheng et al. (2024) highlights the benefits of career development when Employee Stock Ownership Plan (ESOP) funds come from employee compensation and self-help funds, and plan stocks come from sources other than the secondary market. Otoo (2020) also confirms that certain human resource management practices contribute to organizational effectiveness by influencing employee competence.

As explained by Gowan (2022), effective career development is crucial in improving organizational performance by providing opportunities for employees to enhance their knowledge and skills. Fabio (2019) added that structured and directed career development can increase employee

motivation and engagement in work, thus creating more committed and passionate employees about organizational goals.

Furthermore, career development also plays a role in influencing employee retention and turnover rates, as mentioned by Weber (2018). Organizations can create an environment where employees feel satisfied and motivated to contribute by providing a clear picture of career opportunities. According to DeRue (2011), career development focusing on new challenges and tasks can help employees adapt to organizational change and innovation, increasing competitiveness in changing markets.

Research by Yukl (2020) adds that the influence of career development on organizational performance has become a concern in the leadership literature. Through research involving 315 respondents, inferential statistical results show that career development positively influences organizational performance within the Marine Corps. The career clarity dimension was identified as a key contributor, suggesting that organizations provide clear opportunities for employees to obtain promotions and assume leadership roles.

Based on the results of inferential statistical testing obtained from the results of research involving 315 respondents, the career development variable showed an average value of 3,801, indicating that respondents had a good or well-carried out career development level in all work units. The highest contribution to this variable was in the statement, "The opportunity to participate in various trainings is very wide open," with an average value of 3.873. In contrast, the lowest indicator score was 3.711 in the statement, "The Marine Corps is actively implementing performance quality improvement measures to improve operational efficiency and effectiveness."

Furthermore, the organizational performance variable showed an average value of 4,238, indicating that respondents had good organizational performance across Marine Corps work units. The highest score on this variable contribution was 4,311, according to the statement, "The Marine Corps Task Force with which I work always sets out the details of the duties and responsibilities of all organizations and all members of the Marine Corps clearly and in alignment with the vision, mission, and goals of the Marine Corps." While the lowest indicator value is 4.178, it appears in the statement, "The Marine Corps Satker where I work always ensures an effective internal control system in the management of existing resources."

Career clarity is the most dominant dimension contributing to the career development variable, with an average score of 3,822. This dimension includes promotion, especially at the Pamen level (Lieutenant Colonel and Colonel), carried out clearly and periodically. Middle officers also have vast opportunities to become heads/leaders or deputy heads/leaders. Thus, applying career development to achieve organizational performance can be realized optimally.

The positive influence of strategic competence human resources on organizational performance

Salma Kharim's findings (2020) highlight the importance of implementing strategic human resources competence in human resource management to improve operational performance. This research shows that the effectiveness of this strategy not only impacts personnel's understanding of tasks but also strengthens fighting power, tenacity, and motivation in carrying out the tasks given. Wright (1994) added that properly adopting and applying strategic competence in human resources will positively impact overall organizational performance. Identification, development, and utilization of strategic competencies at the human resource level will increase competitiveness and achievement of organizational goals.

In addition to increasing the retention rate of competent employees and reducing turnover rates, this strategy also positively impacts overall organizational efficiency, as explained by Alshaikhmubarak (2020). In Dessler's (2015) view, applying strategic competence to human resources will result in solid organizational performance based on competence and innovation. Thus, organizations can create an

inspiring and collaborative work environment, encourage creativity, and enhance innovation that contributes to long-term growth. Overall, developing and applying strategic human resource competencies is the key for the organization to achieve optimal performance and strengthen its position in the market.

The influence of strategic competence of human resources on organizational performance is an aspect of this study's formulation of hypothesis 3, involving 315 respondents in work units under the Marine Corps. The variable strategic competence human resources showed an average value of 3,903, indicating that respondents had good strategic competence in human resources or were well-implemented in all work units. The highest score in this variable's contribution was 4.048 in the statement "I have the will to always increase motivation in daily life," while the lowest score was 3.749 in "I have mastery of the task I have to do."

The most dominant dimension in contributing to the strategic competence variable of human resources is fighting power, with an average value of 4,039. This dimension includes the willingness of officers to complete tasks unyieldingly, tenacity in completing tasks, and willingness to always increase motivation in daily life. Thus, applying strategic competence in human resources to achieve organizational performance can be realized effectively.

The organizational performance variable showed an average score of 4,238, indicating that respondents had good organizational performance across Marine Corps work units. The highest score in this variable contribution was 4,311 on the statement, "The Marine Corps Satker I work for always sets out the details of the duties and responsibilities of all organizations and all members of the Marine Corps clearly and in alignment with the vision, mission, and goals of the Marine Corps." While the lowest score was 4,178 in the statement "the Marine Corps task force where I work always ensures an effective internal control system in the management of existing resources." Responsibility is the most dominant dimension in contributing to organizational performance variables, where all Marine Corps work units always comply with regulations and have clear and easily understandable information by members that affect organizational performance.

The results of hypothesis 3 testing, which examines the positive influence of strategic competence of human resources on organizational performance, showed significant results. Data analysis yields an estimate of 0.035, indicating that strategic competence of human resources positively impacts organizational performance. The significance of this finding is reinforced by a p-value of 0.000, which is smaller than the significance level of 0.05. Hence, the null hypothesis (H_0) and the alternative hypothesis (H_a) are acceptable. Thus, it is concluded that strategic competence in human resources significantly influences organizational performance in the Marine Corps.

In the context of application in the Marine Corps, it can be concluded that mastery of tasks and continuous efforts to increase daily motivation is vital in achieving optimal organizational performance. Effective internal control and compliance with government regulations and internal rules are also essential in maintaining and improving organizational performance. In developing human resource competencies, focus not only on the technical aspects of work but also on motivation, fighting spirit, and adherence to applicable rules.

The positive influence of organizational culture on organizational performance.

This finding is in line with various previous studies, including research by Musani, I., Arafah, W., and Djati, S. (2023), which found that organizational culture positively affects organizational performance. Similarly, human resource management and organizational culture also positively affect organizational performance. This research states that organizational culture has a positive impact on organizational performance. At the same time, organizational culture also serves as a mediation between organizational culture and organizational performance, as well as between human resource management and organizational performance.

Research by Achdiat et al. (2023) found that organizations that reinforce a culture of learning and innovation tend to have a higher degree of adaptability to environmental changes, which ultimately improves their performance in the long run. This research involves members of organizations involved in the learning process from various industry sectors worldwide.

In a study entitled "Organizational Culture and Organizational Effectiveness" conducted by Denison, D. R. in 2019, researchers investigated the influence of organizational culture on organizational performance. Denison hypothesized that organizational culture has a significant impact on organizational performance. He views organizational culture as a critical factor that shapes an organization's identity and unique characteristics, ultimately influencing how it operates and achieves its goals.

The study's findings revealed a significant impact of organizational culture on organizational performance. Specifically, organizations with a robust and positively oriented culture towards goals, innovation, and relationships exhibited higher performance than those with weaker or less supportive cultures. The research involved 315 respondents from various work units under the Marine Corps, and the average value for the organizational culture variable was 4.233. This indicated that respondents perceived an excellent implementation of organizational culture across all work units. Attention to detail emerged as the most dominant dimension within the organizational culture variables, with an average value of 4.258. This dimension encompassed factors such as error prevention in reports and documents, high compliance with established SOPs among middle officers, and infrequent violations. The study emphasized that a strong organizational culture is instrumental in achieving organizational performance. On the performance front, respondents indicated an excellent overall organizational performance with an average score of 4.238. The highest contribution in this variable was observed in the statement emphasizing the Marine Corps' clear delineation of duties and responsibilities in alignment with its vision, mission, and goals, scoring 4.311. In contrast, the lowest score of 4.178 was associated with the statement on the effectiveness of the internal control system within the Marine Corps task force. The responsibility dimension emerged as the most dominant factor in organizational performance variables, highlighting the importance of regulatory compliance and clear communication for optimal organizational performance.

Testing Hypothesis 4, which examines the positive influence of organizational culture on organizational performance, yields significant results. The data analysis reveals an estimated value of 0.035, indicating a positive effect of organizational culture on organizational performance, further supported by a p-value of 0.000, which is lower than the significance level of 0.05, thus accepting both the null hypothesis (H_0) and the alternative hypothesis (H_a). Consequently, it can be concluded that organizational culture significantly impacts organizational performance within the Marine Corps. Transparency in promotions and adherence to standard operating procedures (SOPs) and organizational rules in the Marine Corps highlight the crucial role of organizational culture in achieving organizational objectives. Attention to detail and compliance with regulations foster a structured work environment, ultimately enhancing overall organizational performance. In conclusion, this study underscores the significance of organizational culture in attaining optimal performance. Marine Corps management can reinforce these aspects to cultivate and sustain an influential organizational culture, while also understanding the interplay between organizational culture and organizational performance to inform future management policies and practices.

The positive influence of strategic leadership style on organizational culture

This study's results are consistent with findings from several previous studies. Research by Andrew S Klein, Joseph Wallis, and Robert A. Cooke (2013) found that leadership style is directly related to cultural type and indirectly to organizational effectiveness. Findings from research by Musani, I., Arafah, W., & Djati, S. (2023) show that strategic good organizational governance and human resource

management positively affect organizational performance and culture, and organizational culture mediates the influence of both on organizational performance.

This study examines the influence of strategic leadership style on organizational culture, involving 315 respondents from various work units within the Marine Corps. The hypothesis test results revealed an average value of 3.793 for the strategic leadership style variable, indicating excellent implementation across all work units. The most dominant dimension contributing to this variable was the determination of strategic dimensions, with an average score of 3.873. Shifting to the organizational culture variable, respondents demonstrated an excellent organizational culture with an average value of 4.233, and the most dominant dimension contributing to it was attention to detail, with an average score of 4.258. The findings underscore the potential realization of organizational performance through the practical application of strategic leadership style.

The hypothesis test results show that strategic leadership style directly affects organizational culture, with an estimated value of 0.035, indicating that strategic leadership style positively affects organizational culture. The significance of this result is reinforced by a p-value of 0.000, which is smaller than the significance level of 0.05. Thus, the null hypothesis (H_0) and the alternative hypothesis (H_a) are accepted, suggesting that the strategic leadership style significantly influences organizational culture in the Marine Corps. In the Marine Corps, the importance of strategic decisions based on in-depth analysis and adequate investment in developing officer competencies and skills reflects strategic solid leadership.

In conclusion, the findings of this study confirm that strategic leadership style has a significant positive impact on organizational culture. Strategic decisions focusing on in-depth analysis and investment in officer development create an organizational culture supporting good performance. By understanding the relationship between strategic leadership style and organizational culture, Marine Corps management can take steps to strengthen and develop these elements further. An exemplary implementation of a strategic leadership style can positively create a solid organizational culture, affecting overall organizational performance. This description highlights the importance of leadership's strategic role in shaping an organizational culture that supports and empowers organizational members to achieve goals.

The positive influence of career development on organizational culture.

This study's results are consistent with findings from several previous studies. Krishnan and Tripathi (2023) found a dominant relationship between organizational commitment and its performance. The relationship is measured by the coefficient of determination between organizational commitments of 56.30%, contributing 34.6% to employee performance volatility.

Research by Neneh (2020) also shows that positive self-efficacy (ESE) is related to the intention to engage in a full-time and hybrid entrepreneurial career, and positive career planning (SPE) is associated with engaging in hybrid entrepreneurship, but adverse is related to full-time entrepreneurship.

According to Deci and Ryan (2021), when organizations provide opportunities and support for career development, employees tend to be more motivated and feel more satisfied with their work, which affects organizational culture to be more positive.

Based on the results of inferential statistical testing, an estimated value of 0.035 was obtained, which shows that career development has a positive effect on organizational culture. This result is significant because the p-value (0.000) qualifies for acceptance of the hypothesis with a significance level below 0.05. Thus, the null hypothesis (H_0) and the alternative hypothesis (H_a) are accepted, suggesting that career development significantly influences organizational culture in the Marine Corps.

Career development in the Marine Corps is significant because it periodically opens up opportunities for training and promotion. Career clarity, especially for mid-level officers, provides a foundation for establishing a supportive organizational culture. This is reflected in the wide open

opportunities in various aspects of the career. Marine Corps management can use these findings to improve organizational culture that supports optimal performance.

In conclusion, this study shows that career development positively impacts organizational culture, emphasizing the importance of investing in career and personal development to form a quality organizational culture.

The influence of positive strategic competence of human resources on organizational culture

This research aligns with previous research by Karim and Qamruzzaman (2022), which highlighted that understanding the purpose of change can increase employee expectations for a better future. Improved change management and managerial skills can effectively increase employee motivation, especially if there is synergy between the two variables. Thus, the influence of strategic competence of human resources on organizational culture not only affects leaders or managers but involves employees in the company's progress.

According to Cascio (2021), HR development also highlights the importance of investing in strategic HR development in creating an organizational culture that is open to change, learning-oriented, and adaptive to market challenges. In addition, as discussed by Nonaka and Takeuchi (2019), knowledge management and innovation theory show that strategic HR competencies related to knowledge management can shape an organizational culture that promotes innovation and creativity.

The test results show that the strategic competence of human resources positively influences organizational culture. The partial hypothesis test shows a significant influence on the dimension of fighting power, where officers are willing to complete tasks, have an unyielding spirit, have tenacity, and have high daily motivation. An estimated value of 0.035 indicates that strategic competence of human resources positively affects organizational culture. The significance of this result is marked by a p-value of 0.000, which is smaller than the significance level of 0.05. Thus, the hypothesis that the strategic competence of human resources positively influences organizational culture is acceptable.

In conclusion, the strategic competence of human resources positively influences organizational culture in the Marine Corps. The dimension of fighting power is the main contributor to the application of strategic competence in human resources, focusing on the willingness to complete tasks, resilience in the face of obstacles, tenacity, and daily motivation. A good organizational culture is reflected in the dimension of attention to detail, showing high compliance with SOPs and minimal errors in reporting and documentation. Thus, it is proven that the higher the influence of strategic competence of human resources on organizational culture, the higher and more positive organizational performance in the Marine Corps.

The influence of upbeat strategic leadership style on organizational performance mediated organizational culture.

This finding is consistent with previous research by Priadana (2021), which showed that strategic leadership significantly affects business performance. The research results by Andrew S Klein, Joseph Wallis, and Robert A. Cooke (2013) also support this finding by showing that leadership style is directly related to cultural type and indirectly to organizational effectiveness.

A study entitled "Ethical Leadership: A Social Learning Perspective for Construct Development and Testing" conducted by Brown M. E. (2020) related to the influence of strategic leadership style on organizational performance mediated by organizational culture, focusing on the ethical dimension of leadership.

The results showed that a strategic leadership style oriented towards ethics and integrity significantly influences organizational culture. A leadership style that focuses on morality and ethics in making decisions will form an organizational culture oriented towards ethical values and integrity that will create a trusted, fair, and responsible work environment where employees feel valued and motivated to contribute optimally.

The hypothesis test results indicate a positive influence of the strategic leadership style on organizational performance, with organizational culture acting as a significant mediating factor. The calculated t-test Sobel value of 7.870, exceeding the table t-value of 1.968, and a significance value of 0.000 below the threshold of 0.05 support the acceptance of the alternative hypothesis. This study affirms that the strategic leadership style positively affects organizational performance through complete mediation by organizational culture, where the mediating influence outweighs the direct impact. In the Marine Corps context, a strategic leadership style emphasizing in-depth analysis lays the foundation for a supportive organizational culture. Factors such as military respect, obedience, and esprit de corps mediate organizational culture, pivotal in the relationship between strategic leadership style and performance. The study concludes that a strong organizational culture, aligned with Marine Corps values, significantly shapes performance more than the direct influence of leadership style, highlighting the importance of cultural mediation. Overall, this research deepens our understanding of the intricate dynamics between leadership, organizational culture, and performance, enabling Marine Corps leaders to take targeted steps to optimize organizational goal achievement. ***The positive influence of career development on organizational performance mediated by organizational culture.***

The findings align with previous research showing a link between career development and organizational performance. Research by Efa Wahyu Prastyaningtyas (2023) shows that using information technology in career development can increase the professional growth of human resources. Similarly, research by Neneh (2020) highlights a positive relationship between entrepreneurial self-efficacy (ESE) and career intentions. Thus, the Marine Corps must continue increasing career development efforts to achieve optimal organizational performance.

According to Meyer and Allen (2018), shows that when organizations provide opportunities for career development, employees tend to be more attached to the company and reinforce a positive work culture. The object of this study involves employees of various levels in various industrial sectors. Furthermore, theories of motivation and job satisfaction, as reinforced by Deci and Ryan's (2019) research, show that organizational support in career development can increase employee motivation and job satisfaction, positively affecting organizational culture. This research was conducted in the United States.

The results of the hypothesis test show that career development has a positive influence on organizational performance mediated by organizational culture. The estimated parameter of this test gave significant results, with a calculated t-test sobel value of 6.339. The significance value of 0.000 is below the p-value of 0.05, so the alternative hypothesis (H_a) that states the existence of a positive influence is acceptable. Thus, this study confirms that career development can positively affect organizational performance through organizational culture mediation. The role of conciliation that occurs is complete mediation, where the influence of mediation is greater than the direct influence.

In the Marine Corps, ensuring training opportunities are wide open, increasing career clarity, and maintaining an organizational culture that minimizes errors can be vital to stimulating growth and improving organizational performance. The Marine Corps can create an environment conducive to shared growth and success by understanding and applying proven career development practices. As leaders, it is essential to design policies and programs that support members' career development so that they can make the maximum contribution to achieving organizational goals.

In conclusion, this study confirms that career development positively influences organizational performance, with organizational culture acting as a mediator. By detailing the variables and dimensions involved, the study provides a clear picture of how career development can shape organizational culture and, in turn, affect organizational performance. By understanding these dynamics, the Marine Corps can take strategic steps to improve operational effectiveness and efficiency and maintain an organizational culture that supports achieving long-term goals.

The influence of positive strategic competence of human resources on organizational performance mediated by organizational culture.

This finding aligns with previous studies showing the relationship between strategic human resource competence and organizational performance. Andrew S Klein, Joseph Wallis and Robert A. Cooke (2013) found that leadership style is directly related to cultural type and indirectly to organizational effectiveness. Similarly, Salma Kharim (2020) highlights the direct effects of Organizational culture on operational performance.

According to Senge (2020), highlighting that organizations that prioritize the development of strategic HR competencies create an environment that supports learning and innovation, which can improve organizational performance. The research involved managers and employees of various business units in large companies. According to Wright and McMahan (2018), applying strategic HR competencies that focus on competitive differentiation can improve organizational performance by establishing a culture that promotes superior results.

Strategic competence in human resources is a concept that refers to the ability of organizations to manage and optimize human resources strategically to achieve business goals and competitive advantage. On the other hand, organizational culture reflects the values, norms, and beliefs held by members of the organization and significantly influences employee behavior, motivation, and performance. This study aims to investigate the effect of the strategic competence of human resources on organizational performance mediated by organizational culture by testing various relevant hypotheses.

The results of the hypothesis test show that the strategic competence of human resources positively influences organizational performance mediated by organizational culture. The estimation parameter of this test gave significant results, with a calculated Sobel test t value of 9.311. The significance value of 0.000 is below the p-value of 0.05, so the alternative hypothesis (H_a) that states the existence of a positive influence is acceptable. Thus, this study confirms that the strategic competence of human resources can affect organizational performance positively through organizational culture mediation, and the role of mediation that occurs is complete mediation where the influence of mediation is greater than the direct influence.

The Marines must prioritize efforts to improve strategic human resource competence. This can involve developing the ability of officers to complete tasks with high fighting power, have tenacity in facing obstacles, and continually increase motivation in daily life. Through this application, it is expected that the Marine Corps can achieve optimal organizational performance.

As a leader, it is essential to encourage the development of strategic competencies of human resources and create an organizational culture that supports achieving long-term goals. By understanding and applying best practices in strategic human resource competence and ensuring the sustainability of a supportive organizational culture, the Marine Corps can face tomorrow's challenges more readily and effectively.

CONCLUSION

It was concluded that the majority of respondents studied in the study on middle officers with the rank of lieutenant colonel to colonel who had served in 11 work units under the Marine Corps for the last 5 years (2019-2023) gave objective answers through questionnaires that did not ask for their identification. Of the ten hypotheses formulated and analyzed, all hypotheses received support from the research findings. In detail, the results of hypothesis testing show that strategic leadership style, career development, strategic competence in human resources, and organizational culture significantly impact organizational performance in the Marine Corps. Specific dimensions of these variables, such as determining strategic dimensions for strategic leadership style, clarity of career for career development,

struggle power for strategic competence human resources, and attention to detail for organizational culture, play a key role in influencing organizational performance. In addition, the influence of strategic leadership style, career development, and strategic competence of human resources on organizational performance is also mediated by organizational culture. It highlights the importance of strategic leadership, career development, and human resource competency development in shaping and maintaining a supportive organizational culture. By understanding the interrelationships between these variables, Marine Corps management can take appropriate steps to improve organizational performance and achieve its long-term goals.

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