

Influence of Competency, Organization Learning On Strategic Change Management and Its Implications on Military Sealift Command

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ABSTRACT

The purpose of this study is to analyze the effect of competence, organization learning on organizational performance with strategic change management as a mediating variable. The study was based on survey using information gathering techniques through compiling statements submitted to respondents.

The approach in research is quantitative with a type of explanatory research or research testing hypotheses that explain the causal relationships between variables that influence hypotheses. The survey was conducted by distributing questionnaires to main official and head of work unit, and soldier of Military Sealift Command both serving on staff and ships amounting to 345 respondents. Data analysis has been carried out using Structural Equation Model (SEM) through PLS Smart data processing techniques.

Analysis leads to several key finding: competence, and organizational learning context are positively and significantly influence change management strategies. It also indicates that competence, and organizational learning have a positive and significant effect on organizational performance. Research also shows that change management strategies. as a mediating effect is new in non-profit organizations and provides the greatest influence on the performance of the Kolinlamil organization. Implication from this research to the Military Sealift Command performance is to focus on the development of facilities and infrastructure of the Warships of Republic of Indonesia (KRI) elements.

Future research could be extended to compare organizational performance in non-profit organizations or other militaries, especially those of developed countries such as the Royal Navy and the US Navy so that it can further explore the competence and organizational learning dimensions of Organizational performance through strategic change management in non-profit organizations. Research with longer period, may bring insight on strategic change management in its implementation of empowering Broad-Based Action when carrying out operational duties as a military organization at sea.

KEYWORD: *competence, organization learning, strategic change management, organization performance.*

Date of Submission: 21-09-2020

Date of Acceptance: 06-10-2020

I. INTRODUCTION

Indonesia has been known to the world as the largest archipelagic state that has a strategic geographical constellation, because Indonesia's territory is situated in a cross position of the world, which is between two continents and two oceans so that its geographical position causes the sea between islands to become a channel sea which is very important for national and international shipping traffic (Marsetio, 2014). With geographical reality and geopolitical advantages in the region, it does not always make Indonesia gain direct benefits, especially in the maritime domain which places the sea as one of the main instruments for the welfare of the people, as a means of transportation and the economic wealth it contains. Indonesia's sea which has very rich natural resources and a place for millions of fishermen and other sea workers to make a living, will be very important to maintain security, so that people can enjoy the results together. And to guard it, Indonesia has assigned to the Indonesian National Army (TNI), in this case the Military Sealift Command (Kolinlamil), the mandate holder to carry out sea security duties, as an extension of the TNI-RI. With this task, Kolinlamil is demanded to be able to carry out the tasks of the organization as well as possible. So Organizational performance can be achieved, in accordance with the duties and responsibilities. As a non-profit organization, measuring and developing Organizational performance is not easy, the competence of organizational members will determine the achievement. Tsai & Wu (2015) regard competence as personal knowledge, skills, attitudes, and values needed to carry out tasks. Alrubaiee et al. (2015) assume that competence contains professional knowledge, professional skills, and professional attitudes and states that professional competence standards are based on specializations recognized in a certain period, and professional knowledge, skills, and attitudes will function together and occur simultaneously. It expresses the meaning of time from professional competence.

In this study, because the object of research is Kolinlamil agency as an organization, we need to explain the main tasks and functions as well as its authority, in accordance with Law number 34 of 2004 concerning the Indonesian Armed Forces (TNI), article 6 (1) letter c reads The TNI as a means of national defense functions as a restorer of state security disturbed by security chaos. As we all know, guaranteeing state security is the task of the government which in this case is delegated or assigned to government agencies related to the field of state security including the Indonesian Armed Forces (TNI), the National Police and law enforcement officers and other agencies that can support the stability of state security. The importance of strategic change management in the Kolinlamil organization can be an effective way to deliver parallel organizational change. However, important circumstances such as such training mean that it can backfire if a series of signals and impacts are not carefully considered. Finally, transforming workspaces with innate meanings for everyone is the clearest route to successful transformation (Skogland and Hansen, 2017).

II. LITERATURE REVIEW

Competence.

According to Lyle Spencer and Signe Spencer (2006), competence is a characteristic that underlies a person with regard to the effectiveness of an individual's performance in his work or individual characteristics that have a causal relationship or as a cause and effect with criteria that are used as a reference, effective or superior superior performance in the workplace in certain situations. Referring to Cheng et al. (2016), three factors are included in professional competence: (1) Knowledge refers to facts and data that are understood by professional personnel, which can efficiently improve the achievement of a function through the information obtained.

Learning Organization.

The term "Organizational learning" (organizational learning / OL) was introduced by Cyert and March in 1963. Some literature states that Organization learning is one of the main resources for achieving and maintaining competitive advantage, efficiency, and growth for organizations (Marshall et al, 2009; Schein, 2014). Organizational ability to preserve, retrieve, and apply new knowledge plays an important role in Organization learning.

Organizational performance uses theory and measurement indicators from Vithessonthi and Thoumrungroje (2011), namely that there are three dimensions proposed for Organizational performance (organizational performance) in this study:

(1) Job satisfaction: Job satisfaction is the subjective psychological and physiological satisfaction of employees on the work environment and Occupation. Job satisfaction is considered as employee preference for the job. An employee's job satisfaction will appear when working characteristics suitable for desire; (2) Organizational goals: Objectives refer to the standards achieved in a task or plan and are true, specific c, andrational central standards are driven by intrinsic motives; (3) Work performance: Work performance refers to "quality and quantity" carried out on the achievement of individual or group tasks. This refers to the behavior of individuals, as member organizations, carried out to complete the formal roles expected and regulated by the organization. Organizational performance is measured by five indicators: quality and timely service, trained personnel, quality personnel, effective and efficient operational systems, complete infrastructure facilities.

Strategic Change Management.

According to John Kotter (1996), Change Management is a series of processes used to ensure that significant strategic changes in organizations are carried out in a controlled and systematic manner, to overcome resistance to change in order to increase involvement and achievement of organizational goals for effective transformation. Achieving sustainable change begins with a clear understanding of the current state of the organization, followed by the implementation of appropriate and targeted strategies. then the hypothesis is built as follows:

H 1: *Competence has a positive and significant effect on strategic change management.*

H 2: *Organization learning has a positive and significant effect on strategic change management*

H 3: *Strategic change management has a positive and significant effect towards Organizational management*

H 4: *Competence has a positive and significant effect on Organizational performance.*

H 5: *Organization learning has a positive and significant effect on Organizational performance*

III. RESEARCH METHODS

The research conducted is a descriptive study, which explains the phenomena or characteristics associated with a population subject, estimates the proportion of a population that has certain characteristics, and finds relationships between variables examined (Cooper, DR & Schinder, P. , 2014). The method used in this research is descriptive survey and verification explanatory survey methods through primary data collection in the field to explain the reasons for the phenomenon observed in descriptive studies. In this research, the measurement model carried out is to measure attitudes, opinions and perceptions that show the behavior of respondents or groups of people towards social phenomena that are determined through a scale with a certain score. Measurement of the observation index developed in the form of behavioral dimensions with indicators is translated into research instruments using a specific measurement scale. These variables are measured by an ordinal scale measuring instrument that fulfills Likert scale type statements. In this study, the population observed was the performance of the Military Sealift Command, which was the task of the the Military Sealift Command Headquarters, the Surabaya the Military Sealift Command Unit, and the Jakarta Military Sealift Command Unit. The basis for this population selection consideration, are:

- The soldiers / officers in the Military Naval Command. This started from the moment he entered the Indonesian Navy and until his assignment to become a Navy soldier who served in the Military Sealift Command Headquarters, but his ability to carry out Military Operations as well as Military Operations Other than War was still not optimal.
- Surabaya Military Sealift Command Unit has a strategic value as an operational unit in the East Timor region.
- The Jakarta Military Sealift Command Unit has a strategic value as an operational unit in the western region.
- Until now researchers have not seen that there is a special scientific research about the influence of the TNI-AL soldier competence, Organization learning, by using intermediate variables, namely strategic change management on Kolinlamil Organizational performance.

Research sample research data can be done based on cost considerations, greater accuracy, faster collection time or availability of population elements (Cooper, D.R and Schninder, P., 2016). The criteria for determining sample size are based on consideration for using structural equation modeling (SEM) analysis. Referring to Sekaran (2013), in general the number of samples greater than 30 and less than 500 is the most relevant to be used in research. Hair (2010) states that there is no single criterion to determine. Data collection in this study was carried out by survey method, namely by distributing instruments to the target respondents. The research instruments were sent through the Military Sealift Command (Kolinlamil) offices, Surabaya and Jakarta Military Sealift Command Units. Through the research instrument it is expected that respondents can provide their responses in accordance with the questions given. Responses to research instruments can be sent via e-mail or post or through the ways of the respective agencies. In addition, the dissemination of research instruments was carried out directly to the target respondents through an event organized by the Commander of the (Kolinlamil), to invite the Unit Commander under him.

IV. RESULTS AND DISCUSSION

Of the 345 respondents who were given the questionnaire, there were 3 people who did not respond, so that a total of 342 questionnaires were returned from the 345 questionnaires distributed. Thus the rate of response was 99%. Of the 342 respondents' answers received, there were still incomplete answers in the characteristics of respondents and answers to research variable questions so that the answers that could be processed were only 340 or about 98.6%.

The task of Kolinlamil as an sea transportation operations of the Indonesian Armed Forces (TNI) tasks both in the context of Military War Operations (OMP) and Military Operations Other Than War (OMSP) and carry out marine security tasks in Indonesian waters, but more than that as a means of national defense, Kolinlamil soldiers must always be prepared to carry out operational tasks at sea at any time. The ability of Kolinlamil leaders in protecting and securing Indonesia's marine territories is absolutely owned by innovation and high managerial ability, which is very much needed to support organizational management, especially in conducting organizational learning to achieve the Kolinlamil mission itself. Respondents highly valued the opportunity to learn about the organization, the structure and culture of the organization, the principle of accepting the mistakes of members or colleagues. However, it cannot be denied that the process of organizational learning is assessed by most respondents to be slightly lacking in terms of rational work experience. This shows that the workload is a little less rational and might be caused by the high workload that must be carried out by the Indonesian Navy's soldiers to carry out their duties in securing the vast Indonesian waters and constitute 70 percent of the archipelago. The tested hypothesis consists of testing the hypothesis of intervariable influences and mediating effects obtained from *bootstrapping* by looking at the magnitude of the path coefficient as follows:

- Testing the effect of competence variables on strategic change management (H1) obtained a regression coefficient of 0.319, with a t-statistics value of 5.872. T-statistics value > 1.96, then competence has a positive and significant effect on strategic change management. So the hypothesis stating that competence has a positive and significant effect on strategic change management is accepted.
- Testing the effect of organizational learning variables on strategic change management (H2) obtained a regression coefficient of 0.216, with a t-statistics value of 3.256. T-statistics value > 1.96, then organizational learning has a positive and significant effect on strategic change management. Hypothesis stating that competence has a positive and significant effect on strategic change management is accepted.
- Testing the effect of strategic change management variables on organizational performance (H3) obtained a regression coefficient of 0.152, with a t-statistics value of 2.645. T-statistics value > 1.96, then strategic change management has a positive and significant effect on organizational performance. Hypothesis that strategic change management has a positive and significant effect on organizational performance is accepted.
- Testing the effect of competence variables on organizational performance (H4) obtained a regression coefficient of 0.515, with a t-statistics value of 9.564. T-statistics value > 1.96, then competence has a positive and significant effect on organizational performance. Hypothesis which states that competence has a positive and significant effect on organizational performance is accepted.
- Testing the effect of organizational learning variables on organizational performance (H5) obtained a regression coefficient of 0.344, with a t-statistics value of 5.440. T-statistics value > 1.96, then organizational learning has a positive and significant effect on organizational performance. Hypothesis stating that organizational learning has a positive and significant effect on organizational performance is accepted.
- Organizational learning is able to provide a positive and significant influence on organizational performance, directly or indirectly mediated by Strategic change management. This shows that the main factor that will support the performance of the Kolinlamil agency is the competence of the Indonesian Navy. So that leaders will be easier to improve the services of their organizations to the people, nation and state with an effective and efficient operational system, if the personnel are always developed in the knowledge, abilities and skills of the Institution.

Influence of Competence on Strategic change management

The results of the first hypothesis testing using the Smart PLS application program proved that competence significantly influences strategic change management, as shown in the model in Table 4.13 showing that Competence influences Strategic change management. The Competence consists of 7 indicators namely work motivation, self-concept to be reliable and best, thoughts and behaviors according to character, knowledge of the task, development of institutional knowledge, abilities and skills according to the task, development of abilities and skills of the institution. This study is in line with various previous studies conducted by Canada (2002), and Garg & Singh (2006).

The effect of Organization learning on StrategicChange Management

The results of testing the second hypothesis that organization learning has a significant influence on strategic change management. This second hypothesis shows that organizational learning with 7 indicators, namely: opportunities to learn in organizations, organizational structure and culture design, incentives for leaders, principles for accepting mistakes, transparency in management systems, open communication, rational work experience. These indicators affect strategic change management with eight indicators namely: sense of urgency, building coalitions with other parties, broad cooperation, developing vision and strategy, communicating vision of change, Broad-based action, achieving pragmatic performance, organizational consolidation.

The findings of this study can be explained that, transparency carried out by the organization of its members regarding the management system in their organization and when communicating, will build organizational culture that will encourage the Navy soldiers to be able to implement the development of organizational vision and strategy, can achieve their performance as soldiers in the long run short, so that the actions taken by members of the organization in expanding their areas of responsibility to help the organization consolidate can be achieved properly. This study is in line with various previous studies such as those conducted by Argote, (2011), and Nobin & Vohra (2015), and Kraatz, Matthew S; Zajac, Edward J, (1996).

Effect of Strategic change management on Organizational Performance

The third hypothesis testing results, that strategic change management has a positive and significant effect on organizational performance. This third hypothesis shows that strategic change management as a mediating variable is measured by eight indicators, namely: sense of urgency, building coalitions with other

parties, broad cooperation, developing vision and strategy, communicating vision of change, Broad-based action, achievement pragmatic performance, organizational consolidation. The organizational performance variable is measured by five indicators, namely: quality and timely service, trained personnel, quality personnel, effective and efficient operational systems, complete infrastructure facilities.

The results of the third hypothesis testing provide empirical evidence that if strategic change management is implemented, such as building a culture of urgency to the Indonesian Navy soldiers, conducting the widest possible collaboration and creating a mutually beneficial coalition with various external parties, developing an organization's vision and strategy for consolidation, if conducted by the organization namely Kolinlamil it will have a significant influence on organizational performance, so that the services provided by the organization in securing the Indonesian sea will be better and more quality, the organizational management system will be more effective and efficient which will make its personnel more trained and qualified. This study is in line with previous studies conducted by Fernandez, et.al (2016).

Effect of Competence on Organizational Performance

The results of the fourth hypothesis testing regarding competence proved to have a positive and significant effect on organizational performance. The results of this test show that if the work motives of the personnel are in accordance with organizational expectations, namely to develop themselves to support the performance of the organization through the achievement of personal performance of the tasks assigned by the institution, the personnel have the selfconcept to become a reliable and best TNI AL soldier, have a way of thinking and behaving in accordance with the character desired by the organization such as satria, willing to sacrifice, work hard and help others, and also have strong and skilled knowledge of the task, as well as getting the development of knowledge from institutions, the Organizational

V. CONCLUSIONS

Research on the influence of Competence and organizational learning on organizational performance with strategic change management as mediation is a management strategic research with the research object namely Kolinlamil of Indonesian Navy in Indonesia. Research by taking samples from Kolinlamil of Indonesian Navy personnel residing in Indonesia, namely Jakarta and Surabaya. The total sample of respondents collected was 340 people from three offices, namely Military Sealift Command Headquarters in Jakarta, The Jakarta Military Sealift Command Unit, and The Surabaya Military Sealift Command Unit. The results of this study succeeded in proving that strategic change management has a mediating role between Competence and organizational learning of organizational performance in organizations The task of Kolinlamil as an sea transportation operations of the Indonesian Armed Forces (TNI) tasks both in the context of Military War Operations (OMP) and Military Operations Other Than War (OMSP) and carry out marine security tasks in Indonesian waters. A number of conclusions related to this study are as follows:

Competence influences positively and significantly on strategic change management. With the biggest indicator that contributes (loading factor) to the formation of a strategic management process variable is the knowledge of the tasks that are the main tasks and functions of the Navy personnel in the Kolinlamil agency and can be said to be done well. Even for the ability and skills of the Indonesian Navy soldiers, most of the respondents still need to be improved. This is actually related to the role and involvement of Top management (Commander to the head of the office of the Agency as well as the head of the department / section of Kolinlamil) involved in the formulation of the Competence Development Plan to improve the capabilities and skills of the Indonesian Navy soldiers, including indicators of achievements that have not been maximally based on respondents' assessments.

Organization learning is proven to have a positive and significant influence on strategic change management. With the biggest dimension that contributes (loading factor) to the formation of the variable Organization learning is getting the opportunity to learn in the organization, the structure and culture of the organization, the principle in accepting the mistakes of members or colleagues. However, it cannot be denied that the process of organizational learning is assessed by most respondents to be slightly lacking in terms of rational work experience. This shows that the workload is a little less rational and might be caused by the high workload that must be carried out by the Indonesian Navy's soldiers to carry out their duties in securing the vast Indonesian sea and constitute 70 percent of the archipelago.

Strategic change management has a significant effect on organizational performance. With the highest value indicator contributing (loading factor) to the formation of a strategic change management variable that is accepted is to empower Broad-Based Action (expanding, increasing obligations as a means of national defense), not just as soldiers who carry out TNI sea transport operations in both The framework for War Military Operations (OMP) and Military Operations Other Than War (OMSP) as well as carrying out maritime security tasks in Indonesian waters, but more than that is as a means of national defense, Kolinlamil soldiers must always be ready to carry out operational tasks at sea at any time. This situation correlates with Sapta Marga, Oath of

Warriors, and Trisila of the Indonesian Navy to carry out its functions as a means of national defense at sea, so that this Broad-Based action is considered the highest by respondents.

Competence also has a positive and significant effect on organizational performance. This shows that in order to achieve organizational performance, the Navy's Competence of soldiers is very important, and having an effective and efficient operational system that raises hopes for increasing organizational performance in the future is a challenge for Kolinlamil. So that the existence and presence of this institution in the midst of society. The results of testing the strategic change management mediation function between the Competence process variables and organizational learning with organizational performance make a clear contribution to strategic management that specializes in non-profit organizations, especially in carrying out their duties as a servant of a country that secures the Indonesian sea. Strategic change management, Competence and organization learning become variables or factors that must be taken into account if the organization (non-profit) wants to maximize the performance of the organization to achieve its goals or mission, especially in social missions. Some findings that can be input for various non-profit organizations, especially the cooperative movement in Indonesia:

- Overall competence must receive special attention/seriously in managing the organization including non-profit. So the implementation of the results of this research at the level of the Commander of the Kolinlamil, especially the establishment of the Kolinlamil Training Command which is in charge of carrying out the training, development and development of the knowledge, abilities and skills of Indonesian Navy soldiers is very important to do.
- The Commander of the Kolinlamil is demanded to have the courage to expand cooperation and coalition with external parties needed by the organization in order to improve organizational performance.
- The Commander of the Kolinlamil needs to optimize its role as the command holder in controlling all the soldiers and elements/Warships of Republic of Indonesia (KRI) in their ranks and to find the right solution to the problem of KRI damage. Besides that, it also establishes open communication with staff and soldiers/personnel and also socializes the organization's vision and strategy transparently so that the soldier led and colleagues will be able to know and understand their role in the organization, so that they will be able to improve the performance of their organization.
- The Commander of the Kolinlamil must be able to encourage the success of his soldiers / personnel both on the Warship of Republic of Indonesia (KRI) and Staff to consolidate the organization and create better change.
- Kolinlamil must be able to provide services in maintaining the security of the Indonesian Sea with quality and on time.
- The education and training section at Kolinlamil immediately undertakes to prepare curriculum and modules for the training of personnel and leaders, so that the Navy's Kolinlamil has high-quality and trained personnel.
- The Indonesian Navy's Kolinlamil must have an effective and efficient Operational System with complete and adequate infrastructure to support the performance of the Navy's soldiers, which in turn will improve Kolinlamil's organizational performance better in the future.

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Hari Mulyadi, et. al. "Influence of Competency, Organization Learning On Strategic Change Management and Its Implications on Military Sealift Command." *International Journal of Business and Management Invention (IJBMI)*, vol. 09(09), 2020, pp. 13-21. Journal DOI- 10.35629/8028