

# INTERNATIONAL JOURNAL OF CREATIVE RESEARCH AND STUDIES

www.ijcrs.org

ISSN-0249-4655

## The Effect of Strategic Management Teamwork and Organizational Climate on Organizational Performance Mediated by Quality of Strategic Planning on The Main Equipment Weapon System of Indonesian Navy

Yusa Adi Hartanto, Kusnadi, Eddy Panjaitan & Yohanis Bassang

---

### **ABSTRACT**

*This study aims to: (1) know the influence of Strategic Management Teamwork on Strategic Planning, (2) know the influence of Organizational Climate on Strategic Planning, (3) know the influence of Strategic Management Teamwork on Organizational Performance, (4) know the influence of Organizational Climate on Organizational Performance, (5) know the influence of Strategic Planning on Organizational Performance, (6) know the influence of Strategic Management Teamwork on Organizational Performance by mediation of Strategic Planning, and (7) know the influence of Organizational Climate on Organizational Performance by mediation of Strategic Planning. Samples in the study were taken based on considerations with a specific purpose so that the data obtained later can be more representative (purposive sampling), namely as many as 218 personnel of the rank of officers who have served for at least 5 years in the field of Main Weapon and Equipment System (Alutsista). From the results of the study, it was obtained that (1) Strategic Management Teamwork has 70% effect on Strategic Planning, (2) Organizational Climate has 69% effect on Strategic Planning, (3) Strategic Management Teamwork has 18% effect on Organizational Performance, (4) Organizational Climate has 25% effect on Organizational Performance, (5) Strategic Planning has 14% effect on Organizational Performance, (6) Strategic Management Teamwork has 10% effect on Organizational Performance by mediation of Strategic Planning (7) Organizational Climate has 9% effect on Organizational Performance by mediation of Strategic Planning.*

**Keywords:** *Strategic Management Teamwork, Organizational Climate, Strategic Planning and Organizational Performance*

## **I. INTRODUCTION**

The complexity of the duties and functions of the Indonesian Navy requires high defense equipment readiness. Readiness to technical conditions can only be realized through optimal planning and logistical support. The role of logistical support that is effective and efficient greatly affects the success of this main task. The readiness of defense equipment, especially warships (KRI), is a determining factor in the success of the main tasks assigned by the state to the Indonesian Navy, so it is imperative that this should be handled professionally and sustainably. Its main objective is to maintain the reliability and availability of defense equipment at optimal levels. Equipment must always be ready for use (readiness) and during use (sustainability). Current conditions indicate that KRI that has passed its lifetime is still quite significant and the current technical readiness has not yet reached 85% according to the demands of combat readiness. Meanwhile, both the air planes and marine vehicles are currently still dominated by defense equipment with technical readiness conditions that have not been able to reach the ideal conditions of 85%. This shows that there is a gap in the performance of the preparation of the Indonesian Navy's defense equipment capability.

The influence of the extreme environment (unique military context), develops a higher level of teamwork compared to a team that hopes to work in an environment that is not extreme. The existence of a relatively common perspective that is built into the Strategic Management Teamwork has an impact on effective work processes in achieving organizational goals. The combat preparation for defense equipment is carried out by the naval unit and crew members who are part of the TNI AL structural organization, so that the pattern of action and performance will be greatly influenced by the organizational climate in the Indonesian Navy. All existing norms and regulations become a unique Organizational Climate within the Indonesian Navy, including in the process of preparing for the combat defense equipment. The Indonesian Navy organization currently has strategic planning to produce organizational performance in the preparation of combat defense equipment. Strategic planning is a step to translate mission, vision, goals, basic values, and strategy into comprehensive strategic goals. Public institutions, such as the Navy, face challenges in implementing Strategic Planning, so it is very important to align them with organizational performance.

This research is expected to provide significance in improving the performance of the Indonesian Navy organization through optimization of strategic planning in the defense equipment preparation process, which is influenced by teamwork and Organizational Climate factors. The novelty of research is taking objects in the military or naval field which is still very limited, especially in the context of defense equipment. This research is expected to provide benefits for the Indonesian Navy institution to improve Organizational Performance in preparing defense equipment, through the improvement of Strategic Management Teamwork, Organizational Climate and optimization of Strategic Planning. The results of the research are also expected to be a reference for policy making by leaders and crews of organizations within the Indonesian Navy in carrying out the management of the planning and logistics systems so that they can improve and realize combat readiness.

## **II. LITERATURE REVIEW**

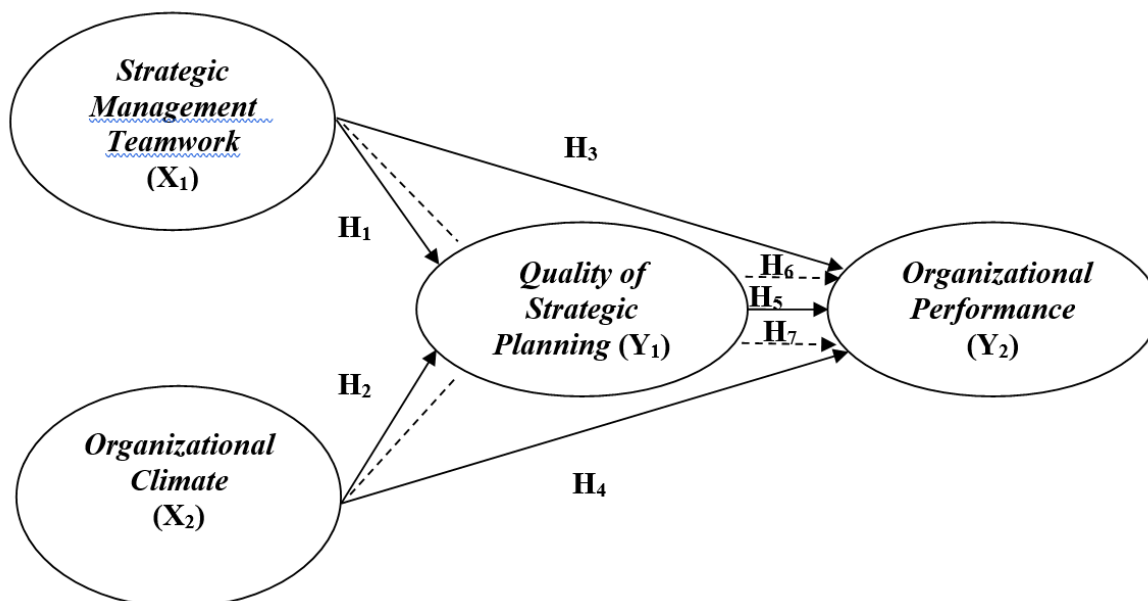
Nicoleta Meslec (2020) mentions teamwork as a cooperative and coordinating effort by individuals who work together in a group from a common background that requires sharing of talents and leadership in playing roles. Innocent Otache (2018) states that an organization consists of people who are expected to work cooperatively as a team to achieve organizational goals and improve Organizational Performance. These studies argue logically that if Teamwork is positively related to leadership, motivation and worker productivity; and leadership, motivation and work productivity have a positive effect on Organizational Performance.

Jorge Imer Gaviria Rivera (2019) defines Organizational Climate as a relatively lasting quality in the internal environment of an organization, experienced by all its members, which affects their behavior and can be the values of a certain set of characteristics or attributes of the organization, so that maintaining a positive Organizational Climate is not again seen as an option however is imperative. Aysen Berberoglu (2018) suggests that the Organizational Climate felt by employees affects employee motivation and motivation will result in higher productivity.

Steiner in Mohammed Saleh Alosani and Rushami Yusoff (2019) defines Quality of Strategic Planning into a conceptual model that includes the expectations of customers, stakeholders and society (outside the system); expectations of managers and organizational staff (within the system); data base on previous, current and future conditions; and analysis with SWOT techniques (strength, weakness, opportunities and threat). Bryson in Jacob Donkor (2018) discusses the definition of Quality of Strategic Planning in non-profit organizations, such as military organizations. Quality of Strategic Planning tends to combine planning and decision making, a combination of technical knowledge and expertise.

Mambanda in Esmaira G. Gunsayan (2020) adds that performance measurement is important for organizations because it strengthens effective business management. Performance is a joint process between managers, individuals and teams who are managed by seeing this process based more on management principles based on agreement on target requirements, knowledge, skills and competencies as well as work plans and placements. Jan B. Schmutz, Laurenz L. Meier, Tanja Manser (2019) argues that Strategic Management Teamwork has a positive effect on Organizational Performance. The category of influence is included in the medium size (medium sized) and the influence regardless of the form of the organization, team characteristics and so on.

### III. CONCEPTUAL FRAMEWORK



Picture 1: Conceptual Framework

#### IV. RESEARCH DESIGN

The sample in this study consisted of two groups, namely the instrument trial group sample and the research data source group sample. The test sample of the instrument set 30 people aimed to test whether the quality of the questionnaire was valid and reliable so that it could be used in the study. Testing of this instrument is carried out before the actual research is carried out. The sample in this research is a part of the population, which is taken based on the consideration with certain objectives so that the data obtained can be more representative (purposive sampling). A sample of 218 personnel was selected to be the object of research, namely middle and first officers who have served for at least 5 years in the field of defense equipment, from various units ranging from the Central Headquarters, Fleets and Units.

The data collection method used in this study using quantitative data. Sources of data in this study are primary data obtained through distributing questionnaires to respondents using a Likert scale where each question has five options. In this study, the data analysis technique used was the Structure Equation Modeling (SEM) analysis technique using the Linear Structural Relationship (LISREL) statistical software version 8.8. SEM analysis is a multivariate technique that combines aspects of multiple regression and factor analysis to estimate the relationship of interdependence simultaneously.

#### V. RESULTS

Of the 218 respondents obtained the following profile data: all respondents are male; 85 respondents (39%) were under 35 years old, 110 respondents (50%) were 35 to 45 years old, and 23 respondents (11%) were over 45 years old; 32 respondents (15%) had a high school education, 24 respondents (11%) had a D4 education, 120 respondents (55%) had an undergraduate degree, and 42 respondents (19%) had a Masters degree; 73 respondents (33%) have First Officer strata, as many as 145 respondents (65%) have Intermediate Officer strata; 44 respondents (20%) had a length of service <15 years, 163 respondents (75%) had a length of service of 15 to 25 years and 11 respondents (5%) have long served > 25 years; and 99 respondents (45%) have service units at Headquarters, 32 respondents (15%) have service at the Fleets and 87 respondents (40%) have service in Units.

The results of respondents' answers to nine question items in the Strategic Management Teamwork variable showed an average score of 4.33 with an average standard deviation of 0.723. Of the nine question items given, item X1.1 (high commitment to achieving organizational goals) has the highest average score with a score of 4.46, while item X1.5 (composition of position / organizational structure can answer task demands) has an average score the lowest average with a score of 4.25.

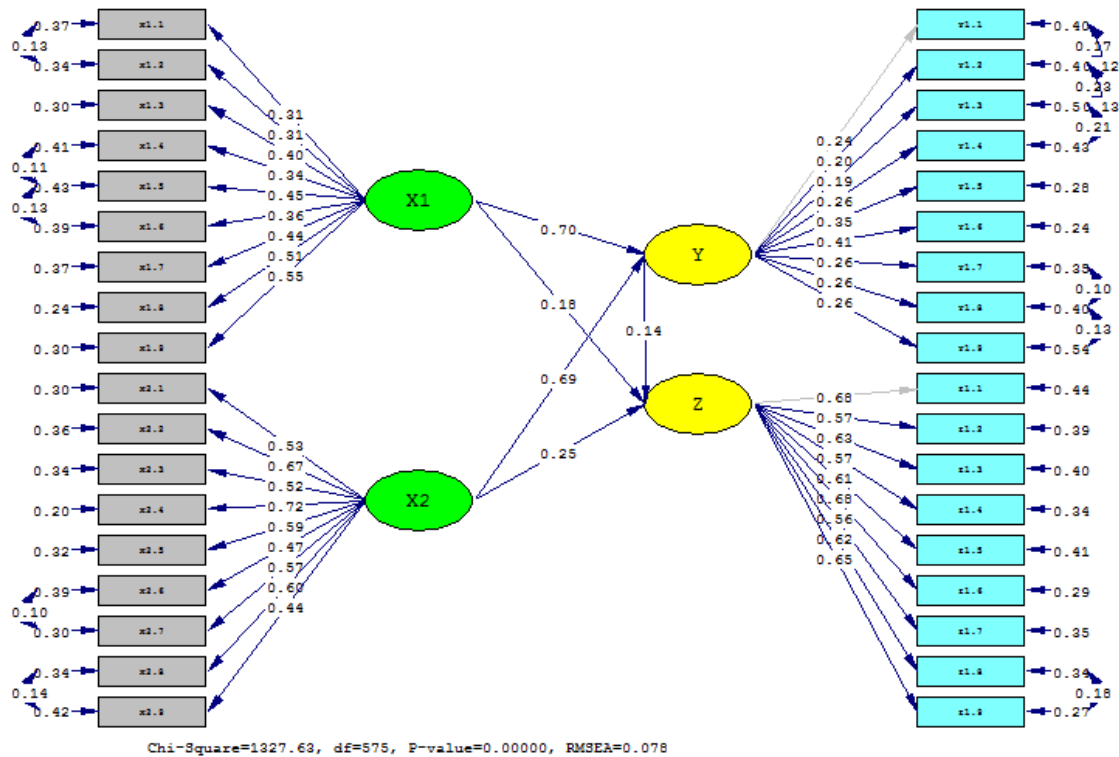
The results of respondents' answers to the nine question items in the Organizational Climate variable showed an average score of 4.20 with an average standard deviation of 0.811. Of the nine question items given, item X2.1 (Mutual care and support with fellow colleagues) has the highest average score with a score of 4.29, while item X2.8 (Sufficient opportunity to achieve progress / self-development) has a score the lowest average with a score of 4.11.

The results of the respondents' answers to the nine question items in the Quality of Strategic Planning show an average score of 4.05 with an average standard deviation of 0.807. Of the nine question items given, Y1.4 (Taking into account the strengths, weaknesses, opportunities and threats) has the highest average score with each score of 4.18, while item Y1.5 (Planning synergy and user levels ) and Y1.8 (Owning and implementing a formal evaluation system) have the lowest average score with a score of 4.03.

The results of the respondent's answers to the nine question items in Organizational Performance showed an average score of 4.08 with an average standard deviation of 0.824. Of the nine question items given, items Z1.2

(Organization produces products according to user needs) and Z1.4 (Quality, procedures and policies are in accordance with organizational goals) have the highest average score with each score of 4.14, while item Z1.1 (the organization has succeeded in carrying out its tasks and achieving its goals) has the lowest average score with a score of 4.00.

The following is a diagram of the full research model.



Picture 2: Cross-Model Structural Research Diagram (Estimates)

The results of testing the research hypothesis can be seen in the following table:

Table 1: Hypothesis Testing Results

Hipotesis	Deskripsi	T hitung	T tabel	Kesimpulan
H <sub>1</sub>	Strategic Management Teamwork to Quality of Strategic Planning	4,22	1,976	Accepted
H <sub>2</sub>	Organizational Climate to Quality of Strategic Planning	4,32	1,976	Accepted
H <sub>3</sub>	Strategic Management Teamwork to Organizational Performance	2,03	1,976	Accepted
H <sub>4</sub>	Organizational Climate to Organizational Performance	2,96	1,976	Accepted
H <sub>5</sub>	Quality of Strategic Planning to Organizational Performance	2,53	1,976	Accepted
H <sub>6</sub>	Strategic Management Teamwork to Organizational Performance mediated by Quality of Strategic Planning	2,32	1,976	Accepted
H <sub>7</sub>	Organizational Climate to Organizational Performance mediated by Quality of Strategic Planning	2,31	1,976	Accepted

Source: Processed Primary Data (2020)

## VI. DISCUSSION

The results of the study prove that there is a positive and significant effect of Strategic Management Teamwork on the Quality of Strategic Planning. The resulting parameter value is 0.70 with a t-count of 4.22. Thus it can be stated that the Strategic Management Teamwork has an influence of 0.70 or 70% on the Quality of Strategic Planning. The results of this study are in line with research conducted by Mohd. Faiz Mohd. Yaakob (2019), which shows that Strategic Management Teamwork affects the quality of Strategic Planning in improving performance. Strategic Management Teamwork is positively correlated with measurable performance in public organizations. Improved strategic planning and management is one of the main drivers of performance measurement.

Based on the research results obtained, it was found that Organizational Climate has a positive and significant effect on the Quality of Strategic Planning. This can be seen from the test value parameter of the Organizational Climate test on the Quality of Strategic Planning which has a positive value of 0.69 and a t-count value of 4.32, while the t-table value is 1.976, so the t-count value (4, 32) > t-table (1,976). Thus it can be stated that Organizational Climate has a positive and significant effect on the Quality of Strategic Planning. The results of this study are in line with research conducted by previous research conducted by Siswoyo Haryono, Yusda Indria Ambarwati, Mohd. Shamsuri Md Saad (2019) which shows that Organizational Climate has a significant effect on Organizational Performance. Organizational climate is the quality of the processes in an organization to achieve the goals that have been set. The influence will be seen in caring for and supporting fellow colleagues, participation in decision-making and organizational decisions, and active interaction on issues.

The results of the study proved that there was a positive and significant effect of Strategic Management Teamwork on Organizational Performance. The resulting estimated parameter value is 0.18 with a t-count of 2.03. Thus it can be stated that the Strategic Management Teamwork has an influence of 0.18 or 18% on Organizational Performance. The results of this study are in line with research conducted by previous research conducted by Guillermo Fuertes, Miguel Alfaro, Manuel Vargas, Sebastian Gutierrez, Rodrigo Ternero, and Jorge Sabattin (2020) which shows that Strategic Management Teamwork has a positive and significant impact on performance and brings benefits in terms of higher productivity, better Organizational Performance, competitive advantage and increased product quality and quantity as well as major tools in improving performance.

Based on the research results obtained, it was found that the Organizational Climate has a positive and significant effect on Organizational Performance. This can be seen from the estimated parameter value of Organizational Climate testing on Organizational Performance which has a positive correlation value of 0.25 and a t-count value of 2.96, while the t-table value is 1.976, so the t-count value is ( 2.96) > t-table (1,976). Thus it can be concluded that the Organizational Climate has a positive and significant effect on Organizational Performance. The results of this study are in line with research conducted by previous research conducted by Jorge Imer Gaviria-Rivera, Esteban Lopez-Zapata (2019) who found that Organizational Climate has a positive and significant effect on Organizational Performance.

The results of the study prove that there is a positive and significant effect of Quality of Strategic Planning on Organizational Performance. The resulting estimated parameter value is 0.14 with a t-count of 2.53. Thus it can be stated that the Quality of Strategic Planning has an influence of 0.14 or 14% on Organizational Performance. This research is in line with research conducted by previous research conducted by Nqobile Dlamini and Adrino Mazenda, Tyanai Masiya, Norman Tafirenyika Nhede. (2019) which shows that public institutions face challenges in the implementation of Quality of Strategic Planning, so it is very important to align Quality of Strategic Planning with Organizational Performance and there is a positive relationship between Quality of Strategic Planning and Organizational Performance. It is very important to align Quality of Strategic Planning with Organizational Performance, because Quality of Strategic Planning is still considered a task at the top management level.

Based on the research results, it was found that the Organizational Climate had a significant effect on Organizational Performance mediated by Quality of Strategic Planning. This can be seen from the estimated parameter value of Organizational Climate testing on Organizational Performance mediated by Quality of Strategic Planning which has a positive correlation value of 0.09 and a t-count value of 2.31, while the t-table value is 1.976, so the t-value count (2.31) > t-table (1.976). Thus it can be concluded that the Organizational Climate has a positive and significant effect on Organizational Performance mediated by Quality of Strategic Planning. This research is in line with the research conducted by Kaplan and Norton in Aries Susanty (2018) explaining that values, traits, styles and knowledge supported by the organizational environment (Organizational Climate) can move the role of leaders in completing tasks and functions towards achieving Organizational Performance. the best.

Based on the research results, it can be seen that Organizational Climate has a significant effect on Organizational Performance mediated by Strategic Planning. This can be seen from the estimated parameter value of testing Organizational Climate on Organizational Performance mediated by Quality of Strategic Planning which has a positive correlation value of 0.09 and a t-count value of 2.31, while the t-table value is 1.976, so the t-count value (2.31) > t-table (1.976). Thus it can be concluded that Organizational Climate has a positive and significant effect on Organizational Performance mediated by Strategic Planning. This research is in line with the research conducted by Kaplan and Norton in Aries Susanty (2018) which explains that the values, traits, styles and knowledge supported by the organizational environment (Organizational Climate) can drive the role of leaders in completing tasks and functions towards achieving Organizational Performance.

## VII. CONCLUSION

The conclusions that can be drawn from the above discussion are as follows:

1. There is an influence of Strategic Management Teamwork on the Quality of Strategic Planning. This positive influence indicates that an increase in Strategic Management Teamwork will increase the Quality of Strategic Planning;
2. There is an influence of the Organizational Climate on the Quality of Strategic Planning. This positive influence shows that an increase in the Organizational Climate will increase the Quality of Strategic Planning;
3. There is an influence of Strategic Management Teamwork on Organizational Performance. This positive influence indicates that an increase in Strategic Management Teamwork will increase Organizational Performance;
4. There is an influence of the Organizational Climate on Organizational Performance. This positive effect shows that an increase in the Organizational Climate will increase Organizational Performance;
5. There is an influence of Quality of Strategic Planning on Organizational Performance. This positive effect indicates that with an increase in Quality of Strategic Planning, it will increase Organizational Performance;
6. There is an influence of Strategic Management Teamwork on Organizational Performance mediated by Quality of Strategic Planning. This positive influence shows that with an increase in Quality of Strategic Planning, it will increase the influence of the Strategic Management Teamwork on Organizational Performance;
7. There is an influence of Organizational Climate on Organizational Performance mediated by Quality Of Quality of Strategic Planning. This positive effect shows that with an increase in Quality Of Quality of Strategic Planning, it will increase the influence of Organizational Climate on Organizational Performance.

**REFERENCES**

- Amal S.A. Shurair (2019). Stakeholder's perception of service quality: a case in Qatar. *Quality Assurance in Education* Vol. 27 No. 4, 2019 pp. 493-510 Emerald Publishing Limited
- Amen Diakon Debebe, Getachewu Petros Osebo. (2019). Impact of budgeting on organizational effectiveness : evidence from wolaita zone selected woreda public finance sectors. *Journal of economics and sustainable development* Vol. 10 No. 1
- Anatoly Dmitriyevich Vorobyov (2019). A Unified Methodology of Strategic Management and a Knowledge Management Model. *TEM Journal*. Volume 8, Issue 2, Pages 554-563, ISSN 2217-8309, DOI: 10.18421/TEM82-31, May 2019. 554 *TEM Journal – Volume 8 / Number 2 / 2019*
- Aysen Berberoglu. (2018). Impact of Organizational climate on organizational commitment and perceived organizational performance : empirical evidence from public hospital. *BMC Health Services Research* 18 : 399
- Day-Yang Liu, Wen-Chun Tsai, Chung-Yi Fang and Pei-Leen Liu (2019). Determinants of Managerial Performance on Taiwan Sports Lottery in System Dynamics Modeling of Strategic Management Approach. *Journal of Applied Finance & Banking*, vol. 9, no. 5, 2019, 187-210 ISSN: 1792-6580 (print version), 1792-6599 (online) Scienpress Ltd, 2019
- Esmaira G. Gunsayan, Eugenio S. Guhao Jr. (2020). A structural equation model on Organizational Performance among manufacturing firms in region XII, Philippines. *Review of integrative business and economics research*, Vol. 9, Supplementary Issue 2
- Guillermo Fuertes (2020). Conceptual Framework for the Strategic Management: A Literature Review— Descriptive. *Journal of Engineering* Volume 2020, Article ID 6253013, 21 pages
- Hamad Al Mulla (2019). UAE Strategic Planning Impact On Innovation And Organizational Performance In The UAE. *International Conference on Advances in Business and Law Proceedings Series, ICABL, 2019, Vol. 3*
- Innocent Otache. (2018). The mediating effect of teamwork on the relationship between strategic orientation and performance of Nigerian banks. *European business review* Vol. 31. No.5 hal. 744 - 760
- Jan B. Schmutz, Laurenz L. Meier, Tanja Manser. (2019). How effective is teamwork really ? The relationship between teamwork and performance in healthcare teams : a systematic review and meta-analysis. *BMJ Open* 2019;9:e028280.doi:10.1136/bmjopen-2018-028280
- Jacob Donkor, George Nana Agyekum Donkor, Collins Kankam Kwarteng(2018). Strategic planning and performance of SMEs in Ghana, The moderating effect of market dynamism. *Asia Pasific Journal of Innovation and Entrepreneurship*. Volume 12 No. 1 hal 62-76
- Jorge Imer Gaviria-Rivera, Esteban Lopez-Zapata. (2019). Transformational Leadseship, Organizational Climate and Job Satisfaction in Work Teams. *European Research Studies Journal*, Volume Xxii, Issue 3, Hal. 68 – 82
- Khalidiya Mostafa Atta Abd (2019). Impact Of Strategic Management Practices On Organizational Entrepreneurship: Mediating Effect Of Strategic Intelligence. *Academy Of Strategic Management Journal* Volume 18, Issue 4, 2019



- Maryam Mottaghi. (2019). Improving Organizational Performance along with strategic planning in the framework of combining the David model and BSC assessment model. *International Journal of Information, Business and Management*, Vol.11 No.2
- Mohammed Saleh Alosani and Rushami Yusoff, Hassan Al-Dhaafri (2019) The Effect of Innovation and Strategic planning on enhancing Organizational Performance of Dubai Police. *Innovation & Management Review* Vol. 17. No.1, 2020, hal 2 – 24
- Nicoleta Meslec (2020). The role of teamwork on team performance in extreme military environments: an empirical study. *Team Performance Management: An International Journal* Vol. 26 No. 5/6, 2020 pp. 325-339
- Nqobile Dlamini and Adrino Mazenda, Tyanai Masiya, Norman Tafirenyika Nhede. (2019). Challenges to strategic planning in public institutions : a study of the department of Telecommunicationa and Postal Services, South Africa. *International Journal of Public Leadership*, Vol. 16 No. 1, hal. 109 – 124.
- Viera Bartosova (2020). Strategic Management Of Development And Institutional Formation Of Organizations. *Academy Of Strategic Management Journal* Volume 19, Issue 3
- Yurji Arsenyev (2020). Strategic Management Of The Implementation Of Potential Corporate Restructuring Projects. *Academy of Strategic Management Journal* Volume 19, Issue 3