

The Influence of Transformational Leadership, Strategic Planning, and Organizational Culture on Organizational Performance Mediation by Organizational Commitment at the Indonesian Navy's Education and Training Doctrine Development Command (KODIKLATAL)

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Abstract

This study aims to analyze the effect of Transformational Leadership, Strategic Planning, and Organizational Culture on Organizational Performance mediated by Organizational Commitment at the Indonesian Navy's Education and Training Doctrine Development Command (NETDDC). The data collection method used in this study was by distributing questionnaires, using simple random sampling technique. This study used 323 respondents. The data analysis method used in this study is the Structural Equation Method (SEM) processed with AMOS version 24 software. Based on the results of data processing in this study, it shows that the increase in Organizational Performance was more influenced by Organizational Culture. Transformational Leadership has a positive and significant influence on Organizational Commitment that is greater than Strategic Planning and Organizational Culture. The role of Organizational Commitment as a mediating variable further strengthens the effect of Organizational Culture on Organizational Performance. Thus, decision making in improving Organizational Performance in NETDDC can be carried out through the Organizational Culture approach as an alternative which is supported by Transformational Leadership which has a major influence on Organizational Commitment. The implications of this research encourage managerial decision makers in the Indonesian Navy and NETDDC to optimize organizational performance.

Keywords: transformational leadership, strategic planning, organizational culture, organizational commitment, organizational performance

1. Introduction

Organizational Validation for each agency is needed to improve the organization for the better with the aim of being able to overcome all operational activities that have not been accommodated within the organization. Facing the challenges of the future task which is far more difficult and requires the solidity of the same doctrine, better education and combined training in one command. The Indonesian National Armed Forces carried out organizational validation, one of which was to form the Doctrine, Education and Training Command (Kodiklat TNI) with personnel from the Army, Navy and Air Force. The TNI AD already had a Kodiklatad, before the formation of the Kodiklatad TNI

Organizationally, the TNI AL is obliged to form the Indonesian Navy's Education and Training Doctrine Development Command (NETDDC), which is directly under the Kasal. Organizational validation, by changing the name Kobangdiklat to NETDDC based on Presidential Regulation Number 62 of 2016 concerning the Organizational Structure of the Indonesian Navy. Organizational validation to become NETDDC has bigger main tasks and functions that are expected to provide full support to the TNI AL organization.

NETDDC's dedication is written in the pages of the nation's history which was founded in 1946 until now. This service is carried out synergistically between all internal and external components in creating and forming and developing marine soldiers who are moral, professional and brave. Various exercises were carried out to face and respond to task challenges in accordance with the dynamics of technological developments and the strategic environment. As an institution that is required to be responsive to developments in naval technology, NETDDC is now equipped with various facilities in the form of modern and sophisticated training equipment, such as: Ship Control Console (SCC), Command Team Trainer (CTT), Tactical Floor Game (TFG), Computer Based Training (CBT), Ship Rescue Center, Nuclear, Biology and Chemistry, Micro Teaching laboratories and others. To support practical training for personnel carrying out assignments in the field, NETDDC builds cooperation between the Cities of the Indonesian Navy such as ships on the KRI according to their respective professions and cooperation with other government agencies.

Doctrine development led by the Director of Doctrine, education led by the Director of Education for cooperation and improving the quality of education, preparing training led by the Training Director, development studies led by the Dirjianbang and supported by other work units in general led by the General Director. Ideally, with organizational validation, the NETDDC which has five directors according to their fields can fully support all operations and needs of the Indonesian Navy, including preparing education for the formation of new soldiers at the non-commissioned officer and enlisted levels. The validation of the NETDDC organization which is already good, has not been followed by the implementation according to the main tasks and functions expected by the Indonesian Navy, this can be measured from the achievement of fulfilling the number of personnel which is inversely proportional to the validation of the organization. The organization grew rapidly to become larger to support the operational needs of the Indonesian Navy, inversely proportional to the formation of new soldiers every year. So that

the shortage of 34,000 personnel, after six years of organizational validation, has not been fulfilled

Improving NETDDC performance can be overcome by active Transformational leaders, supported by strategic planning for the next 5 to 10 years, maximizing the organizational culture that all TNI AL personnel already understand, namely discipline, hierarchy and military honor with organizational commitment. Previous research from Immordino et al. (2016) that strategic planning is a dynamic process that determines where the organization is going and how to change the internal and external environment and the decisions needed to maintain strategic fit. The validation of the organization to be large must be followed by fulfilling the number of personnel according to the specified personnel list.

Lasrado & Kassem (2021), examined the effect of Transformational Leadership on Organizational Excellence with four mediations namely Consistency Culture, Mission Culture, Involvement Culture and Adaptability Culture. Katou et al., (2021) divides Transformational leadership into three, responsive, supportive and development which affect Organizational Performance in the areas of productivity, growth and creativity. Posch & Garaus (2019) states that strategic planning has a role in increasing innovation, motivation, improving internal communication, stimulating new ideas, generating information, evaluating the organizational environment and ensuring comprehensive consideration of all appropriate options

This research is important because based on the Decree of the Chief of Staff of the Navy, number Kep/1313a/V/2020, a list of personnel composition has been established in the Indonesian Navy's Command for the Development of Doctrine, Education and Training. With transformational leadership, strategic planning and organizational culture that affect organizational performance by mediating organizational commitment, it is hoped that it will be able to overcome the problem of a significant shortage of personnel in the Indonesian Navy, until the end of 2022 there will be approximately 34,000 soldiers with various strata and positions. Ignoring the fulfillment of personnel with the same recruitment as in previous years, will have a significant effect on the ability to carry out the basic tasks of the Indonesian Navy in the future.

2. Method

The design of this study uses Hypothesis Testing with the unit of analysis in this study are individuals in several work units in the NETDDC, with the rank of Senior Officer, Middle Officer and First Officer and below. This research will answer the problem formulations that are temporary assumptions or hypotheses, relevant previous research will also be used as a temporary answer to the problem formulations in the study.

This study used primary data types, therefore quantitative data was collected by distributing questionnaires to personnel from 31 work units in the NETDDC. Questionnaire data that was successfully collected was 350 respondents from the level of Higher Officers, Middle Officers, First Officers and below. From filling out the respondent's questionnaire, only 323 questionnaires met the requirements whose data could be processed in this study.

The Structural Equation Model (SEM) method is used to analyze the relationship with the SEM procedure in general through the stages of model specification, model identification, parameter estimation in the model, model evaluation (validity test, reliability test, goodness of fit/model feasibility test) and hypothesis testing.

Validity test

According to Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt (2017) explains that the basis for making validity test decisions is to look at factor loading, where the limit of good factor loading for a sample of more than or equal to 250 to 300 respondents is above or equal to 0.35. Based on the results of testing the validity of all indicators of each variable in this study, showing a factor loading value of ≥ 0.35 , all indicators in this study were declared valid.

Reliability Test

The purpose of the reliability test is to measure the consistency and accuracy of the measuring instruments used in a study. According to Sekaran & Bougie (2016) an acceptable Cronbach's Coefficient Alpha is one that has a value of more than or equal to 0.60. The test results show that the six variables have a Cronbach's Alpha coefficient ≥ 0.60 so that all statement indicators stated to test each variable are consistent from time to time or can be trusted (reliable).

Goodness of Fit Test

According to Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt (2017) this test was conducted to measure the suitability of the model used in a study. Some indicators from the goodness of fit test result in this study showed good result, some of these indicators were p-value smaller than 0,05. The Root Mean Square of approximation (RMSEA) ($0,097 < 0,10$), Normed Chi-Square (CMIN/df) $4,03 < 5,00$). Therefore, the model in this study can be used to test the hypothesis. Meanwhile, to see whether or not there is an effect of the mediating variable, this study uses bootstrapping assisted by additional technology in the SPSS application, the add-on is PROCESS made by Andrew F. Hayes. This study uses the PROCESS add-on version 4.2 (Hayes, 2022) saying that if the upper and lower confidence intervals do not pass zero, then the mediating variable has a mediating effect on the construct being tested.

3. Results

The structural output of this study is described as follows:

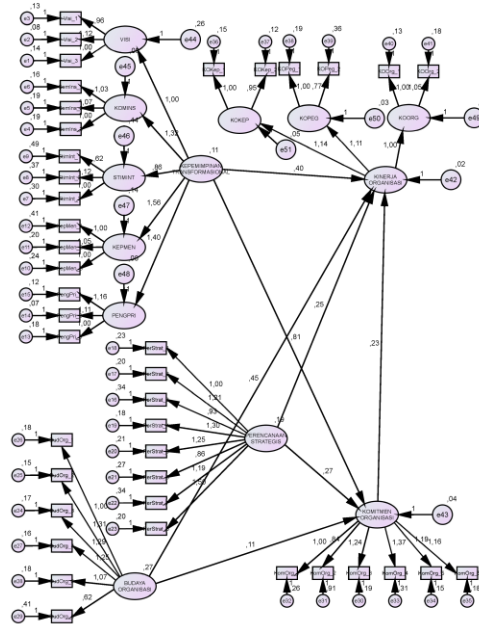


Figure 1. Structural Output

Details of the hypothesis for the direct effect proposed in this study are shown in table 2.

Table 2. Direct Effect Hypothesis Testing Results

Hypothesis	Estimate	P Value	Conclusion
H1: Transformational Leadership → Organizational Performance	0,400	0,001	Hypothesis supported
H2: Strategic Planning → Organizational Performance	0,254	0,000	Hypothesis supported
H3: Organizational Culture → Organizational Performance	0,451	0,000	Hypothesis supported
H4: Transformational Leadership → Organizational Commitment	0,805	0,000	Hypothesis supported
H5: Strategic Planning → Organizational Commitment	0,267	0,000	Hypothesis supported
H6: Organizational Culture → Organizational Commitment	0,106	0,001	Hypothesis supported
H7: Organizational Commitment → Organizational Performance	0,228	0,030	Hypothesis supported

Source: Data processed

To determine the effect of mediating variables in this study, researchers used a program created by Andrew F. Hayes called PROCESS. This study uses PROCESS version 4.2. PROCESS is an add-on made to determine whether there is an influence of mediating variables in the proposed

research model (Hayes, 2022). A mediating variable can be said to have succeeded in mediating the relationship between the independent variable and the dependent variable if the upper and lower confidence intervals do not exceed zero (Hayes, 2022). Details of the hypothesis for the indirect effect proposed in this study are shown in table 3.

Table 3. Indirect Effect Hypothesis Testing Results

Hypothesis	Estimate	LLCI	ULCI	Conclusion
H8: Transformational Leadership → Organizational Performance which is mediated by Organizational Commitment	0,136	0.0873	0.184	Hypothesis supported
H 9: Strategic Planning → Organizational Performance mediated by Organizational Commitment	0,162	0.0961	0.234	Hypothesis supported
H10: Organizational Culture → Organizational Performance mediated by Organizational Commitment	0,192	0.1241	0.2659	Hypothesis supported

Source: Data processed

4. Discussion

Hypothesis 1

Transformational leadership has a positive effect on organizational performance, the results of this study are in line with several previous studies conducted by Northouse (2021), Priyambodo & Hasanah (2021) and Jain & Duggal (2018).

Northouse (2021) stated that Transformational Leadership is an interesting approach. They need to transform to realize aspirations reveal that efforts to change the skills and competencies of academic staff and support and student support have turned out to be insignificant, top academic leaders focus on routine and administrative issues at the expense of emphasizing strategic matters, and change the prevailing institutional culture. Transformational leaders must focus on strategic issues rather than wasting time changing and re-structuring.

The meaning that can be drawn from Northouse's research is that to change an organization for the better requires organizational validation by prioritizing planning that focuses on strategic objectives. The objective of the educational institution validation strategy is to become a NETDDC by raising position status and increasing authority in carrying out the main tasks fully to support the implementation of the main tasks and functions in the Indonesian Navy.

Previous research that supports this research was carried out by Priyambodo & Hasanah (2021) who stated that education is a conscious and planned effort to create a conducive learning atmosphere and process so that students actively develop their potential. This research can be taken to mean that Educational Institutions are an important asset for educating, training and developing the abilities of students as a provision for further assignments.

This research is in line with the main tasks and functions as well as the NETDDC program which needs to improve the learning process, training and doctrine development with support in the form of additional infrastructure which is currently lacking. This deficiency has an impact on the readiness of the NETDDC to support and carry out the objectives of the organizational validation expected by the Indonesian Navy as the Main Command which carries out the development of doctrine, Education and Training.

The definition of education so far has only focused on routine planning by not making strategic plans that produce Indonesian Navy soldiers to meet the personnel shortage of 34,000. The amount is not small, which will definitely affect the implementation of the main tasks and functions of each section, because the workload is carried out by one person who should be carried out by more than one person.

Policies that have been well implemented currently prioritize the completeness of personnel in all operational elements of warships, but for personnel in the staff and the AI TNI Base and marine battalions this has not been fulfilled, this is inversely proportional to the validation of the TNI AI organization which has grown bigger with a heavier taskload on future.

The NETDDC Vision is to become a Moral, Professional and Courageous Marine Dimensional Doctrine and Educational Institution. Educational Institutions that have educated thousands of ready-to-use soldiers to support the operations of the Indonesian Navy. NETDDC is also given the task and authority to develop the doctrine of the Indonesian Navy which is carried out by the Directorate of NETDDC Doctrine. Doctrines made with studies based on operational experience are strengthened by supporting theories, which are things that are believed to be true, are supportive in assignments.

Apart from being moral, Kodikalatal trains TNI AL soldiers to become professionals with various disciplines in accordance with the branches that have been determined. The Training Directorate makes a training schedule to train soldiers to become professionals which is one of the absolute things in carrying out tasks with the aim that every problem in the assignment can be resolved properly and thoroughly. In the NETDDC Vision, the sentence Brave is also included with the aim that every soldier has no doubts in carrying out state duties based on professionalism and good morals.

The Organizational Vision that is disseminated and its implementation evaluated to all personnel in the NETDDC, then each section will work and understand the Vision guidelines that have been made. Motivate work and set a good example by conveying positive things as the pride of NETDDC members who have produced thousands of Indonesian Navy soldiers. NETDDC students have a motto that today is better than yesterday and tomorrow must be better than today.

The results of testing hypothesis 1 are also in line with previous research conducted by Jain & Duggal (2018) which recommended that leaders with a high level of Transformational Leadership style must appeal to the emotions of their employees to significantly influence organizational commitment. The meaning that can be taken by the Indonesian Navy is the

importance of leadership in carrying out tasks in the NETDDC by optimizing the motto that already exists in the NETDDC namely Moral, Professional and Courageous.

Based on the results of the analysis of the influence of Transformational Leadership in NETDDC, it shows a coefficient of 40 percent less than the influence of Organizational Culture on Organizational Performance so that it still needs improvement to attract positive emotions from soldiers to improve performance, in this case a Commander with Transformational Leadership is needed.

Leadership that motivates personnel to achieve progress in changing a more modern environment and makes soldiers moral, professional and courageous. An absolute requirement that must be owned by every private soldier as the main basis for a life attitude that has the spirit of Sapta Marga and carrying out the soldier's oath.

Sapta Marga consists of seven vows of devotion. First; We are citizens of the Unitary State of the Republic of Indonesia, based on Pancasila. Second; We are Indonesian Patriots. Supporters and defenders of state ideology who are responsible and do not know surrender. Third; We are Indonesian Knights who are devoted to God Almighty and defend honesty, truth and justice. Fourth; We soldiers of the Indonesian National Armed Forces are the bhayangkari of the Indonesian state and nation. Fifth; We soldiers of the Indonesian National Armed Forces uphold discipline, obey and obey the leadership and uphold the attitude and honor of soldiers. Sixth We soldiers of the Indonesian National Armed Forces prioritize leadership in carrying out our duties and are always ready to serve the State and nation. Seventh: We soldiers of the Indonesian National Armed Forces are loyal and keep our promises and soldiers' oaths.

As for the Soldier's Oath as a soldier's moral behavior that must be carried out, First; Loyal to the Unitary State of the Republic of Indonesia based on Pancasila and the 1945 Constitution. Second; Obey the Law and uphold the soldier's discipline. Third; Obey superiors by not contradicting orders or decisions. Fourth; Carry out all obligations with full sense of responsibility to the Army and the Republic of Indonesia. Fifth: Hold all military secrets to the fullest.

Transformational Leadership has a strong influence on Organizational Performance, leaders must motivate all Work Units in the NETDDC to formulate old problems that become obstacles in tasks with new solutions for progress and hopes of achieving the Vision that has been set. The basic assumption regarding success in educating soldiers, at the level of Basic Military Education and Development Education, is an important matter for evaluation, which in this task is carried out by the Directorate of NETDDC Studies and Development.

The success of the main tasks carried out by NETDDC cannot be separated from the role of the leader who makes strategic planning, pays attention to the needs of the organization and personnel. Leaders recognize the increased quality of staff work and work done with outstanding results. The higher the role and concern of the leader in running the organization, the organizational performance will increase so that the achievement of the NETDDC Vision is the success of the Indonesian Navy in the field of Doctrine Development, Education and Training.

Hypothesis 2

Strategic planning has a positive effect on organizational performance supporting some of the previous research by Yaakob et al. (2019), Immordino et al. (2016) and Salkic (2014).

Research conducted by Yaakob et al. (2019) concluded that every policy to be implemented must have good research and planning. The meaning of these conclusions can be taken positively that in order to achieve the vision and mission of the organization must use a strategic plan that can summarize and complete all the workload perfectly. This conclusion is in line with the results of testing hypothesis 2 which shows a strong, positive and significant correlation between Strategic Planning and Organizational Performance. The correlation based on the results of statistical testing, the greater the value of the Strategic Planning coefficient, the better the perception of Organizational Performance.

However, it turns out that the effect of strategic planning in this study is only 25.4 percent on organizational performance. With the minimal influence of planning on performance, it indicates that there is a need for changes to organizational performance with steps to improve planning in the following years. Strategic Planning is an option to improve NETDDC Organizational Performance which is expected to play an important role in supporting the organization and implementing the TNI AL Leadership Policy.

Strategic planning is important to achieve maximum results in NETDDC. At this time planning is carried out monotonously almost the same as in previous years without strategic planning for the next five to ten years which will have a major effect on the progress of the Indonesian Navy. This can be measured from the organizational validation that has been running for 6 years but the Kodikalatal has not been able to meet the shortage of TNI AL soldiers until the end of 2022 which has reached around 34,000 personnel, because the role and function of the NETDDC as an Educational Institution should have played a bigger role in supporting implementation of the main tasks of the Indonesian Navy in the field of Doctrine Development, Education and Training of the Indonesian Navy.

Research conducted by Immordino et al. (2016) states that strategic planning has long been debated in the strategic management literature. The abundant and significant literature on strategic planning is concerned with the influence of cognitive biases on strategic planning. It can be taken to mean that strategic planning is an important matter for an organization which has not been used optimally due to a mistake in understanding the importance of planning to achieve broad goals. NETDDC development with a larger and more complete organization is the enthusiasm for planning the validation of the TNI AL organization with the hope that it can play an active role in making strategic plans that have a major impact on organizational performance.

The annual planning should be part of the planning for the next five years which has been determined to be the vision and mission of the NETDDC. Most members in their respective work units understand the main tasks that must be carried out in accordance with the work guidelines / Job Description, based on predetermined plans. However, planning for the six years since the organizational validation from Kobangdikal to NETDDC cannot be said to be strategic because it

has not yet supported the Organizational Performance of the Indonesian Navy in general and specifically NETDDC according to their main tasks and functions.

Research conducted by Salkic (2014), states that ignoring strategic planning in organizations can lead to poor performance. This means that organizational performance is very dependent on strategic planning which is the basis and guideline for the organization and personnel within the organization itself. Performance at NETDDC is measured by personal evaluation in the form of periodic performance and personality assessments every six months, in April and October carried out by the appraiser's supervisor. Individual assessment is an effort to improve individual performance which indirectly improves organizational performance. In Salkic's research, the quality of strategic planning will play a role in improving performance and being able to control educational outcomes effectively and efficiently. The structured strategic planning process which involves top units as policy makers and NETDDC implementing units, has not given priority to adding TNI AL personnel which is lacking especially outside Java. The impact of the lack of personnel at the main base of the Indonesian Navy and naval bases outside Java is that the personnel are not optimal in carrying out their basic tasks and responsibilities.

Hypothesis 3

Organizational culture has a positive and significant effect on organizational performance in line with research, Panda (2020), Lasrado & Kassem (2021), Krajcsák (2018) and Pinho et al. (2012)

The results of Panda's research (2022) found that organizational culture refers to values, beliefs, shared symbols, formalities, organizational myths and expectations of members in the organization. Includes core values, forms of communication, and reinforcement strategies. Assist in adapting to the external business environment, determine the achievement of organizational goals and assist management. Organizational culture is connected with strategic planning which is related to one another, in shaping and improving organizational performance. TNI AL personnel, especially those serving in NETDDC, have a good organizational culture and need to be optimized to support the future tasks of educational institutions in making strategic planning which will ultimately support organizational performance.

The results of Kassem's research (2020) show that a culture of all-encompassing participation and holistic involvement of employees ultimately leads to organizational excellence. The meaning that can be taken is that with full participation it is an organizational culture that has been ingrained in every member which is worked on with enthusiasm and good cooperation without strings attached. The organizational culture of the TNI AL is inseparable from the Trisila of the TNI AL which was coined by Commodore Yos Sudarso, which is the life values of TNI AL soldiers which are typical of being an organizational culture consisting of discipline, hierarchy and military honor. The higher the perception of organizational culture, the higher the organizational performance. Discipline must be owned by every soldier in carrying out official duties on land as well as those carrying out operational tasks on warships. One of the hierarchies is carrying out orders and being accountable. Military honors include placing oneself as a role model for the environment. Organizational cultural values in this study have the greatest

influence compared to leadership and planning so that it can be concluded that good organizational culture is still firmly entrenched in every NETDDC personnel.

Previous research that also supports that was carried out by Krajcsák (2018) which stated that individual factors that strengthen intentional, affective and professional commitment are hierarchical culture; pride; and self-efficacy, respectively. The meaning is intentional, affective and professional commitment must be carried out with the discipline of every soldier, a culture of hierarchy has an important role in improving organizational performance, besides this, self-esteem is used within the Indonesian Navy with the term military honor. The Indonesian Navy summarizes it as Trisila TNI AL, which is held every quarter for one week in the month of Trisila which repeats and re-tests the organizational culture that has been implemented.

As an educational institution that educates soldiers, fosters doctrine and training for TNI AL personnel, discipline, hierarchy and military honor are the foundations that are believed to be a new source of strength in improving organizational performance. The organizational culture behind personnel behavior is influenced by the leadership applied in NETDDC which has an important role in determining the way of thinking, attitudes and perspectives of members. The Trisila TNI AL forms pride including communication and strengthening strategies in achieving organizational goals. Organizational culture influences and is influenced by strategy, to solve the problem of external and internal integration of Work Units in NETDDC Educational Institutions. In this study, Organizational Culture is measured at the highest position which has a significant influence on Organizational Performance.

The results of Pinho's research (2013) found that organizational culture has a significant impact on organizational performance, showing that the results of testing hypothesis 3 are in line with previous research. Based on the results of statistical testing, the greater the coefficient value, the higher the perception of Organizational Culture, the higher the perception of Organizational Performance. The influence of organizational culture with a coefficient value of 0.451 is the highest compared to the influence of Leadership and Strategic Planning on Organizational Performance. Organizational culture shapes the character of NETDDC soldiers to become more dominant than other variables, because it is supported by the Doctrine of the Indonesian Navy, Trisila TNI AL, Sapta Marga, Soldier's Oath and 5 Compulsory TNI.

Discipline, hierarchy and military honor are the soul of every member of the NETDDC carrying out their duties as coaches, educators and trainers. Organizational culture becomes a separate identity for NETDDC members who work in several work units, Marine Operations Education Command, Marine Education Command and General Education Command which improve overall organizational performance. Working conditions are very dependent on the culture of organizational performance to be the focus of the development of the NETDDC.

NETDDC's commitment to carrying out its main tasks and functions as an Educational Institution supports the Indonesian Navy in preparing human resources, soldiers who are reliable and ready to be assigned to the field of operations. It is hoped that the personal shortage of the Indonesian Navy can be met with the acceptance and Education Innovation Steps held at the Tanjung Pinang 1 Education Unit, Makassar 2 Education Unit and 3 Sorong Education Unit,

making it easy for local sons to enter the Indonesian Navy. Ideally all main bases of the Indonesian Navy have an Education Unit to make up for the shortage of personnel, which by the end of 2022 will number approximately 34,000 personnel. The performance of the NETDDC organization can be measured by the quality of the results of students who are ready to use in the assignment to carry out the main tasks of the Indonesian National Armed Forces.

Hypothesis 4

Transformational leadership has a positive effect on organizational commitment. The results of this study are in line with several previous studies conducted by Jain & Duggal (2018), Rita (2017) and Yahaya & Ebrahim (2016)

In Duggal's research (2018) it states that employees' perceptions of their transformational leaders are moderate. Moderate is a transformational leadership that has a positive effect on organizational commitment. Duggal's research is in line with the results of research at NETDDC which show that Transformational Leadership has a positive effect on organizational commitment. Leaders are decision makers who can make policies on the organization based on situational considerations faced by the organization. Thus the magnitude of the influence of Transformational leadership on Organizational Commitment is a natural thing and can occur in other organizations.

The results of Rita's research (2017) state that research has a positive correlation between Leadership and Commitment, giving the meaning of a strong and significant relationship between leadership and organizational commitment. Based on statistical testing with a coefficient value of 80.5 percent, it shows that the influence of Transformational Leadership is larger and more significant on Organizational Commitment. The high role of leadership because of the work hierarchy system, discipline and loyalty of members to leaders.

Most of the members have affective commitment which is the personal values and priorities of the personnel in line with the vision and mission and feel at home working in the NETDDC. Officers and NCOs serving in the NETDDC have carried out assignments in various regions when they were young with the rank of First Officer and below, so it is an honor to be able to join the NETDDC Educational Institution.

Transformational leadership is a leader who is able to motivate military and civilian members of the NETDDC with his leadership traits approach. Leaders must drive personnel through the right model, provide intellectual stimulation and set high performance expectations. Innovation is a characteristic that a NETDDC leader should have, to make a Moral, Professional and Brave Marine Dimension Doctrine and Education Institution.

Previous research that is also in line with this research is Yahaya & Ebrahim (2016), the results of his research define organizational commitment and a three-component commitment model. NETDDC leaders must be able to motivate members to do their best to carry out their main duties as coaches, trainers and teachers by performing beyond expectations. Through transformational leadership organizations can be developed with a shared vision and setting high expectations that motivate, inspire and challenge followers (“inspirational motivation”).

Transformational leadership behavior is beneficial for NETDDC members who intellectually question assumptions, contribute their own suggestions and ideas (intellectual stimulation). Leaders must be sure of competence, ability and control when supervising the implementation of all the main tasks and functions of the NETDDC.

Hypothesis 5

Strategic planning has a positive effect on organizational commitment, the research results are in line with Priyambodo's research (2021) and Oyewobi et al. (2019). Priyambodo's research describes that strategic planning includes assessing the organization in terms of strengths, weaknesses, opportunities and challenges, formulating mission and policy philosophies, setting strategic goals and implementing controls. This means that organizational commitment plays an important role as a mediation for strategic planning to improve organizational performance.

NETDDC as the Main Command organization of the Indonesian Navy has a commitment to provide maximum doctrine, education and training for new soldiers through the military basic education center. Commitment in NETDDC Education Institutions is the main requirement that must be possessed by all personnel. However, this commitment cannot be carried out optimally with planning that has not implemented strategic planning so that it can be said to be monotonous, not much different from planning in previous years. Priyambodo's research results have stated several important things that NETDDC must carry out so that organizational commitment functions optimally as a mediation of strategic planning, namely knowing strengths, weaknesses, looking for opportunities and facing challenges as well as formulating missions and policy philosophies to achieve goals.

Hypothesis 6

Organizational culture has a positive effect on organizational commitment. The results of this study are in line with Panda (2020), Baksi Maiti et al. (2021) and Krajcsák (2018). Research conducted by Panda (2020) stated that the search interaction for factors related to the competitive environment and external factors. Internal factors focus on work units in the NETDDC environment as educational institutions, fostering and training prospective Indonesian Navy soldiers, having many officers and non-commissioned officers with the best quality of service. In line with the NETDDC organizational commitment to prepare administrative tests and completeness towards Corruption Free Areas (WBK) and Clean Serving Bureaucratic Areas (WBBM). The WBK and WBBM predicates are given by the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Ministry of PAN and RB) to government agency work units of at least echelon III that carry out service functions. NETDDC carries out the signing of the Integrity Pact to all personnel with a commitment to:

1. Play a proactive role in efforts to prevent and eradicate corruption, collusion and nepotism and not involve oneself in disgraceful acts.
2. Not asking for and receiving gifts directly or indirectly in the form of bribes, gifts, assistance, or other forms that are not in accordance with applicable regulations.
3. Be transparent, honest, objective, accountable in carrying out tasks.
4. Avoiding conflicts of interest in carrying out tasks.
5. Set an example in complying with laws and regulations in carrying out their duties,

especially to personnel under supervision and fellow personnel in the work environment consistently.

6. Convey information on violations of integrity within the NETDDC and participate in maintaining confidentiality.

Commitment from the integrity pact supports the achievement of the NETDDC's goals of educating, fostering and training soldiers in a professional manner. Professionalism is a form of expertise in accordance with the field of work that is owned and confidence in carrying out the task. High or low organizational culture is strongly tied to the personality of members and relationships between co-workers, significantly affecting Organizational Commitment.

Hypothesis 7

Organizational commitment has a positive and significant effect on organizational performance. The results of this study are in line with the research of Oyewobi et al. (2019) and Elele & Fields (2010)

Oyewobi et al. (2019) emphasize the importance of organizational initiatives that focus more on members through involvement and loyalty. Initiative, involvement and loyalty are efforts that are carried out by personnel actively and optimally selflessly to increase organizational commitment in order to improve organizational performance. Performance improvement is directly related to educational infrastructure in the NETDDC which are generally divided into two, namely teaching staff and educational facilities. In detail, it consists of 10 educational components that must be optimized, namely instruction packages, teaching staff, educational staff, students, instructional tools and instructional aids, teaching methods, educational evaluation, educational facilities and educational budgets. The important thing that is trending right now is that responsiveness to technology will play a big role. The results of statistical testing of the coefficient value of Organizational Commitment is 22.8 percent, Organizational Commitment has a positive effect on Organizational Performance but can still be increased because with high work commitment it will increase the value of organizational performance.

The three basic components of organizational commitment are identification, involvement, loyalty. First, identification is the placement or determination of one's identity in the organization. Second, work involvement is the mental and emotional aspects of personnel in group situations that encourage them to contribute to the organization and take responsibility for achieving the mission and vision. Organizational communication on organizational commitment has a positive effect on both NETDDC personnel and organizations. Third, loyalty to the work organization in the form of personnel loyalty to the organization is an act that shows a consistent attitude of support to the organization or agency, at work with all abilities, skills, thoughts and time to achieve organizational goals.

Hypothesis 8

Transformational leadership has a positive effect on organizational performance by mediating organizational commitment. The results of this study are in line with research by Rita (2017), Allen et al. (2017), Alghazo & Al-Anazi (2016), and Yahaya & Ebrahim (2016).

Rita et al.'s research analyzed transformational leadership commitment and work motivation. The synergy of transformational leadership and organizational commitment greatly impact organizational performance, where performance can be measured by the achievement of organizational goals. The meaning of this analysis is that the role of leaders and commitment have a strong relationship to improve organizational performance. Leadership in NETDDC is change-oriented due to organizational validation. Transformational leaders change and transform people to exceed the expectations of the NETDDC work unit vision.

Transformational leadership is able to make NETDDC personnel show greater commitment and positively affect organizational development. Organizations that have great authority provide opportunities for a transformational leader, to show his identity as a commander who has innovation. The discussion of transformational leaders has attracted the attention of many researchers because leadership theory is the most influential in developing and achieving organizational goals.

Hypothesis 9

Strategic planning has a positive and significant effect on organizational performance by mediating organizational commitment. The results of this study are in line with several previous studies conducted by Alosani et al. (2020), Al Kadri & Widiawati (2022), Wang et al. (2010) and Antony & Bhattacharyya (2010).

Research conducted by Alosani et.al (2020) states that high-quality performance is the most important factor that organizations seek and strive for. To achieve the best organizational performance, they need to implement innovative strategies and practices. Innovation and strategic planning are considered as the most important drivers in improving overall performance.

From the results of Alosani's research (2020), it means that strategic planning and innovation are important in organizational commitment to achieve and improve organizational performance. The Indonesian Navy has made innovations to make NETDDC more involved with the Organizational Validation Step. In general, these steps are in line with innovation in supporting organizational commitment but strategic planning has not been implemented. This can be measured by the fact that the NETDDC has not optimally supported the main tasks of the Indonesian Navy in the field of personnel fulfillment.

Hypothesis 10

Organizational culture has a positive effect on organizational performance by mediating organizational commitment. The results of this study are in line with the research of Gencer et al. (2023), Chen et al. (2006) and Martínez-Iñigo et al. (2012)

Gencer's research (2021) states that organizational culture and its dimensions are significantly related to job performance. The meaning of this research is that organizational culture has a positive relationship to improve performance. NETDDC has a culture of discipline, hierarchy and military honor that is imbued in every military and civilian personnel.

The culture of discipline pays tribute sincerely and proudly based on respect regulations. Wear official clothes neatly and correctly in accordance with the regulations for the Indonesian Navy uniform, carry out orders with full responsibility, foster harmonious and trusting relationships between superiors and subordinates, hold goals in carrying out tasks.

Hierarchical Culture, carrying out orders and being accountable, implementing them based on the chain of command, carrying out coordination, integration, synchronization and simplification in the framework of efficiency and effectiveness, carrying out tasks according to their respective authorities and responsibilities, carrying out organizational management in a professional manner, implementing balance, integration, fairness and honesty in every decision making.

A culture of military honor, avoiding actions that embarrass oneself, family, corps and country, setting oneself as an example for the environment, carrying out healthy competition in pursuing a career by increasing the spirit of fighting and professionalism, increasing responsiveness to environmental dynamics and developments, preventing policies that detrimental to the Navy in particular and the TNI in general. By mediating organizational commitment, organizational culture has a significant effect on improving organizational performance in NETDDC.

5. Conclusion

The conclusion of this study is the transformational leadership has a strong influence on organizational performance, leaders must motivate all personel in the NETDDC to formulate problems with new solutions for progress and achieving the vision that has been set. The success of the main tasks cannot be separated from the role of a wise leader who prioritizes official affairs, pays attention to the needs of the organization and personnel. The synergy of transformational leadership and organizational commitment have huge impact the organizational performance. Expanded organizations provide opportunities for a transformational leader, to perform identity and innovation.

Suggestions for further research can add organizational innovativeness, organizational creatiness, organizational competitiveness and organizational effectiveness variables taken from previous researchers who proposed a conceptual framework for measuring organizational performance and organizational excellence.

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