The Role of Organizational Culture Millitery in Improving Organizational Performance of the Indonesian Marine Corps

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Keywords	Abstract
Organizational culture, organizational performance, Indonesian Marine Corps, qualitative research.	Organizational culture plays a crucial role in shaping the performance of military organizations, particularly in the Indonesian Marine Corps. In the era of globalization, a strong and adaptive organizational culture is essential for the Indonesian National Army of the Navy (TNI AL) to successfully accomplish its missions, maintain national security, and ensure effective administrative governance. This study aims to analyze the impact of organizational culture on the organizational performance of the Indonesian Marine Corps. Using a qualitative research method, this study explores how shared values, beliefs, and traditions influence interactions, decision-making processes, and responses to challenges within the organization. The findings indicate that a strong organizational culture positively influences organizational performance. Organizations with a positive culture oriented towards goals, innovation, and relationships tend to achieve higher performance than those with weaker or less supportive cultures. These results highlight the significant role of organizational culture in enhancing military efficiency and effectiveness. Future research should expand this model by incorporating additional exogenous variables to provide a more comprehensive understanding of the factors influencing organizational performance.

1. Introduction

A good organizational culture is very important for the Indonesian Navy (TNI AL) because it can affect the success of the task. According to Prakoso (2021), improving organizational culture can help the Indonesian Navy in achieving the goals of the Indonesian Navy and increase the effectiveness of Indonesian Navy operations. In this case, the organizational culture of the TNI AL is the key to success in achieving goals and ensuring national security and administrative order in the current era of globalization (Frans, 2022). In the Navy organization, the successful performance of the marine corps can be measured through various factors such as the ability to maintain national security, meet task demands, and ensure operational readiness (Prakoso, 2021).

In facing the increasingly dynamic era of globalization, organizations and institutions around the world face complex challenges in achieving optimal organizational performance (Lake, 2021).

These challenges arise along with technological developments, changes in people's mindsets, and the dynamics of relations between countries.

The ability to adapt quickly to these changes is key for organizations and institutions to remain relevant and competitive in the midst of increasingly fierce global competition (Tahir, 2023). The Indonesian National Army (TNI) is the main component of the state in the field of defense which has the main responsibility to maintain the sovereignty of the state, maintain the territorial integrity of the Unitary Republic of Indonesia (NKRI) based on Pancasila and the 1945 Constitution of the Republic of Indonesia, and protect all Indonesian people and their territory from threats and disturbances to the unity of the nation and state. The Indonesian Navy is a state instrument that has the task of defending the sovereignty of the Indonesian Sea.

In carrying out its duties, the Indonesian Navy (TNI Navy) is supported by a number of Main Commands (Kotama) which have a crucial role in maintaining Indonesia's sovereignty. Based on Presidential Regulation Number 66 of 2021 concerning the organizational structure of the Indonesian National Army, the Navy Marine Corps is one of the Kotama that is active in this aspect. The Marine Corps acts as the TNI Operations Main Command (Kotama Ops TNI), with the responsibility of organizing amphibious operations, coastal defense operations, and strategic outer island security operations in the context of Military Operations of War (OMP) and Military Operations Other than War (OMSP), as well as other operations according to the TNI Commander's policy. In addition, the Marine Corps also functions as the Main Command for Naval Development (Kotama Bin TNI AL), which is tasked with developing the strength and operational readiness of Marine units and fostering maritime potential into a marine security defense force, under and responsible to the Chief of Naval Staff.

The results of the BPK audit of the Marine Corps financial statements, which aims to provide an opinion / opinion on the fairness of the financial information presented, that in 2021 the opinion given by BPK RI on the Marine Corps financial statements is Unqualified with Explanatory Paragraphs (WDP DPP) while in 2022 it will increase from the WDP DPP opinion to Unqualified (WTP), In addition, of the 11 work units (satker) in the Marine Corps, namely the Marine Corps Command Headquarters, Pasmar 1, Pasmar 2, Pasmar 3, Brigif 4 Mar / BS, Denjaka, Kolatmar, Lanmar Jakarta, Lanmar Surabaya, Lanmar Sorong and Cilandak Marine Hospital, only 2 satker have received the title of WBK (Region Free from Corruption) from the Ministry of PANRB in the Development of the Integrity Zone, namely the Marine Corps Command Headquarters and Cilandak Marine Hospital.

With the data obtained from the results of the BPK and Ministry of PANRB audit achievements, the performance of the Marine Corps has not been maximized, even though the achievement of the opinion from the BPK audit in 2022 increased to WTP, this is due to the fact that the WBK (Corruption Free Region) predicate from the PANRB ministry has not been achieved in several work units under the Marine Corps ranks, and this is a phenomenon where there is a decline in the performance of the Marine Corps so that a strategy is needed to improve it, what factors affect the decline in performance and whether the role of staff officers has been maximized in encouraging the acceleration of the achievement of BPK and Ministry of PANRB audits and what affects the decline in staff performance performance.

In the Marine Corps organization, in addition to assessing the achievement of Organizational performance through orderly administration and through the achievement of good BPK and Ministry of PANRB audits and in accordance with laws and regulations, organizational performance in the

Marine Corps can also be influenced by various factors, including strategic leadership style, career development and strategic competence human resources, for example, an ineffective strategic leadership style can hinder communication and coordination, reduce member morale and motivation, and ultimately reduce organizational performance. Similarly, if career development and strategic competence human resources are not managed properly, this can result in decreased individual and organizational performance (Mahapatro, 2022).

According to Azeem (2021), organizational culture has turned out to be increasingly widespread in line with the increasing dynamics of the climate in organizations. Strict hierarchy is one of the organizational cultures and main features in Military Culture, including in the Marine Corps environment. The Marine Corps is one of the military organizations that has a clear and strict structure of ranks and positions. Each rank and position has well-defined roles and responsibilities, and individuals must follow orders from their superiors according to their rank and position level. The strict hierarchy within the Marine Corps is an important element in maintaining discipline, efficiency and coordination in aspects of military duties that often require quick action and tight coordination. While this culture has its own benefits in the military aspect, it needs to adjust to a culture that is more collaborative, flexible and less tied to a strict hierarchy in order to face complex challenges to achieve optimal performance. Strict hierarchies can limit creativity and innovation as members may feel reluctant to put forward new ideas for fear of breaking established rules or orders as well as a lack of flexibility, where in rapidly changing situations, highly organized structures and strict hierarchies can inhibit flexibility and adaptation. This can be a problem if strategic or tactical changes are required. This is the main reason for the research theme.

The research gap that exists in this study is that in previous studies, organizational culture variables were generally carried out in for-profit organizations, still a few in public organizations, but never in the Navy organization, especially the Indonesian Marine Corps.

2. Materials and Method

This type of research is qualitative research, which is a process of research and understanding based on methods that investigate a social phenomenon and human problems, the theoretical basis is used as a guide so that the focus of research is in accordance with the facts in the field, and the data is presented analytically and descriptively which has been collected and interpreted systematically.

3. Results and Discussions

Positive Effect of Organizational culture on Organizational performance

Based on previous research conducted by Rousseau (2018) regarding psychological contracts in organizations, it was found that a positive organizational culture can strengthen employee perceptions of fairness in psychological contracts, which in turn improves organizational performance. The study involved employees from various industrial sectors in the United States and showed that employees who felt their organizational culture was positive tended to have more positive perceptions of their psychological contracts, which directly impacted overall organizational performance.

Robbins and Judge (2019) in their research found that a strong and positive Organizational culture correlates with higher levels of employee commitment and greater intrinsic motivation. The

study involved employees from various levels of organizational hierarchy and covered companies in various countries such as the United States, United Kingdom, and Japan.

Based on research by Senge (2021), it was found that organizations that strengthen a culture of learning and innovation tend to have a higher level of adaptability to environmental changes, which ultimately improves their performance in the long run. The study involved members of organizations involved in the learning process from various industry sectors around the world.

In a study entitled "organizational culture and organizational effectiveness" (Denison, 2020), researchers investigated the effect of organizational culture on organizational performance. This study aims to understand how organizational culture can affect overall organizational effectiveness.

In his research, Denison (2020) hypothesized that organizational culture has a significant influence on organizational performance. Denison views organizational culture as a critical factor that shapes the identity and unique characteristics of an organization, which ultimately affects how the organization operates and achieves goals. The results showed that organizational culture has a significant influence on organizational performance. Organizations that have a strong organizational culture with a more positive orientation towards goals, innovation, and relationships, tend to achieve higher performance compared to organizations that have a weak or less supportive organizational culture.

Organizational culture that is goal-oriented and planning-oriented will help the organization in formulating a clear vision, mission, and strategy to achieve business goals. Organizational culture that is oriented towards innovation and risk will encourage employees to think creatively, try new things, and dare to take measured risks to achieve competitive advantage. Meanwhile, an organizational culture oriented towards relationships and support will create a harmonious work environment, where employees feel valued, supported, and motivated to contribute optimally.

This study provides important insights for organizations to understand how important organizational culture is in achieving optimal organizational performance. The results of this study indicate that positive and supportive organizational performance contributes directly to organizational success and effectiveness, management needs to pay attention and manage organizational performance wisely, as well as identify and strengthen values and norms that support the achievement of organizational goals.

Previous research conducted by Musani et al., (2023), which found that organizational culture has a positive effect on organizational performance. Likewise, human resource management and organizational culture also have a positive effect on organizational performance. This study states that organizational culture has a positive impact on organizational performance, while organizational culture also functions as a mediation between organizational culture and organizational performance, as well as between human resource management and organizational performance.

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In the marine corps organizational culture is based on Sapta Marga which reads 1. We are citizens of the unitary state of the republic of Indonesia who are based on Pancasila; 2. We are Indonesian patriots supporters and defenders of the state ideology who are responsible and do not know surrender; 3. We are Indonesian knights who are devoted to God Almighty and defend honesty truth and justice; 4. We soldiers of the Indonesian national army are bhayangkari of the Indonesian state and nation; 5. We soldiers of the Indonesian national army uphold discipline obey and obey the leadership and uphold the attitude and honor of soldiers; 6. We, the soldiers of the Indonesian national army, prioritize bravery in carrying out our duties and are always ready to serve the state and nation; 7. We, the soldiers of the Indonesian national army, are loyal to and keep the pledge and oath of soldiers and the Soldier's Oath which reads 1. Loyal to the Unitary State of the Republic of Indonesia based on Pancasila and the 1945 Constitution; 2. Submit to the law and uphold soldier discipline; 3. Obey superiors by not denying orders or decisions; 4. Carry out all obligations with a full sense of responsibility to the Army and the Republic of Indonesia; 5. Hold all Army secrets as hard as possible. So that it builds a very strong and solid corsa spirit in marine culture.

In every exercise or operation, members of the Marine Corps consistently work as a team to achieve a common goal, regardless of rank or position. They support and help each other, whether in combat training or in emergency situations in the field, which can improve and foster the spirit of the Marine Corps. In daily decision making, it is basically good, all officers have the courage to take steps that are out of the ordinary so that they are more innovative so that the effect of organizational culture can become more dominant in influencing organizational performance.

Middle officers play a key role in ensuring compliance with established standard operating procedures (SOPs). They ensure that every member of the unit follows procedures precisely, maintaining consistency in the execution of operational tasks. In fact, there were almost no repeat violations of the SOPs, indicating a high level of compliance and awareness of the importance of rigor in carrying out their duties.

Accuracy and thoroughness in documentation and adherence to SOPs not only reflect a strong organizational culture within the Marine Corps, but also have a positive impact on overall organizational performance. By having accurate reports and documents, as well as ensuring consistency in the execution of tasks, the Marine Corps can optimize their operational efficiency and effectiveness, creating a well-structured and organized work environment.

4. Conclusion

In this study, it is shown that organizational culture has a significant positive influence on organizational performance. Organizations with a strong culture, characterized by a positive orientation towards goals, innovation, and relationships, tend to achieve higher performance compared to those with weaker or less supportive cultures. Key elements contributing to organizational performance include open and easy promotions, adherence to SOPs, and attention to detail, which the Marine Corps management can further develop to maintain a healthy and effective organizational culture. The findings highlight the critical role of organizational culture in shaping the

Marine Corps' operational success. The implications of this study emphasize the need for the Marine Corps to actively create, maintain, and enhance a positive and supportive organizational culture that fosters cooperation, cohesion, and mutual support among its members. A strong and positive culture, reinforced by values such as the Navy Trisila, Sapta Marga spirit, dedication, and collaboration, can inspire officers, particularly those with ranks of Lieutenant Colonel and Colonel, to perform better. Additionally, a supportive organizational culture can enhance individuals' sense of ownership and commitment, encouraging extra effort and innovation. Therefore, prioritizing the development of a strong organizational culture should be a key focus for the Marine Corps to enhance overall organizational effectiveness and performance. Future research should further develop this model by incorporating additional exogenous variables to provide a more comprehensive understanding of the factors influencing organizational performance.

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