

The Effect of Strategic Human Resources Competence, Organizational Commitment, and Organizational Culture on Organizational Performance of Military Sea Crossing Command Mediated By Strategic Change Management

Hudiarto Krisno Utomo¹, Willy Arafah², Kusnadi³

^{1,2,3}Faculty of Economics and Business University Trisakti Jakarta, Indonesia

Abstract

This study examines the direct and indirect effects of Strategic Human Resources Competence, Organizational Commitment, and Organizational Culture on Organizational Performance, with Strategic Change Management as a mediating variable, in the context of Military Sea Crossing Command Operations personnel. Using Partial Least Squares-Structural Equation Modeling (PLS-SEM) and data from 120 respondents in 2025, all ten proposed hypotheses proved significant. The results confirm that Strategic Change Management plays a significant role in enhancing the influence of internal factors on organizational performance.

This study provides theoretical contributions to the development of strategic management and HR science in the military environment and suggests managerial implications such as strengthening organizational culture and establishing tactical change management units. The main limitations lie in the study's limited scope to a single military unit and its single quantitative approach. This study is highly original in integrating risk management, logistics, quality, and strategic change perspectives into a single conceptual model relevant to Indonesian military organizations, particularly Kolinlamil.

Keywords: Strategic Human Resources Competence, Organizational Commitment, Organizational Culture, Strategic Change Management, and Organizational Performance

1. INTRODUCTION

The Indonesian National Armed Forces is a strategic institution that plays a vital role in maintaining the sovereignty and territorial integrity of the Unitary State of the Republic of Indonesia, as well as supporting national security stability in both war and peacetime. Since its formation on October 5, 1945, the has played a vital role in various military and non-military operations to ensure national integration and state resilience (Law No. 3 of 2002; Law No. 34 of 2004).

As a primary component of the nation's defense system, the Indonesian National Armed Forces comprises three branches: the Army, the Navy, and the Air Force. One of the strategic units directly under the control of the Commander is the Military Sea Traffic Command, which plays a vital role in organizing military maritime transportation and fostering national maritime transportation potential (Law No. 66 of 2019, Article 62). In its implementation, Military Sea Crossing Command not only supports military mobilization but also participates in disaster management, national logistical support, and the empowerment of maritime potential.

Amidst the dynamics of strategic environmental change, both global and domestic, military organizations such as Military Sea Crossing Command are required to adapt quickly and effectively. Organizational change that is not managed strategically can negatively impact organizational performance and stability (Sinambela et al., 2019). Therefore, strategic change management is a crucial element in maintaining the sustainability and effectiveness of military organizations.

Organizational performance is strongly influenced by internal factors such as strategic human resource competency, organizational commitment, and organizational culture. Personnel competency, particularly in the military, encompasses not only technical expertise but also attitudes and values such as discipline, loyalty, and the ability to work in a team (Robbins, 2007; Wibowo, 2007). Strong organizational commitment contributes to increased productivity and personnel dedication to the strategic tasks they undertake (Tolentino, 2014; Luthans, 2011), while a healthy organizational culture forms the basis for the formation of collective behavior and organizational character (Hakim, 2015; Greenberg & Baron, 2003).

In the context of Military Sea Crossing Command, integration between these three elements is increasingly crucial given its strategic role in securing national maritime interests and supporting the operational readiness of the Indonesian Navy. However, previous studies have focused primarily on non-military public and private organizations, thus failing to fully reflect the complexity of military

organizations. Furthermore, Strategic Change Management has not been widely recognized as a mediating variable bridging the relationship between internal organizational factors and organizational performance. This study attempts to fill this gap by empirically examining the influence of Strategic Human Resources Competence, Organizational Commitment, and Organizational Culture on Military Sea Crossing Command Organizational Performance, with Strategic Change Management as a mediating variable. This approach is expected to provide a more comprehensive understanding of the internal dynamics of military organizations and provide appropriate policy recommendations to improve Military Sea Crossing Command effectiveness in supporting national defense and development tasks.

2. LITERATURE REVIEW

a. Strategic Human Resources Competence

Strategic Human Resources Competence (SHR) is an individual's ability within an organization that is not only technical but also encompasses conceptual and interpersonal skills aligned with the organization's strategy. With the dynamics of changes in the internal and external environment, organizations are required to be adaptive in developing strategies and policies to maintain the effectiveness of goal achievement (Sinambela et al., 2019). Competence is the main foundation that determines the quality of personnel performance and is directly proportional to overall organizational performance. Armstrong & Taylor (2020) state that individual performance is influenced by abilities, knowledge, and talents that lead to results. Therefore, competence is not only a measure of work excellence but also a key in building an organization's competitive advantage.

Furthermore, competence encompasses knowledge, skills, and attitudes, as explained by Wibowo (2016), who states that competence is the ability to perform work based on skills, knowledge, and supported by work attitudes. Spencer & Spencer (1993) reinforce this view by categorizing competence into three types: technical, behavioral, and managerial. McClelland (1973) also states that individual competence greatly influences organizational success, while Palan (2007) emphasizes that competence is proven through individual behavior in the workplace.

In an organizational context, competent personnel are able to adapt to change, work collaboratively in teams, and manage resources efficiently. These competencies are becoming increasingly important in an era of organizational complexity and uncertainty. Kanter (2011) added that future leadership competencies require four essential elements: conception, competency, connection, and confidence. Thus, it can be concluded that strategic HR competencies not only improve individual performance but also make a significant contribution to the overall success of the organization.

b. Organizational Commitment

Organizational Commitment is the degree to which an individual identifies with, is emotionally involved with, and is committed to remaining a member of an organization. This commitment reflects the psychological connection between employees and the organization, ultimately impacting loyalty and work productivity. According to Mowday et al. (2000), organizational commitment is a person's identification and attachment to an organization and their willingness to maintain membership in it. Kreitner & Kinicki (2014) also expressed a similar sentiment, stating that organizational commitment is a form of employee attachment to organizational goals.

Mayer & Allen (1990) divided organizational commitment into three dimensions: affective commitment (emotional bond), continuance commitment (cost-benefit considerations), and normative commitment (moral obligation). This commitment encourages employees to work wholeheartedly for the success of the organization. Jalal Hanaysha (2016) stated that organizational commitment plays a significant role in organizational effectiveness and efficiency. Furthermore, Simanjuntak et al. (2023) explained that organizational commitment is a form of employee loyalty demonstrated by the desire to continue working and contributing to the organization.

High levels of commitment are typically influenced by a healthy organizational culture, a supportive work environment, and inspiring leadership. This makes organizational commitment not only a psychological concept but also an organizational strategy for retaining top talent. Therefore, building and maintaining organizational commitment is crucial for improving overall organizational performance.

c. Organizational Culture

Organizational culture is a set of values, beliefs, norms, and behaviors that develop and are shared by members in their daily activities. This culture provides an organization's identity and serves as a guide for its members in decision-making and action. Schein (1985) states that organizational culture is a pattern

of basic assumptions learned by a group to solve problems of external adaptation and internal integration that works well enough to be considered valid and taught to new members.

Organizational culture is considered a key element in creating a collaborative, creative, and productive work environment. Ali Taha (2016) and Lapshun (2020) revealed that companies with a strong organizational culture demonstrate better business performance. Conversely, the lack of an effective organizational culture can hinder productivity and collaboration (Nikpour, 2017). Robbins (2000) states that organizational culture forms a shared system within an organization that determines how employees behave.

Organizational culture also influences job satisfaction and employee loyalty, ultimately contributing to organizational performance. Kontoghiorghe (2016) states that to become a high-performance system, organizations need to develop a culture that supports strategy and attracts top talent. Therefore, organizational culture is not merely internal values, but a strategic asset that influences the organization's long-term success.

d. Organizational Performance

Organizational performance reflects an organization's effectiveness and efficiency in achieving its strategic goals. Organizational performance is highly dependent on the performance of its individuals, both quantitatively and qualitatively. Kaplan & Norton (2001) define organizational performance as an organization's capacity to achieve its goals efficiently and effectively. Meanwhile, Daft (2000) states that organizational performance measures the ability to utilize resources to achieve desired results.

Various internal factors such as human resources, management systems, and strategies influence organizational performance. Sedarmayanti, in Burhanuddin (2019), suggests that individual or group performance within an organization must be legal, ethical, and aligned with organizational goals. Research by Rajakaruna (2017) and Mahmoud (2018) shows that employee engagement and personal capabilities have a significant correlation with organizational performance.

In an era of global competition, organizations are required to continuously increase productivity and innovation. Therefore, organizational performance is a key indicator of an organization's success in responding to the challenges and dynamics of the business environment.

e. Strategic Change Management

Strategic Change Management is a systematic process of managing change in a planned manner to direct an organization towards a better and more adaptive condition to the dynamics of a constantly changing external environment. George and Zhou (2007) define Change Management as the application of knowledge, tools, and resources to influence change in affected individuals. In an increasingly complex and uncertain business world (VUCA), organizations must be able to adapt to environmental changes such as technological developments, social and economic conditions, and political and legal pressures (Ketchen, 2013). Change management is crucial for organizations to remain competitive and not be left behind.

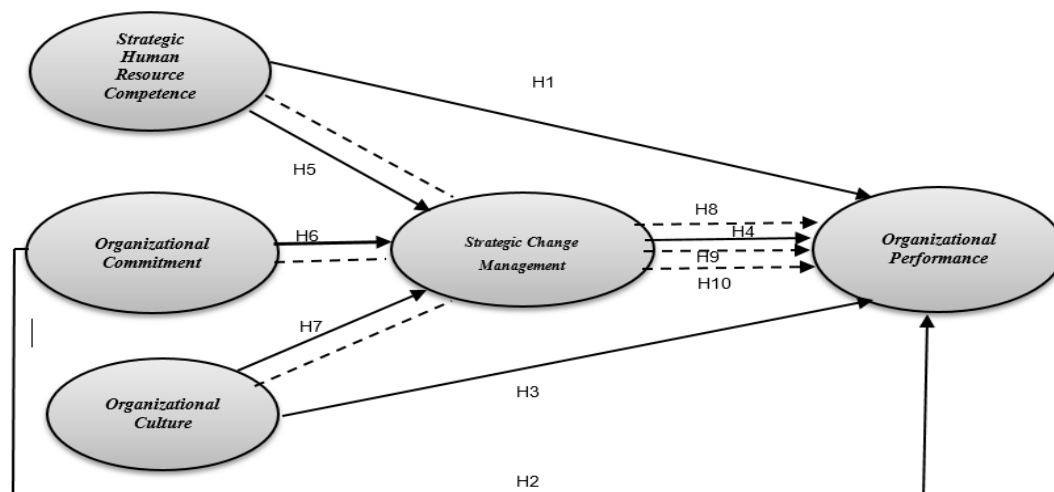
The success of strategic change implementation also depends heavily on managerial competence and the readiness of all organizational elements. Ibrahim Makina (2018) demonstrated that competent and adaptive managers can improve organizational performance through appropriate change management. This is further supported by Galleli (2018), who emphasized that the success of strategic change management is determined by the ability of human resources within the organization to understand, support, and implement the change process. If not managed properly, change can become a serious obstacle, but conversely, if managed wisely, it can become an opportunity to strengthen the company's competitiveness and effectiveness.

Kotter, in Mulyadi (2020), emphasized that change management must be carried out systematically and in a controlled manner to avoid resistance and ensure the involvement of all organizational elements. Meanwhile, Christensen (2015) emphasized the importance of a structured approach in strategic change management to ensure the benefits of change in achieving organizational goals. Lientz and Rea (2012) also stated that the change process must be designed, implemented, measured, and maintained for sustainability. These overall views demonstrate that strategic change management is not simply a response to change, but rather a proactive strategy to create added value and long-term efficiency.

3. Framework

This research is built on the basis of theoretical studies and empirical studies that link the influence of Strategic Human Resources Competence, Organizational Commitment, and Organizational Culture on Military Sea Crossing Command Organizational Performance as mediated by Strategic Change

Management . The main focus of this framework is to understand how Strategic Human Resources Competence, Organizational Commitment, and Organizational Culture influence Military Sea Crossing Command Organizational Performance. and Organizational Culture contribute to improving Organizational Performance through effective Strategic Change Management. The conceptual framework is shown below.



4. RESEARCH METHODOLOGY

This study uses a quantitative approach with descriptive and verification research types . This design aims to explain the causal relationship between variables through hypothesis testing, with primary data collection directly from respondents. The method used is a correlational survey to analyze the influence between independent variables, mediating variables, and dependent variables (Singarimbun & Effendi, 1995; Creswell, 2012). This study examines the influence of Strategic Human Resources Competence, Organizational Commitment, and Organizational Culture on Organizational Performance, with Strategic Change Management . as a mediating variable.

The unit of analysis in this study is the individual, namely personnel serving in the Military Sea Crossing Command. The approach used is cross-sectional , namely data collection is carried out over a certain period of time. Data were collected through a closed questionnaire with a five-point Likert scale, from "Strongly Disagree" (1) to "Strongly Agree" (5), which is compiled based on the operational indicators of each variable according to theory and previous research (Sugiyono, 2016; Sekaran & Bougie, 2016).

The population in this study was all personnel serving in the Kolinlamil Operations field. The sampling technique was carried out using purposive sampling , namely by selecting respondents who met certain criteria relevant to the research topic (Sugiyono, 2015). The number of samples obtained was 120 respondents , representing various levels of rank and job backgrounds, ranging from Officers, Non-Commissioned Officers, Privates, to Civil Servants.

Data analysis was carried out using the Structural Equation Modeling method. based Partial Least Squares (SEM-PLS) with the help of SmartPLS 3 software . This method was chosen because it can be used to test structural and measurement models simultaneously, and is suitable for data with non-normal distribution and moderate sample sizes (Hair et al., 2017). Testing was carried out through two models: an outer model to measure the validity and reliability of indicators against latent constructs, and an inner model to test the relationship between constructs. Validity tests include convergent validity and discriminant validity , while reliability tests use Cronbach's Alpha and Composite Reliability values .

Next, the structural model was tested through path coefficient , R-square , effect size (f^2) , and hypothesis testing using the bootstrapping method . The direct, indirect, and total effects between variables were analyzed to examine the mediating role of Strategic Change Management. With this model, this study was able to comprehensively describe the relationship between variables and answer the research questions empirically and theoretically.

5. RESEARCH RESULTS AND DISCUSSION

a. Hypothesis Testing Results

Based on the results of data processing, it can be concluded that the research hypothesis testing focuses on the Original Sample (O) value, which is the Estimate (Path Coefficient) value . and P-Values . A

hypothesis is considered accepted if the P-Values obtained are <0.05 . The results of the hypothesis test from this research model are as follows:

Hypothesis Test Results

Hypothesis	Influence	Estimate	P-Value	Decision
H ₁	There is a positive influence And The significant impact of Strategic Human Resources Competence on Organizational Performance	0.404	0.000	H ₁ is supported
H ₂	There is a positive and significant influence of Organizational Commitment on Organizational Performance	0.178	0.034	H ₂ is supported
H ₃	There is a positive and significant influence of Organizational Culture on Organizational Performance	0.364	0.000	H ₃ supported
H ₄	There is a positive and significant influence of Strategic Change Management on Organizational Performance	0.411	0.000	H ₄ supported
H ₅	There is a positive and significant influence of Strategic Human Resources Competence on Strategic Change Management	0.289	0.001	H ₅ supported
H ₆	There is a positive and significant influence of Organizational Commitment on Strategic Change Management	0.208	0.019	H ₆ supported
H ₇	There is a positive and significant influence of Organizational Culture on Strategic Change Management	0.441	0.000	H ₇ supported
H ₈	There is a positive and significant influence of Strategic Human Resources Competence on Organizational Performance which is mediated by Strategic Change Management.	0.119	0.032	H ₈ supported
H ₉	There is a positive and significant influence of Organizational Commitment on Organizational Performance which is mediated by Strategic Change Management.	0.085	0.023	H ₉ supported
H ₁₀	There is a positive and significant influence of Organizational Culture on Organizational Performance which is mediated by Strategic Change Management.	0.181	0.001	H ₁₀ supported

Source: Data Processed Using SEM PLS

The explanation regarding the results of the research hypothesis testing is as follows:

1) The Influence of Strategic Human Resources Competence on Organizational Performance

The results of the hypothesis testing related to the influence of Strategic Human Resources Competence on Organizational Performance show a positive and statistically significant relationship. This is indicated by the estimated value of 0.404, which means that strategic human resource competence has a positive contribution to improving organizational performance. In addition, the P-Value of 0.000 is far below the set significance level ($\alpha = 0.05$), so it can be concluded that the relationship is very statistically significant. Thus, the null hypothesis (Ho1) which states there is no influence is rejected, and the alternative

hypothesis (Ha1) which states there is a positive and significant influence between Strategic Human Resources Competence on Organizational Performance is accepted. This finding confirms that increasing strategic capabilities in human resource management directly encourages an increase in the effectiveness and productivity of the organization as a whole.

2) The Influence of Organizational Commitment on Organizational Performance

The results of the hypothesis testing regarding the influence of Organizational Commitment on Organizational Performance show a positive and significant influence between the two variables. The estimated value of 0.178 indicates that the higher the organizational commitment, the organizational performance also tends to increase. In addition, the P-Value of 0.034 is smaller than the 5% significance level ($\alpha = 0.05$), which means the relationship is statistically significant. Based on these results, the null hypothesis (Ho2) is rejected, and the alternative hypothesis (Ha2) which states that there is a positive and significant influence of Organizational Commitment on Organizational Performance. declared accepted. Thus, it can be concluded that organizational commitment has an important role in driving organizational performance, both in terms of productivity, effectiveness, and achievement of strategic goals.

3) The Influence of Organizational Culture on Organizational Performance

The results of the hypothesis testing regarding the influence of Organizational Culture on Organizational Performance show a positive and statistically significant influence. This is indicated by the estimated value of 0.364, which indicates that organizational culture has a positive contribution to improving organizational performance. In addition, a P-Value of 0.000 is obtained, which is much smaller than the 5% significance level ($\alpha = 0.05$), thus indicating that this result is statistically significant. Thus, the null hypothesis (Ho3) is rejected, and the alternative hypothesis (Ha3) which states that there is a positive and significant influence of organizational culture on organizational performance is declared accepted. This finding strengthens the understanding that a strong organizational culture that is aligned with the company's vision and values can encourage the achievement of more optimal performance by increasing employee motivation, loyalty, and work effectiveness.

4) The Influence of Strategic Change Management on Organizational Performance

The results of the hypothesis testing related to the influence of Strategic Change Management on Organizational Performance show a positive and statistically significant relationship. This is reflected in the estimated value of 0.411, which indicates that the strategic change management carried out by the organization has a positive contribution to improving organizational performance. In addition, the P-Value of 0.000, which is much smaller than the 5% significance limit ($\alpha = 0.05$), strengthens that the influence is statistically significant. Thus, the null hypothesis (Ho4) is rejected, and the alternative hypothesis (Ha4) which states that there is a positive and significant influence of Strategic Change Management on Organizational Performance is declared accepted. This finding indicates that the organization's ability to design and manage change strategically plays a very important role in supporting the achievement of better performance, especially in facing the dynamics of a rapidly changing business environment.

5) The Influence of Strategic Human Resources Competence towards Strategic Change Management

The results of the hypothesis testing regarding the influence of Strategic Human Resources Competence on Strategic Change Management indicate a positive and significant influence. This is supported by an estimated value of 0.289, which indicates that strategic human resource competence contributes positively to the implementation of strategic change management in the organization. In addition, the P-Value of 0.001, which is much smaller than the 5% significance level ($\alpha = 0.05$), indicates that this relationship is statistically significant. Thus, the null hypothesis (Ho5) which states there is no influence is rejected, and the alternative hypothesis (Ha5) which states there is a positive and significant influence between Strategic Human Resources Competence on Strategic Change Management is accepted. This finding confirms the importance of strategic human resource capabilities in supporting the success of the change process carried out by the organization.

6) The Influence of Organizational Commitment on Strategic Change Management

The results of the hypothesis testing regarding the influence of Organizational Commitment on Strategic Change Management indicate a positive and significant influence between the two variables. The estimated value of 0.208 indicates that the level of organizational commitment contributes positively in supporting the implementation of strategic change management within the organization. In addition, the P-Value of 0.019 is smaller than the 5% significance limit ($\alpha = 0.05$), which means the relationship is statistically significant. Thus, the null hypothesis (Ho6) which states there is no positive and significant

influence is rejected, and the alternative hypothesis (Ha6) which states there is a positive and significant influence of Organizational Commitment on Strategic Change Management is accepted. This finding confirms that strong commitment from organizational members is an important factor in the success of strategic change management to achieve organizational goals.

7) The Influence of Organizational Culture on Strategic Change Management

The results of the hypothesis testing indicate that Organizational Culture has a positive and significant effect on Strategic Change Management . This is supported by an estimated value of 0.441, which indicates that organizational culture has a strong contribution in supporting the implementation of strategic change management within the organization. In addition, the P-Value of 0.000 is much smaller than the 5% significance level ($\alpha = 0.05$), so that statistically the relationship is very significant. Thus, the null hypothesis (Ho7) which states there is no influence is rejected, and the alternative hypothesis (Ha7) is accepted. This finding strengthens the understanding that a healthy and adaptive organizational culture is an important factor in the success of strategic change management, because the culture shapes the attitudes and behavior of organizational members in responding to change effectively and efficiently.

8) The Influence of Strategic Human Resources Competence on Organizational Performance as Mediated by Strategic Change Management

The results of the hypothesis testing indicate that Strategic Change Management acts as a significant mediator in the relationship between Strategic Human Resources Competence and Organizational Performance . This is supported by the estimated mediation value of 0.119 with a P-Value of 0.032 , which is smaller than the 5% significance limit ($\alpha = 0.05$). Thus, it can be concluded that there is a statistically significant mediation effect, so that the alternative hypothesis (Ha8) is accepted at the 95% confidence level. However, the estimated value of this mediation effect is relatively smaller compared to the direct effect of Strategic Human Resources Competence on Organizational Performance, which is 0.404 . This finding indicates that Strategic Change Management acts as a partial mediator, meaning that strategic human resource competence still has a significant influence on organizational performance directly, as well as through strategic change management mechanisms. In other words, strengthening strategic HR competence not only has a direct impact on organizational performance, but also through a well-managed strategic change process.

9) The Influence of Organizational Commitment on Organizational Performance as Mediated by Strategic Change Management

The results of the hypothesis testing indicate that Strategic Change Management acts as a significant mediator in the relationship between Organizational Commitment and Organizational Performance . This is evidenced by the estimated mediation value of 0.085 and the P-Value of 0.023, which is smaller than the 5% significance limit ($\alpha = 0.05$). Therefore, the alternative hypothesis (Ha9) is accepted, which states that there is a positive and significant influence of Organizational Commitment on Organizational Performance through Strategic Change Management at the 95% confidence level. However, this estimated mediation value is smaller than the direct influence of Organizational Commitment on Organizational Performance of 0.178. This finding indicates that Strategic Change Management acts as a partial mediator, meaning that Organizational Commitment still has a significant influence on organizational performance directly, in addition to through strategic change management mechanisms. In other words, organizational commitment contributes to improved performance both directly and through an effectively implemented strategic change process.

10) The Influence of Organizational Culture on Organizational Performance as Mediated by Strategic Change Management

The results of the hypothesis testing indicate that Strategic Change Management acts as a significant mediator in the relationship between Organizational Culture and Organizational Performance . This is supported by the estimated mediation value of 0.181 and the P-Value of 0.001, which is smaller than the 5% significance limit ($\alpha = 0.05$). Thus, the alternative hypothesis (Ha10) is accepted, which states that there is a positive and significant influence of Organizational Culture on Organizational Performance through Strategic Change Management at the 95% confidence level. Although this estimated mediation value is smaller than the direct influence of Organizational Culture on Organizational Performance of 0.364, this finding indicates that Strategic Change Management acts as a partial mediator. This means that organizational culture still has a significant influence on organizational performance directly, as well as through an effective strategic change management process. Thus, strengthening an adaptive and innovative organizational culture is crucial in supporting the success of strategic change and achieving optimal organizational performance.

b. DISCUSSION OF RESEARCH RESULTS

Based on the research objectives and the results of hypothesis testing, the research results can be explained as follows.

1). The Influence of Strategic Human Resources Competence on Organizational Performance

This research confirms that strategic human resources competency has a positive and significant influence on organizational performance. Strategic HR competency is the main foundation in integrating the organization's vision and mission with HR management, resulting in competitive advantage and superior performance (Ulrich et al., 2012). In the context of a military institution such as Military Sea Crossing Command, which demands high precision and dynamics, the quality of personnel competency is crucial for operational effectiveness (Boyatzis, 1982). Competence, which includes knowledge, skills, and attitudes (Spencer & Spencer, 1993), not only meets administrative needs but also becomes a core capability that increases output, efficiency, and coordination (Barney & Wright, 1998). Supporting research such as Hari Mulyadi (2020) and Goleman (2000) shows that continuous competency development through training and job rotation is crucial in shaping a productive work culture and strategic performance of military organizations. Thus, investment in personnel competencies cumulatively increases organizational effectiveness and resilience (Wright, Dunford & Snell, 2001).

2). The Influence of Organizational Commitment on Organizational Performance

Research findings indicate that organizational commitment has a significant positive influence on Military Sea Crossing Command performance, confirming that employee loyalty and belonging have a significant impact on organizational performance (Meyer & Allen, 1991). In particular, affective commitment, which contains an emotional bond with the organization, is the most powerful factor in improving work performance (Porter et al., 1974). In the military environment, high commitment is closely related to discipline, moral responsibility, and loyalty to military values (Robbins & Judge, 2019). A study by Leila Afshari et al. (2019) reinforces this by emphasizing the role of affective commitment in improving organizational performance. Commitment built from consistent coaching and organizational culture supports work performance amid high pressure (Mowday, Steers & Porter, 1982). Therefore, Military Sea Crossing Command needs to maintain personnel commitment through a values-based HR approach, effective communication, and appreciation of contributions to support sustainable performance and operational readiness.

3). The Influence of Organizational Culture on Organizational Performance

Organizational culture has been shown to have a significant positive effect on Military Sea Crossing Command performance, as culture is a basic guideline that directs productive and adaptive work behavior (Schein, 2010). Military values such as discipline, integrity, and solidarity are the main driving force that accelerates performance achievement (Kotter & Heskett, 1992). A strong culture creates a stable and directed work environment, reduces role ambiguity, strengthens loyalty, and motivates personnel (Denison, 1990). Satwika Yogaswara's (2023) study highlights the value of military culture in improving discipline and work effectiveness. This culture acts as an informal control mechanism that complements the formal structure of the organization (Deal & Kennedy, 2000; O'Reilly, Chatman & Caldwell, 1991). Therefore, Military Sea Crossing Command management must continue to internalize cultural values through training, exemplary leadership, and a reward system that supports superior performance (Cameron & Quinn, 2011).

4). The Influence of Strategic Change Management on Organizational Performance

The results of the study indicate that strategic change management has a significant positive effect on Military Sea Crossing Command performance. Planned and integrated change management enables organizations to face the dynamics and high demands in a military context (Galleli, 2018). A change framework involving leadership, communication, and personnel development is crucial to maintaining organizational effectiveness and responsiveness (Kotter, 1996; Burnes, 2017). Organizational readiness for change (Armenakis & Harris, 2009) and visionary leadership (Cameron & Green, 2019) are key success factors. Military Sea Crossing Command successfully managed operational transformation through this approach, in accordance with Hiatt's ADKAR model (2006) which emphasizes aspects of awareness to individual empowerment. Thus, strategic change management is a key component in maintaining the resilience and competitiveness of military organizations (H4 is accepted).

5). The Influence of Strategic Human Resources Competence on Strategic Change Management

Research also found that strategic HR competency has a significant positive effect on the effectiveness of strategic change management. Competence, which includes knowledge, skills, and attitudes, enables personnel to face and manage change optimally (Boyatzis, 2008). Strategically competent personnel act as

effective agents of change (Wibowo, 2016; Ulrich et al., 2008). Spencer & Spencer (1993) added that clear competency identification accelerates adaptation and reduces resistance to change. Managerial competency is also important in supporting successful transformation (Ibrahim Makina, 2018), while the concept of core competence by Prahalad & Hamel (1990) emphasizes the importance of core capabilities for organizational resilience. Delamare Le Deist & Winterton (2005) stated that holistic competency is needed to ensure the success of strategic change. Therefore, personnel competency development is a priority in change management in military institutions so that transformation can be effective and sustainable (H5 is accepted).

6). The Influence of Organizational Commitment on Strategic Change Management

The results of the study indicate that Organizational Commitment has a positive and significant effect on Strategic Change Management. In the context of military organizations such as Military Sea Crossing Command, organizational commitment encompasses emotional attachment (affective), moral obligation (normative), and rational consideration (continuance), which play a crucial role in the readiness and successful implementation of strategic change. Personnel with high commitment tend to be more accepting and supportive of change, not only out of obligation, but also because of an awareness of the importance of such change for the future of the organization. Theoretically, Meyer and Allen (1991) state that affective commitment encourages readiness for change, while Mowday, Steers, and Porter (1979) emphasize that commitment encourages internalization of organizational goals. This is also reinforced by Kulachai and Amaraphibal (2017) who found that organizational commitment correlates with individual readiness for change. Armenakis and Bedeian (1999) added that psychological attachment is important in the success of change management. The practical implication is that leaders need to build an organizational climate that increases loyalty and active participation of personnel in the direction of change.

7). The Influence of Organizational Culture on Strategic Change Management

The findings from the seventh hypothesis demonstrate that organizational culture has a positive and significant influence on strategic change management. Organizational culture in military institutions like Military Sea Crossing Command reflects collective values such as loyalty, discipline, obedience, and cross-unit cooperation. An adaptive and open culture to change is key to reducing resistance and facilitating the strategic transformation process.

According to Schein (2010), organizational culture is a system of collective assumptions that facilitates external adaptation and internal integration. A strong culture increases engagement and reduces resistance to change (Taha et al., 2016). Furthermore, Deal and Kennedy (2000) state that culture acts as an informal social control system that can regulate behavior without structural intervention. Consequently, strengthening an adaptive culture through leadership, training, and strategic communication is a crucial strategy for supporting successful change.

8). The Influence of Strategic Human Resources Competence on Organizational Performance through Strategic Change Management

The eighth hypothesis suggests that Strategic Human Resources Competence positively influences Organizational Performance through the mediation of Strategic Change Management. Strategic HR competencies, such as knowledge, skills, and professionalism, not only directly impact organizational performance but also more effectively improve performance when integrated into a targeted strategic change system. Boyatzis (2008) states that individual competencies are catalysts for organizational change. Ali Taha et al. (2016) also state that organizations with a high-performance culture and strong change management are able to direct individual competencies toward strategic achievement. Schein (2010) and Cameron & Quinn (2011) emphasize that culture and competency must go hand in hand with change management to produce superior performance. In a military environment such as Military Sea Crossing Command, competent human resources need to be mobilized through a strategic change framework to contribute maximally to institutional transformation.

9). The Influence of Organizational Commitment on Organizational Performance through Strategic Change Management

The results of the ninth hypothesis test indicate that Organizational Commitment has a positive effect on Organizational Performance, both directly and indirectly through the mediation of Strategic Change Management. Individual commitment to the organization becomes a collective psychological force that, when directed through strategic change, can drive significant performance improvements. Meyer & Allen (1997) emphasize that the three dimensions of commitment (affective, normative, and continuance) are more impactful when supported by a strategic change system. Armenakis & Bedeian (1999) highlight the

importance of change structures in actualizing commitment into action. In addition, Lau & Woodman (1995) conclude that the synergy between commitment and change management is a major determinant of organizational success. In the context of Military Sea Crossing Command, high commitment from personnel must be channeled through involvement in the planning and implementation of change to truly impact performance improvements.

10). The Influence of Organizational Culture on Organizational Performance through Strategic Change Management

The results of the tenth hypothesis test concluded that Organizational Culture has a positive and significant effect on Organizational Performance through the mediation of Strategic Change Management. A strong, consistent, and adaptive organizational culture can create a synergistic work environment and support organizational effectiveness. However, this culture must be channeled strategically within a change management framework to prevent it from becoming a barrier to innovation. Cameron & Quinn (2011) stated that a culture aligned with a change strategy will be more effective in supporting the organization's long-term goals. Kotter (1996) emphasized that culture must be directed through structured change. Denison & Mishra (1995) also linked adaptive culture with increased innovation and responsiveness to the external environment. In practice, Military Sea Crossing Command needs to manage culture through a strategic change system so that basic military values such as discipline and loyalty can become the driving force for transformation and continuous improvement of organizational performance.

6. CONCLUSION

Based on the research results, it can be concluded that Strategic Human Resources Competence, Organizational Commitment, Organizational Culture, and Strategic Change Management generally have a positive and significant influence on Organizational Performance in the Military Sea Crossing Command environment. The three main variables of HR competence, organizational commitment, and organizational culture are also proven to have a direct influence on Strategic Change Management, which in this study is proven to be a crucial mediating element. These findings indicate that Strategic Change Management plays a catalyst in optimizing the influence of various internal factors on overall organizational performance.

All hypotheses proposed in this study, both those showing direct and indirect relationships, have been empirically proven, thus strengthening Strategic Change Management's position as a key pillar in managing organizational transformation. The competence of Military Sea Crossing Command personnel, both technically and managerially, has been proven to be a driving factor in increasing operational effectiveness. Likewise, the level of commitment and loyalty of personnel contributes to the optimal achievement of the institution's mission. An adaptive, disciplined, and collaborative work culture also creates a more resilient and productive organizational foundation in facing environmental dynamics.

Overall, it can be emphasized that the successful performance of a military organization like Military Sea Crossing Command is not only determined by the quality of its human resources, but also depends heavily on the institution's ability to manage change strategically, systematically, and participatively. Strategic Change Management serves as a strategic bridge connecting individual potential and organizational values to the achievement of long-term goals. Without effective change management, internal strengths such as competence, commitment, and organizational culture will not be able to optimally actualize in the form of sustainable organizational performance.

BIBLIOGRAPHY

1. Afshari, L., et al. (2019). The impact of organizational commitment on firm performance: Evidence from international organizations. *International Journal of Business and Management*, 14(2), 1-15.
2. Armenakis, A. A., & Bedeian, A. G. (1999). Organizational change: A review of theory and research in the 1990s. *Journal of Management*, 25(3), 293-315.
3. Armenakis, A. A., & Harris, S. G. (2009). Reflections: Our journey in organizational change research and practice. *Journal of Change Management*, 9(2), 127-142.
4. Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice*. Kogan Page.
5. Arikunto, S. (2013). *Prosedur penelitian suatu pendakatan praktik*. Rineka Cipta.
6. Azwar, S. (2011). *Metode penelitian*. Pustaka Pelajar.
7. Barney, J., & Wright, P. (1998). On becoming a strategic partner: The role of human resources in gaining competitive advantage. *Human Resource Management*, 37(1), 31-46.
8. Boyatzis, R. E. (1982). *The competent manager: A model for effective performance*. John Wiley & Sons.
9. Boyatzis, R. E. (2008). Competencies in the 21st century. *Journal of Management Development*, 27(1), 5-12.
10. Burnes, B. (2017). *Managing change* (7th ed.). Pearson Education.

11. Cameron, E., & Green, M. (2019). *Making sense of change management* (5th ed.). Kogan Page.
12. Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework* (3rd ed.). Jossey-Bass.
13. Christensen, C. (2015). *The innovator's dilemma*. Harvard Business Review Press.
14. Creswell, J. W. (2012). *Educational research: Planning, conducting, and evaluating quantitative and qualitative research* (4th ed.). Pearson.
15. Deal, T. E., & Kennedy, A. A. (2000). *Corporate cultures: The rites and rituals of corporate life*. Basic Books.
16. Delamare Le Deist, F., & Winterton, J. (2005). What is competence? *Human Resource Development International*, 8(1), 27-46.
17. Denison, D. R. (1990). *Corporate culture and organizational effectiveness*. Wiley.
18. Denison, D. R., & Mishra, A. K. (1995). Toward a theory of organizational culture and effectiveness. *Organization Science*, 6(2), 204-223.
19. Dyne, L. V., & Graham, J. W. (2005). Organizational citizenship behavior: Construct redefinition, measurement, and validation. *Academy of Management Journal*, 37(4), 765-802.
20. Galleli, B. (2018). Strategic change management as a link between policy and operational capability. *International Journal of Strategic Management*, 12(3), 45-62.
21. Galleli, B. (2018). Strategic management and organizational performance. *Journal of Organizational Change*.
22. George, J. M., & Zhou, J. (2007). *Understanding and managing organizational behavior*. Pearson.
23. Goleman, D. (2000). *Leadership that gets results*. Harvard Business Review.
24. Greenberg, J., & Baron, R. A. (2003). *Behavior in organizations* (8th ed.). Pearson Education.
25. Hakim, A. (2015). Effect of organizational culture, organizational commitment to performance: Study in hospital of District South Konawe of Southeast Sulawesi. *International Journal of Business and Management Invention*, 4(1), 1-8.
26. Hair, J. F., Babin, B. J., Anderson, R. E., & Black, W. C. (2024). *Multivariate data analysis* (9th ed.). Cengage Learning.
27. Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)* (2nd ed.). Sage Publications.
28. Hanaysha, J. (2016). Examining the effects of employee empowerment, teamwork, and employee training on organizational commitment. *Procedia - Social and Behavioral Sciences*.
29. Hecklau, F. (2016). Holistic competency model for Work 4.0. *Procedia CIRP*, 54, 1-6.
30. Hiatt, J. M. (2006). *ADKAR: A model for change in business, government and our community*. Prosci Learning Center Publications.
31. Hofstede, G. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill.
32. Ibrahim Makina. (2018). Managerial competency and organizational performance. *African Journal of Business Management*.
33. Ibrahim Makina. (2018). The role of managerial competencies in strategic change management. *International Journal of Management Studies*, 25(2), 145-160.
34. Kanter, R. M. (2011). *SuperCorp: How vanguard companies create innovation, profits, growth, and social good*. Crown Publishing.
35. Ketchen, D. J. (2013). Managing strategic change. *Strategic Management Journal*.
36. Kock, N. (2015). *WarpPLS user manual: Version 5.0*. ScriptWarp Systems.
37. Kotter, J. P., & Heskett, J. L. (1992). *Corporate culture and performance*. Free Press.
38. Kotter, J. P., Kim, W. C., & Mauborgne, R. (2011). *Leading change in a changing world*. Harvard Business Review.
39. Kreitner, R., & Kinicki, A. (2014). *Organizational behavior*. McGraw-Hill Education.
40. Kulachai, W., & Amaraphibal, A. (2017). Factors affecting organizational commitment of employees of Suan Sunandha Rajabhat University. *International Journal of Social Sciences and Humanity Studies*, 9(1), 72-87.
41. Kulachai, W., & Amaraphibal, A. (2017). Organizational commitment affecting readiness for change: A case of Thailand's public sector. *Kasetsart Journal of Social Sciences*, 38(3), 360-367.
42. Lau, C. M., & Woodman, R. W. (1995). Understanding organizational change: A schematic perspective. *Academy of Management Journal*, 38(2), 537-554.
43. Lepak, D. P., & Snell, S. A. (1999). The human resource architecture: Toward a theory of human capital allocation and development. *Academy of Management Review*, 24(1), 31-48.
44. Lientz, B., & Rea, K. (2012). *Project management for the 21st century*. Routledge.
45. Luthans, F. (2011). *Organizational behavior* (12th ed.). McGraw-Hill Education.
46. McClelland, D. C. (1973). Testing for competence rather than for "intelligence". *American Psychologist*.
47. Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89.
48. Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. SAGE Publications.
49. Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224-247.
50. Mowday, R. T., Steers, R. M., & Porter, L. W. (1982). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224-247.
51. Mowday, R. T., Steers, R. M., & Porter, L. W. (2000). *Employee-organization linkages: The psychology of commitment, absenteeism, and turnover*. Academic Press.
52. Muhamad, N. H., & Mustafa, N. A. (2019). The moderating role of change management in the relationship between competency and project performance. *International Journal of Supply Chain Management*, 8(4), 329-336.
53. Mulyadi, D. (2020). *Manajemen perubahan*. Jakarta: Rajagrafindo Persada.
54. Nikpour, A. (2017). The impact of organizational culture on organizational performance: The mediating role of employee's organizational commitment. *International Journal of Organizational Leadership*.
55. Noe, R.A., Hollenbeck, J.R., Gerhart, B., & Wright, P.M. (2017). *Human resource management: Gaining a competitive advantage* (10th ed.). McGraw-Hill Education.

56. O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal* , 34(3), 487-516.
57. Palan, R. (2007). Competency management: Techniques for implementing competency-based human resource management to improve organizational competitiveness . PPM.
58. Patulak, L. (2013). Organizational culture and its influence on organizational commitment. *Journal of Management* , 3(2), 132-144.
59. Prahalad, C. K., & Hamel, G. (1990). The core competence of the corporation. *Harvard Business Review* , 68(3), 79-91.
60. Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology* , 87(4), 698-714.
61. Robbins, S.P., & Judge, T.A. (2019). *Organizational behavior* (18th ed.). Pearson.
62. Rumasukun, K. (2015). Organizational commitment as a mediating variable between employee competence and employee performance. *Journal of Management and Entrepreneurship* , 17(1), 52-59.
63. Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). Jossey-Bass.
64. Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill-building approach* (7th ed.). Wiley.
65. Singarimbun, M., & Effendi, S. (1995). *Survey research methods* . LP3ES.
66. Simanjuntak, A., et al. (2023). The effect of organizational commitment on employee performance. *Journal of Performance Management* .
67. Spencer, L. M., & Spencer, S. M. (1993). *Competence at work: Models for superior performance* . John Wiley & Sons.
68. Sugiyono. (2016). *Quantitative, qualitative and R&D research methods* . Bandung: Alfabeta.
69. Taha, A., Sirková, M., & Ferencová, M. (2016). The impact of organizational culture on corporate performance. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis* , 64(6), 1931-1940.
70. Tolentino, L. R. (2014). The influence of commitment and competency on the job performance of employees. *International Journal of Management Sciences* , 2(11), 1-11.
71. Tichy, N. M. (1983). *Managing strategic change: Technical, political, and cultural dynamics* . Wiley.
72. Law No. 3 of 2002 concerning National Defense.
73. Law No. 34 of 2004 concerning the Indonesian National Armed Forces.
74. Law No. 66 of 2019 concerning the Organizational Structure of the TNI.
75. Ulrich, D., Brockbank, W., Johnson, D., Sandholtz, K., & Younger, J. (2008). *HR competencies: Mastery at the intersection of people and business*. Society for Human Resource Management.
76. Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2012). *HR competencies: Mastery at the intersection of people and business*. Society for Human Resource Management.
77. Wibowo. (2016). *performance management*. Jakarta: Rajagrafindo Persada.
78. Wright, P. M., Dunford, B. B., & Snell, S. A. (2001). Human resources and the resource based view of the firm. *Journal of Management*, 27(6), 701-721.
79. Yogaswara, S. (2023). The influence of organizational culture on the discipline and work effectiveness of military personnel. *Indonesian Journal of Military Management* , 5(1), 45-60.