

Does Organizational Military Behavior Matter in The Relationship Between Organizational Culture and Performance?

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Abstract. This research seeks to validate the suggested new ideas of Organizational Military Behavior and military organization performance. The foundational principles of organizational citizenship behavior were adapted for the military setting when developing the OMB concept. Once the idea has been proven to be sound, the researcher will subsequently look at how organizational culture affects performance, using OMB as a mediating factor. Using a descriptive and explanatory survey as the study methodology. All 69 POMDAM and DENPOM commanders from around Indonesia made up the study's sample. data gathering utilizing a cross-sectional questionnaire. Partial Least Square - Structural Equation Model (PLS-SEM) data analysis. It was discovered that the respondents (32 persons) ranged in age from 46 to 49 years old, were men (66 people), and held a bachelor's degree. The findings revealed that (1) the new concept has reliable and valid indicators, (2) organizational culture and OMB have a significant impact on organizational performance both partially and simultaneously, and (3) OMB has the ability to mediate this relationship. Thus, it is desired that the Indonesian Army will take into account and apply the research findings to enhance organizational performance. Additionally, it is essential to conduct ongoing empirical testing to determine whether the suggested concepts and models can actually be applied in the real world.

Keywords: Organizational Culture, Military Organizational Performance, Military Organizational Behavior.

1. Introduction

The Indonesian Ministry of military is still working hard to expand and enhance its capabilities so that it can supervise the execution of the country's military policies in a transparent, competent, and accountable manner (Wibowo, 2020). The government's goal of "Excellent Human Resources for Advanced Indonesia" will be realized by developing human resources who are knowledgeable, moral, and committed to the country. The Indonesian National Armed Forces (TNI), which possess a wealth of human resources, should be able to develop personnel that are beneficial, productive, and capable of working quickly, precisely, and professionally. As a result, it is crucial to assess the TNI's performance in order to realize the goals of the TNI government and organization.

Although scholars have varied viewpoints and definitions of performance, which is still a topic of controversy among organizational researchers, organizational performance has emerged as the most critical issue for any organization, both profit and non-profit (Abu-Jarad et al., 2010). Organizational performance is a complicated and multifaceted term rather than a straightforward phenomenon (Zaied et al., 2015). Organizational leaders have traditionally had a difficult time managing performance (Soomro & Shah, 2019). Consequently, selecting the appropriate performance indicators that can reflect the objectivity of various organizational activities in the value strategy and serve as a guide for management decisions. Organizations aspire to improve their performance, and organizational culture has been identified as a key factor in achieving this goal. Researchers have emphasized the importance of organizational culture in numerous parameters related to organizational success (Imran et al., 2021).

For more than 60 years, scholars have been interested in the subject of organizational culture, and this field of study is still active and fascinating today (Kassem et al., 2018). According to a study of the literature, organizational culture and its components have been investigated as potential factors influencing how well an organization performs (Garavan et al., 2021; Sapta et al., 2021). Organizational culture has been extensively investigated in strategic management, organizational behavior, and corporate communication (Meng & Berger, 2019), and it can be a great instrument for establishing and relating quality to performance (Fok et al., 2021).

Organizational culture is one of the aspects to explain as well as a catalyst for enhancing performance (Soomro & Shah, 2019). Strategic Human Resource Management places a lot of emphasis on the connection between organizational culture and performance. Organizational culture contains collective information concerning organizational ideals that impact individual behavior (Imran et al., 2021). These principles, which direct organizational policies toward individual management, are upheld and developed by each employee within the organization (Soomro & Shah, 2019). It should be highlighted, nonetheless, that organizational culture is a multifaceted idea and that organizational performance is influenced by a variety of factors (Yildiz, 2014). As a military-cultural organization, the TNI mandates that every individual who joins or is promoted to rank make a commitment to the organization's vision and goal.

As a discipline, organizational behavior attempts to explain human behavior, the causes for distinct forms of conduct, and the benefits and drawbacks (Arumi et al., 2019). The focus of study in the subject of organizational citizenship behavior (OCB) is more on defining the obligations or actions of employees in organizations (Ghashghaieina & Hafezi, 2015). Implementing civic behavior can improve organizational performance since each employee assists each other, exchanges knowledge and information, and increases skills and knowledge about the work being done in order to achieve organizational goals (Azmy, 2021). In this study, the notion of citizenship behavior in the military setting is formed using the core assumption of OCB, namely citizenship behavior for extra acts that surpass the description of the assigned duty. Then, these presumptions are updated utilizing various operational structures, and they are anticipated to be novel in research. There hasn't been any research employing the organizational military behavior (OMB) theory on Indonesia's military industry. OMB is expected to be able to increase organizational performance, therefore it should be able to more

accurately gauge how military personnel behave given that their primary responsibilities differ from those of the general public and the industry.

An oath taken that values the success of the mission above the member's own life forms the cornerstone of military culture. Maintaining members' discipline while they perform the primary duties and activities of the organization is a reflection of the organizational culture in the TNI. Military organizational culture's commitments, values, and practices are believed to contribute to better organizational performance. Different findings from earlier studies have been reported. According to one of them (Al-Tit, 2019), organizational culture can be used as an intervening variable to identify elements that influence organizational performance. According to other studies (Yildiz, 2014), there is a considerable link between organizational culture and performance. (Mousavi et al., 2015) discovered that the dimensions of organizational culture had varying effects on organizational performance. El-Badawy et al. (2017) claim that organizational culture affects OCB as well as other variables. According to research by Pashib et al. (2015), there is little correlation between organizational culture and OCB.

Since researchers and practitioners identified its practical consequences for work performance and organizational success, the idea of OCB has consistently been the center of attention in empirical study (Basu et al., 2017). Organizational culture and OCB are significantly correlated, according to a number of other studies (Arumi et al., 2019; Ghashghaeinia & Hafezi, 2015; Mohant & Rath, 2012; Patra & Aima, 2018). The performance idea used in this study is based on performance standards established by the TNI commander. The following assumptions are based on the phenomena that have been documented in this study:

- H1 : Organizational Culture Has a Significant Influence on Organizational Performance.
- H2 : Organizational Culture Has a Significant Influence on OMB.
- H3 : OMB Has a Significant Influence on Organizational Performance.
- H4 : OMB mediates the relationship between Organizational Culture and Organizational Performance.

Therefore, it is important to conduct research to improve the performance of the TNI organization using the OMB concept. The purpose of this study is to find out the role of the proposed OMB concept in the relationship between organizational culture and TNI organizational performance.

2. Research Method

Organizational culture served as the independent variable in this study, organizational military behavior served as the mediating variable, and performance served as the dependent variable. The population of 69 commanders from POMDAM and DENPOM is the study's research subject. Verification research is done to provide answers to research problems. The design of this study was an exploratory survey with a cross-sectional technique, and data was gathered using a questionnaire (appendix A) including statements to be responded by respondents. The statements in the questionnaire extend the operationalization of the notion and employ a differential semantic scale. Because this research is not intended to test the theory but rather to predict the relationship between constructs, which is anticipated to become a substantive theory for identifying the determinants of a construct, the verification analysis used is the Partial Least Square-Structural Equation Model (PLS-SEM). Complex statistical models are tested and evaluated using PLS-SEM (Munim & Schramm, 2018).

The structural model (inner model), which depicts the relationship between latent variables, and the measurement model (outer model), which illustrates the relationship between latent variables and a collection of manifest variables that can be assessed directly, are the two linear equations that make up the PLS model. The PLS-SEM method can deal with issues with multiple indicator variables and issues with aberrant data distribution since it can handle complex models (Khan & Yu, 2020). Common technique variance issues can be diagnosed using VIF collinearity in PLS-SEM modeling (Kock, 2015). Therefore, the evaluation of the outside and inner models made up the two stages of the model in this

study.

The factor weight coefficient (outer loading) and convergent validity (Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE)) values from respondents' responses to statements in the questionnaire (manifest variable) used to measure constructs (latent variable) are used to evaluate the outer model. Convergent validity refers to how closely two construct measurements are required to be related in theory (Ahmed & Omar, 2019; Mehmood & Najmi, 2017). The normality test can be relaxed if the inner model is evaluated in PLS-SEM, therefore the inner model test is based on the collinearity test, the significance of the path coefficient, and the determination coefficient. The evaluation of the inner model test findings are utilized to provide a response to the research question.

3. Results And Discussions

3.1. Measurement Model Testing

The convergent validity value using the Outer Loadings, CR, and AVE scores indicated that the structural model of this study was being tested. The SmartPLS app supported the testing in this study. If an outer loading has significance ($p < 0.05$) and its value is more than or equal to 0.70, it can be used to measure latent variables. For internal consistency in SmartPLS, a CR value greater than 0.7 is regarded as acceptable. Additionally, an AVE value greater than 0.5 suggests acceptable and good convergent validity because it means that the given indicator captures more than 50% of the variation in the target construct (Khan & Yu, 2020).

Factor Weight Coefficient (Outer Loadings)

Table 1: Outer Loadings

OC	Λ	OMB	Λ	KIN	Λ
PI1	0.489	KP1	0.858	QNT1	0.850
PI2	0.851	KP2	0.924	QNT2	0.829
PI3	0.892	KP3	0.845	QNT3	0.752
PI4	0.902	KP4	0.894	QNT4	0.909
PI5	0.730	KP5	0.925	QTY1	0.646
PI6	0.809	KP6	0.910	QTY2	0.886
NOR1	0.874	KP7	0.885	QTY3	0.722
NOR2	0.732	KP8	0.896	QTY4	0.743
NOR3	0.783	KP9	0.904	CRE1	0.858
NOR4	0.647	KP10	0.787	CRE2	0.874
NOR5	0.682	KP11	0.785	CRE3	0.860
NOR6	0.688	KP12	0.926	CRE4	0.553
ND1	0.817	KP13	0.837	KER1	0.919
ND2	0.728	KP14	0.864	KER2	0.874
ND3	0.830	KT1	0.844	KER3	0.577
ND4	0.894	KT2	0.868	KER4	0.841
FO1	0.780	KT3	0.806	INI1	0.863
FO2	0.871	KT4	0.872	INI2	0.870
FO3	0.770	KT5	0.908	INI3	0.904
FO4	0.843	KT6	0.871	INI4	0.892
PB1	0.890	KT7	0.869	INI5	0.880
PB2	0.762	KT8	0.660	INI6	0.889
PB3	0.756	KT9	0.824	PRI1	0.880
PB4	0.713	KT10	0.578	PRI2	0.890

IO1	0.822	KT11	0.837
IO2	0.815	KT12	0.922
IO3	0.696		
IO4	0.578		

Most manifest variables have values more than 0.70, according to the results of the outer loading test. It turns out that a manifest variable with a value smaller than 0.70 exists for every latent variable, though. The phrases PI1, NOR 4, NOR 5, NOR 6, IO3, and IO4 display the organizational culture variable. Both the KT8 and KT10 statements refer to the OMB variable. The statements QTY1, CRE4, and KER3 while also indicating the performance variables. It is possible to keep or remove indicators from the model if their outer loadings fall between 0.40 and 0.70 (Hair et al., 2017). As a result, the researcher chose to keep the indicator because the results of the convergent validity test indicated that it should have a minimum value of 0.50 for AVE and 0.70 for CR.

Discriminant Validity

Table 2: Construct Validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
CRE	0.909	0.940	0.938	0.793
INI	0.955	0.955	0.964	0.816
IO	0.810	0.835	0.877	0.645
KER	0.894	0.919	0.927	0.761
KIN	0.979	0.982	0.981	0.688
KP	0.979	0.980	0.981	0.787
KT	0.962	0.968	0.968	0.715
ND	0.889	0.895	0.923	0.751
NOR	0.891	0.896	0.917	0.648
OC	0.975	0.978	0.977	0.607
OMB	0.985	0.986	0.986	0.729
PB	0.875	0.881	0.914	0.728
PI	0.908	0.930	0.930	0.694
PO	0.882	0.886	0.919	0.740
PR	0.908	0.908	0.956	0.915
QNT	0.920	0.925	0.944	0.807
QTY	0.879	0.893	0.918	0.738

Discriminant validity aims to test whether the measurement model is really different from the measurement model. Discriminant validity was evaluated using three measures, namely: Cross-loadings Analysis, Fornell-Larcker Criterion, and Heterotrait-Monotrait Ratio (HTMT) (Hair et al., 2017).

Table 3: Cross Loadings Analysis

	OC	OMB	KIN
OC	0.779		
OMB	0.870	0.854	
KIN (Y)	0.854	0.944	0.830

The measurement model has sufficient discriminant validity if the outer loading values of all indicators are higher than the correlation values (cross loadings) between the same indicators and other

latent variables. The test results show that it does not have the required value, meaning that the measurement models are not really different from each other.

Table 4: Fornell and Larcker Criterion dan HTMT

Fornell and Larcker Criterion			
	KIN	OC	OMB
KIN	0.830		
OC	0.854	0.779	
OMB	0.944	0.870	0.854
HTMT			
	KIN	OC	
OC	0.872		
OMB	0.959	0.886	

In the Fornell and Larcker Criterion, a reflective measurement model is indicated to have sufficient discriminant validity if the AVE root value of each measurement model is greater than the correlation value of the latent variable with other latent variables in the structural model being tested. Diagonal numbers indicate the root value of AVE for each latent variable measurement model studied. In HTMT, the measurement model is indicated to have sufficient discriminant validity if the HTMT value is less than 0.85 or 0.90. Based on the test results through the three sizes mentioned, this study does not have sufficient discriminant validity.

3.2. Structural Model Testing

Collinearity

Table 5: Colinearity

	OMB	KIN
OC (X2)	1.000	4.121
OMB (X4)		4.121

The criteria for assessing collinearity are seen from the VIF (Variance Inflation Factor) value of less than 4.3 (Kock, 2015) or 5.5 (Hair et al., 2017), it is hoped that there will be no collinearity problems. The test results show that there is no collinearity problem.

Path Coefficients

The output path coefficients show the direct effect of the predictor latent variable on the dependent latent variable.

Table 6: Path Coefficients

Model	Koefisien Jalur	Nilai p	R ²
MODEL KINERJA			0.893***
OC -> KIN	0.131	0.000	
OMB -> KIN	0.830	0.000	
MODEL OMB			0.755***
OC-> OMB	0.870	0.000	

Indirect Effects

Table 7: Total of Indirect Effects

Hipotesis	Hipotesis Statistik	Spesific Indirect Effect	Nilai p	95% CIBC		Hasil Uji
				2,5%	97,5%	
OMB memediasi pengaruh OC terhadap KIN	$H_0 : \gamma_1\beta_x\beta_y = 0$ $H_a : \gamma_1\beta_x\beta_y \neq 0$	0.722	0.000	0.454	0.844	Mediasi

3.3. Discussions

Relationship between Organizational Culture and Performance

The study's findings are consistent with those of earlier studies (Park et al., 2016; Polychroniou & Trivellas, 2018; Prajogo & McDermott, 2011; Wei et al., 2014; Yildiz, 2014) that revealed a link between organizational culture and performance. The conclusions of Mousavi et al. (2015), which claim that different aspects of organizational culture have varying effects on organizational performance, cannot be supported by the data of this study. Strong shared values can improve organizational performance and have a positive impact on company culture and all those engaged. In order for people to be clear and consistent in pursuing organizational success or goals, they need to have a better understanding of specific standards, norms, and values (Yildiz, 2014). Conflicts that could occur in the workplace might be lessened by the clarity and consistency mentioned in corporate culture. Through standardized and transparent methods outlined in the established shared values, such disagreements or challenges can be foreseen or ultimately handled. The very nature of organizational culture suggests the significance of members' collective assumptions in articulating, selecting, and interpreting their activities as well as in projecting how the company will proceed in a reasonable manner (Kim & Chang, 2019).

According to O'Connor and Byrne (2015), organizational culture has been described as a proactive and defensive response to conflict, a link between HR and non-HR to foster high performance. It turns out that organizational culture also contributes positively to governance and management. Many executives in public organizations have acknowledged the impact of an effective organizational culture on organizational performance (Unger et al., 2014). In other words, improving organizational performance requires a strong organizational culture (Nwibere, 2013; Sharma & Good, 2013). The folks who are led make a contribution because of the common values that exist. Both leaders and subordinates share the same values within the TNI. As a result, it is feasible that each person or member of the TNI should have the chance to offer feedback on the principles that should be followed or even input as extra data for decision-making. Miguel (2015) demonstrates the critical role that human participation in organizational decision-making processes plays in raising performance. If done effectively, being receptive to the freedom of expression granted to each employee will enhance organizational performance. Business leaders in public firms who have a good organizational culture encourage people to perform better by using open and honest communication (Kohtamaki et al., 2016; Senaji et al., 2014).

Business managers and staff in the public sector who have a strong organizational culture possess exceptional professional traits that boost organizational performance (Pinho et al., 2014). Positive culture leads to a strong organizational culture. To enhance business success, positive corporate culture must be maintained (Fiordelisi & Ricci, 2014). People who work in an environment with a positive organizational culture are aware of and committed to the shared aims and values of the group (Flamholtz & Randle, 2012). The efficacy of organizational culture can be improved by factors including the organization's members having common goals, standards, and values. According to Flamholtz and Randle (2012), Inabinett and Ballaro (2014), O'Reilly et al. (2014), and Pinho et al. (2014), an effective

organizational culture generates a positive work environment to boost performance within the organization. A strong organizational culture can boost knowledge exchange and individual collaboration inside the company, which will ultimately boost productivity.

Relationship between Organizational Culture and OMB

As was already mentioned, the fundamental tenet of OMB in a military setting is OCB. Numerous research has been conducted to determine the association between these characteristics and various jobs and organizations (Ebrahimpour et al., 2011). The study's findings are at odds with those of Pashib et al. (2015), who found a tenuous connection between organizational culture and OCB. However, several studies (Arumi et al., 2019; Ghashghaeinia & Hafezi, 2015; Mohant & Rath, 2012; Patra & Aima, 2018) have demonstrated a substantial link between organizational culture and OCB.

The Relationship of OMB and Performance

The study's conclusions support those made by Basu et al. (2017), who found that OCB had an impact on organizational performance. The findings of this study, however, are in direct opposition to those of Bolino et al. (2013) and Yam et al. (2017), who found that OCB impairs performance. OMB is, in essence, behavior that frequently goes beyond a worker's job description and encompasses initiatives like helping others, taking on extra duties, investing extra time, defending the organization, and creativity. OMB has significant effects on both organizational and individual performance and effectiveness, despite not being a part of a formal organizational structure or incentive system.

The results support the claims made in earlier research that OMB can improve employees' competence and willingness to accomplish their work by facilitating more effective planning, scheduling, and problem-solving. OMB has an impact on how employees are evaluated since it contains the notion that OMB is crucial to corporate success. OMB can later be included in overall performance assessments because voluntary engagement in it is seen as a show of commitment to the organization. In a company, performance is acknowledged as a formal job requirement, and OMB can be viewed as conduct that goes beyond formal criteria (Buil et al., 2016).

Positively, according to Messersmith et al. (2011), OMB enhances performance from a relational standpoint. According to the opposing viewpoint, pressure and conflict caused by OCB cause people to perform poorly (Yam et al., 2017). According to several studies (Jung & Yoon, 2012; Yam et al., 2017), OCB can lead to stress, work-life conflicts, burnout, and work deviations. This suggests that OCB standards that are excessive can sap work energy and have a detrimental effect on individual performance. OMB makes more time available for efficient planning and problem solving, which aids people in performing their duties. Today, it is not as simple as it may seem to develop the performance of TNI personnel, particularly the TNI-AD, as building the TNI-AD as a large military organization necessitates the attention and cooperation of all facets of the country. Additionally, building the TNI-AD necessitates policies, regulations, budgets, and posture improvement. In the meantime, in order for the TNIAD's defense resource management policy to be elaborated and integrated with other dimensions, it must have reference to the national defense strategy.

4. Conclusions and Recommendations

This study was successful in demonstrating the existence of relevant and reliable indicators for the OMB concept and the performance of the proposed military organization. Discriminant validity still has issues because it is presumed that the measurement models under test may not actually differ from one another and that the suggested structural model is free of collinearity issues. The study's findings indicate that organizational culture only little affects organizational performance. It has been demonstrated that the suggested OMB idea will increase the impact of organizational culture on performance. The offered ideas and models still need to be continuously empirically evaluated. The researcher thinks that ongoing empirical evidence from more research will help to better understand how the proposed model is realistically useful even though the hypothesis can be statistically proven.

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