

## The Effect of Knowledge Management System and Strategic Management Orientation on Organizational Tni Al Commitment in Ship Building Diving in the Land of Water Mediated by Dynamic Capabilities



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**ABSTRACT:** The main objective of this study is to analyze the Knowledge Management System and Strategic Management Orientation on the Organizational Commitment of the Indonesian Navy in the Development of Submarines in the Country Mediated by Dynamic Capability. The samples in this study were First Officer strata, Middle to Senior Officers Planning Staff of the Indonesian Navy Headquarters, Operations Staff of the Indonesian Navy Headquarters, Indonesian Navy Materials Service, Indonesian Navy Procurement Service, Indonesian Ministry of Defense Barahan Staff, KRI Alugoro-405 Development Task Force and Koopskasel Officers. RI and Koarmada II Submarine Unit Officers, totaling 216 people. The data obtained were analyzed using SEM (Structural Equation Modeling) with the SPSS program version 22.0 and Smart PLS version 3. The findings of this study show that the direct Knowledge Management System and Strategic Management hypotheses Orientation influences the Indonesian Navy's Organizational Commitment in the Development of Submarines in the country. The results of the study also show that there is an influence of the Knowledge Management System, Strategic Management Orientation and Dynamic Capability on the Organizational Commitment of the Indonesian Navy in the Development of Submarines in the country. While the results of the indirect hypothesis also have an effect, namely the Knowledge Management System and Strategic Management Orientation have an effect on the Organizational Commitment of the Indonesian Navy in the Development of Submarines in the country which are mediated by dynamic capability. An important implication for the management of the Indonesian Navy is to prioritize knowledge and science to create soldier professionalism and high commitment in building submarines in the country.

**KEYWORDS:** Knowledge Management System, Strategic Management Orientation, Dynamic Capability Organizational Commitment

### INTRODUCTION

The strength of the Indonesian Navy in maintaining the sovereignty of the national jurisdiction area is largely determined by the superiority of the defense equipment it has, starting from Warships (KRI), Aircraft (Pesud) to Combat Vehicles (Ranpur). KRI as the backbone of the Indonesian Fleet in ensuring the upholding of state sovereignty at sea is a strategic resource owned by the Indonesian Navy.

One of the defense equipment of a country's military power that has a very strategic capability in defending the country's sovereignty at sea is a submarine. By only having four submarines, faced with the vast territory of Indonesian waters, it is a challenge for the Indonesian Navy to be able to realize the ideal number of submarines it needs. In accordance with the Strategic Plan of the Indonesian Navy until 2024, out of 12 submarines that should ideally be owned, this could provide an assumption for the Indonesian Navy that the non-fulfillment of the number of submarines owned will have an impact on not guaranteeing state sovereignty at sea. For this reason, the TNI AL must immediately respond by carrying out the procurement of new submarines and choose to buy them from abroad or build them domestically.

The decision in the past to purchase 12 units of Whiskey type submarines from the Soviet Union and two units of U-209/1300 type submarines from Germany without being followed by offset requirements, was a development policy that was very detrimental to Indonesia. Two different submarine technologies and all of them none of the construction technologies are controlled by the Indonesian people because there is no ToT in their procurement. This can be interpreted that, the procurement of new submarines will depend entirely on foreign supplier countries. It was only in the 2015s, through the MEF TNI AL force

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development program until 2024 that mentioned the construction of three submarines with an offset mechanism, where two submarines were built in South Korea and one submarine was built at PT PAL Indonesia.

The offset policy is the beginning of the independence of the domestic defense industry. Offset, which means a mutual purchase or investment between countries agreed upon by producers and users or transfer of technology in the form of mutually beneficial cooperation between arms producing countries or companies and arms consumer countries. The offset policy can help the independence of the country's defense industry because it requires ToT and reciprocity, up to joint production with major world defense equipment manufacturers.

The increasing capability of the domestic defense industry will strengthen the national defense capability. Strengthening the state's defense capability will strengthen Indonesia's state defense diplomacy. State defense diplomacy for the Indonesian nation is urgently needed in order to realize the stability of state defense security in the region. According to Ron Michael and Curie Maharani in the iron triangle of national sovereignty, state sovereignty has a relationship with state independence and that will realize national sovereignty. It starts with self-reliance in development and must be guaranteed to be sustainable.

However, the policy of selecting a national strategic industry to build the needs of the TNI's system of weaponry has not fully guaranteed its implementation. The existence of national resources is not ready to carry out development programs in the country (Edi Suhardono, et al, 2017). Will the 7 submarines that will come according to the strategic plan for the MEF TNI AL program be completely rebuilt in the country? The Indonesian Navy needs PT PAL Indonesia's experience in fulfilling development in accordance with the Indonesian Navy's Minimum Essential Forced force development program. Will the Indonesian Navy be able to have 12 submarines in 2045? Speaking on paper, KRI Alugoro-405 at PT PAL Indonesia took four years to build and KRI Nagapaksa-403 was built for three years in South Korea. That is, it takes 28 years to realize the manufacture of 8 submarines. This time duration can be shortened by carrying out the development with the choice of derivatives/developments of the U-209/1300 type whose technology has been well mastered by the sons and daughters of the Indonesian nation. To realize the short time to procure submarines for the Indonesian Navy, is to have strategic knowledge management by stakeholders at the official level of the Indonesian Navy Headquarters to the Indonesian Ministry of Defense, which is related to mastery of the operational characteristics, care and maintenance of submarines that have been owned or will be owned by TNI AL, almost all of whom have the same understanding of submarine knowledge.

There is no doubt for the stakeholders as well as the Indonesian Navy as the user about the reliability of the KRI Alugoro-405 which was fully built in Surabaya. The Indonesian Navy as part of the national defense component at sea must be committed to supporting the realization of the independence of the national strategic industry by making PT PAL the counterpart to the development and maintenance of the Republic of Indonesia's warships. The Indonesian Navy is committed to having a fleet of submarines with advanced technological levels built in national shipyards as a form of mastery of the nation's children's technology and eliminating dependence on foreign supply countries. Commitment according to Moorhead and Griffin (2013) is an attitude that reflects the extent to which an individual knows and is bound to the organization.

This commitment is also to ensure continuous mastery of technology that utilizes the supporting facilities that have been built (submarine simulators, battery charging stations to the submarine development dock at PT PAL which has been built at a very high cost). Someone who is highly committed is likely to see himself as a true member of the organization. Rhoades and Eisenberger (2002) argue that employees who feel that the organization where they work provide support will value their work more and care about the welfare of their employees.

Knowledge understanding that starts from the level of technology that must be owned by a submarine is calculated from cruising and logistics capabilities, detection, weapon control, selected weapons to maintenance guarantees and technological development. For this reason, a knowledge management system is needed for all relevant stakeholders according to their functions and duties in preparing submarine operations and specs. The application of customer knowledge management is an important process that can involve customers and utilize their ideas and knowledge to create innovations (Taherparvar, Esmaeilpour & Dostar, 2014).

To be able to transfer knowledge effectively between individuals in an organization, it is necessary to understand that the receiver and giver of knowledge speak the same language (Zhang & Venkatesh, 2017). Transferring or sharing knowledge from individual to other individuals or within a group of one organization to provide an understanding according to organizational goals. The Indonesian Navy as the user always demands the quality of program products (Edi Suhardono, et al, 2017). It can be interpreted, they are not only able to understand and be familiar with the terminology being discussed but also have the same initial understanding of the material being discussed so that there is a two-way interaction. At the policy level, starting from the Indonesian Navy Headquarters which is authorized to prepare opsreq to spectra to the Indonesian Ministry of Defense which is

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authorized to choose and decide which type of defense equipment to choose, it must always be at the level of "same frequency of understanding" in order to minimize discrepancies in the choice of type of defense equipment.

It is undeniable that aspects of strategic orientation towards the selection of a national shipyard for the construction of Indonesian Navy submarines are one of the main considerations for the leadership in making decisions. Strategic orientation according to Zhou et al. (2005) is a strategy that guides the company's direction in creating appropriate behavior so as to achieve increased performance. Meanwhile, strategic orientation according to Narver and Slater (1995) is part of market intelligence which contains an understanding of the needs and expectations of consumers at this time or in the future. Many definitions of strategic orientation have been issued by experts, but all of them have the same ultimate goal, namely to improve performance or achieve superior performance.

It is also very important to see the influence of dynamic capabilities in an organization. Strong dynamic capability is very important for companies to demonstrate organizational ability to operate in an uncertain environment, because it will determine the company's ability to innovate, adapt, and create changes that are beneficial to the market and otherwise not profitable for competitors (Teece et al., 2016). Capability according to Winter (2003) as a collection of routines that enable organizations to carry out several activities consistently (can be repeated). Still according to Teece et al., (2016), to be able to achieve its goals, organizations must develop strong dynamic capabilities to deal with deep uncertainties and respond quickly to market changes. According to Wei Jiang, et al, (2019) dynamic capabilities are the key mechanism linking business network resources and product innovation. Dynamic capabilities, in the end, drive new thinking in organizations (Ashley Braganza, et al, 2017).

Organizational dynamic capabilities that combine skills, data, technology and expertise to create products and services will result in greater revenue or efficiency (Ashley Braganza, et.al, 2017). Meanwhile, Wei Jiang, et al, (2019) view the breadth and depth of networks as important drivers of dynamic capabilities, which act as mediators that transmit the benefits of business networks into successful product innovations.

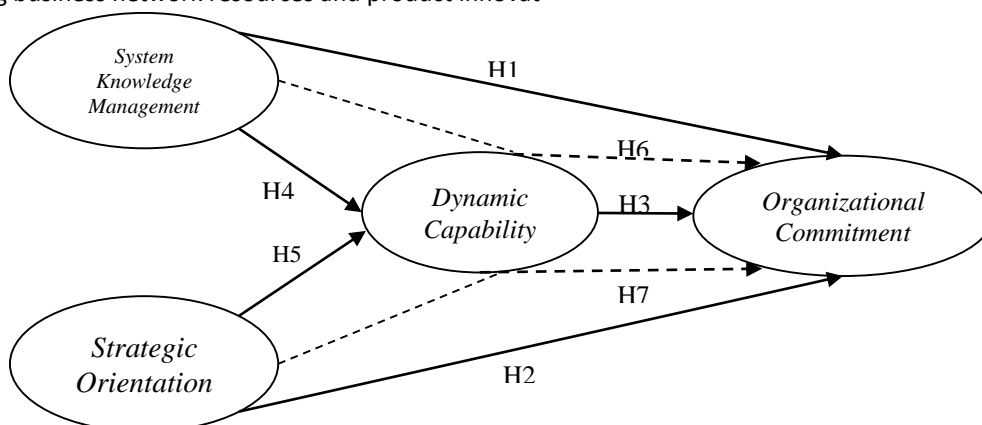
## THEORITICAL REVIEW

Organizational commitment is the identification and attachment of a person to an organization (Moorhead and Griffin, 2013). Someone who is highly committed is likely to see himself as a true member of the organization. Meanwhile, Kreitner and Kinicki (2014) argue that organizational commitment reflects the degree to which a person acknowledges an organization and is bound to its organizational goals.

Knowledge management according to Honeycutt (2000) consists of a series of knowledge processes consisting of creation, utilization and sharing. Knowledge management according to Megantoro et al. (2014) as a management tool used to support the achievement of organizational goals and demonstrate competitive advantage so as to create good organizational performance.

Strategic orientation according to Slater et al. (2006) is a broad strategy, including detailed list of strategies and strategy implementation. Meanwhile, according to Zhou et al, (2005) strategic orientation is a strategic direction of a company or organization in order to create appropriate behavior to obtain superior performance.

Dynamic capability according to Teece, et.al (1997) is a company's ability to integrate, build and reconfigure internal and external competencies to cope with a rapidly changing environment. According to Wei Jiang, et al, (2019) dynamic capabilities are the key mechanism linking business network resources and product innovat



Gambar 1. Model penelitian

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## METHOD

In this study the research design used Hypothesis Testing (Testing Hypothesis). This research was conducted to examine the effect of the knowledge management system and strategic orientation on the organizational commitment of the Indonesian Navy in the construction of submarines in the country which is mediated by dynamic capability. The hypothesis is tested based on the results of a survey using an explanatory survey method. The survey method in this study uses a questionnaire as a data collection tool that aims to obtain information about respondents who can represent the population. This quantitative method emphasizes the importance of analyzing numerical data (numbers) that are processed using statistical methods that allow researchers to determine exactly. The population selected and used in this study came from First Officer strata, Middle to Senior Officers Planning Staff of the Indonesian Navy Headquarters, Operations Staff of the Indonesian Navy Headquarters, Indonesian Navy Materials Service, Indonesian Navy Procurement Service, Indonesian Ministry of Defense Barahan Staff, KRI Development Task Force Alugoro-405 and Indonesian Koopskasel Officers and Submarine Unit Officers of Koarmada II, totaling 320 people. According to Hair et al (2018) the number of samples can be obtained by multiplying the number of statement indicators by a minimum of 5 and a maximum of 10. In this study, there were 36 statement indicator items, so the number of samples in this study was 216 samples (36x6).

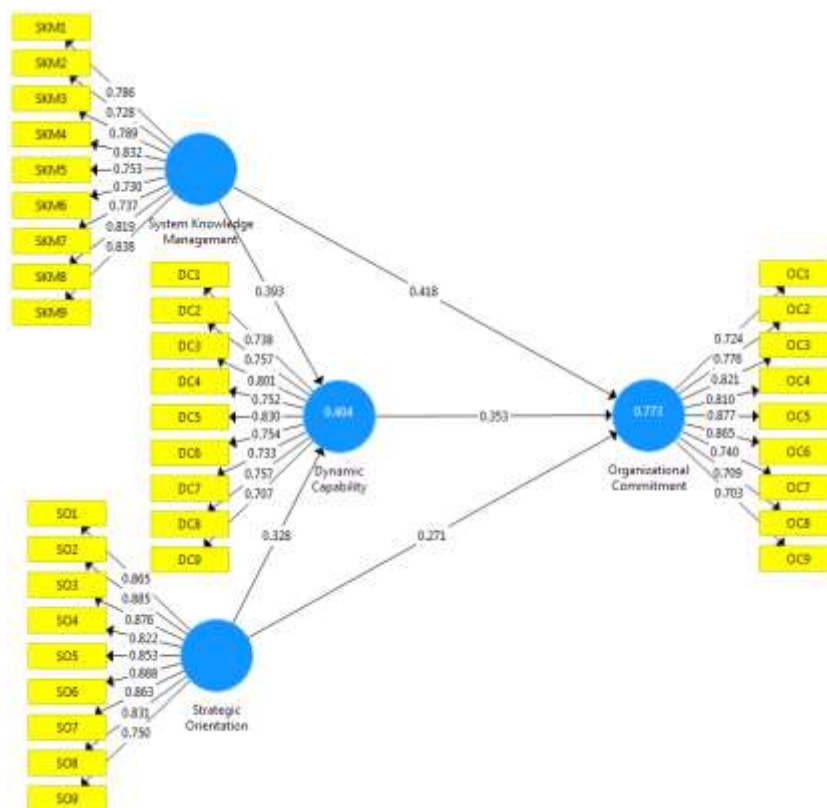
This type of research is a descriptive research with a deductive-inductive approach that starts from the theoretical framework and the results of previous research which are then developed into the problems posed. These stages are carried out to obtain the results of justification or rejection as outlined in the form of field empirical data. researchers used SEM analysis which is a statistical technique that can analyze patterns of relationships between latent constructs and their indicators. Furthermore, the latent constructs are one with the other with direct measurement error indicators. As a combination of the two statistical methods, factor analysis and simultaneous equation models were developed in econometrics (Yamin & Kurniawan 2009). supporting software that helps data processing using the Smart-PLS program. 3

## RESULTS AND DISCUSSION

Based on the research, it is known that the characteristics of the respondents based on the sex of the respondents involved in this study were more dominated by men with a total of 215 people or 99.5% and the remaining respondents were female with a total of 1 person or 0.5%. Based on the age obtained from the existing questionnaire, it is known that the characteristics of the respondents are seen that the age <25 years is 17 people (7.9%). Meanwhile, there were 94 people (43.5%) aged 26–35 years, 75 people aged 36–46 years (34.7%), and 30 people over 46 years old (13.9%). Based on the education obtained from the existing questionnaires, it was found that 193 people (89.4%) had high school/equivalent education, 8 people (3.7%) had D1-D3 education, 10 people (4.6%) had Bachelor degrees, and 5 people (0.8%) have a Masters-S3 degree. Based on the length of service obtained from the existing questionnaire, it is known that the characteristics of the respondents seen that the service period < 3 years totaled 10 people (4.6%). Meanwhile, with a service period of 3-5 years there were 26 people (12%), with a service period of 5-10 years there were 49 people (22.7%), and with a service period of more than 10 years there were 131 people (60.7%) .

This study uses a data analysis test which can be carried out using the outer model test which consists of 2, namely the validity and reliability test as well as the inner model test which consists of a test for the coefficient of determination (R<sup>2</sup>), f square, q square and path coefficients, goodness of fit (GoF), and in testing the hypothesis previously formulated in this. all statement items have a loading factor of more than 0.7 so that all statement items are convergent validity and reliability testing by looking at the composite reliability value is that all constructs have a value above 0.7 which shows that all constructs in the estimated model meet the composite reliability criteria so that can be continued to the next step, namely hypothesis testing

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**Picture 1. Result of Test loading factors**  
Sources: Dta Processing SmartPLS 3

**Table 1. Hypotesis Testing**

Hipotesis	Coefficien	P Values
System knowledge management → Organizational Commitment	0.418	0.000
Strategic Orientation → Organizational Commitment	0.271	0.002
Dynamic Capability → Organizational Commitment	0.353	0.000
System knowledge management → Dynamic Capability	0.393	0.004
Strategic Orientation → Dynamic Capability	0.328	0.001
System knoledge management → dynamic capability → organizational commitment	0.139	0.013
Strategic orientation → dynamic capability → organizational commitment	0.116	0.003

Based on the results of testing the effect of the knowledge management system variable on organizational commitment, it can be concluded that H1 is not rejected because it has a t-statistic value of 4.619 and a p-value of 0.000. The t-statistic value is greater than the criterion value limit, which is 1.96 and is positive and the p-value is smaller than 0.05 or 5%. So it can be said that the knowledge management system variable has a positive and significant effect on organizational commitment. These results are consistent with the existing theory where knowledge management is a tool for increasing organizational commitment and work knowledge performance (Shahid Razzaq, 2018). According to Honeycutt (2000) the main processes in knowledge management include knowledge creation, knowledge utilization and knowledge sharing. So that the knowledge management system can be interpreted as a systematic process to find, organize and present information in a certain way that can be accounted for so that it has strategic value.

Based on the results of testing the effect of the strategic orientation variable on organizational commitment, it can be concluded that H2 is not rejected because it has a t-statistic value of 3.185 and a p-value of 0.002. The t-statistic value is greater than the criterion value limit, which is 1.96 and is positive with p-values less than 0.05 or 5%. So it can be said that the strategic orientation variable has a positive and significant effect on organizational commitment. Strategic orientation is the company's strategic direction in creating the right behavior so as to achieve market superior performance and innovation is the most strategic

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orientation for companies to achieve performance excellence in the long term. Organizational support has a significant positive effect on employee performance, organizational support has a significant positive effect on organizational commitment, organizational commitment has a significant positive effect on employee performance. (Ketut Metria, I Gede Riana, 2018). Aspects of strategic orientation towards the selection of a national shipyard for the construction of Indonesian Navy submarines are one of the main considerations for the leadership in making decisions. Strategic orientation according to Zhou et al. (2005) is a strategy that guides the company's direction in creating appropriate behavior so as to achieve increased performance. Strategic orientation is also associated with achieving sustainable excellence and improving overall competitive performance, business practices and actions (Grinstein, 2008).

Based on the results of testing the effect of the dynamic capability variable on organizational commitment, it can be concluded that H3 is not rejected because it has a t-statistic value of 5.903 and a p-value of 0.000. The t-statistic value is greater than the criterion value limit, which is 1.96 and is positive with p-values less than 0.05 or 5%. So it can be said that the dynamic capability variable has a positive and significant effect on organizational commitment. Dynamic capability according to Teece, et.al (1997) is a company's ability to integrate, build and reconfigure internal and external competencies to cope with a rapidly changing environment. The breadth and depth of networks is an important driver of dynamic capability, which acts as a mediator that transmits the benefits of business networks into successful product innovations.

Based on the results of testing the effect of the knowledge management system variable on dynamic capability, it can be concluded that H4 is not rejected because it has a t-statistic value of 2.872 and a p-value of 0.004. The t-statistic value is greater than the criterion value limit, which is 1.96 and is positive with p-values less than 0.05 or 5%. So it can be said that the knowledge management system variable has a positive and significant effect on dynamic capability. Knowledge is seen as the most important resource in the company (Ling, Yih, Eze, Gan, and Pei Ling; 2008). Effective utilization of knowledge will not only create competitive advantage, but also improve organizational performance (Zaied, 2012). To get the maximum benefit from the knowledge possessed and to know the knowledge that must be possessed, companies must manage their knowledge through knowledge management. In today's aggressive competitive world, knowledge management strategies are the main vehicle for organizations to achieve their goals, and to compete well (Zaied, 2012).

Based on the results of testing the effect of the strategic orientation variable on dynamic capability, it can be concluded that H5 is not rejected because it has a t-statistic value of 3.288 and a p-value of 0.001. The t-statistic value is greater than the criterion value limit, which is 1.96 and is positive with p-values less than 0.05 or 5%. So it can be said that the strategic orientation variable has a positive and significant effect on dynamic capability. Strategic orientation is defined as a strategic view (long term) that is implemented by the company to form a sustainable pattern that results in high value performance for business stakeholders. In previous studies it was known that strategic orientation has a strong association with organizational behavior and culture which focuses on market intelligence, competitive intelligence and cost based innovation (Grawe et al. 2009). Strategy orientation leads to technology that functions to open up company insights about a new product or improve the design and manufacture of a product owned by the company. The strategic orientation also leads to technological improvements due to building and developing the company's products that are different from its competitors. The orientation of a person can lead to an increase in business performance, where a higher entrepreneurial orientation can increase a company's ability to market its products towards better business performance. Therefore, companies that are increasingly innovative, proactive and willing to take risks tend to be able to increase their competitiveness.

The results of testing the effect of system knowledge management on organizational commitment mediated by dynamic capability variables have a T-Statistics value of 2.491, and a p-value of 0.013, then H6 is accepted because the T-Statistics is greater than the T-value of 1.96 and has a positive value with a p-value -values equal to or less than 0.05 or 5%. This means that there is a positive and significant influence of the knowledge management system on organizational commitment mediated by dynamic capability. Customer knowledge management competence plays a mediating role in translating a company's market orientation into business performance (Rollins & Halinen, 2005). Organizational commitment partially mediates the relationship between knowledge management practices and knowledge performance (Shahid Razzaq, et al, 2018). The results of the research by Nielsen, Rasmussen, Hsiao, Chen, and Chang (2011) found data that there is a positive influence between knowledge management capacity and knowledge acquisition on organizational performance. Knowledge management mediates between entrepreneurial orientation and innovation performance according to research (Madhoushi, et.al, 2011).

The results of testing the effect of strategic orientation on organizational commitment mediated by dynamic capability variables have a T-Statistics value of 2.947, and a p-value of 0.003, then H7 is accepted because the T-Statistics is greater than the T-value of 1.96 and has a positive value with a p-value values equal to or less than 0.05 or 5%. This means that there is a positive

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and significant effect of strategic orientation on organizational commitment mediated by dynamic capability. Strategic Orientation emphasizes how companies need to collaborate with external influencers such as competitors, consumers and technology (Asghari and Amani, 2016). To achieve increased performance in a dynamic environment, innovation can be developed to improve the quality of consumer products and services (Day and Wesley, 1998). Meanwhile, Zhou et al. (2005) in their research argues that Strategic Orientation is a strategy that gives direction to an organization or company in creating the right behavior so as to achieve superior performance. Then research conducted by Gatignon and Xuereb (1997) shows that Strategic Orientation is a specific approach applied by organizations or companies to create the right behavior in order to get superior and sustainable performance. Public sector policy makers are strongly advised to apply knowledge management units and practices to improve knowledge-work performance and organizational commitment (Shahid Razzaq, et al, 2018). Research on job satisfaction according to Yohannes & Supit (2016) has a significant effect on organizational commitment.

## CONCLUSION

This study aims to determine the influence of the Knowledge Management System and Strategic Management Orientation on the Organizational Commitment of the Indonesian Navy in the Development of Submarines in the Country Mediated by Dynamic Capability. Based on the results of the research conducted, it can be concluded as follows: There is an influence of the knowledge management system on the organizational commitment of the Indonesian Navy in building submarines in the country. There is an influence of strategic orientation on the organizational commitment of the Indonesian Navy in building submarines in the country. There is the influence of dynamic capability on the organizational commitment of the Indonesian Navy in the construction of submarines in the country. There is an influence of the knowledge management system on the dynamic capability of the Indonesian Navy in the construction of submarines in the country. There is an influence of strategic orientation on the dynamic capability of the Indonesian Navy in building submarines in the country. There is an influence of system knowledge management on organizational commitment mediated by dynamic capability. There is an influence of strategic orientation on organizational commitment which is mediated by dynamic capability.

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