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## The Influence of Organizational Culture and Leadership Style on The Effectiveness of The Main Duties and Functions of The Indonesian National Naval Historical Service

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**Abstract:** This research has the following objectives: analyzing the influence of organizational culture on the effectiveness of the implementation of main tasks and functions, analyzing the influence of leadership style on the effectiveness of the implementation of main tasks and functions, testing the simultaneous influence of organizational culture and leadership style on the effectiveness of the implementation of main tasks and functions, the organizational culture variable ( $X_1$ ) is 8.501, while the  $t_{table}$  value for  $n = 49$  is 2.013. So  $8.501 > 2.013$ , there is an influence of leadership style on the effectiveness of the implementation of main tasks and functions, leadership style ( $X_2$ ) is 7.002, while the  $t_{table}$  value for  $n = 49$  is 2.013. So  $7.002 > 2.013$ , there is an influence of organizational culture and leadership style together towards the effectiveness of the implementation of the main tasks and functions. This is proven by the results obtained ANOVA test or  $f$  count obtained a calculated  $F$  value of 41.339 While the  $F_{table}$  ( $\alpha 0.05$ ) for  $n = 46$  is 2.81. So the calculated  $F >$  from the  $F_{table}$  ( $\alpha 0.05$ ) or  $41.339 > 2.81$  with a significance level of 0.000 because  $0.000 < 0.05$ .

**Keyword:** Organizational Culture, Leadership Style, Effectiveness of Implementation of Main Tasks and Functions.

### INTRODUCTION

Organizational culture is a system of values, norms, and beliefs shared by members of an organization, which serves as a guide for acting and interacting in the work environment. According to Robbins & Judge (2019), organizational culture influences how individuals think, feel, and act, thus becoming a key element in achieving organizational goals. In a military context, organizational culture serves not only as a guide for behavior but also as a pillar. ideology that maintains identity, loyalty, and esprit de corps.

However, in practice, the effective implementation of these main tasks and functions often faces challenges, both internal and external. Internal challenges include differences in perceptions of organizational cultural values, weak internalization of service values, and mismatches in leadership styles with personnel characteristics and task demands. Meanwhile, external challenges can include changes in the strategic environment, developments in information technology, and demands for TNI bureaucratic reform that require effectiveness, transparency, and professionalism in every implementation of organizational activities.

The Indonesian Navy's organizational culture is well-founded, reflected in the values of the Sapta Marga (Soldier's Oath), the Soldier's Oath, and the Trisila (Discipline, Hierarchy, and Military Honor). These values serve as moral and behavioral guidelines for soldiers in carrying out their duties. However, in practice, there is often a gap between these idealized values and actual behavior in the field. Phenomena such as lack of coordination between divisions, delays in completing administrative tasks, and a decline in collective spirit in implementing history and documentation programs indicate that the organizational culture has not been fully internalized optimally in carrying out tasks.

One of the important work units within the Indonesian Navy (TNI AL) that plays a role in maintaining the continuity of history and the values of struggle is the Indonesian Navy History Service (Disjarahal). Disjarahal has a strategic mandate to conduct historical development, data collection, research, documentation, and preservation of the values of the Indonesian Navy's struggle. This role is not only crucial for maintaining the identity of the Navy corps, but also as a source of inspiration and moral guidance for current and future generations of soldiers. Thus, the successful implementation of Disjarahal's main duties and functions has strategic significance for the continuity of the values of struggle and the pride of the Indonesian Navy corps.

In addition to organizational culture, leadership style also plays a crucial role in determining the effectiveness of the implementation of duties and functions. In military organizations, leadership styles tend to be command-based and hierarchical. However, in the context of an organization focused on research, history, and documentation, such as Disjarahal, a more adaptive, participatory, and communicative leadership style is needed to foster creativity, discipline, and a sense of ownership. Leaders are expected to serve as role models in instilling historical values, providing direction, and creating a conducive and productive work climate.

However, initial observations indicate a decline in the effectiveness of the implementation of its duties and functions, such as suboptimal documentation of naval operations history, limited publication of research on naval history, and low personnel participation in tradition and historical development activities. This indicates the need for an in-depth evaluation of the factors influencing the effectiveness of the organization's performance.

This research is important to identify and analyze the extent to which organizational culture and leadership style influence the effectiveness of the main tasks and functions of the Indonesian Navy History Service. By understanding the influence of these two factors, it is hoped that the results of this study can contribute to the development of more modern, effective, and nationally characterized military organizational management. In addition, the findings of this study can also serve as a basis for Indonesian Navy leaders in formulating human resource and leadership development policies oriented towards increasing the effectiveness of the implementation of official duties.

Thus, it can be concluded that the importance of this research is not only academic, but also practical. Academically, this research enriches the study of the relationship between organizational culture, leadership, and organizational effectiveness in a military context. Practically, the results of this study are expected to provide strategic recommendations for the leadership of the Indonesian Navy History Service in strengthening a solid work culture,

developing an inspiring leadership style, and increasing the effectiveness of the implementation of the organization's main tasks and functions to support the realization of professionalism and excellence in the Indonesian Navy.

## **METHOD**

### **Types of research**

This type of research is quantitative descriptive research, namely research on data collected and expressed in the form of numbers, although it also includes qualitative data as support, such as words or sentences arranged in questionnaires, sentences resulting from consultations or interviews between researchers and informants.

### **Sample population**

According to Sugiyono (2019), the definition of population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. Meanwhile, according to Usman and Akbar (2020), a population is all values, both calculated and measured, both quantitative and qualitative, rather than certain characteristics regarding a complete and clear group of objects. Based on this definition, the population in this study is 46 employees at the Indonesian Navy History Service. Regarding the research, the author used a total sampling technique with 46 respondents.

### **Method of collecting data**

According to Sugiyono (2018), data collection techniques are the most strategic step in research, because the main goal of research is to obtain data. According to Hamidi (2021), data collection techniques are the way researchers obtain or collect data. A researcher is required to carry out data collection activities.

To support theoretical or conceptual ideas regarding the variables or conceptual regarding the variables of this research, the author uses library research techniques, which in this case are supported by data collection tools through textbooks or literature which are used as study material in this research.

Meanwhile, observation, namely data collection carried out by the author in the form of direct observation of the object being studied, namely the influence of organizational culture and leadership style on the effectiveness of the implementation of the main tasks and functions in the Indonesian Navy History Service:

#### **1. Questionnaire**

The questionnaire was given to respondents to determine the influence of organizational culture ( $X_1$ ), leadership style ( $X_2$ ), and the effectiveness of carrying out main tasks ( $Y$ ). Assessment of a series of research questionnaire statements that have been answered by respondents using the following research norms:

A question is positive if the answer is:

- a) Strongly Agree      Score 5
- b) Agree                Score 4
- c) Quite Agree        Score 3
- d) Disagree            Score 2
- e) Strongly Disagree Score 1

Likert scale. The Likert scale is used to measure an individual's or group's attitudes, opinions, and perceptions about social events or phenomena. In this research, these social phenomena have been specifically defined by the researcher, and are hereinafter referred to as research variables.

## 2. Research Instruments

Instrument research on organizational culture variables ( $X_1$ ), leadership style ( $X_2$ ), and the effectiveness of the implementation of the main task ( $Y$ ) in the form of a questionnaire with a Likert scoring model filled out by respondents on the questionnaire distributed. The Likert scale consists of 5 (five) scales, namely Strongly Agree (SS), Agree (S), Quite Agree (CS), Disagree (TS) and Strongly Disagree (STS) with value weights for positive and negative statements.

### Analysis Method

The analysis technique used in this study was quantitative analysis using statistics. Furthermore, to obtain and expedite data input, statistical software was used to support this research. The software used to support this research was SPSS (Statistical Product and Service Solutions) version 29. In SPSS, raw data that had been processed into numbers was input into SPSS, making it easier for the author to conduct this research.

### Validity Testing

The basis for decision making in validity testing is as follows:

- a) If the  $r$  value is positive and the  $r_{\text{result}}$  is  $> r_{\text{table}}$ , then the item or variable is valid.
- b) If the  $r$  value is negative and  $r_{\text{result}} < r_{\text{table}}$  or  $r_{\text{result}}$  is negative  $> r_{\text{table}}$  then the item or variable is invalid.

A questionnaire is declared valid if the  $r$  value obtained from the calculation results ( $r_{xy}$ ) is greater than the table  $r$  value (5%).

### Instrument Reliability Test

According to Arikunto (2020), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The basis for decision making in the reliability test in this study is as follows:

- a) If the  $r$  alpha value is positive and  $r$  alpha  $> r$  table, then the item or variable is reliable.
- b) If the  $r$  alpha value is negative and  $r$  alpha  $< r$  table or  $r$  alpha is negative  $> r$  table, then the item or variable is not reliable.

### Multiple Regression Analysis

Sugiyono (2019) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable ( $Y$ ) and the independent variables ( $X_1$  and  $X_2$ ), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable.

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

Technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows.

### Coefficient of Determination

The definition of the coefficient of determination according to Supangat (2018) is: "The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of  $y$  can be explained by the diversity of  $x$ ), or in other words how much  $x$  can contribute to  $y$ ."

Kuncoro (2021), according to him, the coefficient essentially measures the extent to which a model is able to explain variations in the dependent variable. The value of the coefficient of determination is between zero (0) and one (1). A small  $r^2$  value means that the ability of the independent variables to explain the variable's variation is very limited. If the value is close to one, it means that the independent variables provide almost all the information needed to predict variations in the dependent variable.

The magnitude of the relationship between the variables “ $X_1$ ” and “ $X_2$ ” with the variable “ $Y$ ” can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

**Information:**

Kd = Value of coefficient of determination  
r = Correlation coefficient value

**Hypothesis**

The calculations or analysis in this study utilize the SPSS computer program for Windows 29.0. The test statistics used are:

a. t-test

To determine the influence of the independent variable individually (partially) on the dependent variable, the decision is to use a partial test (t-test) with the test decision being:

- 1)  $H_0$  is accepted if  $t_{count} < t_{table}$ .
- 2)  $H_0$  is rejected if  $t_{count} > t_{table}$ .

b. F test

The F test statistic is used to determine simultaneously (multiple) the influence between organizational culture ( $X_1$ ) and leadership style ( $X_2$ ), and the effectiveness of the implementation of the main tasks and functions ( $Y$ ), with the test decision being:

- 1)  $H_0$  is accepted if  $F_{count} < F_{table}$ .
- 2)  $H_0$  is rejected if  $F_{count} > F_{table}$ .

**RESULTS AND DISCUSSION**

The quantitative data that has been compiled, through the distribution of questionnaires or surveys that the researcher has conducted, becomes the average value of organizational culture ( $X_1$ ), leadership style ( $X_2$ ), and the effectiveness of the implementation of the main tasks and functions ( $Y$ ) and analyzed using parametric statistics with the program SPSS Release 29.00 For Windows, to determine whether each studied variable has a positive or negative influence on personnel performance. Data were analyzed using the analysis regression command (option) found in the SPSS main menu. The values in each SPSS output are described as follows:

**a. Multiple Linear Regression Test**

**Table 1. Results of the Regression Equation Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,049	6,229		.811	.422
	X1	.564	.139	.562	4,054	.000
	X2	.324	.152	.296	2,136	.038

a. Dependent Variable: Y

Based on the SPSS output results in the coefficients table in above, it can be identified that the multiple linear regression equation is as follows:

$$Y = 5.049 + 0.564.X_1 + 0.324.X_2, \text{ Meaning}$$

- 1) The constant of 5.049 states that without the organizational culture variables ( $X_1$ ) and leadership style ( $X_2$ ), the value of the variable for the effectiveness of the implementation of main tasks and functions (Y) remains at 5.049.
- 2) The organizational culture variable ( $X_1$ ) has a positive effect on the effectiveness of the implementation of main tasks and functions (Y) with a coefficient value of 0.564. This means that if the organizational culture variable ( $X_1$ ) increases by one unit with the assumption that the learning competency variable ( $X_2$ ) has a constant value, then the effectiveness of the implementation of main tasks and functions (Y) will increase by 0.564.
- 3) The leadership style variable ( $X_2$ ) has a positive effect on the effectiveness of the implementation of main tasks and functions (Y) with a coefficient value of 0.324. This means that if the leadership style variable ( $X_2$ ) increases by one unit with the assumption that the organizational culture variable ( $X_1$ ) has a constant value, then the effectiveness of the implementation of main tasks and functions (Y) will increase by 0.324.

**b. Coefficient of Determination**

The result of the R Square value is 0.816. This shows that 81.6% of the managerial ability of the leader and organizational climate simultaneously (together) influence personnel performance, while the remaining 18.4% is influenced by other factors that were not examined in this study.

**c. Hypothesis Testing**

**1) t test**

- a) The influence of organizational culture ( $X_1$ ) on the effectiveness of the implementation of main tasks and functions (Y).

The coefficients table above, the calculated  $t_{\text{value}}$  for the organizational culture variable ( $X_1$ ) is 8.501 while the  $t_{\text{table}}$  value for  $n = 46$  is 2.013. So  $8.501 > 2.013$ , then  $H_0$  is rejected and  $H_a$  is accepted, it can be stated that organizational culture ( $X_1$ ) has a significant effect on the effectiveness of the implementation of main tasks and functions (Y).

- b) The influence of leadership style ( $X_2$ ) on the effectiveness of implementing main tasks and functions (Y).

Based on the coefficients table above, the calculated  $t_{\text{value}}$  for the variable leadership style ( $X_2$ ) is 7.002, while the  $t_{\text{table}}$  value for  $n = 46$  is 2.013. So  $7.002 > 2.013$ , then

$H_0$  is rejected and  $H_a$  is accepted, it can be concluded that partially the leadership style variable ( $X_2$ ) influences the effectiveness of the implementation of main tasks and functions (Y).

## 2) F test

From the results of the table above, namely the ANOVA test or  $F_{\text{test}}$  or  $F_{\text{count}}$ , the value obtained is 283,415, which is greater than the  $F_{\text{table}}$  of 2.74 with a significance level of 0.000 because  $0.000 < 0.05$ , it can be said that the Supervision variable ( $X_1$ ) and the Work Discipline variable ( $X_2$ ) together have an effect on the Employee Work Effectiveness variable (Y).

## CONCLUSION

1. The results of the partial test (t-test) show that the managerial ability of leaders has a positive and significant influence on the performance of Densus 88 AT Polri personnel. The calculated  $t_{\text{value}}$  is  $6.196 > t_{\text{table}} 1.998$  and the significance value is  $0.000 < 0.05$ , which means  $H_0$  is rejected and  $H_a$  is accepted.
2. The analysis results show that organizational climate also has a positive and significant influence on personnel performance. The calculated  $t_{\text{value}}$  is  $8.186 > t_{\text{table}} 1.998$ , and the significance value is  $0.000 < 0.05$ . These findings indicate that a conducive work atmosphere, leadership support, clear task structure, harmonious interpersonal relationships, a sense of psychological security, and a solid organizational culture greatly influence the improvement of Densus 88 personnel's operational performance.
3. There is an influence managerial ability of leaders and organizational climate variables jointly influence personnel performance variables, as proven by the value The calculated  $F_{\text{value}}$  is 131.225, which is greater than the  $F_{\text{table}}$  of 2.75 with a significance level of 0.000 because  $0.000 < 0.05$ , so it can be said that the variable of the leader's managerial ability ( $X_1$ ) and the variable of the organizational climate ( $X_2$ ) together have an effect on the variable of personnel performance (Y).

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