

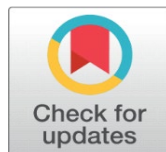


THE INFLUENCE OF STRATEGIC RISK MANAGEMENT, CONFLICT MANAGEMENT AND CRISIS MANAGEMENT ON THE MANAGEMENT PERFORMANCE OF NAVY BASE AT RANAI NATUNA WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Received 04 February 2023

Accepted 03 March 2023

Published 15 March 2023

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DOI

[10.29121/granthaalayah.v11.i2.2023.5041](https://doi.org/10.29121/granthaalayah.v11.i2.2023.5041)

Funding: This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

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ABSTRACT

The purpose of this research is to follow up on the increasing escalation of conflict in the South China Sea, the Indonesian National Navy as the main component of the State's defense at sea supported by the readiness of the defense equipment, especially the Unitary Republic of Indonesia, to routinely carry out operations in the Natuna. In order for the Unitary Republic of Indonesia to optimally carry out operations in the Natuna Waters, it must be supported by appropriate maintenance and repair facilities at the Indonesian National Armed Forces base in Natuna. The analytical method is carried out through explanatory research, with the PLS/SEM application. The concepts and problems studied look at the causal relationship, then explain the variables that cause the problems studied. The research sample consisted of 187 leaders and personnel at Lanal Ranai. The results of this research are strategic risk management, conflict management and crisis management that affect management performance. Organizational citizenship behavior influences management performance. Likewise, strategic risk management, conflict management and crisis management have an effect on management performance mediated by organizational citizenship behavior in the Ranai Natuna Naval Base Border Area. Theoretical implications with the existence of strategic risk management, conflict management and crisis management through increasing its dimensions will be able to improve management performance in the Ranai Natuna Naval Base Border Area. so as to increase the trust and loyalty of related parties. Managerial implications that need to be implemented are strategic risk management, conflict management and crisis management which greatly affect management performance.

Keywords: Strategic Risk Management, Management Conflict, Management Crisis, Organizational Citizenship Behavior Management Performance



1. INTRODUCTION

Indonesia continues to be committed to creating a safe, peaceful, and stable South China Sea region through various preventive diplomacy efforts that are in line with Indonesia's foreign policy. Responding to the development of the situation in this region which has the potential to cause more serious conflicts between the countries involved, the Government is conducting shuttle diplomacy, intensive consultations, with ASEAN member countries.

Overlapping claims in the South China Sea area involve China, Taiwan, Brunei Darussalam, the Philippines, Malaysia, and Vietnam. The geographical position of the features in the form of islands and reefs in the Spratly and Paracel Islands are very close together and their ownership is also recognized by several countries, so that in determining the delimitation of maritime boundaries there are many difficulties and cause conflict between claimant states.

Natuna seas are international seas for foreign commercial ships. This condition causes the Natuna seas to often arise various forms of security disturbances at sea. For this reason, the role of the community needs to be increased in their participation in protecting the sea from foreign countries that try to take products from the bowels of Indonesia's earth, especially in Natuna.

Changes that occur so quickly can cause material culture to develop so quickly, such as technological results in the form of machines, electronics, instruments, construction, satellites, chemical engineering, biotechnology, informatics, robotics, and others. On the other hand, non-material culture such as intellectual abilities, motivation, discipline, work ethic, and mentality, it is felt that the development of non-material culture is very slow and has an impact on human life. This can be seen from human ability to carry out daily activities, especially in their daily activities [Idawati and Verlinda \(2020\)](#).

According to its geographic location and conditions, the Natuna Islands have natural strength aspects, this is supported by the Natural Resources (SDA) contained therein apart from the area, climate, and weather. With abundant natural wealth of marine products, both living and non-living, the Natuna Islands can be utilized and empowered as a living space and national defense space and are capable of being a national force in defending the Unitary State of the Republic of Indonesia [Riry et al. \(2021\)](#).

The Natuna Regency area consists of several groups of islands, most of which are waters. The number of islands in Natuna Regency is 154 islands which have enormous potential for local residents, but unfortunately 127 of them are uninhabited, only 27 islands are inhabited. [Ramli et al. \(2021\)](#). These islands have been empowered by the Natuna Regency Government as potential islands that can provide agricultural products for the people of Natuna Regency, including plantation products of coconut, rubber, oil palm and cloves. However, the non-optimum empowerment of the potential contained in the nature of Natuna Regency for the benefit of national defense in order to maintain state sovereignty is a problem that needs to be resolved immediately [Tienh et al. \(2021\)](#).

The research gap found is the placement of the organizational citizenship behavior variable as a mediator variable, which mediates the factors of strategic risk management, conflict management and crisis management on management performance. This can be seen in the organizational citizenship behavior of the Ranai Naval Base Headquarters, which must always consider aspects of technological advances, conditions for the development of strategic risk management. Conflict management and crisis management leading to the Ranai Naval Base Headquarters must have areas of assignment and development on conflict issues in the waters of the South China Sea.

The Indonesian Navy Headquarters in the border area of the South China Sea conflict focuses on dealing with problems that occur in border conflicts and crises, this is related to management performance which is inseparable from achieving goals, main tasks, and functions. Performance management at the Indonesian Navy

Headquarters is dynamic and committed to the future as well as possible problems that may occur.

Leaders and personnel of the Indonesian Navy Headquarters in the border areas of the South China Sea conflict are focused on minimizing conflicts and crises in the border areas by maintaining full sovereignty, convincing all parties that the importance of management performance so that overall performance will be created from all elements involved in guarding the border area of the South China Sea.

The novelty in this research is how management performance remains stable when the process of strategic risk management, conflict management influences the management performance of the Indonesian Navy, within the Main Naval Base Tanjungpinang which consists of the Command Headquarters of the National Armed Forces Indonesia IV Tanjungpinang and the Indonesian Naval Armed Forces Base Ranai Natuna.

2. LITERATURE REVIEW

Research tries to develop theories about strategic risk management from the research of [Andersen et al. \(2021\)](#) is a series of procedures and methodologies used to identify, measure, monitor and control risks arising from business or business activities. Management conflict according to [Rispen et al. \(2021\)](#) provides an explanation that management conflict is a tendency to choose attitudes in dealing with, recognizing, identifying, and placing conditions that are carried out as a reaction to various demands and pressures in the living environment.

Strategic risk management means a series of procedures and methodologies used to identify, measure, monitor and control risks arising from organizational activities. [Cervone \(2017\)](#). Risk management is the application of the precautionary principle that is generally adhered to by organizations. Strategic risk management can also be said to be a structured approach or methodology in managing uncertainty related to threats. Understanding strategic risk management according to [Darwish and Zubar \(2020\)](#) is very effective for organizations so as to produce a good level of performance and health for those concerned. Management risk in the Indonesian Navy is an ongoing process of how management manages the risks it faces. According to [Ozdemir \(2021\)](#) strategic risk management minimizes the impact on various unwanted risks, accepts and operates with these risks.

Conflict management according to [Chen and Phillips \(2019\)](#) are steps taken by actors or third parties in order to direct disputes towards certain results which may or may not result in an end in the form of conflict resolution and may or may not result in calm. positive, creative, agreeable, or aggressive. According to [Başoğul \(2021\)](#) Management conflict can involve self-help, cooperation in solving problems (with or without the help of third parties) or decision-making by third parties. According to [Kay and Skarlicki \(2020\)](#) stated about conflict management that an approach that is orientation in the conflict management process refers to the communication patterns (including behavior) of the actors and how they influence the interests and interpretations of the conflict.

Another thing that becomes a variable in this study is crisis management because it is related to the impact that has occurred on the South China Sea dispute, especially in the Indonesian Ranai Natuna Waters. How does the Indonesian Navy try to deal with the management crisis that occurred between Indonesia and China at all times. Management crisis according to [Mikušová and Horváthová \(2019\)](#) is a critical period related to an event that may have a negative impact on the

organization. Because of this, quick and precise decisions need to be made so as not to affect the overall operations of the organization. According to [Kukanja et al. \(2020\)](#) a management crisis is an unexpected, dramatic, sometimes unprecedented event that pushes the organization into chaos and can destroy organization. Management crisis according to [Boyd and Martin \(2022\)](#) has no boundaries and can happen anytime, anywhere to any organization (profit and non-profit, public, and private). Crisis strikes when an organization stops finding problems caused by the environment in which it lives.

Organizational Citizenship Behavior (OCB) according to [Poon and Mohamad, \(2020\)](#) is a form of work behavior that is usually not seen or taken into account. Behavior arises because of individual feelings as an organization that has a sense of satisfaction when doing something more than an organization. Organizational citizenship behavior according to [Khan et al. \(2020\)](#) is an individual's contribution in exceeding role instructions in the workplace. Organizational citizenship behavior includes some behaviors like helping others, volunteering for extra assignments, obeying rules and procedures at work. Organizational citizenship behavior according to [Butt et al. \(2020\)](#) emphasizes more on how the behavior that must be carried out by members of the organization to help and develop the organization to be even better, so that it has an impact on the environment around the organization. This behavior shows the added value of employees which is one form of behavior. prosocial behavior, namely social behavior that is positive, constructive and means helping.

Management performance according to [Barbalho et al. \(2019\)](#) leads to an effort to achieve better work performance. The success of personnel in doing a job is largely determined by performance. According to [Laplume et al. \(2021\)](#) management performance is the result of an assessment of a leader in using the resources they have to carry out a task or job in achieving a goal. According to [Awan et al. \(2020\)](#) what influences management performance is self-efficacy. That personnel who have a high level of diversity in facing high pressure will have better performance compared to employees who have low self-motivation. [Garengo et al. \(2021\)](#) through goal setting theory, among others, explains that there is a relationship between self-efficacy and achievement motivation with the level of achievement of management performance.

3. METHODOLOGY

This study also tests the hypotheses of strategic risk management analysis [Andersen et al. \(2021\)](#), management conflict [Rispens et al. \(2021\)](#) and management crisis [Abdalla et al. \(2021\)](#) on management performance [Huang et al. \(2021\)](#) mediated by organizational citizenship behavior [Neessen et al. \(2021\)](#). In this study, using a descriptive and verification approach [Hair et al. \(2019\)](#) The descriptive approach is a method for examining the status of human groups, objects, conditions, and systems of thought. The purpose of descriptive research is to make systematic, factual, and accurate descriptions, drawings or drawings of the facts, characteristics and relationships of the phenomena being investigated.

The research objects of Tanjungpinang IV Lantamal, Lanal Ranai, and the Marine Composite Battalion from the officer-level level are the places where Navy personnel and Echelon Officers work. The time dimension of the research uses cross sectional, where the research objects involved are defense researchers (individual analysis units), consisting of Indonesian National Armed Forces personnel and Civil Servants, who work in the environment of Lantamal IV Tanjungpinang, Lanal Ranai,

and the Marine Composite Battalion, as statistical studies in general, this research is expected to have high generalization.

The criteria for determining the number of samples are based on the consideration of the use of the analytical tool to be used. In this study will use the structural equation model or Structural Equation Modeling (SEM) as analysis. [Hair et al. \(2019\)](#)

Determining the number of respondents used in this study, will use a statement from [Hair et al. \(2019\)](#) which states that the number of respondents as a sample must be matched with the number of statements listed in the distributed questionnaire. Based on the assumption $n \times 5$ observed variable (index) up to $n \times 10$ observed variable (index). In this study there were 37 types of statements used to measure 5 variables. The number of respondents used is 37 statements multiplied by 5 so that the results are 185 respondents.

To determine whether an instrument is appropriate for use or not, the method is to test the significant correlation coefficient at a significant level of 0.05, which means that an instrument is considered valid if it has a significant correlation with the total score of the instrument. Reliability testing is a way to measure tools, in this study a questionnaire, which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if one's answers to statements are consistent or stable from time to time. [Sekaran and Bougie \(2016\)](#).

This research is to find the reliability of the instrument using the help of the PLS Version 3.2 program. Test criteria using Cronbach's Alpha test. According to [Sekaran and Bougie \(2016\)](#), a measuring instrument can be said to be reliable if the reliability value is > 0.70 , where 0.70 is the standardized reliability value. The loading factor value for each indicator from the results of data processing must be more than 0.5 and the average extracted variance (AVE) value must be more than 0.5 to assess convergent validity. For the t-statistic value it must be more than .1.96. Measurement model to measure the validity of strategic risk management.

4. RESULT AND DISCUSSION

Descriptive statistics is a process that can be carried out in research data in the form of tabulations so that it can be easily understood and interpreted. Descriptive statistical data analysis aims to analyze data by summarizing and describing numerical data regarding gender, age, status, income.

Male respondents were more dominant than women, because there was a lot of work to be done and it was quite dangerous for women to work at border locations. Women only carry out activities in the base office as administration and also as equipment. So that the role of men is more appropriately placed on Lantamal IV Tanjungpinang, and Lanal Ranai.

The most dominant age is at the age of 31-40 (36.9%), a very productive age indicating the readiness of the personnel as many as 69 people who are on the border line to defend Indonesia's territorial borders.

The number of Commander Positions is 7 people (3.4%) Deputy Commander/ Chief of Staff is 25 people (13.7%) leaders at this level are very mature and getting better with the number of officials who carry out the concept and apply it well to their subordinates. Assistants as many as 63 people (33.7%) and Staff Officers as many as 92 respondents (49.2) at this level many staff officers are in charge of the field, especially the Border area of the Naval Base

Based on the analysis that has been done, the discussion of the hypothesis is presented as follows:

H1 There is a positive influence of strategic risk management on management performance.

H2 There is a positive effect of management conflict on management performance.

H3 There is a positive effect of crisis management on management performance?

H4 There is a positive effect of strategic risk management on organizational citizenship behaviour.

H5 There is a positive effect of management conflict on organizational citizenship behavior.

H6 There is a positive effect of crisis management on organizational citizenship behavior.

H7 There is a positive effect of organizational citizenship behavior on management performance.

H8 There is a positive effect of strategic risk management on management performance mediated by organizational citizenship behavior.

H9 There is a positive effect of management conflict on management performance mediated by organizational citizenship behavior.

H10 There is a positive effect of crisis management on management performance mediated by organizational citizenship behavior.

5. CONCLUSION

The results of this study provide the conclusion that in general, strategic risk management, conflict management and crisis management are variables that influence management performance and also to organizational citizenship behavior variables. The indirect effect of organizational citizenship behavior as a mediating variable has a good influence on management performance, as well as on organizational citizenship behavior as a mediation for strategic risk management, conflict management and crisis management variables which have a strong influence on management performance at the Ranai Border Region Naval Base Natuna

Based on the results of the research conducted, the theoretical implications related to the development of organizational citizenship behavior and performance management theories from strategic risk management, conflict management and crisis management for the Naval base in Ranai Natuna are as follows:

- 1) Strategic risk management, conflict management and crisis management the results of this study strengthen the significant influence of strategic risk management, conflict management and crisis management on the management performance of the Naval base in Ranai Natuna in line with previous studies. [Andersen et al. \(2021\)](#),
- 2) Organizational citizenship behavior as mediation for strategic risk management, conflict management and crisis management is able to improve the management performance of the Naval base in Ranai Natuna. [Neessen et al. \(2021\)](#).

- 3) The results of the study provide conclusions by increasing organizational citizenship behavior through increasing its dimensions being able to improve the management performance of the Naval base in Ranai Natuna, can increase the trust and loyalty of related parties. Improving and developing the quality of human resources must first pay attention to policies and strategic plans. The development will provide a good indication of the management performance of the Naval base in Ranai Natuna, [Abdalla et al. \(2021\)](#)
- 4) This research provides an update in developing the influence of strategic risk management, conflict management and crisis management as well as performance management for the Naval base in Ranai Natuna.

In order to improve leadership and organizational performance, officials and leaders must pay attention to the following factors:

- 1) This study shows that strategic risk management, conflict management and crisis management greatly influence management performance, so increasing strategic risk management, conflict management and crisis management through increasing each dimension of strategic risk management, conflict management and crisis management must be a priority for can maintain the organization, so as to be able to give the impression and trust and loyalty of the community.
- 2) The quality of resources, in the process of involving strategic risk management, conflict management and crisis management, all officials and leaders with third parties are very close, so that cooperation and compliance with the technical specifications of the wishes of the community must be a top priority. The quality of Navy Personnel in terms of equipment, quality of employees, performance of sections such as decision-making officials, is a picture that can be felt by the community or parties who work together, so that these various qualities must be a priority for improving and maintaining the Naval base in Ranai Natuna.

This research also has limitations, including:

- 1) The research only took a sample of respondents for decision-making personnel in the Navy at the Naval base in Ranai Natuna as respondents, there are still many parties that can be used as references for the development of the Naval Headquarters.
- 2) Research on strategic risk management, conflict management and crisis management has not been developed much, this has become an obstacle in this research. There are also only a few books that write about strategic risk management, conflict management and crisis management, and there is a lack of linkages with various elements.

CONFLICT OF INTERESTS

None.

ACKNOWLEDGMENTS

None.

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