



REVIEW ARTICLE

THE INFLUENCE OF TRANSACTIONAL LEADERSHIP AND STRATEGIC PLANNING ON ORGANIZATIONAL PERFORMANCE OF NAVAL STAFF AND COMMAND SCHOOLS MEDIATED BY KNOWLEDGE MANAGEMENT

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ABSTRACT

The purpose of this research is to increase the strength and capability of the Integrated Fleet Weapon System by procuring the main weapon system (defense equipment) with the latest technology. Meanwhile, increasing the professionalism of soldiers by carrying out education and training. The Education of the Naval Command and Staff School is directed at educating and strengthening the middle officers of the Indonesian Navy and the Indonesian National Armed Forces. The analysis method is carried out through explanatory research, using PLS/SEM applications. Concepts and problems under study look at causality, then explain the variables causing the problem under study. The research sample was 130 leaders and staff of the Naval Command and Staff School. The results of this study transactional leadership, strategy planning affect organizational performance. Knowledge management has an effect on organizational performance. Likewise transactional leadership, strategy planning has an effect on organizational performance which is mediated by knowledge management at the Naval Staff and Command School. Theoretical implications with the existence of transactional leadership, strategy planning through increasing its dimensions will be able to improve the organizational performance of the Naval Staff School and Command so that it can increase the trust and loyalty of related parties. The managerial implication that needs to be implemented is that leadership, planning and strategy are very influential on organizational performance, so increasing transactional and strategic leadership through improving every dimension of policy and strategy must be a priority to be able to maintain the organizational performance of the Naval Staff and Command School.

INTRODUCTION

The Indonesian Navy needs to realize itself into a reliable and respected Navy and world class, along with the development of a dynamic strategic environment. The benchmark of a world-class Navy can be seen from the Operational Readiness aspect, with elements of: Material Readiness, Personnel Readiness and Training Readiness (Wahdaniah *et al.*, 2020). To realize a world-class Indonesian Navy, it is necessary to increase the strength and capability of the fleet of warships, marines, aircraft and bases integrated in the Integrated Fleet Weapon System and increase the professionalism of soldiers. To increase the strength and capability of the Integrated Fleet Weapon System can be done by procuring the main weapon system with the latest technology. While increasing the professionalism of soldiers by carrying out education and training. Human resources are assets that are the main capital for an organization (Rifa Hanifa Mardhiyah *et al.*, 2021). The Naval Staff and Command School is specifically part of the implementation of national policies as part of the national education system. Second, in the implementation of the trinity theory of the Navy's universal role, the Naval Staff College and Command is part of the Navy's diplomatic role in its

position as an educational institution that is most likely to be able to interact not only with national but also international institutions. In its strategic position in the interaction of relations between countries, the Naval Staff College and Command can be seen as a "storefront" or face of how the Indonesian National Army Navy looks like and an illustration of how the implementation of the Indonesian government's policy teaching is based on the national goals of the Indonesian nation as mandated by the constitution. In order to obtain an illustration of this strategic position, it is necessary to conduct a comparative evaluation with the equivalent education that has been attended by middle officers of the Indonesian Navy in several countries in the period 2020-2021. This effort to compare the Staff and Command Schools of the Foreign and Domestic Forces requires several criteria that are used as a benchmark for properties or characteristics. So that these comparison criteria in accordance with research in education are norms or conditions that are set as a comparison tool for other characteristics. For example, the criterion of validity of an intelligence test is a measurement about intelligence, and not about anything else. According to (Shrestha *et al.*, 2019) criteria also means a benchmark boundary point for determining a decision.

These criteria have various forms according to the benchmark properties or characters to be compared so that conclusions can be found in the analysis that has been carried out. In determining the criteria, it cannot be done subjectively from the opinion of a person, but various provisions are needed, for example a person whose opinion is taken because of his expertise, so here it is not because of position or rank alone but rather expertise. In addition to this, it is also based on the system of norms or regulations that apply, such as the span of years or time, then strata, relationships, treatment or treatment, goals and objectives and others that greatly affect the research efforts carried out. Then the length of time of education, the nature of education which indicates how the education is carried out, the number of students and their origin, as well as the treatment, goals and objectives of education, budget support, teaching methods and reports on the results of education, strata and academic cooperation carried out and as military education certainly requires physical fitness criteria carried out through fitness.

Indonesian National Army education is a formal process that is systematically arranged through teaching and learning activities that interact 10 (Ten) Components of Indonesian National Army education to become indicators and parameters of the quality of education within the Indonesian National Army which includes 1) education curriculum, (2) instruction packages, (3) educators, (4) education personnel, (5) students, (6) instruction tools and instruction aids, (7) education facilities, (8) methods, (9) evaluation of learning outcomes and (10) education budget. The condition of the Naval Staff and Command School as the highest general development education institution in the Indonesian Navy can be said to be not optimal from the aspect of educational components.

The general problems that occur at the Naval Staff and Command School are: The education curriculum that tends to change every year makes the Semester Credit System also change so that there are changes in courses that have not been adjusted to the teaching abilities of educators. The educators and support staff of the Naval Staff and Command School come from various official backgrounds. The risk of mutation is also very large so that there are teachers who are transferred out of the Naval Staff and Command School in a short time or vice versa there are teachers who serve at Seskoal for more than 2 years. Such a situation is very influential when a girl who is professional in terms of official experience and has the ability to teach is transferred outside the Naval Staff and Command School, then all her knowledge and abilities also leave. They are replaced by new teachers coming into the Naval Staff and Command College, who tend to have to make time-consuming adjustments because they also have to relearn the subject matter they are responsible for. Of course, this can hamper the teaching and learning process at the Naval Staff and Command College. The curriculum that changes every year is not followed by changes in the instruction package so that the instruction package is not utilized by students. Technological advances have not been optimally utilized because there are still several educational facilities that have not been integrated with other forces' command schools, while every year there are joint training activities that are integrated. Administration activities and the use of instruction tools and instruction aids in classroom teaching have not been optimized because many training activities have not been properly documented. This has resulted in the exercise procedures tending to decline every year due to the effect of the absence of

examples of activities in the form of exercise videos from the previous year, and another effect that also affects is the factor of teachers who do not fully understand the exercise because it is not their professional field. The phenomena found in the performance of the Naval Staff and Command School Education Institution are: (1) The role of leadership is vital in carrying out the vision and mission of the system elements. The problem at the Naval Staff and Command School is that there are no criteria for leadership aspects in the quality measurement component. (2) Strategic planning is a step to translate the vision, mission, goals, basic values and strategies into comprehensive strategic goals of the Naval Staff College and Command Education Institution. (3) It is necessary to achieve the standards of lecturers and education personnel at the Naval Staff College and Command Education Institute to achieve better National Higher Education standards. The novelty of this research is transactional leadership and knowledge management, which influence organizational performance of the Naval Staff and Command School as the central executive body of the Navy led by the Commander of the Naval Staff and Command School which is directly under the Chief of Staff of the Navy, while in carrying out his duties the Commander of the Naval Staff and Command School as a leader element is assisted by staff elements, and service elements and implementing elements which are daily referred to as main officials. The relationship between command, staff and lecturers as a relationship between the leadership element and subordinates is the relationship between each main official as an organizational structure.

LITERATURE REVIEW

This research tries to develop theories about transactional leadership according to (Puni *et al.*, 2021), namely the relationship between leaders and followers by responding to their own interests, leadership styles in transactions are highlighted through exchanges between leaders and followers. Strategic planning, Hughes & Hodgkinson, (2021) carried out for organizational planning, is a systematic management process which can be interpreted as a process of making decisions on the programs to be implemented by the organization and the estimated amount of resources to be allocated in each program over the next few years. Knowledge management Ammirato *et al.*, (2021) also depends on the human aspect. Organizational performance according to M. Y. C. Chen *et al.*, (2020) the potential success of an organization depends to a large degree on performance, which relates to its ability to effectively implement strategies to achieve organizational goals. Organizational performance according to Sidra Munawar *et al.*, (2021) in research conducted for the first time in Pakistan, that there is a very good relationship in strategic planning activities and how the role and transactional leadership can provide renewal of all managerial knowledge in achieving maximum organizational performance. In relation to the Naval Staff and Command School, this can occur optimally if all parties involved, especially leaders, are able to work together in achieving organizational performance success. According to Fries *et al.*, (2021) leadership is a process that influences the activities of individuals or groups in an effort to achieve a goal in a particular situation. According to Islam *et al.*, (2021) there are 4 traits that can affect the success of a leadership in an organization, namely (1) intelligence, namely the ability to act purposefully, think rationally, and deal with the environment effectively (2) social maturity, namely the ability to function with appropriate responsibility and

understanding of social rules and norms in a particular culture and the ability to use knowledge appropriately. (3) self-motivation, namely the ability to motivate oneself without the help of others or rather the process of realizing one's own desires which are usually buried and (4) personal relationships, namely efforts to improve human relationships, avoid and overcome personal conflicts that occur, reduce the uncertainty of something related to these personal relationships, and share knowledge and experiences with others. According to Jensen *et al.*, (2019), transactional leadership involves a superior-subordinate relationship based on a series of bargaining activities between the two. Transactional leadership is characterized by conditional rewards Hansen & Pihl-Thingvad, (2019) developed transactional and transformational leadership. According to him, lower support needs such as physical needs, security, and expectations can be adequately met by applying transactional leadership. The characteristics of transactional leadership are contingent reward and management by exception active and management by exception passive.

According to Abbas & Ali, (2021) that conditional rewards can be in the form of awards, bonuses, or increased income or facilities from the leader for completing a task. This is intended to appreciate and praise the efforts of subordinates. In addition, leaders engage with their subordinates by focusing on aspects of their mistakes, delaying decisions, and avoiding things that can affect their mistakes. Management by exception emphasizes management as control. The leader only checks and evaluates errors that need to be corrected, and if the subordinates do not meet the criteria, the leader intervenes on the subordinates. Exceptional management practices, where the leader delegates responsibility to subordinates, which then takes the form of praising subordinates to lift their hearts and giving rewards if their reports meet the criteria.(Tran *et al.*, 2020). One form of reward at the Naval Staff and Command School is getting a promotion. Middle-ranking officers who perform well will be promoted within the Naval Staff and Command School and outside the Naval Staff and Command School. Initially serving as staff in the department with the rank of Lieutenant Colonel can be promoted to lecturer with the rank of Colonel. However, the problem is that after serving as a lecturer, due to different educational and official backgrounds, the lecturer is unwilling and unable to teach. On the other hand, lecturers who are considered willing and able to teach will be the first choice for the Naval Staff and Command School in every activity. So that the workload of the lecturers themselves becomes uneven. This is where the role of a leader is needed to foster an organization with heterogeneous backgrounds by implementing a reward and punishment system. The role of transactional leadership is vital in carrying out the vision and mission of the system elements. The problem at the Naval Staff and Command School is that there are no criteria for leadership aspects in the quality measurement component. To be able to realize the vision and mission of the Naval Staff and Command School, the leadership of the Commander of the Naval Staff and Command School is needed which includes strategic planning in order to provide clear direction for the organization. Strategic planning according to Hughes & Hodgkinson, (2021) is a step to translate vision, mission, goals, core values and strategies into comprehensive strategic goals. Having a plan is not enough, strategic planning must include an information process in which the internal and external environment is analyzed, clear strategies and goals are determined based on this analysis, and

different actions are generated and carefully considered before making a final decision (Alosani *et al.*, 2020). In preparing strategic planning, Krier, (2022) many aspects must be considered, namely environmental uncertainty which has an influence on the existence of opportunities and threats. Trend or tendency and innovation are needed in seeing the projection of these opportunities and threats. Leaders must understand well so that they can formulate policies or make the right decisions in situations of environmental uncertainty. According to Teixeira & Cancigliieri Junior, (2019) defines strategic planning as the direction and scope of the organization in the long term, which provides benefits to the organization through the configuration of its resources in an ever-changing environment to meet market needs and stakeholder expectations. In developing a strategy, analysis and selection are required. Subjective decisions are based on objective information. Strategy development involves investigating all real and potential resources that determine how strong and weak they are, facing the dynamics of the external environment that creates various opportunities and threats, both internal and external.

Knowledge management has several views related to knowledge, namely: (i) The first group views human capital as the owner of knowledge, (ii) The second group views knowledge without involving Human Resources, (iii) The third group discusses Human Resources Management (human capital) and Knowledge Management that a) knowledge depends on people and b) Human Resources Management practices are fundamental to Knowledge Management in organizations (Klimkiewicz & Oltra, 2017). Military Knowledge faces many of the same challenges as the private sector in dealing with the realities of the Information age. The military's main focus, centers on developing new strategies that allow it to maintain a dominant military position despite funding constraints (Ruel *et al.*, 2018). The Department of the Navy (DON), pioneered the practice of knowledge integration and defined knowledge management as a process to optimize the effective application of intellectual capital to achieve organizational goals. Knowledge management is built on intellectual capital, which includes human capital, social capital, and organizational capital. The Department of the Navy developed the Knowledge Centric Organization (KCO) framework to help military organizations to support the implementation of knowledge management in the organization (Hogan & Schulte-Merker, 2017). Knowledge Centric Organization has five dimensions, namely technology; process; content, culture; and learning.

According to The Department of the Navy, Knowledge Centric Organization has a positive impact on the organization, namely: improved job performance; increased collaboration opportunities; facilitated learning; improved mission performance; better decision making; greater use of expertise; process improvement; reduced duplication; increased organizational knowledge; increased innovation and creativity; and strategic alignment. Investment in education-related knowledge management will increase organizational effectiveness through improved knowledge management capabilities. Knowledge management capabilities are conceptualized as additive and formative aggregates of organizational capabilities in knowledge capture, sharing, application, and creation (Pee & Kankanhalli, 2016). With the development of education in the organization, it is also necessary to make adjustments to the development of Human

Resources (HR). Organizational performance of the Indonesian Navy, especially the Naval Staff and Command School, wants to produce the benefits of its intellectual capital, so the role of human capital should be seen as a strategic resource, because only humans can create knowledge. Organizations should pay attention to the dimensions of knowledge and differences in value creation activities related to human capital as a superior resource for the organization. Organizational performance should be able to shape the physical environment of the organization that can encourage creativity and leadership that has shared values and openness. With such a focus, the organization should be able to develop more significant programs, which can encourage innovation (Pham & Hoang, 2019). The Indonesian Army Navy, particularly personnel staff consider military experience as a partial plus, due to the mission-oriented work ethic of former military servicemen and the Military's quality management training is linked to the knowledge management program used in developing the training quite comprehensively. The private sector could learn more from the military, including more effective ways of applying information technology for distant learning and teaching (Garcia-Lausin *et al.*, 2019).

METHODOLOGY

This research will use survey techniques, deductive approaches and is quantitative in nature (Sarstedt, *et al.*, 2020). The deductive approach aims to test the theory through collecting data from respondents and then applying and observing it with statistical tests. The quantitative method focuses on data collection in accordance with the problem and population size and data analysis. This research is hypothesis testing, which aims to explain the nature of the relationship between two or more variables (Sohaib *et al.*, 2020). According to Yusup (2018) explains that explanatory research explains the causal relationship between variables that affect the hypothesis. Research design according to Wang, Tang, & Cheng (2018) is hypothesis testing, which aims to explain the nature of the relationship between two or more variables. This study also tests the hypothesis of the effect of transactional leadership Puni *et al.*, (2021) strategic planning Hughes & Hodgkinson, (2021) on organizational performance M. Y. C. Chen *et al.*, (2020) mediated by knowledge management Ammirato *et al.*, (2021) Research conducted by hypothesis testing. Hypothesis testing according to Ghazali (2019) describes differences or other relationships between independent factors or groups of two or more factors in the same phenomenon. Independent variables are variables that will be explained, understood, or can also be predicted (Hair *et al.*, 2019). The independent variables in this study are: transactional leadership and strategic planning. The mediating variable is knowledge management and the dependent variable is organizational performance explained in operational definitions, dimensions, and indicators as a measurement tool. The population involved as an object in this study is in the Indonesian Navy, which is under the Naval Staff and Command School, has approximately 135 personnel who are included in the category of General Officers, General Staff, Structural Lecturers and Outside Lecturers who can make decisions from each division or directorate. The sample in this study is random or probability where the selected population elements have the same opportunity to be selected. The method of collecting and determining samples used purpose sampling. The method is used with certain criteria according to the needs of the research (Imam Ghazali, 2018).

The questionnaire was distributed to respondents who were leadership officials of General Officers, General Staff, Structural Lecturers and Outside Lecturers who could make decisions from each division or directorate at the level of strategic or operational policy makers. The number of samples in this study was a saturated sample, where all the population was sampled as many as 135 respondents. This research will use structural equation modeling (SEM) as an analysis. The minimum sample size of 100 will be used as a benchmark referring to Miyaki *et al.*, (2020) which states that a minimum sample size of 100 is sufficient to be used to estimate the model. Primary data collection in this study was carried out through a survey process. The questionnaire is the most commonly used data collection instrument in business research. The questionnaire did not ask for the name of the respondent and the company where they worked to ensure that the respondents gave objective answers. The cover letter also stated that the data collected would be kept confidential and only for academic purposes.

The data sources used in this research are primary data sources. Primary data sources are direct data sources that are obtained directly. The primary data in this study is a questionnaire. The method of obtaining respondents from this questionnaire is by conducting a questionnaire distribution survey to respondents (Sekaran & Bougie, 2019). The questionnaire was distributed to 135 respondents who were leadership officials of General Officers, General Staff, Structural Lecturers and Outside Lecturers. The number of samples in this study that are feasible is 130 respondents, the population which is also a saturated sample in this study is the Indonesian National Army Navy, which is under the Naval Staff and Command School.

RESULT AND DISCUSSION

Descriptive statistics is a process that can be carried out in research data in tabulated form 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, education, status, position and tenure (Hair *et al.*, 2019). Male respondents are more dominant than women, because for the work done a lot of going down to the field and strategic locations for this work is often done overtime, working in time outside office hours and in every execution in the field requires extra energy in completing it. So that the role of Men is more appropriately placed at the Naval Staff and Command School. Decision-making officials at the age of 41-50 have an age that already understands the conditions of work in the field, by maintaining relationships internally and externally, fostering good cooperation from each division in management that is carried out evenly in each section. Age 41-50 the officials have worked with high loyalty in addition to a long career for Officers and Staff at the Naval Staff and Command School. Certification of Officers and Staff at the Naval Staff and Command School, as many as 87 people or 65.4% have carried out certification. While as many as 43 people or 33.1% do not have certification. This needs to be a concern because the percentage who have not carried out certification at the Naval Staff and Command School is still high. The term of office is 1-3 years with a percentage of 39.2% and a frequency of 51 people where in the activities carried out many staff at the level of echelon officials have a tenure that often moves because in the defense sector, especially the marine military sector, there are often many promotions for officials and staff who have more abilities and

better abilities. Especially those with field skills will move from one area to another. The tenure of less than 1 year is a percentage of 47.7%, a frequency of 62 people, almost as many who often move and mutate positions. 5-10 years of tenure with a percentage of 3%, a frequency of 4 people. This shows that only a few are entering retirement in the Naval Staff and Command School organization. The coefficient of determination (R²) test is carried out to determine whether there is a relationship between the independent, intervening and dependent variables where the test results of table 1.1 explain that the R Square results on the organizational performance variable are 0.888 (88.8%) explaining that the knowledge management variable can explain the organizational performance variable by 88.8% where there are 11.2% explained by other factors or variables not in the study.

Furthermore, the results of R Square on the variable mediated by knowledge management of 0.813 (81.3%) explain that the organizational performance variable can explain the variable mediated by knowledge management by 81.3% where there are 18.7% explained by other factors or variables not in the study.

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

H1; There is a positive effect of transactional leadership on organizational performance.

Based on the results obtained, it is known that transactional leadership has a direct effect on organizational performance with a t-value of 3.481 (t-value > 1.96), which means that the first hypothesis is accepted. The amount of partial influence of transactional leadership on organizational performance is 0.000.

H2; There is a positive influence of strategic planning on organizational performance.

Based on the results obtained, it is known that strategic planning has a direct effect on organizational performance with a t-value of 2,736 (t-value > 1.96), which means that the second hypothesis is accepted. The magnitude of the partial effect of strategic planning on organizational performance is 0.000.

H3; There is a positive effect of transactional leadership on knowledge management.

Based on the results obtained, it is known that transactional leadership has a direct effect on knowledge management with a t-value of 2,970 (t-value > 1.96), which means that the third hypothesis is accepted. The magnitude of the partial effect of transactional leadership on knowledge management is 0.003.

H4; There is a positive effect of strategic planning on knowledge management.

Based on the results obtained, it is known that strategic planning has a direct effect on knowledge management with a t-value of 5.447 (t-value > 1.96), which means that the fourth hypothesis is accepted. The magnitude of the partial effect of strategic planning on knowledge management is 0.003.

H5; There is a positive effect of knowledge management on organizational performance.

Based on the results obtained, it is known that knowledge management has a direct effect on organizational performance with a t-value of 3.447 (t-value > 1.96), which means that the fifth hypothesis is accepted. The magnitude of the partial effect of knowledge management on organizational performance is 0.000

H6; There is a positive effect of transactional leadership on organizational performance which is mediated by knowledge management.

Based on the results obtained, it is known that transactional leadership has a direct effect on organizational performance mediated by knowledge management with a t-value of 2.155 (t-value > 1.96), which means that the sixth hypothesis is accepted. The partial effect of transactional leadership directly on organizational performance mediated by knowledge management is 0.031.

H7; There is a positive effect of strategic planning on organizational performance which is mediated by knowledge management mediated by knowledge management.

Based on the results obtained, it is known that strategic planning has a direct effect on organizational performance mediated by knowledge management with a t-value of 3.108 (t-value > 1.96), which means that the seventh hypothesis is accepted. The magnitude of the partial effect of strategic planning to directly affect organizational performance mediated by knowledge management is 0.000

CONCLUSION

The results of this study provide a conclusion that in general, transactional leadership and strategic planning are variables that affect organizational performance and also to the knowledge management variable as a mediating variable. Knowledge management has a good effect on organizational performance, as well as the knowledge management variable as a mediation for the transactional leadership and strategic planning variables has a strong influence on the organizational performance of the Naval Staff and Command School. There needs to be maximum change if the Indonesian National Army, especially the Navy, is getting better, especially in improving the quality of Human Resources as well as improving organizational infrastructure, so that in the face of change it will be more prepared and keep up with the times and increasingly advanced technology. The cooperation that must be carried out from every part in the Indonesian National Army organization, especially the Navy, can be well established. The variable conclusions in this study are as follows:

Transactional leadership affects organizational performance, illustrating that organizational resources at the Naval Staff and Command School greatly affect organizational performance affecting all officers and leaders in making decisions that are made so as to be able to provide maximum policy in maintaining the level and ability that will play a role in transactional leadership this will affect the performance of the Naval Staff and Command School.

Strategic planning has an effect on organizational performance. This positive effect gives the conclusion that strategic planning is able to show good planning on organizational performance,

which is the goal of the Naval Staff and Command School in producing quality resources, as well as good abilities so that the direction of quality must meet the dimensions that are a reference for the quality of the performance of the Naval Staff and Command School, this is still the main task if the Naval Staff and Command School wants to continue to be a quality military organization. 3.

Transactional leadership significantly affects knowledge management, the meaning of this influence is that the transactional leadership received can provide a positive reaction to knowledge management. Improving transactional leadership should be done by improving the dimensions of the resource organization at the Naval Staff and Command School.

Strategic planning has an effect on knowledge management, this illustrates that the purpose of strategic human resource planning is to meet the standards expected for the progress of the Naval Staff and Command School so that good planning is carried out, especially in addressing all synergy policies from officials related to other resources.

Knowledge management affects organizational performance, positive / significant effect on organizational performance, this illustrates that knowledge management or knowledge management is very influential on the performance of the Naval Staff and Command School. Maximum management knowledge is the extent to which the benefits of a result are felt in accordance with what is expected. So that knowledge management is a strong variable that affects organizational performance, it can be seen from how all parties involved work together to increase the maximum value of the needs and desires of the Naval Staff and Command School.

Transactional leadership, on organizational performance mediated by knowledge management. This shows that with the knowledge management that mediates the transactional leadership provided by the Naval Staff and Command School can increase the influence on the performance of officers and leaders at the Naval Staff and Command School. Good organizational performance will have a maximum impact on the progress of the Naval Staff College and Command in each section, in maintaining transactional leadership readiness in the organization can create the performance of the Naval Staff College and Command.

Strategic planning, on organizational performance mediated by knowledge management. This shows that with this illustrates that strategic planning affects organizational performance, then with knowledge management as mediation it will further enhance the positive influence of strategic planning on the performance of the Naval Staff and Command School. Good resources will also bring good quality to an organization that maximally develops all aspects for the progress of the Naval Staff and Command School. Based on the results of the research conducted, the theoretical implications related to the development of knowledge management theory and organizational performance from transactional leadership and strategic planning for institutions are as follows:

- Transactional leadership and strategic planning The results of this study significantly strengthen the influence of transactional leadership and strategic planning on organizational performance in line with previous research (Chen *et al.*, 2020).

- Knowledge management as mediation of transactional leadership and strategic planning is able to improve organizational performance (Yee *et al.*, 2019).
- The research results provide conclusions by improving knowledge management through increasing its dimensions will be able to improve organizational, can increase trust and loyalty of related parties. Improving and developing the quality of human resources must first, pay attention to policies and strategic plans. Development will give a good indication of organizational performance. (Yee *et al.*, 2019)
- This research provides novelty in developing the influence of transactional leadership, knowledge management, strategic planning and organizational performance.

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

- This study shows that transactional leadership, knowledge management, strategic planning is very influential on organizational performance, so increasing transactional leadership, knowledge management, strategic planning through increasing each dimension of transactional leadership, knowledge management, strategic planning must be a priority to be able to maintain the organization, so as to be able to give the impression and trust and loyalty of the community.
- The quality of resources, in the process of involving transactional leadership, knowledge management, strategic planning all officials and leaders with third parties is very close, so that cooperation and conformity to the technical specifications of the wishes of the community must be a top priority. The quality of the Military Organization in terms of equipment, quality of employees, performance of parts such as decision-making officials, is a picture that can be felt by the community or cooperating parties, so that these various qualities must be a priority for organizational improvement and development in meeting performance quality, so as to be able to provide satisfaction to the community and have an impact on loyalty to the organization.

This research also has limitations, including

- This study only took a sample of respondents for echelon officials at the Naval Staff and Command School as respondents, there are still many parties that can be used as references for the development of the Navy Headquarters.
- Research on transactional leadership, knowledge management, is not too much developed, this is an obstacle in this research. Books that write about transactional leadership, knowledge management are also still few and linkages with various elements are still lacking.
- Response Rate to questionnaires distributed the percentage is still less than the returned questionnaires, because respondents are limited and also the busyness of respondents who are only addressed to leaders.
- This research is only focused on the military institution sector so that the results of this study can only be referenced for certain sectors.

Based on the limitations, the suggestions that can be given for further research are:

- Future research can more deeply discuss services not only in relation to transactional leadership, knowledge management, strategic planning, but can discuss the relationship with risk management, competitive advantage, strategic agility, business strategy, policy synergy.
- Research can also be carried out in other areas such as other ministries or also military organizations that exist abroad so that they can compete in the future.
- Further research can be carried out in collaboration with a wider range of respondents involved with the military defense industry for the advancement of national defense in Indonesia so that it can have better synergy and performance.

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