The influence of strategic leadership, transformational leadership and visionary leadership on performance at the naval academy mediated by decision making

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Abstract
The purpose of this study was to examine to test the affect of Strategic Leadership, Transformational Leadership and Visionary Leadership on Naval Academy Performance mediated by Decision Making. The population in this study was the Naval Academy Academic Community consisting of lecturers, education personnel with a sample size of 146 respondents. This research uses path modeling analysis techniques with PLS tools. From the tests conducted, it was found that Strategic Leadership, Transformational Leadership and Visionary Leadership had a positive effect on organizational performance; Strategic Leadership has no effect on organizational performance, while Transformational Leadership and Visionary Leadership have a positive effect on organizational performance; Decision making has no effect on organizational performance; Strategic leadership, Transformational leadership and Visionary leadership have no effect on organizational performance mediated by decision making.

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Introduction
One indicator of the success of a leader is the right decision making. Decision making is one of the activities that are always found in organizations. However, often the decisions taken do not have an effective impact on the performance of the organization or institution. This is due to the fact that decision making is often based only on the opinions and considerations of leaders rather than based on the need to improve institutional performance.

Decision making has an important meaning for the back and forth of an organization, especially because the future of an organization is determined by decision making. This decision making is an important task for a leader. The good and bad of a person carrying out his role as a leader is essentially judged by the decisions he makes. Leaders are required to be able to make decisions that are in accordance with the changes that occur in the organizational environment. Because it will affect the goals, activities, policies, and tools used by the organization or institution. One of the institutions under the Indonesian National Army is the Naval Academy, which is the first education provider for volunteer officers of the Indonesian National Army of the Navy at the...
Academy or Vocational Diploma IV or Applied Bachelor level in supporting the duties of the Indonesian National Army of the Navy. The performance of the Naval Academy Academic Community which has not been maximized is in accordance with the regulation of the Chief of Staff of the Navy Number 12 of 2022 dated March 23, 2022 concerning changes to the regulation of the Chief of Staff of the Navy number 28 of 2021 concerning supervision within the Indonesian National Army of the Navy, in article 14 paragraph b, stating that the Naval Academy is the first education provider for voluntary officers of the Indonesian National Army of the Navy at the Academy or Vocational Diploma IV or applied Bachelor level in supporting the duties of the Indonesian National Army of the Navy.

The current trend is that many people register as cadets and the number of Naval Academy cadets in 2022 is 800 cadets. Lecturer organizations have not been accommodated in the structure or functional organization, resulting in lecturers currently having a dual role as structural staff and education personnel in work units also functioning as lecturers. Comparison of the Naval Academy which has been accredited and Standardization A from the National Accreditation Board (BAN-PT) as a military higher education institution.

To achieve the performance of the Naval Academy Academic Community, a college leader at the Naval Academy in the process of making organizational decisions in order to realize the vision and mission of the Naval Academy to make Naval Academy graduate officers who are Responsive, Tanggon and Trengginas ready to enter the field of operations to man the sister equipment, it requires the involvement of all components of the work units at the Naval Academy to implement the Strategic Leadership, Transformational Leadership and Visionary Leadership leadership models to bring a Naval Academy organization to be able to carry out its main task as an institution for forming human resources for Naval officers, leadership is the management process of a leader in making strategic decisions.

Based on the description of the problem identification above that forming a Navy soldier needs to have the influence of a leader, based on the identification of the problem above, the researcher took the title "The effect of Strategic Leadership, Transformational Leadership and Visionary Leadership on Performance of the Naval Academy mediated by Decision Making".

RESEARCH METHOD

Strategic Leadership

According to Yukl (2015), transformational leaders will strengthen the existing vision or build commitment to a new vision. A clear vision helps employees understand the organization's goals, objectives and priorities. A clear vision makes work meaningful, is a source of pride and fosters a sense of common purpose. The vision of what is envisioned, the state of society that is aspired to and what a leader and his followers want to achieve in the future. Nakir (2020), in his research entitled the influence of leadership strategy and self-efficacy on organizational commitment and its implications for the performance of researchers at the Ministry of Defense and the Indonesian National Army, suggested that leaders implement strategic leadership, namely by; a) building a personal network based on the principles of trust and reputation, b) emphasizing the ideals and meaning of organizational values and creating a mission in an attractive way, c) continuously observing the business environment to find out trend and potential relationships with partners, consumers and employees, d) following up on the implementation of strategies well, e) often making a challenge to adapt and reorganize. Several studies examining Strategic Leadership were conducted by Balasubramaniam, Salamzadeh, Richardson, and Plakhi (2021), Nakir, Djati and Arofah (2020), Pramandita, Umar, Martadisastra, Takaya (2021), Suprianto, Derriawan, Zulkifli (2021), Rizaldi (2019), Rianto, Jasfar and Arafah (2021), The results of the study can be concluded that there is a relationship between leadership style and decision making,
strategic thinking was found to perform a moderating role between leadership style and ethical decision making, between leadership style and ethical decision making.

Based on the results of these studies, the research hypotheses can be formulated as follows:

H1: Strategic Leadership has a positive effect on Performance
H2: Strategic Leadership has a positive effect on Decision Making
H3: Strategic Leadership has a positive effect on Performance mediated by Decision Making

Transformational Leadership

Alhyasat & Sharif (2018), strategic leadership (SL) is defined as the thinking and decision making needed to develop and influence an organization's strategic plan. In addition, strategic leadership is the ability to influence others to voluntarily make daily decisions that enhance the long-term viability of the organization, while at the same time maintaining its short-term financial viability. Transformational leadership is a leadership perspective that explains how leaders change teams or organizations by creating, communicate and model a vision for the organization or work unit and inspire employees to achieve that vision.

Robbin (71:2014), that the model of transformational leadership in educational institutions for printing TNI Navy officers is a necessity for forming TNI officers Navy. There are four elements of transformational leadership, namely: Create a strategic vision, communicate the vision, model the vision, and build commitment toward the vision, have an understanding of: 1) create a strategic vision, 2) communicate the vision, 3) create a vision model and 4) build commitment to the vision.

Based on the results of these studies, the research hypotheses can be formulated as follows:

H4: Transformational Leadership has a positive effect on Performance
H5: Transformational Leadership has a positive effect on Decision Making
H6: Transformational Leadership has a positive effect on Performance mediated by Decision Making

Visionary Leadership

Visionary leadership was most frequently operationalized in this study as the specific behavior of communicating a vision. Therefore, it is not only the presence of a vision that influences followers, but the effectiveness of its communication (Kirkpatrick, 2009). Wirawan (2013), argues that a leader has a vision when appointed as a leader, even a leader must be able to create a vision, and vision is a dream and a condition to aspire to, what a leader and his followers want to achieve in the future. which will come. Vision of National Defense According to Law No. 3 of 2002 concerning national defense explains that the form of national defense is universal in nature which has the meaning of involving all the people and all national resources, national facilities and infrastructure, as well as the entire territory of the country as a defense unit. The universal defense strategy is part of the system as a universal defense as stated in the defense law. In the context of the discipline, the position of defense science is like a multi, inter, field transformer along with other fields of science. While in the context of theoretical assessments, defense science is in an extraordinary position which is a theory from various scientific fields related to the problem to be resolved.

Based on the results of these studies, the research hypotheses can be formulated as follows:

H7: Visionary Leadership has a positive effect on Performance
H8: Visionary Leadership has a positive effect on Decision Making
H9: Visionary Leadership has a positive effect on Performance mediated by Decision Making

Decision-making

Leadership is the step of a leader in empowering his leadership, as a process of sharing power by formal leaders to increase the autonomy and investment of both individual and team employees in their work (Sharma, et al, 2015). Implementation of decision making is the first step
carried out at the Naval Academy, namely by carrying out the Steps in the process of gathering information (Intelligence) to identify problems that involve the entire Academic community of the Naval Academy, followed by designing (Design) as a solution step for solving educational problems at the Naval Academy Sea. Decision making is the implementation of character building of how the Naval Academy Cadets are formed as potential leaders, leadership is the hallmark of a Naval Academy alumni officer who is prepared to make decisions is the hallmark of a future leader faced with strategic environmental conditions. Research from Zaman, Nawaz, Tariq, Humayoun (2018), Shayegana, Yavarib and Bazrkar (2022), Zaman (2019), Tangatarova and Gao (2022), these studies show that the decision-making process with the transformational leadership style model has a significant effect on the performance of an organization. Based on the results of these studies, the research hypotheses can be formulated as follows:

\( H_7: \) Decision Making has a positive effect on Performance

**Performance**

Performance is a multi-dimensional construct, the measurement of which depends on a variety of factors. So that Personnel Performance can be interpreted as the result of the work done by a soldier in a military organization in order to achieve the desired goals by minimizing losses that might occur with indicators: 1) Measurable quality of work, 2) Quantity of work produced, 3) Timeliness of work results, 4) Work effectiveness, and 5) Independence According to Dessler (2018) argues that there are five factors in performance appraisal, namely: a) job performance, including: accuracy, thoroughness, skill, and output acceptance. b) quantity of work, including: volume of output and contribution. c) necessary leadership, including: requiring advice, direction or improvement. d) discipline, including: attendance, sanctions, documents, regulations, reliability/reliability and timeliness. e) communication, including: relations between employees and with leaders, communication media. Performance appraisal at the Naval Academy is carried out on academics who support the implementation of the process of establishing Naval Academy cadets as candidates for officers who are ready to go to war (Ready to Force).

Based on the results of these studies, the research hypotheses can be formulated as follows:

\( H_6: \) Performance has a positive effect on Decision Making

**Conceptual Framework**

The research in the dissertation is a quantitative study using a hypothetical test with the aim of examining the effect of Strategic Leadership, Transformational Leadership and Visionary
Leadership on Performance mediated by Decision Making in AAL. Since all the variables used are latent variables (unobserved variables) the causal method is used with the Structural Equation analysis Partial Least Square Model (SEMPLS) which allows researchers to test between complex variables both recursive and non-recursive (Ghozali, 2016). The use of PLS SEM was carried out by considering the limited number of samples used which resulted in the level of difficulty of the respondents used in this study. The population in this study is the Academic Community of the Naval Academy consisting of lecturers, educational staff. The sample used in this study was 146 respondents who were taken using purposive sampling and data collection methods using questionnaires or online questionnaires. This sample size was obtained based on the Slovin formula (Nursalam, 2020).

RESULTS AND DISCUSSIONS

Decryption of Research Objects

The sample used in this study were those involved in the AAL group consisting of lecturers and officers with a total sample size of 159 respondents. Respondents according to status in AAL showed as many as 59.12% while the remaining 40.88% were respondents who had lecturer status. The profile of respondents according to education level shows that respondents with high school education levels and the equivalent are 35.22% of the total 159 respondents, followed by respondents with S2 education levels with a percentage of 32.70%, followed by respondents with S1 education levels with a percentage of 18.87%. When viewed according to the age group of respondents, the majority of respondents were in the 41-50 age group, namely 51.57%, followed by respondents with an age group of more than 50 years with a percentage of 25.79%, followed by respondents with an age group between 31-40 years, namely 20.13% of the total respondents of 159. Respondents with an age group between 31 to 40 years were 20.13% and the lowest were respondents with an age group between 26 to 30 years. age group between 26-30 years by 1.89%.

The profile of respondents according to tenure shows that respondents with a tenure of 21-30 years are the most numerous, namely 55.3% of the total number of respondents, followed by respondents with a tenure between 11-20 years, namely 23.9%. Then respondents with a work period of less than 10 years amounted to 10.7% and the lowest was respondents with a work period between 31-40 years, which amounted to 10.1%.

The SEM-PLS model used for hypothesis testing is shown in the following figure.

![Figure 2. Final SEM-PLS research model](image-url)
Hypothesis 1
Hypothesis 1 obtained an estimated coefficient value of 0.303 which means that the increase in Strategic Leadership will increase performance in realizing Naval Officers who are ready to fight (Ready to Forces) and vice versa. The p-value of the t statistic is 0.001 <0.05, so Ho is rejected and it can be concluded that it is proven to have a positive effect on performance in realizing Navy officers who are ready to fight (Ready to Forces). These findings support empirical studies conducted by Nakir, et al, 2020, Umar, et al, 2021, Suprianto, et al, 2021, Rizaldi, 2019, Rianto, et al, 2021, Sumaryadi, at all. 2021, it can be concluded that strategic leadership has a significant effect on performance and this finding is the same as the results of research at the Naval Academy conducted on lecturers, officers and the Academic Community of the Naval Academy.

Hypothesis 2

Hypothesis 3
Hypothesis 3 obtained an estimated coefficient value of 0.296, which means that increasing Visionary Leadership will improve performance in realizing Ready to Forces Navy Officers and vice versa. The p-value of t statistics is 0.000 <0.05, then Ho is rejected and Ha is accepted so it can be concluded that hypothesis 3 is proven. This means that Visionary Leadership has a positive effect on performance in realizing Ready to Forces Navy Officers. Visionary leadership is a real representation of the company's long-term goals, effectively describing the idealized future state (Knippenberg, et al, 2014), while the interesting opinion of the visionary is to encourage the alignment of followers' activities with the proposed end state of the organization, rather than leaving the purpose of organizational activities open (Yukl, et al, 2020). This finding is in line with empirical studies conducted by Fransiska, et al (2020), Anshar (2019), Yulindasari, et al (2020). Muttaqin, (2019), Zhou, at al, (2021), Yulius, (2022).

Hypothesis 4
Hypothesis 4 was carried out with the aim of examining the positive effect of strategic leadership on decision making in realizing Ready to Forces Navy Officers. The processed results are indicated by the estimated coefficient value of 0.030, and the t statistical p-value of 0.758 > 0.05, then Ho is accepted and Ha is rejected, it can be concluded that hypothesis 4 which states that strategic leadership has a positive effect on decision making in realizing combat-ready Navy Officers is not proven. The sign of the estimated coefficient that is not in accordance with the theory indicates that the proposed hypothesis is not supported or in other words it can be concluded that it is not proven that Strategic Leadership has a positive effect on Decision Making in realizing combat-ready Naval Officers (Ready to Forces). The results of these findings are not in accordance with empirical studies conducted by Umar, et al, (2021), Suprianto, et al, (2021), Rianto,
Hypothesis 5
Hypothesis 5 was carried out with the aim of examining the positive effect of Transformational Leadership on Decision Making in realizing Ready to Forces Navy Officers. The processed results are indicated by the estimated coefficient value of 0.319, and the t statistical p-value of 0.004 <0.05, then Ho is rejected and Ha is accepted, it can be concluded that hypothesis 5 which states that Transformational Leadership has a positive effect on Decision Making in realizing Navy Officers who are ready to fight (Ready to Forces) can be accepted.


Hypothesis 6
Hypothesis 6 was carried out with the aim of examining the positive effect of Visionary Leadership on Decision Making in realizing Naval Officers who are Ready to Forces. The processing results show an estimated coefficient value of 0.545, which means that an increase in Visionary Leadership will increase Decision Making in realizing combat-ready Navy Officers (Ready to Forces). (Ready to Forces) and vice versa the lower the Visionary Leadership will reduce Decision Making in realizing combat-ready Navy Officers (Ready to Forces). The p-value of the t statistic is 0.000 <0.05, so Ho is rejected and Ha is accepted so it can be concluded that Visionary Leadership has a positive effect on Decision Making in realizing Navy Officers who are ready to Forces. The decision-making process requires a diversity of ideas among members, which will lead to task conflict because task conflict requires an exchange of ideas between members with different functional backgrounds (Barlet, et al; 2013), meaning that the future vision at the Naval Academy requires a diversity of ideas to advance the Academic Community. This finding is in line with empirical studies conducted by Zhou, at al, (2021), Muttaqin, (2019), D’Intino, at al, (2022), Atthirawong, et al, 2021.

Hypothesis 7
Hypothesis 7 was carried out with the aim of examining the positive effect of Decision Making on Performance in realizing Ready to Forces Navy Officers. The processing results are shown with an estimated coefficient value of 0.154, and which means that the increase in performance will increase decision making in realizing Navy officers who are ready to fight (Ready to Forces) and vice versa the lower the performance will reduce decision making in realizing Navy officers who are ready to fight (Ready to Forces). The p-value of the t statistic is 0.090>0.05, then Ho is accepted and Ha is rejected so it can be concluded that decision making does not have a positive effect on performance in realizing Navy officers who are ready to fight (Ready to Forces).


Hypothesis 8
The results of hypothesis 8 show that the t statistical value related to decision making moderates Strategic Leadership on organizational performance has a value of 0.005 and the p-value of the t statistic is 0.805> 0.05, so Ho is accepted and Ha is rejected. This shows that moderation of decision making on the effect of Strategic Leadership on organizational performance has no
positive and insignificant effect so that it can be stated that moderation of decision making weakens Strategic Leadership in influencing organizational performance, therefore the hypothesis is rejected. This is because leadership strategies are also needed in organizations because with good leadership, the organization will run according to what is planned for the achievement of an organizational goal. Leadership will affect organizational commitment and performance because it can lead to achieving organizational goal results. Therefore, the leadership strategy chosen by a leader will greatly affect performance improvement. The results of these findings are not in accordance with empirical studies conducted by Umar, et al (2021), Suprianto, et al (2021), Rianto, et al (2021). Balasubramaniam, et al (2021), and Rahimnia, et al (2022).

Hypothesis 9

Hypothesis 10
The results of hypothesis 10 show that the t statistical value related to decision making moderates Visionary Leadership on organizational performance has a value of 0.084 and the p-value of the t statistic is 0.092> 0.05, then Ho is accepted and Ha is rejected so it can be concluded that the hypothesis stating Strategic Leadership has a positive effect on organizational performance mediated by decision making in realizing combat-ready Navy officers (Ready to Forces) is not proven. This shows that moderation of decision making on the effect of Visionary Leadership on organizational performance has insignificant results and it can be stated that moderation of decision making is able to weaken Visionary Leadership in influencing organizational performance, so the hypothesis is rejected. This finding is in line with empirical studies conducted by Fransiska, et al (2020). Anshar (2019). Yulindasari, et al (2020). Muttaqin, (2019). Zhou, at al (2021) and Yulius, (2022).

CONCLUSION
Based on the results of data analysis in this research as described above, it can be concluded that the results of this study are as follows: Strategic leadership, Transformational leadership and Visionary leadership have a positive effect on organizational performance; Strategic leadership has no effect on organizational performance, while Transformational leadership and Visionary leadership have a positive effect on organizational performance; Decision making has no effect on organizational performance; Strategic leadership, Transformational leadership and Visionary leadership have no effect on organizational performance mediated by decision making.

The theoretical implications of this research are that it shows that Strategic leadership has a positive effect on organizational performance, Transformational leadership has a positive effect on organizational performance and Visionary leadership has a positive effect on organizational performance. Strategic leadership has no effect on organizational performance, Transformational
leadership has an effect on organizational performance, Visionary Leadership has a positive effect on organizational performance; Decision making has no effect on organizational performance; Strategic leadership has no effect on organizational performance mediated by decision making, Transformational leadership has no effect on organizational performance mediated by decision making and Visionary leadership has no effect on organizational performance mediated by decision making.

While the managerial implications of this research can be addressed to the company that the results of this study are practically expected to be useful for decision makers and stakeholder policies, especially the leadership of the Navy in determining the effect of strategic leadership, transformational leadership, visionary leadership on the performance of the Naval Academy mediated by decision making.

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