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Effect of Strategic Human Resources Competency and Logistic Management on Performance Mediated by Strategic Leadership

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Abstract

Purpose: This study aims to investigate the effect of Strategic Human Resources Competency and Logistic Management on Organizational Performance mediated by Strategic Leadership.
Research Methodology: The methodology used in this study is explanatory research with hypothesis testing to test the seven hypotheses proposed in the study and the population and sample are 180 who serve in Koarmada I. Data collection uses questionnaires and technical data analysis uses SEM (Structural Equation Modeling).
Results: The results show that Strategic Human Resources Competency and Logistic Management have a positive and significant effect on Organizational Performance both directly and indirectly through Strategic Leadership. All proposed hypotheses are accepted, and Strategic Leadership plays a crucial mediating role in strengthening these relationships.
Conclusions: Based on the results of hypothesis testing and the discussion in the previous chapter, in general the conclusion is that there are Strategic Human Resources Competence, Logistics Management on Organizational Performance mediated by Strategic Leadership This study shows that Strategic Human Resources Competency and Logistics Management on Organizational Performance are mediated by Strategic Leadership either directly or indirectly.
Limitations: This study is limited by the use of cross-sectional data and a relatively small sample confined to a specific military unit, which may limit generalizability.
Contributions: This research is a useful tool to improve Organizational Performance by increasing Strategic Human Resources Competency and Logistics Management and Strategic Leadership. This research model refines the overall understanding that there are direct and indirect effects of Strategic Human Resources Competence, Logistics Management on Organizational Performance mediated by Strategic Leadership.

Keywords: *Logistic Management, Organizational Performance, Strategic Human Resources Competency, Strategic Leadership.*

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1. Introduction

Currently, the existence of an advanced base on Natuna Besar Island, namely Lanal Ranai, is quite strategic because warships from the South China Sea to the Indian Ocean will cross the waters of the Natuna Sea (Isak et al., 2020). In addition, Lanal Ranai can be a representative base for supporting the operations of Indonesian Navy warships in the Natuna Sea and the EEZ of the North Natuna Sea

(Sudirman et al., 2019). However, it should also be noted that the existence of a forward base must be supported by the main base. The base should have the ability to cover the Indian Ocean and shipping lanes to the South China Sea and Pacific Ocean (Attanayake & Atmakuri, 2021; Balasubramaniam & Murugesan, 2020). One of the approaches to the Indian Ocean is the Sunda Strait, which is not far from Jakarta. The Sunda Strait is connected to the Java Sea, Malacca Strait, Natuna Sea, and South China Sea (Dipua et al., 2020; Kok et al., 2021). This narrow water area is also one of the regular crossing points for Australian warships, particularly those from Fleet Base West HMAS Stirling near Perth, Western Australia. In addition, warships from the United States, India, and China regularly pass through the waters that separate the islands of Sumatra and Java. Currently, the Koarmada I Base is still mixed with commercial shipping at the Tanjung Priok Port, Jakarta, so that operational security is not maintained or guaranteed (Astika & Suharyo, 2021; Faisal et al., 2021). The Koarmada I base in Pondok Dayung, Tanjung Priok is also not integrated with the Mako Koarmada I, which is located in the center of the city of Jakarta; therefore, coordination between the leadership and operational elements takes time because it is constrained by distance (Makambe & Moeng, 2019; Ricardianto et al., 2021).

From the logistical aspect, the main base of Koarmada I in Pondok Dayung, Tanjung Priok also does not have adequate facilities to support the continuity of naval operations. The currently available anchorage facilities can only accommodate warships with dimensions of 100 m and below, and even then, the number and length of the piers are limited. Likewise, the limited area of the wharf pool, where the middle of the pier pool is also a passage for non-warship ships, affects the operational security of warships. The anchoring facilities have also not been able to fully provide onshore electricity support to the warships that lean on them; therefore, the warships are forced to rely on supplies from their own diesel generators. This is a waste of fuel consumption of warships. The warship maintenance and repair facility (Fasharkan) owned by Pangkalan Pondok Dayung is not in accordance with the needs because it can only serve certain types of warships with dimensions below 40 m. Warships with dimensions above 40 m cannot be served by warship maintenance and repair facilities. Given these limitations, maintenance and repair activities for warships with dimensions exceeding 40 m are carried out in shipyards owned by third parties. Fasharkan has not been able to support the implementation of mid-level maintenance for warships. In fact, as time goes by, the number of Koarmada I warships with dimensions above 40 m is increasing, such as frigates, LST, and BCM.

Regarding supply facilities, warehousing is available in Jakarta, such as warehouses for food supplies, personal and field equipment (Kaporlap), weapons and ammunition, communication and electronic equipment (alkomlek), and medical supplies. However, the location of the warehouse is not yet fully within the Pondok Dayung Base, so it has not been fully effective in supporting the existence of the base. Most warehousing is outside the Pondok Dayung Base area, even in the middle of a crowded city. The development of the Navy's strength cannot be separated from the construction of a base that functions as a home base to support the continuity of operations. In a logistical sense, the base serves as a point of support for supplies, repairs, and protection of the elements of the operation. The base in the sense of logistical support is one of the most important operational functions because without logistics infrastructure, it is very difficult to carry out operations. Therefore, logistics must be an integral part of military operations. The success of military operations carried out by the TNI, especially the Navy, will not achieve the stated goals if they are not supported by adequate logistics (Feng & Ye, 2021; Parmenas, 2021). The development of the naval logistics sector is part of the development of the Navy, which is domiciled in the same position, interacts and supports each other, and depends on other parts of the Navy's development to create synergy in realizing the capabilities and strengths of the Navy. The success of the development of the Navy's logistics sector will determine the success of all the Navy's capability development activities (Binpuan), which are presented in the form of the use of the Navy's force (Gunkuat) (Agyabeng-Mensah et al., 2020; Nugroho et al., 2021).

Related to logistics, Kasal Skep No. Skep/372/III/2007 dated March 14, 2007, regarding the standardization of Navy Bases must have the following facilities: 1) Anchoring Facilities (Faslabuh). Faslabuh standards are the availability of docks equipped with standard facilities that are continuously improved in quantity and quality to the level of capability and ideal readiness support to support the integration of SSAT 2) Maintenance and Repair Facilities (Fasharkan). Fasharkan requires various supporting facilities for the maintenance and repair of warships. Even for certain types of warships, Fasharkan is required to have intermediate-level maintenance capabilities. 3) Supply Facilities (Fasbek). This refers to the availability of warehousing facilities equipped with tools and the ability to store logistical support (Feng & Ye, 2021). Warehousing includes warehouses for food supplies, personal and field equipment (kaporlap), weapons and ammunition supplies, communication and electronic equipment (alkomlek), health supplies, and so on. 4) Personnel Care Facilities (Faswatpers). are residences such as official housing (Rumdis) and messing, hospitals (Rumkit), and various facilities to support health, sports, recreation, worship, and training 5) Base Development Facilities (Fasbinlan). includes public facilities such as offices and transportation service facilities in the form of transportation of goods and personnel, as well as by post by land, sea, and air to the area of operation.

To support military operations, logistical support is crucial enough to protect and raise the party's own combat power so that the culmination point (fatigue) is not reached before the operational or strategic objectives provided have been achieved. Logistical support is directly related to operational logistics, and without a good logistics infrastructure, combat forces cannot sustainably survive. In general, logistics include all aspects of military operations related to preparation and planning, procurement, storage, movement, distribution, maintenance, evacuation, shifting material movement,and transport of personnel, hospitals, procurement construction, maintenance, operation, and procurement of equipment or services (Agyabeng-Mensah et al., 2020; Feng & Ye, 2021). Logistics can be divided into three categories: tactical, strategic, and operational. Logistics. Operational logistics extend from the initial base to the combat support units on the front line (advanced bases). Operational logistics is the link between strategic and tactical logistics. The objective of operational logistics is to ensure that military operations are carried out continuously through all phases of a major operation and (Trivellas et al., 2020). The role of logistics in supporting the Indonesian Navy's operations cannot be doubted. The success of the Navy's operations begins with the readiness of logistical support because the character of the Navy's defense equipment is full of technology and requires continuous support. Navy operations, both in times of peace and war, require adequate logistical support so that the operations to ensure smooth execution. Logistical support is the backbone of successful Navy operations (Setiawan, 2018; Susanto et al., 2021).

In order to support the combat readiness of defense equipment, especially warships, integration in logistical Planning is needed to meet the operational needs of Koarmada I. Therefore, the reliability of integrated logistical support must be realized. Only with the reliability of integrated logistical support will the role of logistics be optimal in supporting the operations of the Navy, especially those carried out by Koarmada I. Logistics capability is one of the things that must be fulfilled by the Navy Base. In the context of Koarmada I, the logistical capabilities provided by the base at Pondok Dayung Jetty Jakarta are still inadequate because of various related problems. These problems are as follows: 1) Logistics facilities (Fasharkan, Faslabuh, Fasbek, and Fatwatpers) that are not adequate according to the standardization of bases; 2) The distance between the operating area (point of consumption) and logistics facilities (point of origin) is quite far; and 3) Limited number and quality of personnel in logistics. Logistics services are related to an organization's ability to provide logistics services to users (consumers) by utilizing available resources. The available resources include human resources and other resources, such as budget support, availability of facilities, and infrastructure to support the implementation of the main tasks. Resource issues have always been one of the key issues in measuring organizational performance because an organization cannot run without the availability of resources (Cabral et al., 2020;

Commey et al., 2020; Panchali & Seneviratne, 2019).

The objectives of this research are to analyze the influence of Strategic Human Resources Competence on Organizational Performance, analyze the influence of Logistic Management on Organizational Performance, analyze the influence of Strategic Human Resources Competence on Strategic Leadership, analyze the influence of Logistic Management on Strategic Leadership, analyze the influence of Strategic Leadership on Organizational Performance, analyzing the influence of Strategic Human Resources Competence on Organizational Performance mediated by Strategic Leadership, analyzing the effect of Logistic Management on Organizational Performance mediated by Strategic Leadership

2. Literature Review & Hypothesis Development

2.1 Strategic Human Resources Competence

There are five approaches to SHRM. It consists of a resource-based strategy (RBV), achieving strategic fit, high-performance management, high-commitment management, and high involvement management. Resource-based approach From Commey et al. (2020) and Du Toit and Vlok (2014) perspective, a fundamental goal of a resource-based HR strategy is to develop strategic capabilities by achieving a strategic fit between resources and opportunities and gaining added value from the effective deployment of resources. The resource-based approach discusses the method of increasing a company's strategic capabilities through the development of managers and staff. Managers and staff are those who can think and plan strategically and understand strategic issues. The resource-based approach is based on the belief that competitive advantage is obtained if a company can acquire and develop human resources that enable it to learn faster and apply learning more effectively than its competitors (Cabral et al., 2020; Kotler, 2000). Human resources referred to by Bujak (2015) and Commey et al. (2020) are human resources that include all experience, knowledge, judgment, risk-taking tendencies, and individual wisdom related to the company. Cabral et al. (2020) and Chang et al. (2016) suggests that in a resource-based view, the firm is seen as a package of tangible and intangible resources, as well as capabilities needed for product/market competition. In line with human capital theory, resource-based theory emphasizes that investment in human resources adds value to a company. Its strategic goal is to create companies that are smarter and more flexible than their competitors Bujak (2015). That is, by hiring and developing their staff to be more talented and expanding their skill base. Therefore, it is related to the improvement of a company's human or intellectual resources. NATO Headquarters (2012) argues that knowledge has become a direct competitive advantage for companies. Therefore, the challenge for organizations is to ensure that they have the ability to compensate and retain the talented individuals they need. When the external environment is volatile, a company's resources and capabilities are more stable. Therefore, the ability of HR in business will last longer than the need (e.g., the market). The unique talents of employees, including superior performance, productivity, flexibility, innovation, and capabilities, provide customers with a high level of service. So that competitive advantage based on effective HR management provides an advantage that is difficult to imitate. One of the key competitive advantages is the ability to differentiate customer needs more precisely than competitors.

HR strategy must be in accordance with the business strategy (vertical fit) and must be an integral part of the business strategy, contributing to the business planning process. Vertical integration can provide a match between business and HR strategies to support previous achievements and help define business strategy. Horizontal integration with aspects other than HR strategy to unite existing differences, with the aim of achieving a compatibility approach in managing HR in various practices by providing mutual support. Marsetio (2014) explain that competence is a characteristic that stands out for a person and becomes ways of behaving and thinking in all situations, and lasts for a long period of time. From this perspective, it can be understood that competence refers to a person's performance in a job that can

be seen from their thoughts, attitudes, and behavior. Furthermore, Marsetio (2014) divide competence into five characteristics, namely as follows; (1) Motives, namely something that people think and want that causes something; (2) Traits, namely physical characteristics of consistent responses to situations; (3) Self-concept, namely attitudes, values, and image of a person; (4) Knowledge, namely information possessed by a person in a particular field; (5) Skills, namely the ability to perform tasks related to physical and mental.

2.2 Logistic Management

The key principle of logistics management is that logistics is an item that is needed to ensure that an activity runs smoothly. To be a good logistics section, one must understand the science of logistics management, namely the ability to manage goods through planning actions and determining requirements, procurement, storage, distribution, maintenance, and elimination to achieve the set goals.

According to Rietjens et al. (2010), military logistics is defined as a large organizational business that involves planning, preparing, and supplying military material to support the armed forces. Logistics affects the daily activities of the military, exercises, training, mobilization, deployment of forces, and progress of battles. Logistics also affect combat capability in wartime and the sustainability of operations in peacetime. One of the concepts developed in logistics is the Integrated Logistics Concept (ILC). According to Rietjens et al. (2010), the Integrated Logistics Concept (ILC) bridges the gap between an organization's competitive strategy and the logistics components within it. In military operations, citing Rietjens et al. (2010), competitive strategy is known as mission and the Integrated Logistics Concept (ILC) offers a systematic approach to understanding, analyzing and, where possible, improving logistics performance in operations.

The Integrated Logistics Concept (ILC) starts with the organization's competitive strategy and the logistics objectives derived from that strategy. Quoting Rietjens, Kampen and Grant (2016: 98), to realize the goal, an organization must make decisions in four areas, namely logistics infrastructure, logistics planning and control, logistics information and logistics personnel organization. The implementation of each decision on each of the four components of logistics determines the logistics performance of an organization. Therefore, logistics performance indicators are a progressive scale to determine the quality of an organization's logistics concept. Careful analysis of performance indicators can also provide clues for improvement or adjustment of decision-making in each of the four areas.

According to Hartanto (2016) the concept of integrated logistics support can be approached with logistics management theories. In the defense sector, the logistics concept has evolved into Integrated Logistics Support (ILS). ILS is defined by Blanchard as all elements of support to ensure the effectiveness and economic value of a system or equipment at every level of maintenance, according to the planned life cycle. Quoting Jones, Hartanto (2016) states that ILS consists of maintenance planning, manpower and personnel, supply support, support and test equipment, training and training devices, technical documentation, computer resources, packing handling storage and transportation, facilities, reliability and maintainability.

According to Chang et al. (2016), there are three main challenges related to logistics: First, planning and forecasting are difficult and time-consuming. Second, there were discrepancies in the data. Third, an inventory system that is less anticipatory in the future is required. These three main challenges are always faced by the military of various countries because logistics is also related to predicting what will happen in the future.

Logistics is closely related to supply chain management. According to Sethi and Sharma (2018) and Setyawati et al. (2021) citing Mentzer, supply chain management is defined as "the systemic, strategic coordination of the traditional business functions and the tactics across these business functions within a

particular company and across businesses within the supply chain, for the purposes of improving the long-term performance of the individual companies and the supply chain as a whole." Supply chain management determines the reliability of a management system owned by the Armed Forces.

2.3 Strategic Leadership

Leadership is the ability to influence a group to achieve a vision or set of goals. This source of influence may be formal, as provided by managerial rank within an organization Du Toit and Vlok (2014) and Makambe and Moeng (2019). Another opinion is conveyed by Wibowo and Hadi (2009) opines that leadership is the use of power and influence to direct the activities of followers towards the achievement of goals. Power is the ability to influence the behavior of others and to resist unwanted influences in return. Power is needed because it gives leaders the ability to influence people. other. Along with the development of leadership theory, strategic management has also been known as strategic leadership. According to Makambe and Moeng (2019), strategic leadership is the ability of the top management team to create a vision and mission, think and act strategically, and create organizational competitiveness sustainably. Regardless of the formal structure of the organization, differences will occur in the extent to which strategic leadership is shared among top executives. An organization with an executive team may have an autocratic CEO who allows other executives little influence over strategic decisions, whereas an organization with a traditional hierarchy may have a CEO who empowers other top executives to share the responsibility for making strategic decisions (Ghozali, 2014; Hariri, 2020).

Strategic leadership includes addressing issues that are usually handled by the company's top management team (Dharma Agung & Arief, 2017; Susanto & Parmenas, 2021). Emerging strategic leadership abilities remain separate from emerging regulatory skills or emerging leaders with key processes (Stigter & Cooper, 2015). Anwar (2016) further explains that strategic leadership is the ability of leaders to imagine and direct organizational actions towards the successful achievement of organizational goals. From the explanation of Ghozali (2014) in his empirical findings, several characteristics of strategic leader behavior are stated: 1) daring to take decisive action, especially when facing a crisis, 2) having the competence to make lasting changes, 3) knowing what to do and being able to control events/situations, and 4) appreciating good performance but not blaming external conditions for poor performance (Hariri, 2020).

Strategic leadership is related to leadership that can bring strategic changes to the progress of the company, which can be seen through transformational and transactional leadership (Agus, 2015; Hariri, 2020).

2.4 Organizational Performance

Organizational performance can be simply defined as a company's performance compared to its goals and objectives (Arsana, 2018; Ulabor & Bosede, 2019). Organizational performance also depends on its employees, who are an important part of the organization and form a team that works to achieve organizational goals (Marsetio, 2014). Martono (2019) defined organizational performance as the actual result or output of an organization measured against the organization's intended output. Meanwhile, Sedarmayanti (2019) and Ulabor and Bosede (2019) state that organizational performance includes the effectiveness, efficiency, and satisfaction of every member of the organization in achieving performance. The performance results are evaluated by management to present the performance results of the implementation and achievement of operational targets of each employee.

Suharyo and Purnomo (2015) and Ulabor and Bosede (2019) state that organizational performance is a performance. The evaluation was carried out to physically examine the organization and to evaluate the quality of the organization and the achievement of goals against previous problems by adopting the results of the evaluation of the actions that have been taken, so that the reference is useful for the organization. to improve operations and resource allocation, revise management strategies, and

plan future directions. In addition, organizational performance has become a major aspect of many management studies because it plays an important role in developing, implementing, and overseeing a strategic plan and setting goals for the company's future (Panchali & Seneviratne, 2019; Sinambela, 2019). From some of the statements above, it can be concluded that organizational performance is how well a company can improve and achieve success through the performance of its employees, both in terms of finance, sales, and others (Malgwi & Dahiru, 2014). The organizational performance measurement index is divided into three dimensions: efficiency, effectiveness, and adaptability. Sisriadi (2016) state that there are three dimensions in organizational performance, namely as follows:

1. Financial performance, measured based on the company's investment profit, level of sales and company income.
2. Business performance includes financial measurement indices and operating performance, including business market share, product quality, new product introductions, marketing effectiveness, and other non-financial matters
3. Organizational effectiveness, the measurement used includes the two types of measurement indices above and how the influence of leadership style on organizational performance through trust in employees with various internal conflicts to meet various employee goals, such as employee morale. According to Naval Headquarters (2018) there are seven measurement indices in organizational performance, which are as follows:
4. Effectiveness, namely the ability of employees to produce results in accordance with company goals.
5. Efficiency, namely, the ability of employees to complete work with minimal time and effort.
6. Quality refers to product quality as excellence, and the state of the product is free from significant defects, deficiencies, and variations.
7. Productivity is the company's ability to produce, create, and improve goods and services.
8. Quality of work life: The opportunities provided by the company to employees to improve their personal lives through their work environment and experiences can contribute to the company's competitive advantage.
9. Innovation is the process of transforming an idea or invention into a product or service that creates value, which is crucial for the survival of a company.
10. Profitability, namely, the company's ability to do more to gain a competitive advantage.

The conceptual framework of this study is shown in the image below:

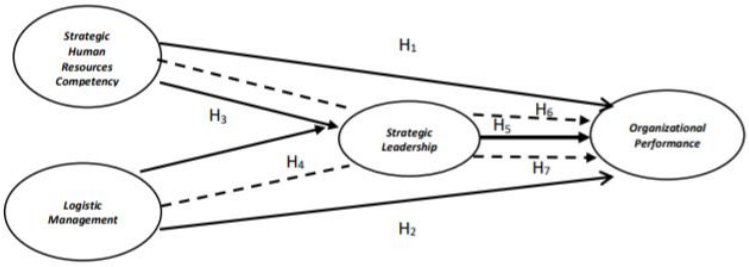


Figure 1. Conceptual Framework

2.5 Hypothesis Development

Based on the problem formulation and framework, the hypotheses in this study are:

H_1: There is a positive influence of Strategic Human Resources Competence on Organizational Performance.

H_2: There is a positive influence of Logistic Management on Organizational Performance.

H_3: There is a positive influence of Strategic Human Resources Competence on Strategic Leadership.

H_4: There is a positive influence of Logistic Management on Strategic Leadership.

H_5: TThere is a positive influence of Strategic Leadership on Organizational Performance.

H_6: There is a positive influence of Strategic Human Resources Competence on Organizational Performance mediated by Strategic Leadership.

H_7: H7: There is a positive influence of Logistic Management on Organizational Performance mediated by Strategic Leadership.

3. Methodology

This type of research uses hypothetical causality testing using cross-sectional data, and hypothesis testing is a method of making decisions based on data analysis from controlled and uncontrolled experiments. In statistics, a result can be said to be significant if it is statistically almost impossible for the event to be caused by accidental factors according to a predetermined probability. Hypothesis testing is also referred to as data analysis confirmation. Analysis test decisions are almost always made based on the submission of hypothesis zero. This is a test to answer questions that assume that hypothesis 0 is true (Purdijatno, 2010).

3.1 Research Design

Organizational Definition and Measurement of Variables

a. Organizational Performance

Organizational Performance is an indicator that measures how well a company achieves its goals (Nurboko & Achmadi, 2012). The dimensions and indicators of the Organizational Performance variable are as follows:

Table 1. Dimensions and Indicators of Organizational Performance

Dimensi	Indikator	Sumber
Internal business process performance	Produce quality products	(Sarwono, 2013)
	Produce products that comply with regulations	
	Produce impressive products	
Financial performance	Reduction of work accident costs	
	Sales growth	
	Net profit growth	
Customer performance	Customer satisfaction with the product	
	Customer satisfaction with service	
	Customer loyalty	

Source: Processed data, 2020

b. Strategic Human Resource Competency

Strategic Human Resource Competency is a characteristic that stands out for a person and becomes a way of behaving and thinking in all situations, and lasts for a long period of time. From this perspective, it can be understood that competence refers to a person's performance in a job that can be seen from thoughts, attitudes, and behavior. The dimensions and indicators of Strategic Human Resource Competency are as follows.

Table 2. Dimensions and Indicators of Strategic Human Resource Competency

Dimensions	Indicators	Source
Team Orientation	1. Short Term Orientation 2. Long Term Orientation	(Sopiah & Sangadji, 2018)
Communication	1. Verbal Communication 2. Non Verbal Communication	
People Management	1. People Management	
Customer Focus	1. Customer Focus	
Result Orientation	1. Result Orientation	
Problem Solving	1. Problem Solving	
Planning and Organizing	1. Planning and Organizing	
Skill	1. Technical Skill 2. Conceptual Skill	
Leadership	1. Democrative Leadership 2. Parcitipative Leadership 3. Authoritarium Leadership	

Source: Processed data, 2020

c. Logistic Management

Logistics Management is an integrated system that coordinates all processes within the organization/company to prepare and deliver products/goods to consumers. This process includes planning, sourcing of inputs, transformation of raw materials into finished goods, transportation, distribution, warehousing, information systems, and payment of goods until the goods are consumed by consumers and finally product/goods return services. The dimensions and indicators of Logistics Management are as follows:

Table 3. Dimensions and Indicators of Logistics Management

Dimensions	Indicators	Source
Competitive advantage	Competitive advantage	(Supandi, 2015)
Use of time and place	Use time and place	
Delivery speed	Delivery speed	
Company image	Company image	

Sumber: Processed data, 2020.

d. Strategic Leadership

Strategic leadership is the ability to influence others to voluntarily make day-to-day decisions that enhance the long-term viability of the organization, while at the same time maintaining its short-term financial stability (Tampi, 2017).

Table 4. Dimensions and Indicators of Strategic Leadership

Dimensions	Indicators	Source
Transformational leadership	Develop vision Inspirational communication Intellectual stimulation Supportive Rewards	(Sopiah & Sangadji, 2018)
Transactional leadership	Contingen rewards Focus on errors, exceptions, and deviations from the standard Management exception	

Source: Processed data, 2020

3.2 Data Collection

The population in this study were TNI officers with the rank of Lieutenant Colonel (Letkol) to Rear Admiral (Laksda) at Headquarters and Koarmada I totaling 180 people.

3.3 Data Analysis

The steps taken in the process of data analysis, first by tabulating the data. Questionnaires that have been returned by respondents are selected for completeness of filling. Only completely filled out questionnaires are used. The data that has been selected is coded according to the variables and variable classification, and then tabulated using Excel software. The second is the data analysis stage, using the Stuctural Equation Model (SEM) method. The software used for structural analysis is LISREL 8.80.

For testing the proposed hypothesis, the data obtained is then processed according to the needs of the analysis. The data is processed and presented based on the principles of descriptive statistics that will be used for discussion purposes. Meanwhile, for the purposes of analysis and hypothesis testing, an inferential statistical approach is used. SEM analysis using a statistical program that is LISREL 8.80

4. Results and Discussion

4.1 Results

4.1.1 Structural Equation Models and Hypotheses

Furthermore, the full SEM model of testing the parameter parameter (loading factor/indicator coefficient) will be presented on the exogenous and endogenous models. This test is intended to determine the strength of the indicators of each latent variable (construct).

This analysis measures the t-value and coefficient of structural equations. By testing the t-value is greater than 1.96. The t-value of the coefficients/parameters and the coefficients/parameters (estimates) can be seen in the following figure:

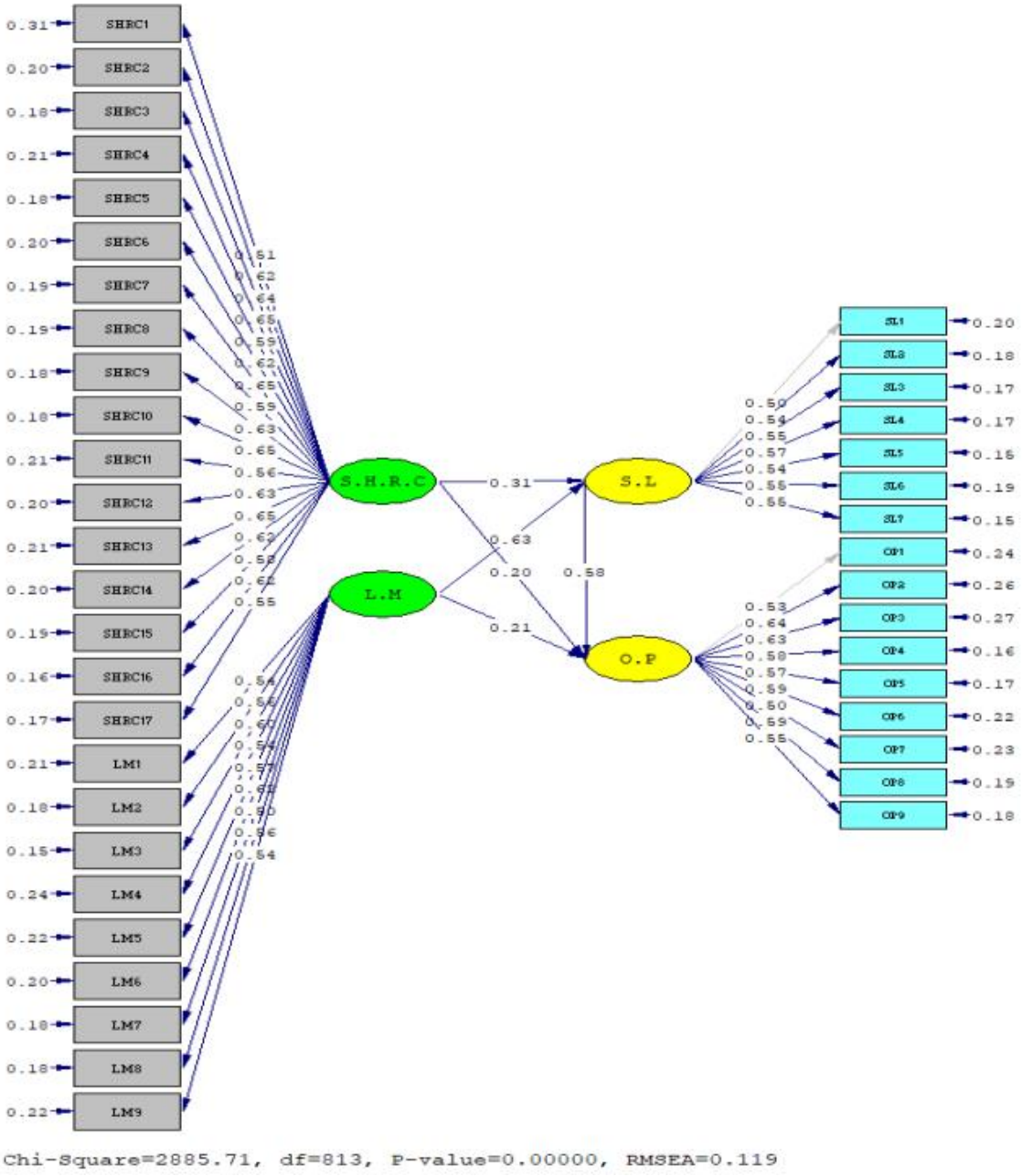


Figure 2. Structural Model (Estimates)

Sumber: Processing Results with LISREL 8.80

The model estimates image shows the complete model path diagram with the numbers that are the results of non-standardized estimates.

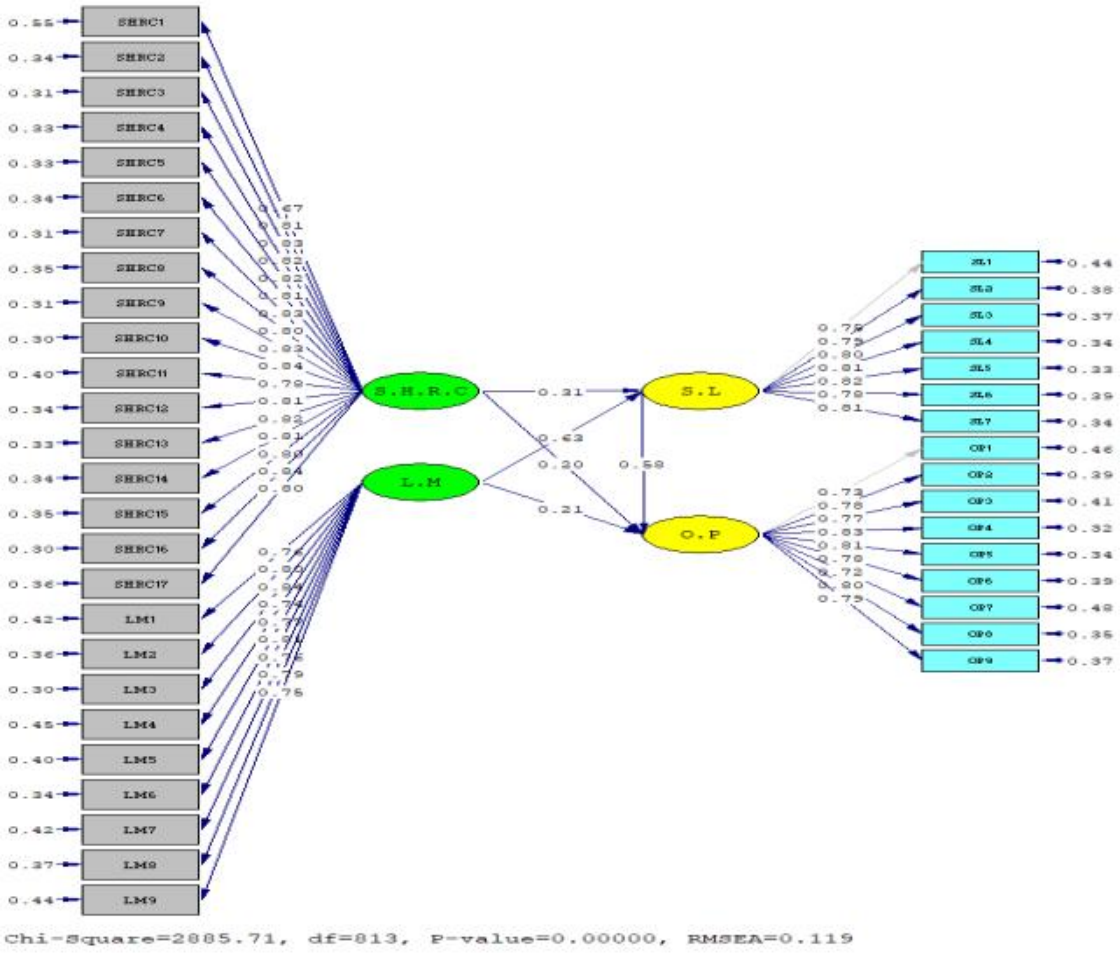


Figure 3. Structural Model (Standardized Solutions)

Sumber: Processing Results with LISREL 8.80

The standardized solutions model image shows a complete model path diagram with the numbers that are the standardized estimation results.

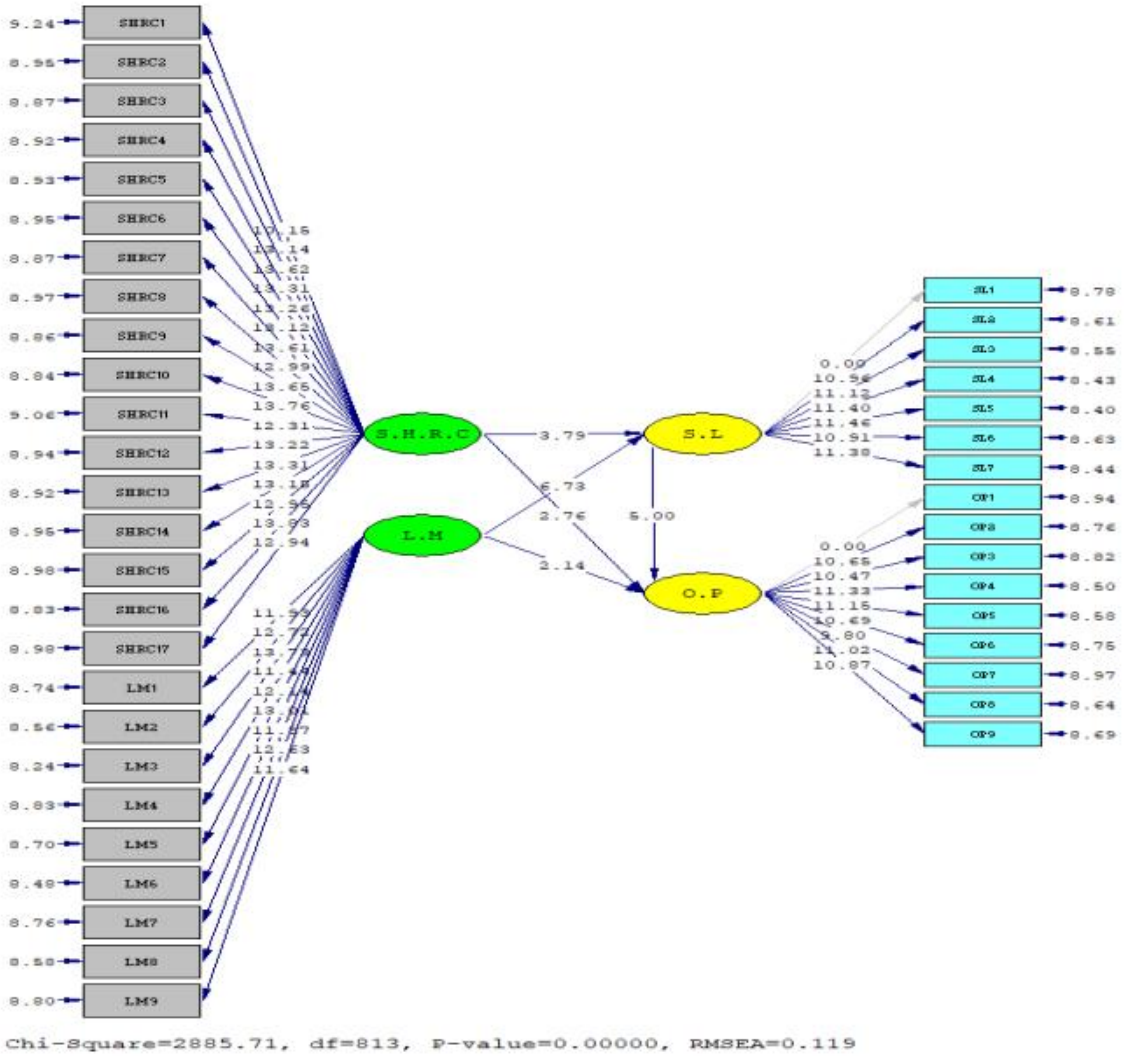


Figure 4. Structural Model (T Values)

Sumber: Processing Results with LISREL 8.80

The t-values model image displays a complete model path diagram with numbers showing the t-values of each estimated number.

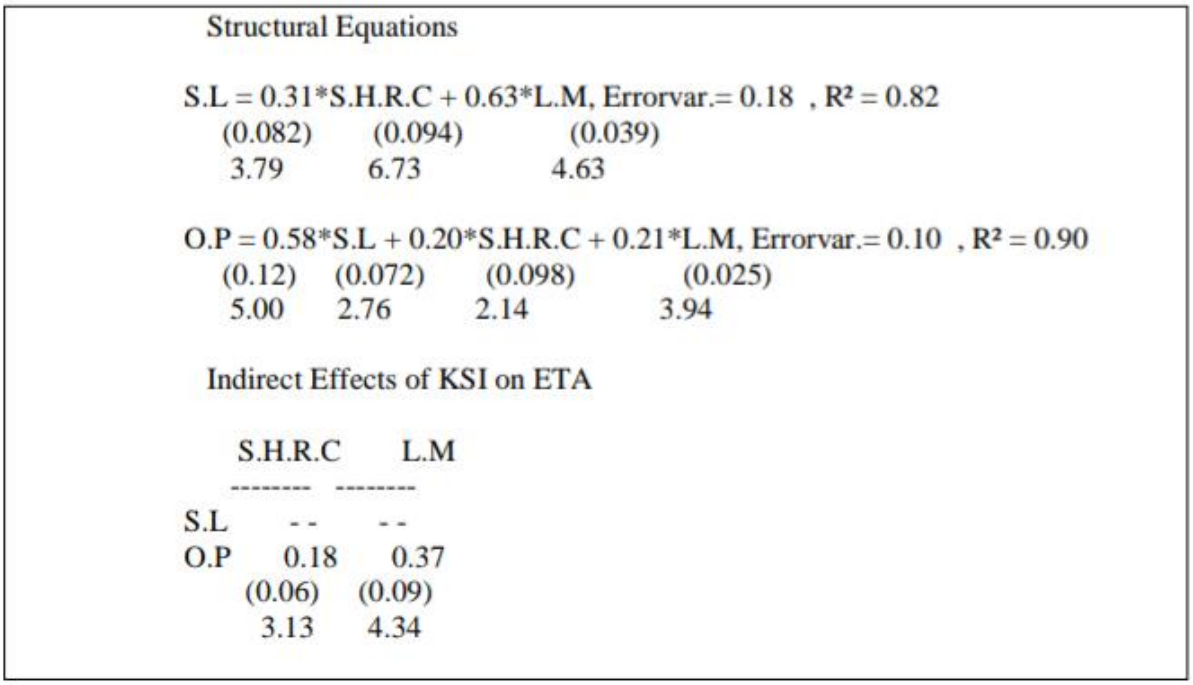
On the results of data analysis using the Structural Equation Model (SEM) method and using the LISREL 8.80 application software processing tool, a summary of the model suitability index is obtained as shown in the table below:

Table 5. Model Fit Index

Goodness of fit index	Criteria (cut-off value)	Hasil	Kesimpulan
X^2 - Chi-square	Diharapkan kecil		
P - value	$< 0{,}05$	0,000	Model tidak fit
RMSEA	$\leq 0{,}10$	0,119	Marginal fit
NFI	$\geq 0{,}90$	0,90	Model fit
NNFI	$\geq 0{,}90$	0,91	Model fit
CFI	$\geq 0{,}90$	0,92	Model fit
IFI	$\geq 0{,}90$	0,92	Model fit

Source: Processed data

Based on the table above, there are four model suitability indices obtained that have a good model suitability index (good fit), namely: NFI, NNFI, CFI, and IFI. Thus, it can be continued in the next analysis. Furthermore, based on the pictures above, there are results that contain information about the estimation results of the structural equations or the equations of the structural model. Where in this section relates to the evaluation of the coefficients or parameters that indicate a causal relationship or the influence of one latent variable on another latent variable. The resulting structural model equation is as follows:


Structural Equations

S.L = 0.31*S.H.R.C + 0.63*L.M, Errorvar.= 0.18 , R² = 0.82
(0.082) (0.094) (0.039)
3.79 6.73 4.63

O.P = 0.58*S.L + 0.20*S.H.R.C + 0.21*L.M, Errorvar.= 0.10 , R² = 0.90
(0.12) (0.072) (0.098) (0.025)
5.00 2.76 2.14 3.94

Indirect Effects of KSI on ETA

	S.H.R.C	L.M
S.L	- -	- -
O.P	0.18	0.37
	(0.06)	(0.09)
	3.13	4.34

Coefficient or parameter values. This value is a previously estimated value that is used as a comparison of the t-value to test the hypothesis of the study. The results of this evaluation can be summarized in the table below which is accompanied by testing the hypotheses of the research model as follows:

Table 6. Structural Model Coefficient Evaluation

Path	Estimation	t-value	Conclusion
Strategic Human Resources Competence → Organizational Performance	0.20	2.76	Accepted
Logistic Management → Organizational Performance	0.21	2.14	Accepted
Strategic Human Resources Competence → Strategic Leadership	0.31	3.79	Accepted
Logistic Management → Strategic Leadership	0.63	6.73	Accepted
Strategic Leadership → Organizational Performance	0.58	5.00	Accepted

Sumber: Processing Results with LISREL 8.80

Table 7. Calculation Results of the Direct and Indirect Effects of Strategic Human Resources Competence and Logistics Management on Organizational Performance Through Strategic Leadership

Variabel	Besar Pengaruh			
	Langsung	Tidak Langsung	Keterangan	T Value/F Value
Strategic Human Resources Competence	0.20	0.18	Melalui Strategic Leadership	t = 13 > 1.96 Diterima
Logistic Management	0.21	0.37	Melalui Strategic Leadership	t = 4.34 > 1.96 Diterima

Sumber: Processing Results with LISREL 8.80

4.2 Discussion

4.2.1 The Influence of Strategic Human Resources Competency on Organizational Performance

Based on the results obtained, it is known that Strategic Human Resources Competence has a direct effect on Organizational Performance with a t-value of 2.76 (t-value > 1.96), which means that hypothesis 1 is accepted. The size of the partial estimate of Strategic Human Resources Competence on Organizational Performance is 0.20. The influence of Strategic Human Resources Competence on Organizational Performance is positive and significant. It means that the higher/positive Strategic Human Resources Competence, the higher/positive Organizational Performance means that the more respondents feel that they are able to realize synergy and integration in managing national borders, receive suggestions and input in every problem solving, can resolve any obstacles encountered, and are able to control and influencing others to carry out tasks; the more respondents feel that the company has increased sales volume, the company has been able to achieve high customer loyalty, indicated by repeat purchases and recommendations, and the company can reduce costs for work accidents significantly.

4.2.2 Influence of Logistic Management on Organizational Performance

Based on the results obtained, it is known that Logistic Management has a direct effect on Organizational Performance with a t-value of 2.14 (t-value> 1.96), which means that hypothesis 2 is accepted. The size of the partial estimate of Logistic Management on Organizational Performance is 0.21.

The influence of Logistic Management on Organizational Performance is positive and significant. Means that the higher / positive Logistics Management, the higher / positive Organizational Performance, meaning that the more respondents feel that the impression given by the company in terms of service is

very good, the additional services provided by the company are superior to competitors, and the products sold by the company are superior to those of competitors. with competitors; the more respondents feel that the company has increased sales volume, the company has been able to achieve high customer loyalty, indicated by repeat purchases and recommendations, and the company can reduce costs for work accidents significantly.

4.2.3 The Influence of Strategic Human Resources Competence on Strategic Leadership

Based on the results obtained, it is known that Strategic Human Resources Competence has a direct effect on Strategic Leadership with a t-value of 3.79 (t-value > 1.96), which means that hypothesis 3 is accepted. The size of the partial estimate of Strategic Human Resources Competence on Strategic Leadership is 0.31.

The influence of Strategic Human Resources Competence on Strategic Leadership is positive and significant. This means that the higher/positive Strategic Human Resources Competence, the higher/positive Strategic Leadership means that the more respondents feel that they are able to realize synergy and integration in the management of national borders, receive suggestions and input in every problem solving, can resolve any obstacles encountered, and are able to control and influencing others to carry out tasks; the more respondents feel that the leader gives encouragement to employees to seek opportunities from any changes in the work environment, can face challenges in solving problems in a more effective and efficient way, and develop the company's strategic vision for the future.

4.2.4 Influence of Logistic Management on Strategic Leadership

Based on the results obtained, it is known that Logistic Management has a direct effect on Strategic Leadership with a t-value of 6.73 (t-value > 1.96), which means that hypothesis 4 is accepted. The size of the partial estimate of Logistic Management on Strategic Leadership is 0.63.

The influence of Logistic Management on Strategic Leadership is positive and significant. This means that the higher/positive Logistics Management, the higher/positive Strategic Leadership means that the more respondents feel that the impression given by the company in terms of service is very good, the additional services provided by the company are superior to competitors, and the products sold by the company are superior to those of the company. competitors; the more respondents feel that the leader gives encouragement to employees to seek opportunities from any changes in the work environment, can face challenges in solving problems in a more effective and efficient way, and develop the company's strategic vision for the future.

4.2.5 The Influence of Strategic Leadership on Organizational Performance

Based on the results obtained, it is known that Strategic Leadership has a direct effect on Organizational Performance with a t-value of 5.00 (t-value > 1.96) which means that hypothesis 5 is accepted. The size of the partial estimate of Strategic Leadership on Organizational Performance is 0.58.

The influence of Strategic Leadership on Organizational Performance is positive and significant. It means that the higher/positive Strategic Leadership, the higher/positive Organizational Performance, meaning that the more respondents feel that the leader provides encouragement to employees to seek opportunities from any changes in the work environment, can face challenges in solving problems in a more effective and efficient way, and develop the company's strategic vision for the future; the more respondents feel that the company has increased sales volume, the company has been able to achieve high customer loyalty, indicated by repeat purchases and recommendations, and the company can reduce costs for work accidents significantly.

4.2.6 *The Influence of Strategic Human Resources Competency on Organizational Performance mediated by Strategic Leadership*

Based on the results obtained, it is known that the indirect influence of Strategic Human Resources Competence on Organizational Performance through Strategic Leadership is 0.18 and the t-value is 3.13 (t-value > 1.96), which means that hypothesis 8 is accepted. The mediating effect of Strategic Leadership between Strategic Human Resources Competence and Organizational Performance is positive and significant. This means that the higher/positive Strategic Leadership, the stronger the influence of Strategic Human Resources Competence on Organizational Performance, meaning that the more respondents feel that the leader gives encouragement to employees to seek opportunities from any changes in the work environment, can face challenges in solving problems in a more effective way. and efficient, and develop the company's strategic vision for the future; it will further strengthen to be able to realize synergy and integration in the management of state borders, receive suggestions and input in solving any problems, be able to resolve any obstacles encountered, and be able to control and influence others to carry out their duties; so that in the end the company has increased sales volume, the company has been able to achieve high customer loyalty, indicated by repeat purchases and recommendations, and the company can reduce costs for work accidents significantly.

4.2.7 *Influence of Logistic Management on Organizational Performance mediated by Strategic Leadership*

Based on the results obtained, it is known that the indirect effect of Logistic Management on Organizational Performance through Strategic Leadership is 0.37 and the t-value is 4.34 (t-value > 1.96), which means that hypothesis 9 is accepted. The mediating effect of Strategic Leadership between Logistic Management and Organizational Performance is positive and significant. It means that the higher/positive Strategic Leadership, the stronger the influence of Logistic Management on Organizational Performance, meaning that the more respondents feel that ....; it further strengthens the impression given by the company in terms of excellent service, additional services provided by the company are superior to competitors, and the products sold by the company are superior to competitors; so that in the end the company has increased sales volume, the company has been able to achieve high customer loyalty, indicated by repeat purchases and recommendations, and the company can reduce costs for work accidents significantly.

In addition to the seven main findings based on the proposed hypothesis, the authors also found several important findings that can be used as references or literature for further researchers who are interested in studying the interrelationships of several variables such as: Strategic Human Resources Competence, Logistics Management, Strategic Leadership and Organizational Performance. The relationship between the variables of Strategic Human Resources Competence, Logistic Management, Strategic Leadership and Organizational Performance can be hypothesized and tested either partially, directly, mediated or simultaneously.

5. Conclusions

The general conclusion of this research is that there is an influence of Strategic Human Resources Competence and Logistic Management on Organizational Performance mediated by Strategic Leadership and the seven hypotheses proposed are all proven to be accepted. Strategic Leadership plays a very important role as a mediation in increasing the influence of Strategic Human Resources Competence and Logistics Management on Organizational Performance. Based on the results of hypothesis testing and the discussion in the previous chapter, it can be concluded several research results as follows:

1) There is a positive and significant influence of Strategic Human Resources Competence on Organizational Performance. This shows that improving the effectiveness of Strategic Human Resources

Competence will result in increased Organizational Performance.

2) There is a positive and significant effect of Logistic Management on Organizational Performance. This shows that improving the effectiveness of Logistics Management will result in increased Organizational Performance.
3) There is a positive and significant influence of Strategic Human Resources Competence on Strategic Leadership. This shows that improving the effectiveness of Strategic Human Resources Competence will result in increased Strategic Leadership.
4) There is a positive and significant effect of Logistic Management on Strategic Leadership. This shows that improving the effectiveness of Logistics Management will result in increased Strategic Leadership.
5) There is a positive and significant influence of Strategic Leadership on Organizational Performance. This shows that improving the effectiveness of Strategic Leadership will result in increased Organizational Performance.
6) There is an influence of Strategic Human Resources Competence on Organizational Performance which is mediated by This shows that positively improving the effectiveness of Strategic Leadership will lead to an increase in the influence of Strategic Human Resources Competence on Organizational Performance indirectly.
7) There is an influence of Logistic Management on Organizational Performance mediated by Strategic Leadership. This shows that positively improving the effectiveness of Strategic Leadership will indirectly increase the influence of Logistic Management on Organizational Performance

5.1 Research Limitations

This study is limited by the use of cross-sectional data and a relatively small sample confined to a specific military unit, which may limit generalizability. Additionally, the study only examines a limited number of variables, excluding other potential factors such as job satisfaction, organizational culture, and leadership style variations.

5.2 Suggestions and Directions for Future Research

Taking into account the various limitations of this study, the researcher provides suggestions for further research, including:

1) Adding qualitative research to deepen the conclusions obtained from the quantitative research results that have been obtained.
2) Adding linkages with other variables, apart from Strategic Human Resources Competence, Logistics Management, Strategic Leadership and Organizational Performance, such as: commitment, job satisfaction, job stress, role conflict.

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Author Contributions

TDS contributed to conceptualization, research design, data collection, analysis, and manuscript drafting. K contributed to supervision, validation of the analysis, critical revision of the manuscript, and final

approval of the version to be published, and has read and approved the final manuscript.

Conflicts of Interest

The authors declare that there are no conflicts of interest related to this study. The research was conducted independently, and the authors have no financial or personal relationships that could have influenced the research outcomes.

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