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The Influence of Trust, Military Leadership and Organizational Environment on Organizational Citizenship Behavior with Mediator Organizational Commitment First Officers at Koarmada-I, Indonesia

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Abstract. This research delves into the analysis of various factors affecting the organisational citizenship behaviour of First Officers within Koarmada-I. Specifically, the study explores the impact of trust, leadership, environment, and organisational commitment on this behaviour. The research sample consists of 143 First Officers based in Jakarta's Koarmada-I. The study uses descriptive analysis, validity and reliability tests, and Structural Equation Modeling for hypothesis testing. The study findings indicate that trust significantly impacts Organizational Commitment, whereas its effect on Organizational Citizenship Behavior is not statistically significant. Military leadership, on the other hand, does not demonstrate a substantial influence on Organizational Commitment, but it does have a considerable effect on Organizational Citizenship Behavior.

Additionally, the environment impacts Organizational Commitment but not Organizational Citizenship Behavior significantly. The study also reveals that Organizational Commitment influences Organizational Citizenship Behavior. Furthermore, there is an indirect effect of Trust on Organizational Citizenship Behavior through Organizational Commitment. However, no indirect effect of Military leadership on Organizational Citizenship Behavior through Organizational Commitment is observed. Finally, the environment indirectly impacts Organizational Citizenship Behavior through Organizational Commitment.

Keywords: Trust; Military Leadership; Organisational Environment; Organisational Commitment; Organisational Citizenship Behavior.

INTRODUCTION

Effective collaboration and adaptability are essential for all employees to meet the organisation's demands in today's fast-paced and ever-changing work environment. Operating an organisation necessitates personnel with positive attitudes and behaviours, including actively assisting fellow team members, willingly taking on additional tasks, maintaining harmonious relationships with colleagues to prevent conflicts, adhering to established rules, and displaying resilience in handling workloads and occasional disruptions. Thriving organisations consist of individuals surpassing their formal job responsibilities and willingly dedicating their time and energy to succeed in their assigned roles. The behaviour in question is not explicitly defined but

plays a significant role in facilitating the seamless operation of the organisation [1].

As science and technology continue to advance rapidly, Indonesian Navy personnel are expected to enhance their capabilities in line with these advancements. To effectively tackle future challenges, improving the quality of human resources among Indonesian Navy officers is imperative, enabling them to fulfil their duties optimally. The First Officers of the Indonesian Navy, as the next generation and prospective leaders of the Indonesian Navy in the future, must be able to face these challenges.

According to [2], one aspect that determines OCB is that this behaviour is offered freely by employees; they are involved voluntarily. However, for some employees, this behaviour may be seen as

expected or required as part of the job demands of the employee role. This is the case with Soldiers in the United States Army, so in the military world, OCB is not voluntary but an expected and indispensable performance. According to [3], research indicates that employees exhibit varying degrees of Organizational Citizenship Behavior (OCB) depending on whether they perceive OCB as part of their job responsibilities (in-role behaviour) or as additional voluntary contributions (extra-role behaviour). In-role behaviour is commonly linked to rewards and penalties, which enhances the motivation for employees to engage in such behaviour compared to their reason for extra-role behaviour. Due to this factor, it is plausible that individuals might not willingly participate in OCB but instead feel compelled to do so when it is mandated as part of their job responsibilities. This distinction holds significance when comprehending the development of OCB within a military framework. While this conduct might be viewed as optional within civilian organisations, it is generally regarded as anticipated within military culture. In contrast to the civilian business sector, the military entails greater physical and psychological demands, despite these similarities. Within military units, especially combat units, they frequently operate in the circumstances characterised by high uncertainty, challenges, and stress. In such conditions, the contribution of individuals in routine roles may not be adequate for the unit's success, making an OCB warrior indispensable.

In the Navy environment, in a combat-ready scenario, the armed forces must be ready to face threats at any time. Thus, to achieve this lofty goal without the support and cooperation of their team of officers & sailors is not an easy task. Therefore, the Navy always encourages its personnel to behave in extra roles. Although, this condition cannot be demanded at any time. So, this has to be a voluntary movement by them, which again will depend on their behaviour and attitude. According to [4], more than 2000 OCB articles have been published. Although OCB is also called the good soldier syndrome, there is not much publication on soldier OCB itself. Most of them are cases of publication about police officers and issues about prison officers. In the TNI-AL (Indonesian National Navy) setting, new officers joining from diverse backgrounds and re-

gions require coaching or development of extra-role behaviour (OCB) to enhance organisational performance effectiveness while maintaining individual productivity objectives. A variety of factors influence the emergence of OCB. According to [5], some of the factors that contribute to the emergence of OCB are as follows: organisational culture and climate, individual personality and mood, perceptions of administrative support, perceptions of the quality of relationships between superiors and subordinates, length of service within the organisation, and gender.

METHODS

This research was carried out from August 2022 to March 2023 and began with the preparation of planning, implementation, and research results. The study was carried out at Fleet Command-1 (Koarmada-1). Fleet Command-1 is one of the Main Commands of the Indonesian Navy, which oversees the maritime area of western Indonesia, headquartered in Jakarta. This study employed a survey methodology using a questionnaire as the primary data collection instrument. The research sample was drawn from a specific population, and the study design adopted a descriptive quantitative approach. The population of this study were First Officers who had just served and had been on duty for a year at the Koarmada-I Jakarta, totalling 223 people with a total sample of 143 respondents. The researchers employed the random sampling technique for sample collection to facilitate data gathering for the study. The data utilised in this research are primary, consisting of respondents' responses to the questions presented in the research instrument.

For data collection in this study, a questionnaire was utilised as the instrument, employing a Likert scale. The Likert scale consisted of 5 answer choices provided to respondents. Each statement item in the research instrument required respondents to select one answer from the given alternatives. These alternatives were assigned values ranging from one to five, corresponding to the level of the response. As for data analysis, the primary data obtained from research participants were processed using Structural Equation Models (Figure 1) to examine the relationships between latent variables [6].

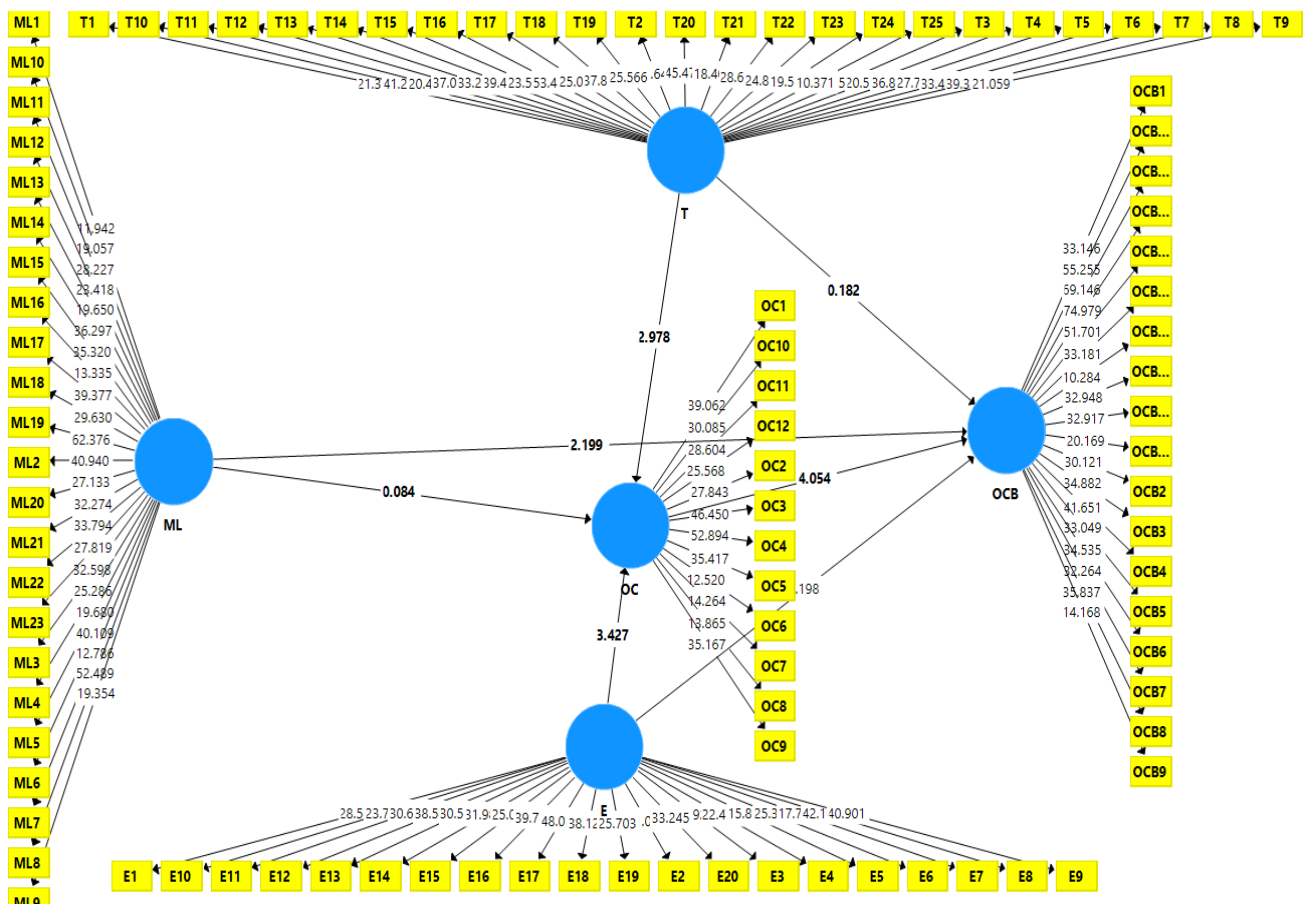


Figure 1 – Research Structural Model

RESULTS AND DISCUSSION

The descriptive characteristics of the respondents in this study describe the frequency of data regarding gender, rank of the respondent, respondent's age, tenure, and work unit. This study's total number of respondents was 143 First Koarmada I officers who served on warships in various departments with the following characteristic details.

Table 1 – Respondents' Profile

Information		Total	%
Gender	Man	136	95.0
	Woman	7	5.0
Rank	Captain	34	23,8
	First lieutenant	23	16.0
	Second Lieutenant	86	60,2
Age	20 to 25 years	101	70.0
	26 to 30 years	31	22.0
	31 to 35 years	11	8.0
Officer Source	Dikcapa	25	17.0
	Sepa PK TNI	21	15.0

Information		Total	%
Service Period	AAL	97	68.0
	1 to 5 years	92	64.0
	6 to 10 years	17	12.0
	11 to 15 years	34	24.0
Work unit	Satkor Koarmada I	37	25.87
	Satfib Koarmada I	21	14.69
	Satban Koarmada I	8	5.59
	Satkat Koarmada I	31	21.68
	Satran Koarmada I	5	3.5
	Satrol Lantamal I	7	4.9
	Satrol Lantamal II	8	5.59
	Satrol Lantamal III	11	7.69
	Satrol Lantamal IV	11	7.69
Satrol Lantamal XII	4	2.8	

The details of the characteristics of the respondents indicate that the questionnaire was distributed proportionally to all research samples and represented from the perspective of gender, rank, and work unit the population of First Officers who had just served and had served for a year in the Koarmada-I Jakarta, totalling 223 people.

In the data analysis phase, algorithm analysis was conducted to assess convergent and discriminant validity. This involved examining the reliability of constructs or latent variables measured by composite reliability values. A construct is considered reliable if its composite reliability exceeds 0.60 [7]. The PLS technique utilised the combined reliability value to assess the consistency of the indicator block in the reflective measurement model. The table below presents the results of the outer model calculations using Smart-PLS.

Table 2 – Table of Construct Reliability and Validity

Parameters	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Trust	0.989	0.990	0.797
Military Leadership	0.988	0.989	0.795
Environment	0.984	0.985	0.769
Commitment	0.964	0.968	0.718
OCB	0.988	0.989	0.829

All research variables demonstrated good reliability, as indicated by Cronbach Alpha values > 0.7 and Composite Reliability values > 0.6. Furthermore, the Convergent validity requirements

were met, with all variables having an Average Variance Extracted value > 0.5.

Table 3 – R² Calculation Table

	R ²
Organisational Commitment	0.762
Organisational Citizenship Behavior	0.791

Table 3 displays the R² values for two models. In the first model, where Organizational Commitment is the dependent variable and Trust, Military Leadership, and Environment are the independent variables, the R² value is 0.762. This indicates that the independent variables influence 76.2% of the dependent variable, while the remaining 23.8% is influenced by external variables not included in the model.

Similarly, in the second model, with OCB as the dependent variable and Trust, Military Leadership, Environment, and Organizational Commitment as the independent variables, the R² value is 0.791. This signifies that the independent variables influence 79.1% of the dependent variable, while variables outside the scope of this model control the remaining 20.9%.

Table 4 – Hypothesis Testing Results Summary

H	Influence	O	M	SD	T-values	P-values	Results
1	T -> OC	0,427	0,444	0,143	2,978	0,002	Proven
2	T -> OCB	0,035	0,028	0,194	0,182	0,428	Not proven
3	ML -> OC	0,014	-0,001	0,172	0,084	0,467	Not proven
4	ML -> OCB	0,408	0,388	0,186	2,199	0,014	Proven
5	E -> OC	0,449	0,448	0,131	3,427	0,000	Proven
6	E -> OCB	-0,038	-0,003	0,193	0,198	0,422	Not proven
7	OC -> OCB	0,524	0,511	0,129	4,054	0,000	Proven
8	T -> OC -> OCB	0,224	0,227	0,094	2,369	0,009	Proven
9	ML -> OC -> OCB	0,008	0,001	0,090	0,084	0,467	Not proven
10	E -> OC -> OCB	0,235	0,225	0,079	2,964	0,002	Proven

Table 4 shows that trust significantly affects Organizational Commitment with a significance of 0.002, less than 0.05. With every increase of one Trust unit, the Organizational Commitment will increase by 0.427 units. This result aligns with [8, 9, 10, 11, 12], which shows trust's effect on organisational commitment.

This implies that trust can stimulate the creation of exemplary organisational commitment. This empirical result can be interpreted that if the trust indicators are applied, there will be an effect on the organisational commitment of First Officers who have just served and have served for a year in the Jakarta Military Command-I. Thus, the trust practices realised a decrease in

the creation of exemplary organisational commitment in First Officers who had just served and had served for a year in Koarmada-I Jakarta. The highest indicator of trust that must be considered is that I acknowledge and respect the values related to the organisational culture in Koarmada-1 (T20), and Koarmada-1 provides sufficient tolerance for the difficulties its employees face (T16).

Table 4 shows that trust has no significant effect on Organizational Citizenship Behavior, with a significance of 0.428 greater than 0.05. This result does not align with the research of [13, 14, 15, 16, 17], which shows that trust affects organisational citizenship behaviour.

This implies that trust cannot stimulate the realisation of good OCB in First Officers who have just served and have served for a year in the Jakarta Military Command-I. This empirical result can be interpreted that if the trust indicators are applied, there will be an effect on OCB. Thus, trust practices can create good OCB. The hand with the highest score that must be considered is I acknowledge and respect the values related to the organisational culture in Koarmada-1 (T20), and Koarmada-1 provides sufficient tolerance for the difficulties its employees face (T16).

Table 4 shows that Military leadership has no significant effect on Organizational Commitment, with a significance of 0.467 greater than 0.05. This result does not align with [18, 19, 20, 21], which shows that leadership influences organisational commitment.

This implies that military leadership cannot stimulate the realisation of a good OC in the First Officer who has just served and has served for a year in Jakarta's Koarmada-I. This empirical result can be interpreted that if the military leadership indicators are applied, there will be an effect on OC. Thus, military leadership practices can create good OCB. The highest-rated hand to watch is My leader gives a positive outlook on the future and is optimistic (ML8). My leader seeks to use the potential abilities of subordinates (ML19) productively.

Table 4 shows that Military leadership significantly affects Organizational Citizenship Behavior with a significance of 0.014, more diminutive than 0.05. Organisational Citizenship Behavior will increase by 0.408 units (total influence) for every increase of one Military leadership team. This result is in line with the research which

shows that leadership influences organisational citizenship behaviour [22, 23, 24].

This implies that military leadership can stimulate the creation of good organisational citizenship behaviour. This empirical result can be interpreted that if the military leadership indicators are applied, there will be an influence on the Organizational Citizenship Behavior of the First Officer who has just served and has served for a year in the Jakarta Military Command-I. Thus, the military leadership practices reduced the creation of good Organizational Citizenship Behavior in First Officers who had just served and had served for a year in the Jakarta Military Command-I. The highest indicator of military leadership that must be considered is that my leader gives a positive view of the future and optimism (ML8). My leader seeks to use the potential abilities of subordinates (ML19) productively.

Table 4 shows that the environment significantly affects Organizational Commitment with a significance of 0.00 (***) , less than 0.05. For every one Environment unit increase, the Organizational Commitment will increase by 0.449 units. This result is in line with research showing the environment's influence on organisational commitment [25, 26, 27, 28, 29].

This implies that the environment can stimulate the creation of a good Organizational Commitment. This empirical result can be interpreted that if the Environment indicators are applied, there will be an impact on the Organizational Commitment of the First Officer who has just served and has served for a year in the Jakarta Military Command-I. Thus, the Environment practices reduced the creation of a good Organizational Commitment for First Officers who had just done and had served for a year in the Jakarta Military Command-I. The highest indicator of the environment that must be considered is that I feel that the friendliness of my colleagues is quite good (E17), and I have the support of my superiors at work (E8).

Table 4 shows that environment has no significant effect on Organizational Citizenship Behavior with a significance of 0.422 greater than 0.05. This result is not in line with the research, which shows an influence of the environment on organisational citizenship behaviour [30, 31, 32, 33].

This implies that the environment cannot stimulate the realisation of a good OCB in the First Officer who has just served and has been serving

for a year in Jakarta's Koarmada-I. This empirical result can be interpreted that if these environmental indicators are applied, there will be an influence on OCB. Thus, military leadership practices can create good OCB. The hand with the highest score to pay attention to is I feel the friendliness of my co-workers is quite good (E17). I have superior support at work (E8).

Table 4 shows that Organizational Commitment influences Organizational Citizenship Behavior with a significance of 0.00 (***) less than 0.05. For every increase of one unit of Organizational Commitment, Organizational Citizenship Behavior will increase by 0.524 units (total effect). This result is in line with the research, which shows an influence of organisational commitment on organisational citizenship behaviour [34, 35, 36, 37].

This implies that Organizational Commitment can stimulate the creation of good organisational citizenship behaviour. This empirical result can be interpreted that if the Organizational Commitment indicators are applied, there will be an influence on the Organizational Citizenship Behavior of First Officers who have just served and have served for a year in the Jakarta Military Command-I. Thus, the Organizational Commitment practices were able to realise a decrease in the creation of good Organizational Citizenship Behavior in First Officers who had just served and had served for a year in the Jakarta Military Command-I. The highest indicator of Organizational Commitment must be considered because I like organisational support from Koarmada-1 (OC4) and need experience working at Koarmada-1 (OC3).

The analysis presented in Table 4 reveals an indirect effect of Trust on Organizational Citizenship Behavior through Organizational Commitment, with a coefficient of 0.224. This implies that for every unit increase in Trust, Organizational Citizenship Behavior is expected to increase by 0.224 units through the mediating factor of Organizational Commitment. These findings are consistent with previous research that has demonstrated an indirect effect of trust on organisational citizenship behaviour through organisational commitment [38, 39, 40]. Organisational commitment plays a crucial role in fostering the development and dissemination of faith, which in turn enhances the capabilities of officers and facilitates the cultivation of positive Organizational Citizenship Behavior (OCB).

The findings presented in Table 4 indicate no indirect effect of military leadership on Organizational Citizenship Behavior through Organizational Commitment. This result contradicts previous research that has demonstrated an indirect effect of administration on organisational citizenship behaviour through organisational commitment [16, 41, 42, 43, 44]. The absence of an indirect impact suggests that organisational commitment does not create the necessary conditions to stimulate the development and dissemination of military leadership effectively, which subsequently fails to enhance the capabilities of officers and contribute to positive Organizational Citizenship Behavior (OCB).

Table 4 shows that the indirect effect of the Environment on Organizational Citizenship Behavior through Organizational Commitment is 0.235. This means that for every unit of Environment, Organizational Citizenship Behavior will increase by 0.235 units through Organizational Commitment. These results align with research showing an indirect effect of the environment on organisational citizenship behaviour through organisational commitment [20, 45, 46, 47]. There is an indirect effect of Environment on Organizational Citizenship Behaviour through Organizational Commitment. Empirically this explains that organisational commitment cannot create situations and conditions that can stimulate the development and distribution of the environment properly and will have an impact on increasing officers' capabilities, which means they can also create good OCB.

Refer to Table 4 regarding the total effect of each independent variable (T, ML, E) and the mediating variable (OC) on the dependent variable (OCB). This phenomenon shows that in the military organisation (KOARMADA-1), the formation of OCB for the First Officer was heavily influenced by the army leadership (ML). When combined with information, leadership serves as a cohesive element within the warfare, integrating various functions such as movement, intelligence, combat, maintenance, protection, and command and control. The role of leadership is to focus and synchronise the organisation while inspiring individuals to exhibit passion and motivation in pursuit of desired outcomes. A military leader can be anyone who inspires and influences others through their assumed role or entrusted responsibility by providing purpose, direction, and motivation to accomplish the mission and improve the organisation.

According to [48], trust can be categorised into interpersonal faith and impersonal beliefs. Interpersonal trust refers to individuals' positive expectations about the competence, benevolence, and reliability of their colleagues and direct managers based on positive past interactions. On the other hand, impersonal beliefs relate to individual expectations about the capabilities and fairness of the employing organisation. The authors emphasise that interpersonal trust is mainly influenced by colleagues and, most significantly, by managers or direct leaders. Therefore, effective military leadership plays a crucial role in shaping individuals' positive expectations concerning competence, virtue, reliability, capability, and organisational justice within the specific context, such as in the case of KOARMADA-1.

When employees perceive that their organisation acknowledges and appreciates their contributions, the work environment concept fosters a sense of commitment and ownership towards the organisation. This understanding encourages employees to develop a strong dedication and attachment to their work and the organisation's overall success. In military organisations, fatigue is the leading factor related to job satisfaction that causes personnel to leave work. Command, i. e., leadership, is one of the most significant factors influencing job satisfaction among soldiers. The opinion of [49] implies that military leadership plays a vital role in creating a work environment through the job satisfaction of First Officers in the KOARMADA-1 environment.

Regarding organisational commitment, the findings of this study indicate that the role of military leadership dramatically influences the creation of organisational commitment of the First Officers in the KOARMADA-1 environment. The previous description implies the vital role of military leadership in forming organisational commitment and organisational behaviour from the First Officer in KOARMADA-1. The findings of this study open opportunities for further research related to military leadership and the factors that influence it.

CONCLUSIONS

In summary, the conclusions drawn from this research are as follows:

1. Trust has a significant positive impact on Organizational Commitment ($p < 0.05$).

2. Trust does not significantly impact Organizational Citizenship Behavior ($p > 0.05$).

3. Military leadership does not significantly impact Organizational Commitment ($p > 0.05$).

4. Military leadership has a significant positive impact on Organizational Citizenship Behavior ($p < 0.05$).

5. Environment has a significant positive impact on Organizational Commitment ($p < 0.05$).

6. Environment does not significantly impact Organizational Citizenship Behavior ($p > 0.05$).

7. Organisational Commitment has a significant favourable influence on Organizational Citizenship Behavior ($p < 0.05$).

8. Trust indirectly affects Organizational Citizenship Behavior through Organizational Commitment with a coefficient of 0.224.

9. Military leadership does not indirectly affect Organizational Citizenship Behavior through Organizational Commitment.

10. Environment indirectly affects Organizational Citizenship Behavior through Organizational Commitment with a coefficient of 0.235.

The researcher offers the following suggestions based on the empirical findings obtained in this study. Firstly, attention should be given to the hypotheses that were not proven significant. It is crucial to investigate whether biased responses from the respondents, a lack of comprehension of the research instrument, or other factors contributed to these outcomes. Secondly, conducting research with a broader population in similar institutions would provide a comparative analysis of Organizational Citizenship Behavior, thereby validating the findings and offering a broader perspective. Additionally, it is advisable to include samples with more diverse characteristics from various agencies and extend the research period in future studies. This approach would enhance the generalizability of the results and allow for a more comprehensive understanding of the factors influencing organisational citizenship behaviour.

Furthermore, exploring additional independent variables potentially influencing organisational citizenship behaviour is essential. While this study focused on trust, military leadership, environment, and commitment, other unexplored factors may play a significant role and should be investigated in subsequent research endeavours.

It is crucial to acknowledge that organisational citizenship behaviour is a complex phenomenon influenced by various factors, some of which have not been studied before or in the present

study. Therefore, further research is warranted to provide a more comprehensive understanding of this phenomenon.

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