



THE RELATIONSHIP MODEL OF ORGANIZATIONAL DEVELOPMENT AND ORGANIZATIONAL CULTURE TO PERFORMANCE WITH THE MEDIATION OF HUMAN RESOURCE QUALITY: LESSONS FROM INDONESIA

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Abstract

The Indonesian National Army (TNI) is a state defense tool to uphold the sovereignty of the state, maintain the integrity of the territory and protect the entire nation and all Indonesian blood spills from threats and disturbances to the integrity of the nation and state. To be able to carry out these main tasks, the TNI is required to have good performance. Organizational development, organizational culture and resource quality are important factors needed to improve TNI organizational performance. This study aims to determine the effect of organizational development, organizational culture and quality of human resources on performance. The population in this study were personnel (soldiers and civil servants) who served at TNI Headquarters. The research sample amounted to 105 people with the calculation of the Slovin formula. The research method used is quantitative. Data processing using Structural Equation Model (SEM) with Smart PLS software version 3.3.3. The results showed that: 1) Organizational development has a positive and significant effect on performance. 2) Organizational culture has a positive and significant effect on performance. 3) The quality of human resources has a positive and significant effect on performance. 4) Organizational development has a positive and insignificant effect on the quality of human resources. 5) Organizational culture has a positive and significant effect on the quality of human resources. 6) Organizational development has a positive and insignificant effect on performance mediated by the quality of human resources. 7) Organizational culture has a positive and significant effect on performance mediated by the quality of human resources. 8) The best relationship model to improve performance is through organizational culture on performance with mediation of human resource quality. The implications of this research can be a reference in formulating strategic policies to improve the performance of TNI soldiers through organizational development, organizational culture, and the quality of human resources within the TNI.

Keywords: *organizational development, organizational culture, human resource quality, performance.*

I. Introduction

The Indonesian National Army (TNI) has an important role in maintaining national defense, which is to uphold the sovereignty of the state, maintain the territorial integrity of the Republic of Indonesia based on Pancasila and the 1945 Constitution of the Republic of Indonesia, and protect the entire nation and the entire homeland of Indonesia from threats and disturbances to the integrity of the nation and state (Law No. 34 of 2004 concerning TNI). To be able to realize this main task, good organizational performance is needed. According to Rivai (2016), performance is the result or degree of success of a person or whole in a certain

period in performing a task that involves different abilities, such as performance standards, goals or targets with conditions that are determined in advance and have been agreed upon. Meanwhile, according to Mathis and Jackson (2006), performance is how much they contribute to the organization. Performance is the result of a person's work, an overall process where the results can be shown concrete evidence and can be measured. In completing work, an employee should have the ability and skills to complete the tasks that are his responsibility. Good employee performance will have an impact on achieving organizational goals. It is necessary to have proper human resource management so that employee awareness can be realized so that a sense of responsibility for the performance that has been given to the organization arises.

One of the indicators used to measure TNI performance is the Bureaucratic Reform Index (RB). This RB Index is also used to determine the amount of performance allowance received by the TNI. The PANRB Minister also explained that to achieve a minimum performance allowance of 80 percent, each ministry and institution must get a minimum RB Index score of 75.01. The RB Index aims to assess the progress of RB implementation in order to achieve the target, namely realizing a clean, accountable and high-performing bureaucracy, an effective and efficient bureaucracy and a bureaucracy capable of providing quality public services. The TNI RB Index value for 2018-2022 is as follows:

Table 1. Results of Evaluation of RB TNI Implementation Year 2018-2022

	2018	2019	2020	2021	2022
RB Value	66,62	68,18	69,15	70,49	72,36
SAKIP Score	62,94	63,6	64,22	65,14	65,71

Source: TNI RB Center, 2020

Table 1. shows that until 2022, the TNI Index value has only reached 72.36. This value is still below the required value to be able to increase the performance allowance of TNI soldiers to 80%. Based on data from the TNI RB Center in 2022, several problems related to the performance of TNI organizations and personnel in the RB evaluation, namely: 1) Change agents at the work unit level have been appointed but have not made an optimal contribution to improving the implementation of RB in their work units; 2) Inventory of the results of the analysis of laws and regulations has not been fully implemented, especially at the work unit level so that the control of laws and regulations is not comprehensive; 3) Changes in organizational structure have not been based on their suitability for the performance to be produced so that performance achievement has not been aligned supported by the organizational structure; 4) Business processes have not been thoroughly derived in the *Standard Operating Procedure* (SOP) and have not been performance-based so that control of the flow of activities has not been efficient and effective in encouraging improved organizational performance; 5) Employee competency *gap* mapping has not been carried out thoroughly and used as the basis for employee competency development planning, so that employee competency development has not been effective; 6) Individual performance appraisal has not been based on organizational performance and has not been the basis for determining employee performance allowances; 7) Implementation and evaluation of the supervisory system has not gone well, especially the handling of gratuities, conflicts of interest and public complaints; 8) Improving the quality of public service implementation has not been optimal and has not utilized service satisfaction surveys and a culture of excellent service to improve the quality of public services.

In the RB TNI 2020-2024 road map, it is stated that one of the eight change areas expected

to improve TNI organizational performance is organizational structuring. One of these organizational arrangements can be done through organizational development (Lestari, et al., 2022). Two factors cause organizational development, namely: external forces and internal forces. External forces include: increasingly sharp competition between organizations, developments in science and technology (science and technology) and environmental changes (both physical and social environments). While internal forces include: structure, systems and procedures, equipment and facilities, processes and goals (Ndraha, 1999).

In addition, there are two reasons why organizational development is necessary in an organization. The first reason is that on-the-job reward structures do not adequately reinforce conventional training, often failing to transfer learning outcomes to the job. Too many programs are well designed but fail due to unsupportive work environment factors. The second reason is the rapid pace of change, which requires organizations to be truly flexible in order to survive and to profit. Organizational development seeks to develop the organization as a whole in order to respond to change more uniformly and capably.

The organizational development carried out by the TNI is currently guided by Presidential Regulation (Perpres) Number 66 of 2019 concerning the Organizational Structure of the TNI. This Presidential Regulation is a replacement for Presidential Regulation Number 10 of 2010 concerning the Organizational Structure of the TNI which has been amended several times by Presidential Regulation Number 62 of 2016 concerning Amendments to Presidential Regulation Number 10 of 2010 concerning the Organizational Structure of the Indonesian National Army (State Gazette of the Republic of Indonesia of 2016 Number 138) and Presidential Regulation Number 42 of 2019 concerning the Second Amendment to Presidential Regulation Number 10 of 2010 concerning the Organizational Structure of the Indonesian National Army (State Gazette of the Republic of Indonesia of 2019 Number 123). The background that becomes the consideration for the stipulation of Presidential Regulation Number 66 of 2019, are: a) Implementing the provisions of Article 12 paragraph (4) of Law Number 34 of 2004 concerning the Indonesian National Army; b) Anticipating the development of a dynamic strategic environment, organizational support is needed that can support the implementation of the duties and functions of the Indonesian National Army; c) Presidential Regulation Number 10 of 2010 needs to be adjusted to the development of organizational needs and the provisions of laws and regulations.

The development of the TNI organization which is carried out based on Presidential Regulation Number 66 of 2019, generally aims to increase stabilization, refunctionalization and revitalization of the previous TNI organizational structure. The organizational development also aims to improve *capacity building* in the face of the dynamics and demands of the development of the strategic environment with the vulnerability and potential threats faced. However, in its implementation, the organizational development faces several obstacles, especially in the fulfillment of organizational guard personnel and the realization of the formation of new TNI organizations, as can be seen in Figure 1. as follows:

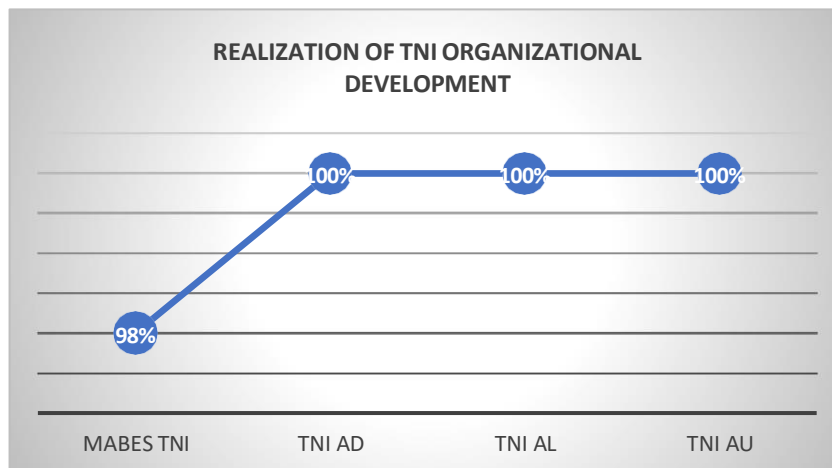


Figure 1. Realization of TNI Organizational Development in 2022

Source: TNI Srenum, 2022

The data in the table and graph above show that the realization of organizational development within the TNI has reached an average of 99.50%, but this has not been able to significantly improve the performance of TNI organizations. The main problem lies in the fulfillment of organizational oversight personnel. The *zero growth* policy implemented in the 2015-2019 period has had an impact on the current limitations of organizational guard personnel, especially at the level of First Officers (Pama), NCOs and Tamtama. Several new TNI organizations, such as the Joint Regional Defense Command (Kogabwilhan) have only fulfilled around 30% - 40% of the total personnel requirements (List of Personnel Structure / DSP) (Spers TNI, 2022). This problem will have an impact on increasing the workload of personnel which in turn can reduce performance to advance the organization.

In research conducted by Santoso, et al. (2021) found that organizational culture has a positive effect on organizational performance. Organizational culture is a problem / solution solving tool, which can consistently run well in a group / institution in dealing with its external and internal problems, so that it can be transmitted or taught to its members as a method of perception, thinking and feeling in relation to these problems. Organizational culture is essentially the basic values of the organization, which will serve as a basis for attitude, behavior, and action for all members of the organization (Wardiah, 2016). Organizational culture is the way people behave in the organization and it is a set of norms consisting of beliefs, attitudes, core values, and shared patterns of behavior in the organization. In military organizations, organizational culture has an important role to bring values to TNI soldiers. These values will drive decisions to behave within the TNI organization.

Rivai (2016) explains that an organization if without the support of appropriate employees, both in terms of quantitative, qualitative, strategic and operational, the organization will not be able to maintain its existence, develop and advance itself in the future. Therefore, the quality of human resources is needed to create reliable and qualified personnel and have the competence to plan, organize, implement and control the organization. The quality of human resources is expected to improve performance to achieve the success of organizational tasks.

One of the efforts to improve the quality of TNI personnel is through periodic and tiered exercises, from individual exercises, units to the Matra / Army level. The exercises can be in the form of independent exercises (without involving other countries) or joint exercises with other countries. Exercises can not only strengthen the combat skills of soldiers, but also build confidence, togetherness and cohesiveness in carrying out military tasks. In exercises, TNI soldiers can test their abilities in various realistic operational scenarios, so that they can be trained and ready to face various challenges and situations that may occur in the field. In addition, exercises are also a means to improve coordination and synergy between units,

between ranks, and even between countries in order to increase operational effectiveness in overcoming various security threats and challenges.

Based on the description above, it can be concluded that the role of organizational development, organizational culture and HR quality is very important and central to improving performance. Therefore, research is needed to determine the extent to which organizational development and organizational culture can improve performance or the extent to which the quality of human resources can bridge the role of organizational development and organizational culture to improve performance so that it can provide maximum benefits for organizational interests. Therefore, researchers feel it is important to conduct research with the title "Model of the Relationship between Organizational Development and Organizational Culture to Performance with Human Resource Quality Mediation (Study of TNI Organizational Structure in Presidential Regulation Number 66 of 2019).

II Literature Review

Organization Development Theory

According to Cummings & Worley (2014) organizational development is a system of broad application and transfer of behavioral science knowledge to plans for developing, improving, and strengthening strategies, structures, and processes that lead to organizational effectiveness. This definition clearly emphasizes that the ultimate goal of organizational development is the realization of organizational effectiveness. Organizational development is a managerial technique for implementing important changes in organizations. Because in practice it is intended to bring about change, organizational development involves strong behavioral science by agents of change to lead to increased achievement (Wahab, 2011). Basically, organizational development is important to do because it leads to increased organizational effectiveness with the aim of seeking improvements in the organization's ability to adapt to environmental changes and changes in the behavior of organizational members (Robbins & Judge, 2018). This opinion is in accordance with Gallos (2006) that organizational development is carried out in order to increase organizational effectiveness through intervention using a behavioral knowledge approach in the organization. An effective organization will make planned changes to all devices and systems, structures, cultures, group dynamics, human resource quality, business strategies, and so on (Poluakan, 2016).

Organizational Culture Theory

Organizational culture is a pervasive system of values, beliefs and norms within an organization (Ivancevich et al., 2007). Organizational culture is a set of assumptions shared and implicitly taken for granted and held by a group that determines how it feels, thinks, and reacts to diverse environments (Kreitner & Kinicki, 2005). In another sense, organizational culture is a value system developed and prevailing in an organization, which makes it distinctive as an organization (Priansa & Garnida, 2013). This is in accordance with the opinion of Robbins and Judge (2018) who state that organizational culture is a system of sharing values carried out by members of the organization so that it distinguishes the organization from other organizations (Priansa & Garnida, 2013). Organizational culture is the norms and values that direct organizational behavior (Karauwan & Mintardjo, 2015). Meanwhile, Ernawan (2011) defines organizational culture as the style and way of life of an organization which is a reflection of the values or beliefs that have been adopted by all members of the organization. In another opinion Tobari (2015) states that organizational culture consists of two main things that need to be considered, namely organizational culture is not only in the form of habits, values, and beliefs, but also includes things that are done and thought.

Human Resource Quality Theory

The definition of human resource quality according to Matindas (2002) is the ability of each employee both in completing his work, developing himself and encouraging the self-development of his colleagues. In another opinion, Pasolong (2013) argues that the quality of human resources is a workforce that has the competence of knowledge, skills and high morale. Meanwhile, according to Ndraha (1999), the definition of human resource quality is human resources that are able to create not only comparative value, but also competitive - generative - innovative value by using the highest energy such as intelligence, creativity, and imagination, no longer solely using coarse energy such as raw materials, land, water, muscle energy, and so on. The quality of human resources is not only determined by aspects of skill or physical strength but is determined by education or levels of knowledge, experience, maturity and attitude (Dina & Laili, 2022). This definition is in line with the opinion of Delanno & Deviani (2013), which states that the quality of human resources is the ability of humans to carry out the duties and responsibilities given to them with adequate education, training and experience.

Performance Theory

Moehariono (2012) also explains that performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization. In another sense, performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2000). Performance is the result of a process that refers to and is measured over a certain period of time based on predetermined provisions or agreements (Riyanti & Edison, 2016). In general, performance can be interpreted as the whole process of working from individuals whose results can be used as a basis for determining whether the individual's work is good or otherwise (Roziqin, 2010). Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals legally, not against the law and not against morals and ethics (Afandi, 2018).

III Methods

This type of research uses quantitative methods with a survey design, which is carried out by distributing questionnaires or questionnaires. Quantitative methods are defined as research methods based on the philosophy of positivism, used to research on certain populations or samples. Data collection using research instruments, data analysis is quantitative / statistical with the aim of testing predetermined hypotheses (Sugiyono, 2015). Through the survey design, the sequence of research procedures is carried out as follows: find, identify and formulate a research problem, compile a theoretical basis, create a conceptual framework and formulate a research hypothesis, make a questionnaire, collect data through distributing questionnaires to respondents, then the results of data collection are analyzed using quantitative methods (descriptive statistics and inferential or causal statistics), then discussed and then concluded.

Data processing and analysis techniques in this study used the Structural Equation Modeling (SEM) method with Smart PLS 3.3.3 software. Partial Least Square (PLS) is one of the methods used in SEM which has many advantages over other SEM techniques. The research was conducted at the TNI Headquarters located in Cilangkap, East Jakarta. The population in this study were personnel (soldiers and civil servants) who served at TNI Headquarters. The research sample amounted to 105 people with the calculation of the Slovin formula. The data collection method used in this study in three ways, namely questionnaires, online research literature study. In general, the scoring technique used in this research questionnaire is the Likert Scale.

IV Results & Discussion

Description of Research Respondents

This study involves four variables, namely Organizational Development (X1), Organizational Culture (X2), HR Quality (Y1) and Performance (Y2). The four variables were measured using a research instrument in the form of a questionnaire. Respondents in this study were 105 people (37 Srenum TNI personnel, 37 Sops TNI personnel and 31 Spers TNI personnel) classified by age, education, rank and length of service: The age of respondents is presented in the form of a *pie chart* diagram as shown in Figure 2:

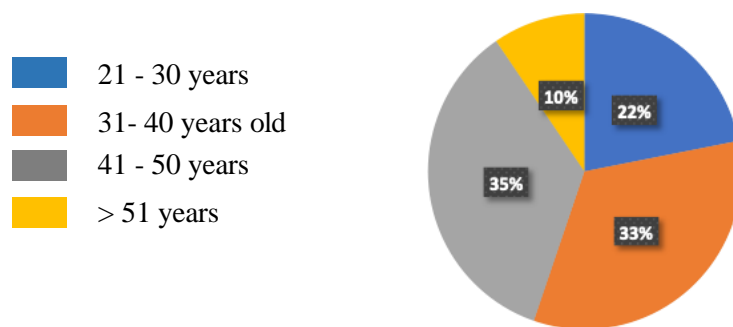


Figure 2: Age of Respondents
Source: Data processed by researchers, 2023

Based on Figure 2 above, it is known that most of the respondents are 41-50 years old, namely 37 people (35%). Then respondents aged between 31-40 years, namely 35 people (33%) and respondents aged between 21-30 years, namely 23 people (22%). Furthermore, respondents aged more than 51 years totaled 10 people (10%). The grouping of respondents based on education can be seen in the *pie chart* diagram as shown in Figure 3:

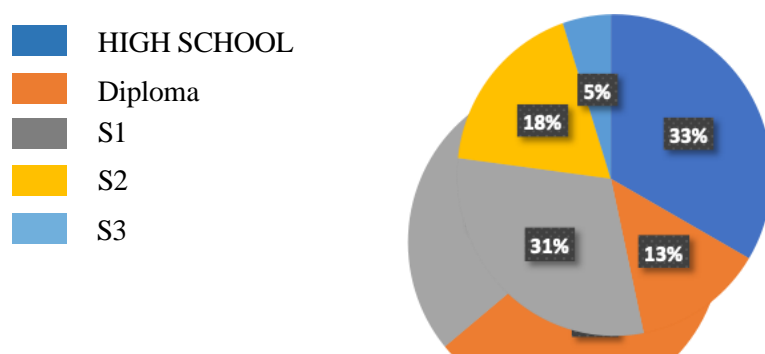


Figure 3: Education of Respondents
Source: Data processed by researchers, 2023

Based on Figure 3 above, it is known that the last education of most respondents is high school, namely 35 people (33%). The second largest education level is S1, namely 32 people (31%), followed by S2, namely 19 people (18%). Respondents with the last level of education Diploma amounted to 19 people (18%), and S3, namely 5 people (5%). The grouping of respondents based on rank can be seen in the *pie chart* diagram as shown in Figure 4:

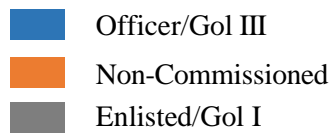


Figure 4: Rank of Respondents

Source: Data processed by researchers, 2023

Based on figure 4 above, it is known that most of the respondents' ranks are Non-Commissioned Officers/Group II, namely 35 people (33%) then Enlisted Men/Group I, namely 38 people (36%) and Officers/Group III, namely 25 people (24%). The grouping of respondents based on length of service can be seen in the pie chart diagram as shown in Figure 5:

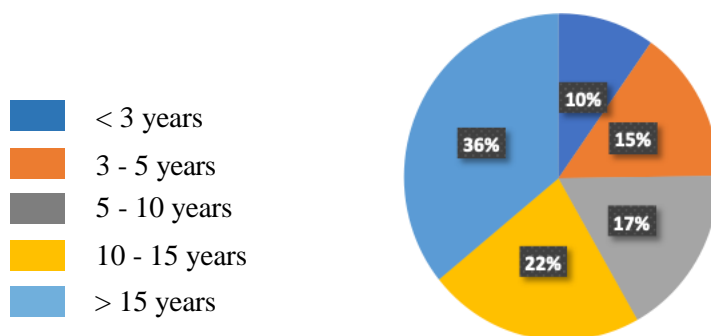


Figure 5. Respondents' length of service

Source: Data processed by researchers, 2023

Based on Figure 5 above, it is known that most respondents have more than 15 years of service, namely 38 people (36%). Then respondents with a service period between 10 - 15 years, namely 23 people (22%) and respondents with a service period between 5 - 10 years, namely 18 people (17%). Furthermore, respondents with a service period between 3 - 5 years, namely 16 people (15%) and a service period of less than 3 years, namely 10 people (10%).

SEM Analysis Results with Smart PLS Approach

Measurement Model

In this study, the variables have a relative indicator model, where the research variables are reflected by their indicators. To find out which indicators are the strongest in reflecting related variables, it can be seen in the loading factor value, as shown in Table 2 below:

Organizational Development Variable (X₁)

The results of *loading factor* measurements for indicators that reflect the Organizational Development variable (X₁) are presented in table 2. as follows:

Table 2. Organizational Development Variable Measurement Model (X₁)₁

Indicator	Loading Factor	P-value	Description
PO.1	0.906	0.000	P < 0.05: significant
PO.2	0.899	0.000	P < 0.05: significant
PO.3	0.856	0.000	P < 0.05: significant
PO.4	0.849	0.000	P < 0.05: significant
PO.5	0.781	0.000	P < 0.05: significant
PO.6	0.722	0.000	P < 0.05: significant
PO.7	0.721	0.000	P < 0.05: significant
PO.8	0.853	0.000	P < 0.05: significant

PO.9	0.835	0.000	P < 0.05: significant
PO.10	0.763	0.000	P < 0.05: significant
PO.11	0.788	0.000	P < 0.05: significant
PO.12	0.748	0.000	P < 0.05: significant

Source: Smart PLS 3.3.3

Based on table 2. it is known that all indicators have a positive *loading factor*. In addition, all indicators also have a *P-value* that is smaller than 0.05, so it can be concluded that the Organizational Development variable (X_1) is positively and significantly reflected by all indicators (PO.1 s.d. PO.12).

Organizational Culture Variable (X_2)

The results of loading factor measurements for indicators that reflect the Organizational Culture variable (X_2) are presented in table 3. as follows:

Table 3. Organizational Culture Variable Measurement Model (X_2)

Indicator	Loading Factor	P-value	Description
BO.1	0.919	0.000	P < 0.05: significant
BO.2	0.963	0.000	P < 0.05: significant
BO.3	0.937	0.000	P < 0.05: significant
BO.4	0.742	0.000	P < 0.05: significant
BO.5	0.889	0.000	P < 0.05: significant
BO.6	0.88	0.000	P < 0.05: significant
BO.7	0.914	0.000	P < 0.05: significant
BO.8	0.751	0.000	P < 0.05: significant
BO.9	0.791	0.000	P < 0.05: significant
BO.10	0.945	0.000	P < 0.05: significant
BO.11	0.947	0.000	P < 0.05: significant
BO.12	0.895	0.000	P < 0.05: significant

Source: Smart PLS 3.3.3

Based on table 3. it is known that all indicators have a positive *loading factor*. In addition, all indicators also have a *P-value* that is smaller than 0.05, so it can be concluded that the Organizational Culture variable (X_2) is positively and significantly reflected by all indicators (BO.1 s.d. BO.12).

HR Quality Variable (Y_1)

The results of *loading factor* measurements for indicators that reflect the HR Quality variable (Z) are presented in table 4 as follows:

Table 4. Measurement Model of HR Quality Variables (Z)

Indicator	Loading Factor	P-value	Description
HR.1	0.954	0.000	P < 0.05: significant
HR.2	0.949	0.000	P < 0.05: significant
HR.3	0.945	0.000	P < 0.05: significant
HR.4	0.937	0.000	P < 0.05: significant
HR.5	0.92	0.000	P < 0.05: significant
HR.6	0.758	0.000	P < 0.05: significant
HR.7	0.962	0.000	P < 0.05: significant
HR.8	0.936	0.000	P < 0.05: significant
HR.9	0.889	0.000	P < 0.05: significant
HR.10	0.878	0.000	P < 0.05: significant
HR.11	0.839	0.000	P < 0.05: significant
HR.12	0.822	0.000	P < 0.05: significant

Source: Smart PLS 3.3.3

Based on table 4.18, it is known that all indicators have a positive *loading factor*. In addition, all indicators also have a *P-value* that is smaller than 0.05, so it can be concluded that the HR Quality variable (Y_1) is positively and significantly reflected by all indicators (HR.1 s.d. HR.12).

Performance Variable (Y_2)

The results of *loading factor* measurements for indicators that reflect the Performance variable (Y) are presented in table 5. as follows:

Table 5. Performance Variable Measurement Model (Y)

Indicator	Loading Factor	P-value	Description
KIN.1	0.809	0.000	P < 0.05: significant
KIN.2	0.775	0.000	P < 0.05: significant
KIN.3	0.808	0.000	P < 0.05: significant
KIN.4	0.781	0.000	P < 0.05: significant
KIN.5	0.855	0.000	P < 0.05: significant
KIN.6	0.791	0.000	P < 0.05: significant
KIN.7	0.857	0.000	P < 0.05: significant
KIN.8	0.752	0.000	P < 0.05: significant
KIN.9	0.888	0.000	P < 0.05: significant
KIN.10	0.804	0.000	P < 0.05: significant
KIN.11	0.899	0.000	P < 0.05: significant
KIN.12	0.761	0.000	P < 0.05: significant

Source: Smart PLS 3.3.3

Based on table 5, it is known that all indicators have a positive *loading factor*. In addition, all indicators also have a *P-value* smaller than 0.05, so it can be concluded that the performance variable (Y_2) is positively and significantly reflected by all indicators (KIN.1 to KIN.12).

SEM Structural Model

The structural model in this study is adjusted to the research hypothesis described in the previous chapter, which includes five direct influence hypotheses and two indirect influence hypotheses (mediation). The SEM structural model (inner model) is shown in Figure 6. as follows:

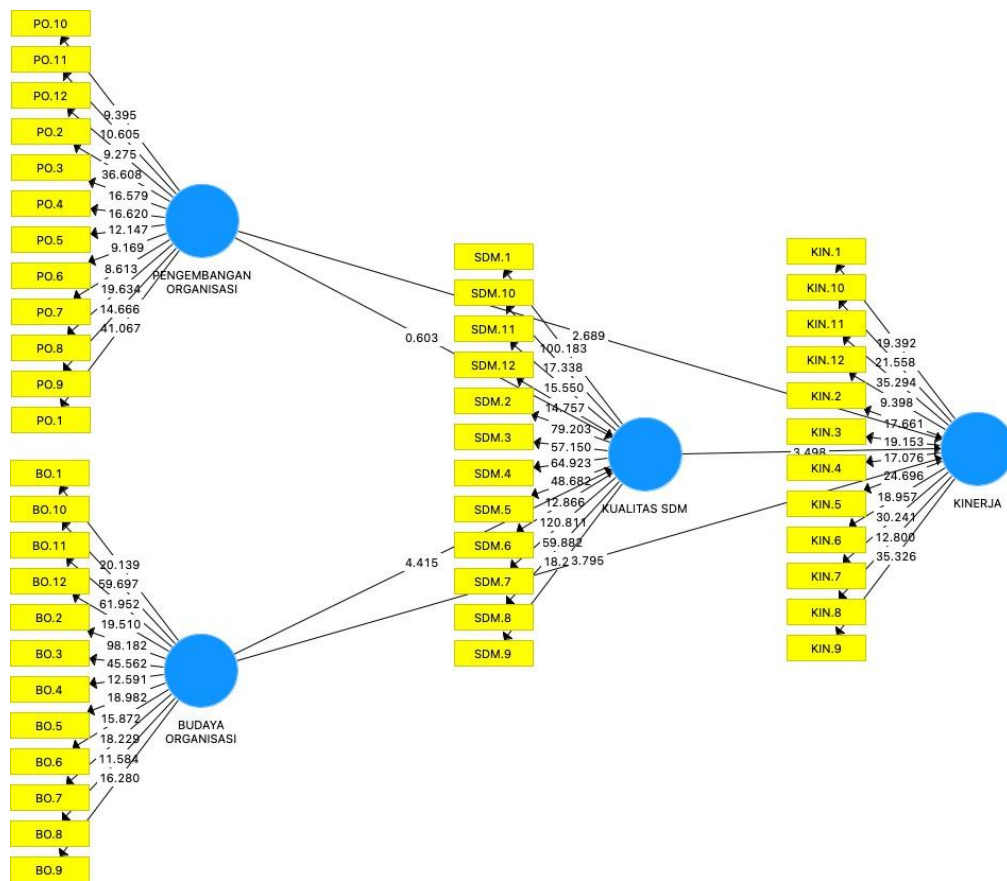


Figure 6. Inner Model
Source: Smart PLS 3.3.3, 2023

Relationship Model of Organizational Development and Organizational Culture to Performance with Mediation of Human Resource Quality

Based on the results of indirect calculations of organizational development variables and organizational culture on performance with mediation of human resource quality in table 4.21, it is known that the *p-value* of Organizational Development → Human Resource Quality → Performance is 0.579 (not significant), while Organizational Culture → Human Resource Quality → Performance is 0.013 (significant). The results of this calculation indicate that the quality of human resources is able to mediate the effect of organizational culture on performance. The magnitude of the effect of organizational culture on performance with mediation of human resource quality shown in table 4.22 is 15.979. This value is greater than the direct effect of organizational culture on performance, which is 4.667.

The findings of this study indicate that the relationship model of organizational culture to performance with mediation of human resource quality is the best model for improving TNI organizational performance. This relationship model can be described as follows:

Figure 7. Model of the Relationship between Organizational Culture and Performance with Mediation of Human Resource Quality

Source: Data processed by researchers, 2023

This relationship model shows that a strong and positive organizational culture within the TNI, has formed a conducive work environment for the growth and development of superior human resources in the TNI. Organizational culture is a system of values, beliefs and norms that permeate the organization. According to Priansa & Garnida (2013), organizational culture is a value system developed and prevailing in an organization, which makes it distinctive as an organization. HR management practices in the pattern of coaching and developing the ability of soldiers have become an integral part of the current TNI organizational culture. Through the influence of a positive organizational culture, soldiers will be encouraged to improve their competence, skills and dedication in carrying out military tasks more effectively and efficiently. Better quality HR, in this case, acts as a mediator linking the values and practices of TNI's organizational culture with improved soldier performance.

Research Implications

This research provides theoretical implications and practical implications in accordance with the benefits of research that have been formulated in the introductory chapter. Theoretical implications are implications related to the development of organizational development theory, organizational culture and HR quality, namely: 1) Develop and strengthen the theory of organizational development that has been developed by Robbins & Judge (2018). TNI organizational development is carried out based on potential threats (problems) faced, then developed through a planning process that reflects a systems approach. In this study, organizational development was tested for its effect on performance based on the results of Nellitawati's research (2019). In this study, results were found that were able to develop previous theories, namely that the better the organizational development, the higher the performance of personnel; 2) Develop and strengthen the theory of organizational culture that has been developed by Ivancevich, et al. (2007). In his theory, Ivancevich, et al. (2007) argue that organizational culture is a system of values, beliefs and norms that permeate the organization. Researchers used personality, performance and team orientation indicators to measure organizational culture variables in the TNI environment. In this study, organizational culture was tested for its effect on performance based on the results of Kuswati's research (2020). In this study, results were found that were able to develop previous theories, namely that the better the organizational culture, the higher the performance of personnel. 3) Develop and strengthen the theory of HR quality that has been developed by Sedarmayanti (2001). In his theory, Sedarmayanti (2001) argues that the quality of human resources is the workforce or employees in an organization that has an important role in achieving success. The explanation of the theory was developed and proven by the results of research in the TNI environment. Researchers use indicators of knowledge, skills and abilities to measure the quality of HR in the TNI environment. In this study, the quality of HR is tested for its influence on performance based on the results of Astuti & Yasa's research (2018). In this study, results were found that were able to develop the previous theory, namely that the higher the quality of HR, the higher the performance of personnel.

The results of this study are also useful for several parties, including the TNI organization and TNI soldiers. For the TNI Organization, the results of this study can be a reference in formulating strategic policies to improve the performance of TNI soldiers through organizational development, organizational culture, and the quality of human resources within the TNI. As an institution, TNI must be able to become a medium that regulates behavior patterns and fulfills the needs of individuals in it. To make this happen, TNI needs to strengthen its organizational structure, promote positive organizational culture values, and improve HR training and development. For TNI Soldiers, the results of this study illustrate that soldiers have a very important role in realizing a positive organizational culture within the TNI. Efforts to

improve the quality of human resources and realize a positive organizational culture can not only improve the performance of individual soldiers, but can also make a significant contribution to the overall performance of the organization. Furthermore, for the Government, this research can be a reference for the government in formulating effective operational strategies to improve individual performance in an organization. Through a better understanding of the influence of organizational development, organizational culture, and HR quality on performance, this research provides valuable insights for organizational leaders in optimizing employee potential to achieve organizational goals more efficiently.

Research Limitations

This research has been designed with reference to theoretical support, empirical support, logical studies and carried out according to the rules of scientific research methods. However, of course there are still some limitations in this study. The limitations of this research are put forward as a reference for further research to produce better research. Some of these limitations are as follows: diversity/variety of age, length of service and work experience of respondents who are uneven (across generations). Heterogeneous respondents are one of the limiting factors in research because differences in their characteristics, backgrounds or experiences can affect the interpretation and generalization of research results. This can lead to difficulties in identifying consistent patterns or trends, as well as making it difficult to draw conclusions that can be applied broadly. The heterogeneity of the respondents may also result in variations in responses to the questions in the study, which may obscure or weaken the relationship between the variables under study.

V Conclusion

Based on the results of the research and discussion described in the previous chapter, the following conclusions can be drawn:

- a. There is a positive and significant influence between organizational development on performance, meaning that performance improvement can be done through good organizational development. Organizational development in the TNI environment based on Presidential Regulation Number 66 of 2019 is proven to run more structured and effective so that it can contribute positively to the performance of TNI soldiers.
- b. There is a positive and significant influence between Organizational Culture on Performance, meaning that improving Performance can be done through improving Organizational Culture. Organizational culture in the TNI environment that is positively formed can create a healthy and harmonious work environment so as to provide a solid foundation for improving the performance of TNI soldiers.
- c. There is a positive and significant influence between HR quality on performance, meaning that improving performance can be done through improving the quality of HR in the organization. HR quality development practices within the TNI, such as recruitment of qualified soldiers, provision of appropriate training and education, and sustainable career development have proven to increase the effectiveness of TNI soldiers' performance.
- d. There is an insignificant influence between Organizational Development on HR Quality, meaning that the high level of Organizational Development does not have an impact on the high level of HR Quality. This result is a new finding in this study, where although organizational development has the potential to encourage increased professionalism of soldiers, the fact is that the quality of HR is not always directly affected by structural changes, but is more influenced by HR management practices, such as recruitment patterns, education and training, and organizational culture that supports growth and continuous learning.
- e. There is a positive and significant influence between Organizational Culture on HR

Quality, meaning that improving HR Quality can be done through improving Organizational Culture. The organizational culture created in the current TNI environment, such as *esprit de corps*, cooperation, and mutual respect between TNI members has proven to create a harmonious and productive work atmosphere so as to encourage the improvement of the ability and quality of soldiers.

- f. There is an insignificant positive influence between Organizational Development on Performance mediated by HR Quality, meaning that the existence of HR Quality as a mediating variable does not affect the high and low influence of Organizational Development on Performance. The results of this study are also new research findings, where although TNI organizational development can provide a more efficient and structured framework for improving soldier performance, it is not always followed by a significant increase in the quality of human resources.
- g. There is a positive and significant influence between Organizational Culture on Performance mediated by HR Quality, meaning that HR Quality as a mediating variable is able to influence the high and low influence of Organizational Culture on Performance. HR management practices in the pattern of coaching and developing the ability of soldiers have now become an integral part of the organizational culture within the TNI, so as to encourage increased performance of soldiers.
- h. Based on the results of testing direct and indirect effects on performance, it is known that the best relationship model to improve performance is the effect of organizational culture on performance mediated by the quality of human resources.
- i. The best relationship model to improve TNI organizational performance is through organizational culture to performance mediated by the quality of human resources. This relationship model can be described as follows:

VI References

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