

The Influence of Organizational Development and Organizational Culture on Performance

Pandu Briantisno^{1*}, Moeheriono², Supartono³, & Sri Wahyuni⁴

^{1,2,3,4}Public Administration Doctoral Study Program, Universitas Hang Tuah, Indonesia

DOI - <http://doi.org/10.37502/IJSMR.2024.7107>

Abstract

This research aims to analyze organizational development and organizational culture on performance. This research uses quantitative methods with a survey design. Quantitative methods are defined as research methods based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, quantitative/statistical data analysis with the aim of testing predetermined hypotheses. The survey design in this research was carried out by distributing questionnaires or questionnaires. The research was conducted at the TNI Strategic Policy and General Planning Staff (Srenum), TNI Operations Staff (Sops) and TNI Personnel Staff (Spers). The data collection methods used in this research were three ways, namely questionnaires, literature study and online research. In general, the scoring technique used in this research questionnaire is the Likert Scale. The results of this research show that there is a positive and significant influence between organizational development and organizational culture on performance, meaning that performance improvement can be done through good organizational development and good organizational culture.

Keywords: Organizational Development, Organizational Culture, Performance.

1. Introduction

An organization can be defined as a consciously coordinated social entity, with identifiable leadership, which works regularly to achieve a common goal or goal of a group of people (Robbins & Udaya, 1994). An organization needs an effective strategy to achieve its goals and maintain its existence. One of them is the appropriate use of organizational resources. Human resources are the most important asset in an organization because humans are the ones who can mobilize other resources. Assessment of organizational performance so far has mostly used physical resource indicators, even though human resources are the key to organizational success with all the knowledge, ideas and innovations they possess. One of the main factors that human resources have in order to support organizational success is performance (Musleh, 2023; Musleh, Subianto, Tamrin, et al., 2023).

Increasing performance/employees is important considering changes in the direction of government policy as desired by the spirit of reform to provide wider space for the community in government and development activities, where the government and its apparatus play more of a facilitator role. This change in policy direction has implications for the professionalism of employees in responding to the challenges of the globalization era in facing competition, so that improving employee performance is a very important thing to pay attention to.

According to Rivai (2016), performance is the result or degree of success of a person or the whole in a certain period in carrying out a task that involves different abilities, such as performance standards, goals or targets with conditions that are determined in advance and have been mutually 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 in concrete evidence and can be measured. In completing work, an employee should have the ability and skills to complete the tasks for which he is responsible. Good employee performance will have an impact on achieving organizational goals. There needs to be proper human resource management so that employee awareness can be realized so that a sense of responsibility arises for the performance that has been given to the organization.

As a government organization, the Indonesian National Army (TNI) has an important role in maintaining national defense, namely to uphold state sovereignty, defend 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 its entire region. Indonesian blood from threats and disturbances to the integrity of the nation and state (UU No. 34 of 2004 concerning the TNI). To be able to realize this main task requires good organizational performance and performance. The organizational development carried out by the TNI is currently guided by Presidential Regulation (Perpres) no. 66 of 2019 concerning TNI Organizational Structure. This Presidential Decree regulates the development of TNI organizations in the Organizational Units (UO) of TNI Headquarters, TNI AD, TNI AL and TNI AU, as stated in Figure 1 as follows:

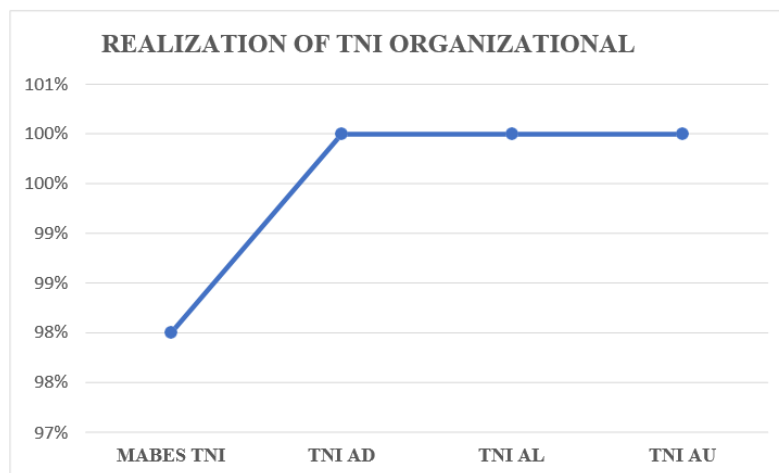


Figure 1. Realization of TNI Organizational Development in 2022

Source: *Srenum TNI, 2022*

The data in the table and graph above shows 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 TNI's organizational performance. The main problem lies in the fulfillment of the organization's crew personnel. The zero-growth policy implemented in the 2015-2019 period has had an impact on the current limitations of the organization's crew personnel, especially at the First Officer (Pama), NCO and Enlisted levels. Several new TNI organizations, such as the Joint Regional Defense Command (Kogabwilhan), have only met around 30% - 40% of the total personnel needs (Personnel Composition List/DSP) (Spers TNI, 2022). This problem will

have an impact on increasing personnel workload which can ultimately reduce performance to advance the organization.

Apart from organizational development, another factor that can influence performance is organizational culture. Organizational culture is a tool for solving problems/solutions, which can consistently work well within a group/institution in dealing with 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 problems. -the problem. Organizational culture is essentially the basic values of the organization, which will act as a basis for behaving, behaving and acting for all members of the organization (Wardiah, 2016). Organizational culture is the way people behave in an organization and it is a set of norms consisting of beliefs, attitudes, core values, and patterns of behavior shared within an organization. Organizational culture is a system of values, beliefs, assumptions or norms that have long been in effect, agreed upon and followed by the members of an organization as a guide for behavior and problem solving. organizational problems (Sutrisno, 2015).

In military organizations, organizational culture has an important role in conveying values to TNI soldiers. These values will drive decisions to behave within the TNI organization. A bad organizational culture can encourage soldiers to commit disciplinary and criminal violations. The phenomenon currently occurring is the large number of cases of law violations committed by TNI soldiers. This phenomenon explains that the noble values in the TNI organizational culture, such as *Sapta Marga* and the 8 Mandatory TNI have begun to be abandoned. The negative influence of globalization and lifestyle is the main factor in the decline of positive cultures in the TNI organization, resulting in a decline in performance. If not addressed immediately, these performance problems could hamper the TNI's performance in realizing its stated goals. Therefore, researchers feel it is important to conduct research with the concept of "The Influence of Organizational Development and Organizational Culture on Performance, Case Study of Presidential Regulation Number 66 of 2019 concerning TNI Organizational Structure.

2. Research Methods

This type of research uses quantitative methods with a survey design. Quantitative methods are defined as research methods that are based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, quantitative/statistical data analysis with the aim of testing predetermined hypotheses (Sugiyono, 2015). The survey design in this research was carried out by distributing questionnaires or questionnaires. The research was conducted at the TNI Strategic Policy and General Planning Staff (Srenum), TNI Operations Staff (Sops) and TNI Personnel Staff (Spers). The population in this study was 50 personnel serving in the Strategic Policy and General Planning Staff, 50 TNI Operations Staff, 41 TNI personnel staff. The samples for this research were 37 Strategic Policy and General Planning Staff, 37 TNI Operations Staff, and 31 TNI personnel staff. The data collection methods used in this research were three ways, namely questionnaires, literature study and online research (Musleh, Subianto, & Prasita, 2023). In general, the scoring technique used in this research questionnaire is the Likert Scale. The initial process of data processing begins with conducting data tests which include validity and reliability tests.

3. Results and Discussion

3.1 Description of Research Variables

The purpose of the description of research variables which is part of descriptive statistical analysis is to obtain an overview of the empirical conditions of each variable at the time the research was conducted. Descriptive analysis in the form of the frequency distribution of respondents to the questionnaires distributed and describes in depth the variables Organizational Development (X1), Organizational Culture (X2), Performance (Y1).

Organizational Development Variables

Tabel 1. Calculation Results of Mean, Median, Mode, Variance and Standard Deviation of Organizational Development Variables

Statistic		
ORGANIZATIONAL DEVELOPMENT		
N	Valid	105
	Missing	0
Mean		53.77
Std. Error of Mean		.605
Median		55.00
Mode		60
Std. Deviation		6.204
Variance		38.486
Range		31
Minimum		29
Maximum		60
Sum		5646

Source: Data processed by researchers, 2023

The Organizational Development Instrument consists of 12 valid statements/questions on a scale of 1–5. The recapitulated score has a range of 29 – 60. Based on the calculation results in table 1 above, it is known that the average value is 53.77, the median value is 55, the mode value is 60, the variance value is 38.486 and the standard deviation value is 6,204.

Next, data grouping was carried out with a score range of 31, a number of interval classes of 8 (using Sturges calculations) and an interval length of 4 which is depicted in the frequency distribution of Organizational Development as follows:

Table 2. Frequency Distribution of Organizational Development Variable Scores

NO	CLASS INTERVALS	FREQUENCY	CUMULATIVE FREQUENCY	RELATIVE FREQUENCY (%)
1	29 - 32	1	1	1%
2	33 - 36	2	3	2%
3	37 - 40	0	3	0%
4	41 - 44	2	5	2%
5	45 - 48	24	29	23%
6	49 - 52	12	41	11%
7	53 - 56	19	60	18%
8	57 - 60	45	105	43%
AMOUNT		105		100%

Source: Data processed by researchers, 2023

Based on the data in table 2 above, it shows that the variable X1 score value with the highest frequency is in the 8th interval class (57 – 60) as much as 45 or 43%. Meanwhile, the second largest was in the 5th interval class (45 – 48) as much as 24 or 23%. If the two classes are added together, the figure obtained is $45 + 24 = 79$ or 66%, which means that more than half of the respondents agree with the Organizational Development variable.

Organizational Culture Variables

Table 3. Calculation Results of Mean, Median, Mode, Variance and Standard Deviation of Organizational Culture Variables

Statistic		
ORGANIZATIONAL CULTURE		
N	Valid	105
	Missing	0
Mean		52.38
Std. Error of Mean		.596
Median		49.00
Mode		48
Std. Deviation		6.112
Variance		37.353
Range		24
Minimum		36
Maximum		60
Sum		5500

Source: Data processed by researchers, 2023

The Organizational Culture Instrument consists of 12 valid statements/questions with a scale of 1 – 5. The recapitulated score has a range of 36 – 60. Based on the calculation results in table 3 above, it is known that the average/mean value is 52.38, the value The median is 49, the mode value is 48, the variance value is 37.353 and the standard deviation value is 6.112.

Next, the data was grouped with a score range of 24, a number of interval classes of 7 (using Sturges calculations) and an interval length of 4 which is depicted in the frequency distribution of Organizational Culture as follows:

Table 4. Frequency Distribution of Organizational Culture Variable Scores

NO	CLASS INTERVALS	FREQUENCY	CUMULATIVE FREQUENCY	RELATIVE FREQUENCY (%)
1	36 - 39	2	2	2%
2	40 - 43	2	4	2%
3	44 - 47	4	8	4%
4	48 - 51	53	61	50%
5	52 - 55	0	61	0%
6	56 - 59	18	79	17%
7	60 - 63	26	105	25%
AMOUNT		105		100%

Source: Data processed by researchers, 2023

Based on the data in table 4 above, it shows that the variable X2 score value with the highest frequency is in the 4th interval class (48 – 51) as much as 53 or 50%. Meanwhile, the second highest was in the 7th interval class (60 – 63) as much as 26 or 25%. If the two classes are added together, the figure obtained is $53 + 26 = 79$ or 75%, which means that more than half of the respondents agree with the Organizational Culture variable.

Performance Variables

Table 5. Calculation Results of Mean, Median, Mode, Variance and Standard Deviation of Performance Variables

Statistic		
PERFORMANCE		
N	Valid	105
	Missing	0
Mean		51.89
Std. Error of Mean		.566
Median		50.00
Mode		48
Std. Deviation		5.795
Variance		33.583
Range		24
Minimum		36
Maximum		60
Sum		5448

Source: Data processed by researchers, 2023

The Performance Instrument consists of 12 valid statements/questions on a scale of 1 – 5. The recapitulated score has a range of 36 – 60. Based on the calculation results in table 5 above, it

is known that the average/mean value is 51.89, the median value is 50, the mode value is 48, the variance value is 33.583 and the standard deviation value is 5.795. Next, the data is grouped with a score range of 24, a number of interval classes of 7 (using Sturges calculations) and an interval length of 4 which is depicted in the Performance frequency distribution as follows:

Table 6. Frequency Distribution of Performance Variable Scores

NO	CLASS INTERVALS	FREQUENCY	CUMULATIVE FREQUENCY	RELATIVE FREQUENCY (%)
1	36 - 39	2	2	2%
2	40 - 43	4	6	4%
3	44 - 47	12	18	11%
4	48 - 51	40	58	38%
5	52 - 55	11	69	10%
6	56 - 59	20	89	19%
7	60 - 63	16	105	15%
AMOUNT		105		100%

Source: Data processed by researchers, 2023

Based on the data in table 6 above, it shows that the Y1 variable score value with the highest frequency is in the 4th interval class (48 – 51) as much as 40 or 38%. Meanwhile, the second highest was in the 6th interval class (56 – 59) as much as 20 or 19%. If the two classes are added together, the figure obtained is $40 + 20 = 57$ or 57%, which means that more than half of the respondents agree with the Performance variable.

3.2 Measurement Model

In this research, the variables have a relative indicator model, where the research variables are reflected by the indicators. To find out which indicators are the strongest in reflecting the related variables, you can look at the loading factor values, as follows:

Organizational Development Variable (X1)

The results of measuring loading factors for indicators that reflect the Organizational Development variable (X1) are presented in table 7 as follows:

Table 7. Organizational Development Variable Measurement Model (X1)

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

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

Source: Smart PLS 3.3.3

Based on table 7, it is known that all indicators have positive loading factors. Apart from that, all indicators also have a P-value smaller than 0.05, so it can be concluded that the Organizational Development variable (X1) is positively and significantly reflected by all indicators (PO.1 to PO.12).

Organizational Culture Variable (X2)

The results of measuring loading factors for indicators that reflect the Organizational Culture variable (X2) are presented in table 8 as follows:

Table 8. Organizational Culture Variable Measurement Model (X2)

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

Source: Smart PLS 3.3.3

Based on table 8, it is known that all indicators have positive loading factors. Apart from that, all indicators also have a P-value smaller than 0.05, so it can be concluded that the Organizational Culture variable (X2) is positively and significantly reflected by all indicators (BO.1 to BO.12).

Performance Variable (Y1)

The results of measuring loading factors for indicators that reflect the Performance variable (Y1) are presented in table 9 as follows:

Table 9. Performance Variable Measurement Model (Y1)

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

Source: Smart PLS 3.3.3

Based on table 9, it is known that all indicators have positive loading factors. Apart from that, all indicators also have a P-value smaller than 0.05, so it can be concluded that the Performance variable (Y1) is positively and significantly reflected by all indicators (KIN.1 to KIN.12).

3.3 Influence of Organizational Development (X1) on Performance (Y1)

Hypothesis testing shows that Organizational Development (X1) has a positive and significant effect on Performance (Y1). The positive influence can be seen from the sign of the path coefficient, namely 0.239 (positive) and the significant influence is explained by the p-value (0.011) which is less than 0.05. Based on the results of the hypothesis test, it can be concluded that the better the Organizational Development in the TNI environment, the performance within the organization will increase. The results of hypothesis testing are also driven by the measurement model and descriptive analysis results.

Apart from that, respondents also gave a positive response to the implementation of organizational development within the TNI, as indicated by the percentage of respondents' assessment of 66%, meaning that more than half of the respondents agreed with the implementation of organizational development within the TNI. The implementation of organizational development is reflected by planned, problem-oriented dimensions and reflects a systems approach.

The influence of organizational development on performance is based on the theory of Cummings & Worley (2014) that organizational development is a system of broad application and transfer of behavioral science knowledge to plan the development, improvement and strengthening of 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. This theory is in line with what was stated by Robbins & Judge (2008) that basically organizational development is important because it leads to increasing organizational effectiveness with the aim of improving the organization's

ability to adapt to environmental changes and changes in the behavior of organizational members.

3.4 Influence of Organizational Culture (X2) on Performance (Y1)

Hypothesis testing shows that Organizational Culture (X2) has a positive and significant effect on Performance (Y1). The positive influence can be seen from the sign of the path coefficient, namely 0.340 (positive) and the significant influence is explained by the p-value (0.000) which is less than 0.05. Based on the results of this hypothesis test, it can be concluded that the better the organizational culture in the TNI environment, the performance within the organization will increase. The results of hypothesis testing are also driven by the measurement model and descriptive analysis results.

Apart from that, respondents also gave positive responses to the organizational culture within the TNI. This is shown by the percentage of respondents' assessment of 75%, which means that more than half of the respondents agree with the organizational culture within the TNI. The implementation of organizational culture is reflected by the dimensions of personality, performance and team orientation.

The influence of organizational culture on performance is based on the organizational culture theory presented by Ivancevich, et al. (2007), that organizational culture is a system of values, beliefs and norms that permeate the organization. Kreitner & Kinicki (2005) define organizational culture as a set of assumptions that are shared and implicitly taken for granted and held by a group that determines how it feels, thinks about, and reacts to diverse environments. Meanwhile, according to Priansa & Garnida (2013), organizational culture is a system of values that is developed and applied in an organization, which makes it a distinctive characteristic of an organization. This is in accordance with the opinion of Robbins and Judge who state that organizational culture is a system of sharing values carried out by members. members of the organization thereby distinguishing the organization from other organizations (Priansa & Garnida, 2013). Based on these theories, it can be concluded that a good organizational culture will encourage increased performance in the organization.

5. Conclusion

Based on the research results and discussions that have been explained, the following conclusions can be drawn:

- a) There is a positive and significant influence between organizational development and performance, meaning that performance improvement can be done through good organizational development. Good organizational development can be reflected in planned programs, problem orientation and reflects a systems approach.
- b) There is a positive and significant influence between organizational culture on performance, meaning that performance improvement can be done through improving organizational culture. A good/positive organizational culture can be reflected in the personality of the personnel, performance and team orientation within the organization.

Suggestion

Researchers provide several suggestions and recommendations to stakeholders and further researchers as follows:

- a) Future research needs to add qualitative research to deepen the conclusions obtained from the quantitative research results.
- b) There are still many other factors that can influence personnel performance, such as work environment, compensation, job satisfaction, work confidence and other variables that can be researched further, because it is possible that these variables have a dominant influence in improving personnel performance in the TNI environment.
- c) This research was carried out on personnel serving in Srenum TNI, Sops TNI and Spers TNI, so that if it were carried out on TNI personnel serving in other places, it is likely that they would get different research results and would add more specific and comprehensive input.

References

- 1) Robbins, S. P., & Udaya, J. (1994). *Teori Organisasi: struktur, desain, dan aplikasi*.
- 2) Rivai, Veithzal. (2016). *Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori ke Praktik*. Jakarta: Grafindo Persada
- 3) Mathis, R. L., & Jackson, J. H. (2006). *Human Resource Management* (edisi 10). Jakarta: Salemba Empat.
- 4) Spers TNI. (2022). *Laporan Kekuatan Prajurit UO Mabes TNI Tahun 2022*.
- 5) Wardiah, M. L. (2016). *Teori Perilaku dan Budaya Organisasi*. Bandung: Pustaka Setia.
- 6) Sutrisno, E. (2015). *Manajemen Sumber Daya Manusia* (Cetakan ke tujuh). Jakarta: Kencana Prenada Media Group.
- 7) Undang-Undang Nomor 34 tahun 2004 tentang Tentara Nasional Indonesia.
- 8) Cummings, T. G., & Worley, C. G. (2014). *Organization development and change*. Cengage learning.
- 9) Ivancevich, John, Konopaske, R., & Matteson, M. T. (2007). *Perilaku dan Manajemen Organisasi*, jilid 1 edisi ke 7. Jakarta: Penerbit Erlangga.
- 10) Kreitner, R., & Kinicki, A. (2005). *Perilaku organisasi*. Jakarta: Salemba Empat.
- 11) Priansa, Donni Juni dan Garnida, Agus. 2013. *Manajemen perkantoran*. Bandung: Penerbit Alfabeta.
- 12) Musleh, M. (2023). *Tata Kelola Wisata Pulau Gili Iyang : Perspektif Community Based Tourism*. *Journal of Contemporary Public Administration*, 3(1), 42–50. <https://doi.org/10.22225/jcpa.3.1.6853.42-50>
- 13) Musleh, M., Subianto, A., & Prasita, V. D. (2023). *Stakeholder Interaction in the Development of Oxygen Ecotourism on Gili Iyang Island, Indonesia*. *Journal of Government Civil Society*, 7(2), 297–323. <https://doi.org/10.31000/jgcs.v7i2.8251>
- 14) Musleh, M., Subianto, A., Tamrin, M. H., & Bustami, M. R. (2023). *The Role of Institutional Design and Enabling Environmental : Collaborative Governance of a Pilgrimage Tourism , Indonesia*. *Journal of Local Government Issues (LOGOS)*, 6(1), 75–90. <https://doi.org/10.22219/logos.v6i1.22218>