

The Influence of Organizational Culture on Performance Mediated by the Quality of Human Resources: Indonesian Presidential Regulation Number 66 of 2019 concerning TNI Organizational Structure



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ABSTRACT: This research aims to analyze organizational culture on performance by mediating the quality of human resources, a case study of Indonesian Presidential Regulation Number 66 of 2019 concerning the Organizational Structure of the TNI. 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, collect data using research instruments, and analyze quantitative/statistical data with the aim of testing predetermined hypotheses. The survey design in this research was carried out by distributing questionnaires or questionnaires. This research was conducted on the TNI Strategic Policy and General Planning Staff (Srenum), TNI Operations Staff (Sops) and TNI Personnel Staff (Spurs). There are three data collection methods used in this research, namely questionnaires, literature studies, and online research. In general, the assessment technique used in this research questionnaire is the Likert Scale. The research results show that there is a positive and significant influence between organizational culture on performance, meaning that increasing performance can be done through improving organizational culture.

KEYWORDS: Organizational Culture, Performance, Quality of Human Resources.

I. INTRODUCTION

An organization needs an effective strategy to achieve its goals and maintain its existence. One of them is the appropriate use of organizational resources. The resources in question are not only building assets and financial assets but also human assets within the organization. Human resources are the most important asset in an organization because humans are the ones who are able to 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 to support organizational success is performance.

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. One of the indicators used to measure TNI performance is the Evaluation Results of the Implementation of TNI Bureaucratic Reform in 2019. This evaluation aims to assess the progress of implementing Bureaucratic Reform (RB) to achieve the target, namely creating a clean, accountable and high-performance bureaucracy, an effective bureaucracy and efficient and bureaucratic capable of providing quality public services.

Several problems related to the performance of TNI organizations and personnel include 1). Change agents at the work unit level have been appointed but have not provided optimal contributions in increasing the implementation of administrative reforms in the work units; 2). The inventory of the results of the analysis of statutory regulations has not been fully implemented, especially at the work unit level so that control of statutory regulations is not yet comprehensive; 3). Changes in organizational structure have not been based on their suitability for the performance that will be produced so that performance achievements have not been supported by the organizational structure; 4). Business processes have not been comprehensively outlined in Standard Operating Procedures (SOP) and are not performance-based so that controlling the flow of activities has not been efficient and effective in encouraging increased organizational performance; 5). Mapping of employee competency gaps has not been carried out comprehensively and used as a basis for planning employee competency development, so that employee

The Influence of Organizational Culture on Performance Mediated by the Quality of Human Resources: Indonesian Presidential Regulation Number 66 of 2019 concerning TNI Organizational Structure

competency development has not been effective; 6). Individual performance assessments have not been based on organizational performance and have not become the basis for determining employee performance allowances; 7). Implementation and evaluation of the supervision system has not gone well, especially handling gratuities, conflicts of interest and public complaints; 8). Improving the quality of public service implementation has not been optimal and service satisfaction surveys and excellent service culture have not been utilized to improve the quality of public services.

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. Based on data from the TNI Legal Development Agency (Babinkum), TNI soldiers' legal violations in 2021 can be seen in table 1 below:

Table 1. Recapitulation of TNI Soldier Violations in 2021

PATI	PAMEN	PAMA	BINTARA	TAMTAMA	JML
TNI AD					
8	43	40	191	200	482
TNI AL					
20	29	27	42	47	165
TNI AU					
34	40	42	51	65	232

Source: Babinkum TNI, 2022

Table 1 shows that violations of the law committed by TNI soldiers are still widespread, both at the High Officer (Pati), Middle Officer (Pamen), First Officer (Pama), Non-Commissioned Officer and Tamtama levels. 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.

Another factor that can also improve performance is the quality of human resources (HR). Rivai (2016) explains that if an organization is not supported by appropriate employees, both in terms of quantitative, qualitative, strategic and operational aspects, the organization will not be able to maintain its existence, develop and advance itself in the future. Therefore, quality human resources are needed to create reliable and qualified personnel who have the competence to plan, organize, implement and control the organization. The quality of human resources is expected to improve performance to achieve success in organizational tasks. One effort to improve the quality of TNI personnel is through training which is carried out periodically and in stages, from individual training, unit training to the Army/Force level.

Based on the description above, it can be concluded that the role of organizational culture and HR quality is very important and central to improving performance. Therefore, research is needed to determine the extent to which 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 in improving performance so that it can provide maximum benefits for the interests of the organization. Therefore, researchers feel it is important to conduct research with the title "The Influence of Organizational Culture on Performance Mediated by the Quality of Human Resources (Case Study of Presidential Regulation Number 66 of 2019 concerning TNI Organizational Structure)".

The Influence of Organizational Culture on Performance Mediated by the Quality of Human Resources: Indonesian Presidential Regulation Number 66 of 2019 concerning TNI Organizational Structure

II. RESEARCH METHOD

This type of 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, collect data using research instruments, analyze quantitative/statistical data with the aim of testing predetermined hypotheses (Sugiyono, 2015). The survey design in this research was carried out by distributing questionnaires or questionnaires. This research was conducted on the TNI Strategic Policy and General Planning Staff (Srenum), TNI Operations Staff (Sops) and TNI Personnel Staff (Spers). There are three data collection methods used in this research, namely questionnaires, literature studies and online research (Musleh, Subianto, & Prasita, 2023). The assessment 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. The population in this study was 50 personnel serving in the Strategic Policy and General Planning Staff, 50 TNI Operations Staff, and 41 TNI personnel staff. The sample for this research was 37 Strategic Policy and General Planning Staff, 37 TNI Operational Staff, and 31 TNI personnel.

III. RESULTS AND DISCUSSION

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 Culture (X1), HR Quality (Y1) and Performance (Y2).

Organizational Culture Variables

The Organizational Culture Instrument consists of 12 valid statements/questions on a scale of 1–5. The recapitulated score has a range of 36 – 60. Next, the data is grouped with a score range of 24, several 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 1. Frequency Distribution of Organizational Culture Variable Scores

NO	CLASS INTERVALS	FREQUENC Y	CUMULATIVE FREQUENCY	RELATIVE FREQUENC Y (%)
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 1 above, it shows that the variable X1 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.

The Influence of Organizational Culture on Performance Mediated by the Quality of Human Resources: Indonesian Presidential Regulation Number 66 of 2019 concerning TNI Organizational Structure

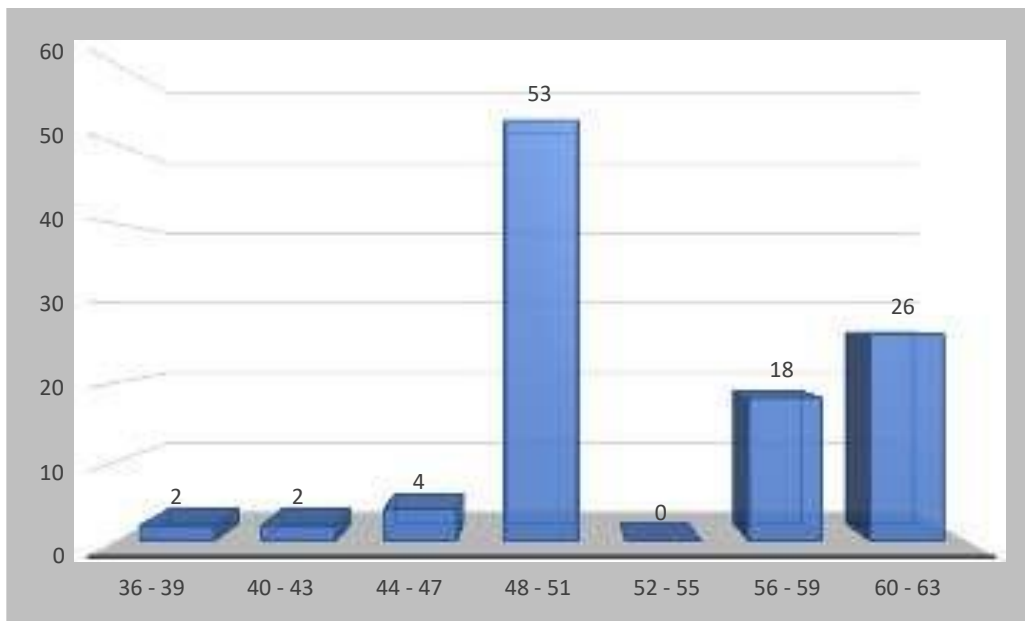


Figure 1. Histogram of Organizational Culture Variable Scores
Source: Data processed by researchers, 2023

Human Resource Quality Variables

The HR Quality Instrument consists of 12 valid statements/questions on a scale of 1–5. The recapitulated score has a range of 26–60. Next, the data was grouped with a score range of 34, a number of interval classes of 7 (using Sturges calculations) and an interval length of 5 which is depicted in the HR Quality frequency distribution as follows:

Table 2. Frequency Distribution of HR Quality Variable Scores

NO	CLASS INTERVALS	FREQUENC Y	CUMULATIVE FREQUENCY	RELATIVE FREQUENC Y (%)
1	26 - 30	5	5	5%
2	31 - 35	1	6	1%
3	36 - 40	6	12	6%
4	41 - 45	6	18	6%
5	46 - 50	57	75	54%
6	51 - 55	10	85	10%
7	56 - 60	20	105	19%
	JUMLAH	105		100%

Source: Data processed by researchers, 2023

Based on the data in table 2 above, it shows that the Y1 variable score value with the highest frequency is in the 5th interval class (46 – 50) as much as 57 or 54%. Meanwhile, the second highest was in the 7th interval class (56 – 60) as much as 20 or 19%. If the two classes are added together, the figure obtained is $57 + 20 = 77$ or 73%, which means that more than half of the respondents agree with the HR Quality variable.

The Influence of Organizational Culture on Performance Mediated by the Quality of Human Resources: Indonesian Presidential Regulation Number 66 of 2019 concerning TNI Organizational Structure

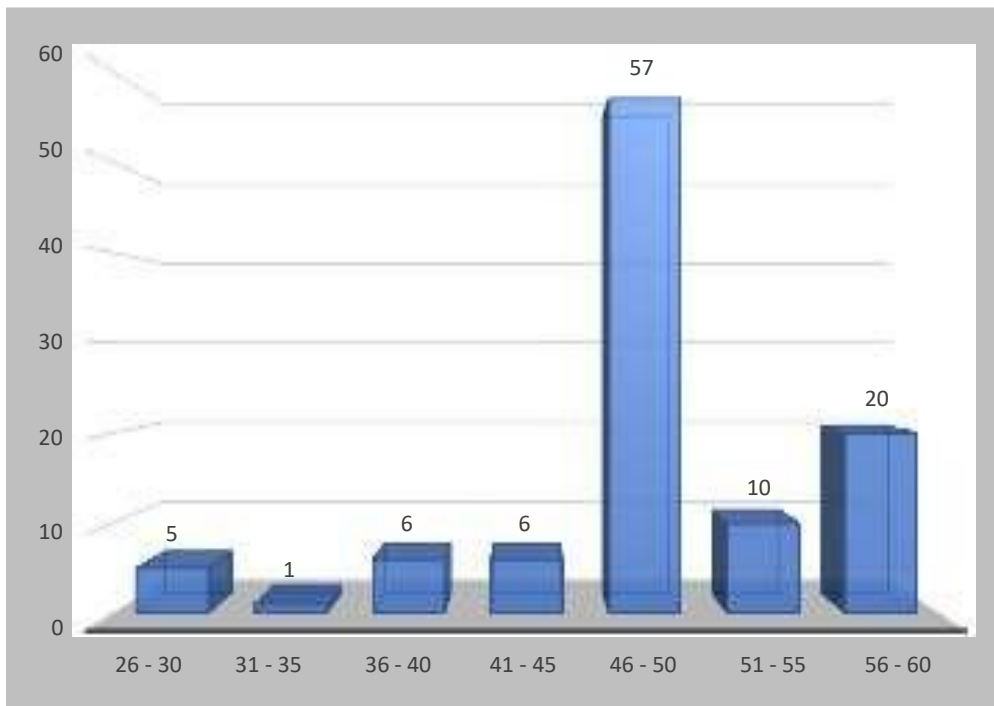


Figure 2. Histogram of HR Quality Variable Scores
 Source: Data processed by researchers, 2023

Performance Variables

The Performance Instrument consists of 12 valid statements/questions on a scale of 1 – 5. The recapitulated score has a range of 36 – 60. Next, the data is grouped with a score range of 24, a number of interval classes of 7 (using Sturgess calculations) and an interval length of 4 which is depicted in the Performance frequency distribution as follows:

Table 3. 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 3 above, it shows that the Y2 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.

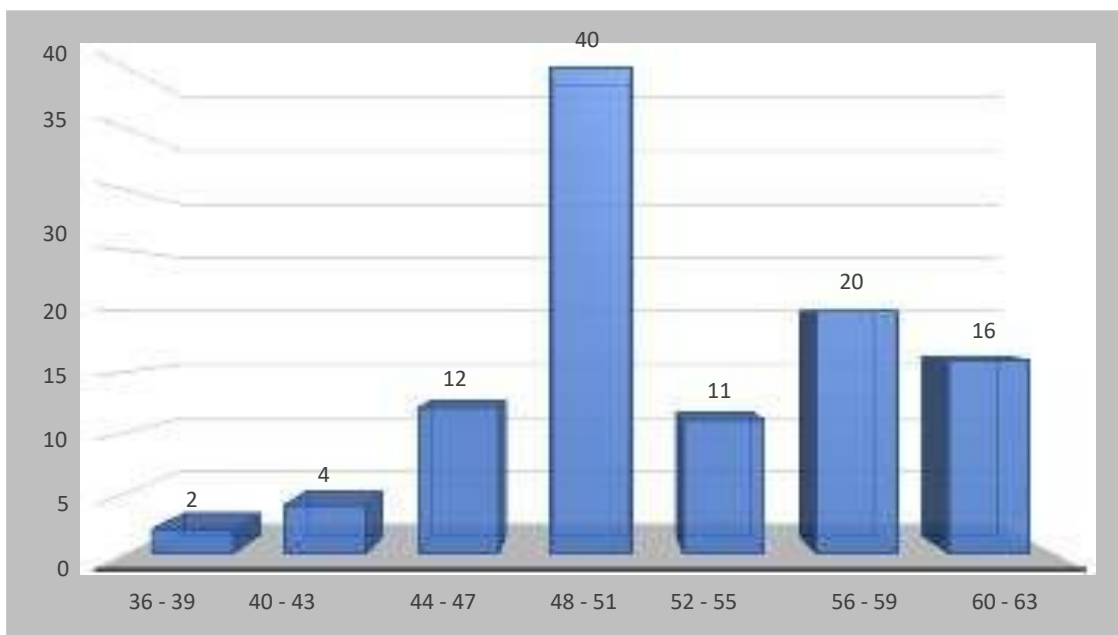


Figure 3. Histogram of Performance Variable Score

Source: Data processed by researchers, 2023

Influence between Research Variables

Effect of Organizational Culture (X1) on Human Resource Quality (Y1)

Hypothesis testing shows that Organizational Culture (X2) has a positive and significant effect on HR Quality (Y1). The positive effect can be seen from the sign of the path coefficient, which is 0.498 (positive) and the significant effect is explained by the p-value (0.000) which is less than 0.05. Based on the results of the hypothesis test, it can be concluded that the better the Organizational Culture in the TNI environment, the quality of human resources in the organization will also increase. The results of hypothesis testing are also driven by the measurement model and descriptive analysis results. In addition, respondents also gave a positive response to organizational culture and the quality of human resources within the TNI. This is indicated by the percentage of respondents' assessment of the two variables, namely organizational culture at 75% and HR quality at 73%. This percentage shows that more than half of the respondents agree with the organizational culture and quality of human resources that exist in the TNI environment today.

The influence of organizational culture on the quality of human resources is based on the theory of organizational culture 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, and reacts to a diverse environment. Meanwhile, according to Priansa & Garnida (2013), organizational culture is a value system developed and prevailing in an organization, which makes it distinctive as an organization. This is the opinion of Robbins and Judge who state that organizational culture is a value-sharing system carried out by members of the organization so that it distinguishes the organization from other organizations (Priansa & Garnida, 2013). Based on these theories, it can be concluded that a good organizational culture will encourage the improvement of the quality of human resources in the organization.

Effect of Organizational Culture (X1) on Performance (Y2)

Hypothesis testing shows that Organizational Culture (X1) has a positive and significant effect on Performance (Y2). The positive effect can be seen from the sign of the path coefficient, which is 0.340 (positive) and the significant effect is explained by the p-value (0.000) which is less than 0.05. Based on the results of the hypothesis test, it can be concluded that the better the Organizational Culture in the TNI environment, the performance in the organization will increase. The results of hypothesis testing are also driven by the measurement model and descriptive analysis results.

In addition, respondents also gave a positive response to the organizational culture within the TNI. This is indicated 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 effect of organizational culture on performance is based on the theory of organizational culture conveyed 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

The Influence of Organizational Culture on Performance Mediated by the Quality of Human Resources: Indonesian Presidential Regulation Number 66 of 2019 concerning TNI Organizational Structure

for granted and held by a group that determines how it feels, thinks, and reacts to a diverse environment. Meanwhile, according to Priansa & Garnida (2013), organizational culture is a value system developed and prevailing in an organization, which makes it distinctive as an organization. This is in accordance with the opinion of Robbins and Judge who state that organizational culture is a value sharing system carried out by members of the organization so that it distinguishes 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.

Effect of Human Resource Quality (Y1) on Performance (Y2)

Hypothesis testing shows that HR Quality (Y1) has a positive and significant effect on Performance (Y2). The positive effect can be seen from the sign of the path coefficient, which is 0.345 (positive) and the significant effect is explained by the p-value (0.001) which is less than 0.05. Based on the results of the hypothesis test, it can be concluded that the better the quality of human resources in the TNI environment, the performance in the organization will be. The results of hypothesis testing are also driven by the measurement model and descriptive analysis results. In addition, respondents also gave a positive response to the quality of HR in the TNI environment. This is indicated by the percentage of respondents' assessment of 73%, which means that more than half of the respondents agree that the quality of HR in the TNI organization is quite good. The implementation of HR quality is reflected by the dimensions of knowledge, skills, and abilities.

The effect of HR quality on performance is based on the theory of Sedarmayanti (2001) that the quality of HR is the workforce or employees in an organization that has an important role in achieving success. Thus, what is meant by the quality of HR according to Sedarmayanti is the quality of the workforce which includes abilities, in the form of physical abilities, intellectual abilities (knowledge), and psychological (mental) abilities. This opinion is in line with what was conveyed by Gerhana et al. (2019) that HR can be said to be of quality when they can carry out the authority and responsibility given to them. This ability can only be achieved if they have sufficient training education and experience to carry out the assigned tasks and responsibilities. Therefore, the quality of HR has an important role in improving performance in an organization.

The Effect of Organizational Culture (X1) on Performance (Y2) Mediated by Human Resource Quality (Y1)

Hypothesis testing shows that mediation of HR quality has a positive and significant effect on the relationship between organizational culture and performance. The positive effect is indicated by the sign of the path coefficient, which is 0.172, while the significant effect can be seen from the p-value (0.013) which is less than 0.05. Based on the results of the hypothesis test, it can be concluded that if the quality of human resources increases, the influence of organizational culture on performance will also increase. The results of hypothesis testing are also supported by empirical conditions in the TNI environment as shown by the measurement model and descriptive analysis results. The influence of organizational culture on performance mediated by HR quality is based on organizational culture theory, performance theory, and HR quality theory.

According to Ivancevich John et al. (2007), organizational culture is a system of values, beliefs and norms that permeate the organization. Kreitner and Kinicki (2014) 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, and reacts to a diverse environment. Meanwhile, according to Priansa & Garnida (2013), organizational culture is a value system developed and prevailing in an organization, which makes it distinctive as an organization. This is the opinion of Robbins and Judge who state that organizational culture is a value sharing system carried out by members of the organization so that it distinguishes the organization from other organizations (Priansa & Garnida, 2013).

According to Mangkunegara (2000), the definition of performance is the quality and quantity of work achieved by an employee in carrying out his duties by the responsibilities given to him. Performance is the result of a process that refers to and is measured over a certain period based on predetermined provisions or agreements (Riyanti & Edison, 2016). In general, performance can be interpreted as the whole process of working with individuals whose results can be used as a basis for determining whether the individual's work is good or otherwise (Roziqin, 2010). Meanwhile, according to Afandi (2018), performance is the result of work that can be achieved by a person or group of people in a company by their respective authorities and responsibilities to achieve organizational goals legally, not against the law and not against morals and ethics.

According to Sedarmayanti (2001), the definition of human resource quality is the workforce or employees in an organization that has an important role in achieving success. Thus, what is meant by the quality of human resources according to Sedarmayanti is the quality of the workforce which includes abilities, both in the form of physical abilities, intellectual abilities (knowledge), and psychological (mental) abilities. This opinion is in line with what was conveyed by Gerhana, et.al (2019), that human resources can be said to be of quality when they can carry out the authority and responsibility given to them. This ability can only be achieved when they have sufficient training education and experience to carry out the assigned tasks and responsibilities. Therefore, the quality of human resources has an important role in improving performance in an organization.

The Influence of Organizational Culture on Performance Mediated by the Quality of Human Resources: Indonesian Presidential Regulation Number 66 of 2019 concerning TNI Organizational Structure

Research Implications

This research provides theoretical implications and practical implications by the benefits of research that have been formulated in the introductory chapter. Theoretical implications are implications related to the development of organizational culture theory and HR quality. The theoretical implications of the results of this study have the following implications: a). 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. The explanation of the theory was developed and proven by the results of research in the TNI environment. Researchers used personality, performance and team orientation indicators to measure organizational culture variables in the TNI environment. In this study, organizational culture is tested for its effect on performance based on the results of Paais & Pattiruhu's research (2020).

In this study, results were found that were able to develop the previous theory, namely that the better the organizational culture, the higher the performance of personnel; b). 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 quality of human resources is about the quality of the workforce which includes abilities, both in the form of physical abilities, intellectual abilities (knowledge), and psychological abilities (mental). 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 practical implications of the results of this study are also useful for several parties, including for TNI organizations and TNI soldiers, as follows: a). For the TNI Organization, it can formulate strategic policies to improve organizational development, organizational culture and the quality of human resources within the TNI, with the ultimate goal of improving the performance of TNI soldiers; b). For TNI Soldiers, Soldiers can play an active role in realizing a positive organizational culture within the TNI and participate in programs to improve the quality of human resources, such as operations, education and training. This is done to be able to improve the performance of soldiers in order to encourage organizational performance.

Research Limitations

This research has been designed concerning theoretical support, empirical support, and 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: The diversity/variation of age, length of service, and work experience of respondents is uneven (across generations) and data collection is carried out at a certain time so that variations in perception are uneven and cannot be seen continuously.

IV. CONCLUSIONS

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

- 1) There is a positive and significant influence between organizational culture on performance, meaning that improving performance can be done through improving organizational culture. A good/positive organizational culture can be reflected in the personality of personnel, performance, and team orientation in the organization.
- 2) There is a positive and significant influence between the quality of human resources on performance, meaning that improving performance can be done through improving the quality of human resources in the organization. Good HR quality can be reflected in the knowledge, skills, and abilities possessed by personnel/individuals.
- 3) There is a positive and significant influence between organizational culture on the quality of HR, meaning that improving the quality of HR can be done through improving organizational culture. A good/positive organizational culture in the TNI environment can encourage an increase in the quality of human resources which is reflected in the knowledge, skills and abilities possessed by TNI soldiers.

Suggestion

Based on the findings above, the researcher provides several suggestions and recommendations to stakeholders and future researchers as follows:

- 1) Future research needs to add qualitative research to deepen the conclusions obtained from the results of quantitative research.
- 2) There are still many other factors that can affect personnel performance such as work environment, compensation, job satisfaction, job confidence, and other variables to be further researched, because these variables may have a dominant influence in improving personnel performance in the TNI environment.

The Influence of Organizational Culture on Performance Mediated by the Quality of Human Resources: Indonesian Presidential Regulation Number 66 of 2019 concerning TNI Organizational Structure

- 3) There are still many other factors that can affect personnel performance such as work environment, compensation, job satisfaction, job confidence and other variables to be further researched, because it is possible that these variables have a dominant influence in improving personnel performance in the TNI environment.
- 4) This research was conducted on personnel serving in Srenum TNI, Sops TNI and Spers TNI, so that if it is carried out on TNI personnel serving in other places, it is likely to get different research results and will add more specific and comprehensive input.
- 5) This research can also be carried out at other agencies by adding several variables.
- 6) To build the performance of TNI soldiers, the dimension of attendance is the focus of attention in addition to the other dimensions that have been measured. Furthermore, it is recommended that the leaders of work units within the TNI be able to synergize the variables of organizational culture and the quality of human resources to improve the performance of TNI soldiers.

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