



DOI: <https://doi.org/10.38035/dijdbm.v7i3>  
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## The Influence of Organizational Development and Human Resources on the Effectiveness of Marine Corps Territorial Staff Duties

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**Abstract:** Personnel work effectiveness is a crucial factor in supporting the successful implementation of military organizational tasks and functions, especially in the Marine Corps Territorial Staff which has a strategic role in fostering regional potential and empowering the defense community. This study aims to analyze the influence of Organizational Development and Human Resource Development on the Work Effectiveness of Marine Corps Territorial Staff Personnel, both partially and simultaneously. This study uses a quantitative approach with a survey method. Data collection was carried out by distributing questionnaires to 93 Marine Corps territorial staff personnel who were used as research respondents. The data analysis technique used is multiple linear regression analysis with the help of the SPSS program. The results of the study indicate that partially Organizational Development has a positive and significant effect on Personnel Work Effectiveness, with a t-value of 3.525 and a significance level of <0.001. In addition, Human Resource Development also has a positive and significant effect on Personnel Work Effectiveness, with a t-value of 5.498 and a significance level of <0.001. Simultaneously, Organizational Development and Human Resource Development have a significant effect on Personnel Work Effectiveness, as indicated by the F-value of 22.514 with a significance of <0.001. The coefficient of determination (R Square) of 0.333 indicates that the two independent variables are able to explain 33.3% of the variation in Personnel Work Effectiveness, while the rest is influenced by other factors outside the research model. This finding confirms that strengthening planned organizational development and continuously improving the quality of human resources are strategic factors in increasing the effectiveness of the Marine Corps Territorial Staff's duties.

**Keyword:** Organizational Development, Human Resources, Task Effectiveness, Territorial Staff, Marine Corps.

## INTRODUCTION

In the era of globalization and increasingly complex strategic environmental dynamics, every organization is required to have adaptive capabilities to changes in the external and internal environment. This also applies to military organizations that face multidimensional challenges, both military and non-military. The Marine Corps, as an integral part of the Indonesian National Armed Forces (TNI), plays a strategic role in maintaining sovereignty, maritime security, and the territorial integrity of the Unitary State of the Republic of Indonesia. The success of the Marine Corps' duties is determined not only by the sophistication of its primary weapons systems, but also by the effectiveness of the organization and the quality of human resource management that supports the sustainable achievement of the organization's vision and mission (Drucker, 2016; Gibson et al., 2019).

In this context, the Marine Corps territorial staff holds a highly strategic position as the spearhead of territorial development and maritime potential development. Territorial staff are responsible for implementing social communication, fostering maritime defense areas, and cross-sector coordination with the community and local government. Carrying out these duties requires analytical skills, coordination, and effective and efficient activity implementation. However, in practice, various obstacles remain, such as suboptimal utilization of personnel potential, an ineffective coordination system, and limited innovation in implementing territorial development in the field, ultimately impacting variations in the level of effectiveness of task implementation between units.

One important factor influencing the effectiveness of territorial staff task implementation is organizational development. Organizational development is a planned and ongoing effort to improve organizational effectiveness and health through interventions in work structures, processes, and culture (French and Bell, 2019). In a military context, organizational development includes adjusting command structures, improving communication systems, and strengthening a work culture that is adaptive to strategic challenges and technological developments. Appropriate organizational development will create a more responsive work system, clear communication channels, and more effective decision-making in supporting the implementation of territorial tasks.

In addition to organizational development, human resources are a key element in determining the effectiveness of territorial staff duties. Competent, disciplined, and professional human resources are the primary drivers of the entire organizational system. Effective human resource management encompasses the planning, development, and empowerment of personnel to enable them to make optimal contributions to the organization (Hasibuan, 2020). Within the Marine Corps, territorial staff personnel are required not only to possess technical and tactical skills, but also managerial, social, and communication skills to build strategic partnerships with coastal communities with diverse social and cultural characteristics (Mangkunegara, 2017).

The challenges of military modernization and the development of information technology require the Marine Corps to harmoniously integrate organizational and human resource development. An adaptive military organization must be able to utilize information technology, strengthen knowledge management, and enhance the leadership capacity and professionalism of personnel. The effectiveness of territorial staff duties is measured not only by the achievement of operational targets, but also by the accuracy of territorial development activities and their impact on fostering maritime potential and regional resilience (Drucker, 2016). Therefore, synergy between organizational development and human resource development is a key prerequisite for creating sustainable task effectiveness.

Based on the above description, it can be concluded that the effectiveness of the Marine Corps territorial staff's duties is greatly influenced by the quality of organizational and human resource development. Previous studies have shown that organizational and human resource development have a positive relationship with increased work effectiveness and performance (Sutrisno, 2019; Mangkunegara, 2017). However, empirical studies specifically examining the

influence of these two factors in the context of the Marine Corps territorial staff are still limited. Therefore, this study is important to empirically examine the influence of organizational and human resource development on the effectiveness of the Marine Corps territorial staff's duties as part of efforts to strengthen Indonesia's maritime defense.

### **Organizational Development**

Organizational development is a planned and systematic process aimed at increasing organizational effectiveness through changes in the structure, processes, and behavior of its members. French and Bell (2019) define organizational development as a long-term effort to improve an organization's ability to solve problems and renew itself through collaborative management of organizational culture. Robbins and Judge (2019) emphasize that organizational development focuses on increasing an organization's adaptability to environmental changes. Similarly, Cummings and Worley (2018) state that organizational development is a behavioral science-based intervention designed to improve organizational performance and the well-being of its members. In the context of military organizations, organizational development serves as a strategic instrument for maintaining unit readiness and effectiveness in facing complex task dynamics.

Organizational development is also closely related to adjusting work structures and systems to align with the organization's strategic objectives. Gibson, Ivancevich, and Donnelly (2019) state that an effective organization is one that is able to adapt its structure, processes, and resources to environmental demands. Daft (2020) adds that organizational development enables organizations to create more open communication systems and more responsive decision-making. In the Marine Corps, organizational development involves not only formal restructuring but also refining cross-unit coordination mechanisms and strengthening the command system to ensure more effective and integrated territorial task execution.

Furthermore, organizational development also plays a role in building an adaptive, professional, and performance-oriented work culture. Schein (2017) states that organizational culture is a key element in determining the success of organizational change. Wibowo (2020) emphasizes that successful organizational development will create a work culture that encourages innovation, collaboration, and accountability. Furthermore, Drucker (2016) views organizational development as a means to ensure the organization is doing the right things in accordance with its strategic objectives. Therefore, organizational development in the Marine Corps is a crucial foundation for improving the effectiveness of territorial staff duties through clear work systems, a culture of discipline, and a results-oriented approach.

### **Human Resources**

Human resources are strategic assets that determine an organization's success in achieving its goals. Hasibuan (2020) states that human resources are the integrated capabilities of an individual's mental and physical abilities, used to achieve organizational goals. Mangkunegara (2017) emphasizes that the quality of human resources is reflected in the competencies, attitudes, and work behaviors that support organizational performance. Armstrong (2020) also states that effective human resource management aims to ensure the organization has the right people with the right skills at the right time. In the context of the Marine Corps, the quality of human resources within territorial staff is crucial to the success of regional development and maritime potential.

Human resource development encompasses the processes of education, training, competency development, and ongoing career development. Noe (2017) states that human resource development aims to improve individuals' abilities to adapt to changing tasks and work environments. Dessler (2020) emphasizes that organizations that invest in human resource development tend to have higher performance and effectiveness. Sutrisno (2019) also states that human resource development plays a crucial role in enhancing employee professionalism,

motivation, and loyalty. In the military, human resource development focuses not only on technical and tactical aspects but also on managerial and social skills that support the implementation of territorial duties.

In addition to competence, human resource attitudes and behavior are also determining factors in organizational effectiveness. Robbins (2018) stated that individual behavior in an organization is influenced by motivation, job satisfaction, and organizational commitment. Gibson et al. (2019) added that organizational effectiveness is greatly influenced by the alignment between individual and organizational goals. Wibowo (2020) emphasized that highly committed human resources will demonstrate more consistent and responsible performance. Therefore, targeted and sustainable human resource management is key to improving the effectiveness of Marine Corps territorial staff duties.

### **Effectiveness of Territorial Staff Duties**

Task effectiveness is a measure of the extent to which a job or activity is able to achieve predetermined goals. Drucker (2016) defines effectiveness as the ability to perform work correctly in accordance with organizational goals. Gibson et al. (2019) state that organizational effectiveness reflects the level of goal achievement through optimal resource utilization. Siagian (2018) also emphasizes that work effectiveness relates to the success of individuals or units in completing tasks according to plans, standards, and specified timelines. In the context of Marine Corps territorial staff, task effectiveness relates to the success of territorial development and the development of maritime potential in a targeted manner.

The effectiveness of territorial staff duties is measured not only by quantitative output, but also by the quality of task execution and its impact on the strategic environment. Steers (2017) states that work effectiveness encompasses dimensions of quality, timeliness, and alignment with organizational goals. Robbins and Judge (2019) add that effectiveness is influenced by role clarity, work coordination, and organizational support. In carrying out territorial duties, Marine staff are required to be able to adapt to social conditions in the community, build effective communication, and maintain synergy with relevant agencies, making task effectiveness an important indicator of organizational success.

Furthermore, task effectiveness is also influenced simultaneously by organizational and human resource factors. Wibowo (2020) stated that work effectiveness is the result of the interaction between a good organizational system and adequate human resource quality. Sutrisno (2019) emphasized that work effectiveness will increase if the organization has a clear structure, effective work systems, and competent and motivated human resources. Therefore, the effectiveness of Marine Corps territorial staff tasks is the result of synergy between planned and sustainable organizational development and human resource management.

## **METHOD**

### **Types of research**

This study uses a quantitative approach with an explanatory research method, namely research that aims to explain the causal relationship between independent variables and dependent variables through empirical hypothesis testing. The quantitative approach was chosen because it allows researchers to measure variables objectively and analyze the influence of organizational development and human resources on the effectiveness of Marine Corps territorial staff tasks statistically (Sugiyono, 2019). The explanatory method is used to determine the extent to which the independent variables are able to explain variations in the dependent variable (Sekaran & Bougie, 2017). This study is cross-sectional, namely data collection is carried out at a specific point in time to obtain a picture of the actual conditions of respondents (Creswell, 2018). Thus, this approach is considered appropriate for testing the direct and simultaneous influences between the variables studied.

## **Population and Sample**

The population in this study was all 121 Marine Corps territorial staff. Given the relatively limited population, sampling was conducted using the Slovin formula at a 5% error rate, resulting in a sample size of 91 respondents. The sampling technique used was probability sampling, with a simple random sampling approach, so that each member of the population has an equal chance of being selected as a sample (Sugiyono, 2019). The use of this technique aims to obtain a representative sample and minimize research bias (Arikunto, 2018). With this sample size, it is hoped that the research results can accurately describe the condition of the population.

## **Method of collecting data**

The data collection method in this study was conducted using a questionnaire as the main instrument. The questionnaire was structured as a closed-ended statement with a five-point Likert scale, ranging from strongly disagree to strongly agree, to measure respondents' perceptions of organizational development, human resources, and task effectiveness variables (Likert, 1932). The use of questionnaires is considered effective because it can reach a large number of respondents and provide standardized data for quantitative analysis (Sekaran & Bougie, 2017). In addition, questionnaires allow respondents to provide objective answers without direct pressure from the researcher (Sugiyono, 2019). The data obtained were then used as the basis for statistical analysis to test the research hypotheses.

## **Research Instruments**

The research instrument used in this study was a questionnaire compiled based on indicators for each research variable. The organizational development variable was measured through indicators of structural changes, work systems, organizational culture, and adaptation to the environment (Robbins & Judge, 2017; Cummings & Worley, 2015). The human resources variable was measured through indicators of competency, training, motivation, individual performance, and career development (Hasibuan, 2019; Mangkunegara, 2017). Meanwhile, the task effectiveness variable was measured through indicators of goal achievement, timeliness, quality of work results, efficient use of resources, and work responsibilities (Steers, 2016; Gibson et al., 2018). All statement items were tested for validity and reliability before being used for further analysis to ensure the accuracy and consistency of the research instrument.

## **Data Analysis Methods**

The data analysis method in this study used inferential statistical analysis with the help of SPSS version 29 software. The analysis stages included validity tests, reliability tests, classical assumption tests (normality, multicollinearity, and heteroscedasticity), and multiple linear regression analysis to examine the partial and simultaneous effects of independent variables on the dependent variable (Ghozali, 2021). The use of multiple linear regression aims to determine the magnitude of the contribution of each organizational development and human resource variable to the effectiveness of territorial staff tasks (Sugiyono, 2019). SPSS version 29 was chosen because it has accurate and efficient data processing capabilities and is suitable for the needs of modern quantitative analysis (Field, 2018). The results of the analysis were then used as a basis for drawing conclusions and implications for the research.

## **Validity Testing**

$$r_{xy} = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{n(\sum X^2) - (\sum X)^2} \cdot \sqrt{n(\sum Y^2) - (\sum Y)^2}}$$

The basis for decision making in validity testing is as follows :

- a. If the r value is positive and the r result is > r table , then the item or variable is valid.
- b. If the r value is negative and r result < r table or r result is negative > r table then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r<sub>xy</sub>) is greater than the table r value (5%).

**Instrument Reliability Test**

According to Arikunto (2020:221), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The formula used in this reliability test is as follows:

$$r_1 = \left[ \frac{k}{(k - 1)} \right] \left[ \frac{S_t^2 - \sum p_i q_i}{S_t^2} \right]$$

The basis for decision making in the reliability test in this study is as follows: 1) If the r alpha value is positive and r alpha > r table , then the item or variable is reliable. 2) If the r alpha value is negative and r alpha < r table or r alpha is negative > r table , then the item or variable is not reliable.

**Multiple Regression Analysis**

Sugiyono (2019:277) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X<sub>1</sub> , and X<sub>2</sub> ), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows .

**Hypothesis**

H0<sub>1</sub>: Organizational development does not have a positive and significant effect on the effectiveness of Marine Corps territorial staff duties.

Ha<sub>1</sub>: Organizational development has a positive and significant effect on the effectiveness of Marine Corps territorial staff duties.

H0<sub>2</sub>: Human resource development does not have a positive and significant effect on the effectiveness of Marine Corps territorial staff duties.

Ha<sub>2</sub>: Human resource development has a positive and significant effect on the effectiveness of Marine Corps territorial staff duties.

H0<sub>3</sub>: Simultaneous organizational development and human resource development do not have a positive and significant effect on the effectiveness of the Marine Corps territorial staff's duties.

Ha<sub>3</sub>: Organizational development and human resource development simultaneously have a positive and significant effect on the effectiveness of Marine Corps territorial staff duties.

**F test**

The F test is used to determine whether there is a simultaneous influence between the independent variables on the dependent variable. The F test formula according to Sugiyono (2019:190) is as follows:

$$F = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$

**Information:**

F = F value (F count )

R<sup>2</sup> = Multiple correlation coefficient

K = Number of independent variables

n = Sample size

The basis for making the decision is as follows:

1) If F count < F table , then H 0 is accepted. 2) If F count > F table , then H0 is rejected

**Coefficient of Determination**

The definition of the coefficient of determination according to Andi Supangat (2018:350) is: " The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (20 21:100), according to him, the coefficient essentially measures the extent to which a model is able to explain variations in the dependent variable. The value of the coefficient of determination is between zero (0) and one (1). A small r<sup>2</sup> value means that the ability of the independent variables to explain the variable's variation is very limited. If the value is close to one, it means that the independent variables provide almost all the information needed to predict variations in the dependent variable.

The magnitude of the relationship between the variables "X 1 " and "X 2 " with the variable "Y" can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula

$$K_d = r^2 \times 100\%$$

**Information:**

Kd = Value of coefficient of determination

r = Correlation coefficient value.

**RESULTS AND DISCUSSION**

**t-test (Partial)**

**t- Test Results Table**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	10,416	5,821		1,789	0.008
	Organizational Development	0.451	0.128	0.304	3,525	0.001
	Human Resources	0.380	0.069	0.474	5,498	0,000

a. Dependent Variable: Personnel Work Effectiveness

Source: SPSS Data Processing 29, 2025

Based on the results of the t-test to determine the influence of each independent variable on Personnel Work Effectiveness, the following results were obtained:

1)Organizational Development (X<sub>1</sub>) The test results show a t-value of 3.525 with a significance level of <0.001. This significance value is less than 0.05, so H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. Thus, it can be concluded that Organizational Development has a positive and significant effect on Personnel Work Effectiveness. This shows that the better the organizational development implemented, the more personnel work effectiveness will increase.

2)Human Resources (X<sub>2</sub>) The t-test results show a calculated t-value of 5.498 with a significance level of <0.001. A significance value smaller than 0.05 indicates that H<sub>0</sub> is rejected and H<sub>2</sub> is accepted. Thus, Human Resources have a positive and significant effect on Personnel Work Effectiveness. This means that improving the quality of human resources will have an impact on increasing the effectiveness of personnel work.

**F Test (Simultaneous)**

**F Test Results Table**  
**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	1463,619	2	731,809	22,514	<,001 <sup>b</sup>
	Residual	2925,371	90	32,504		
	Total	4388,989	92			

a. Dependent Variable: Personnel Work Effectiveness

b. Predictors: (Constant), Human Resources, Organizational Development

Source: SPSS Data Processing 29, 2025

Based on the F-test results, the calculated F-value was 22.514 with a significance level of <0.001 (<0.05). This indicates that Organizational Development and Human Resources simultaneously have a positive and significant effect on Personnel Work Effectiveness. Thus, the regression model used is suitable for explaining the influence of the independent variables on the dependent variable.

### Coefficient of Determination Test ( $R^2$ )

**Table of Results of the Determination Coefficient Test ( $R^2$ )**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.577 <sup>a</sup>	0.333	0.319	5,701

a. Predictors: (Constant), Human Resources, Organizational Development

b. Dependent Variable: Personnel Work Effectiveness

Source: SPSS Data Processing 29, 2025

Based on the analysis results, the R Square ( $R^2$ ) value was obtained at 0.333. This indicates that 33.3% of the variation in Personnel Work Effectiveness can be explained by the Human Resources and Organizational Development variables, while the remaining 66.7% is influenced by other variables outside this research model.

The Adjusted R Square value of 0.319 shows that after adjusting for the number of independent variables, the contribution of the two variables to Personnel Work Effectiveness is 31.9%.

#### The Influence of Organizational Development on Personnel Work Effectiveness

The results of the study indicate that Organizational Development has a positive and significant effect on Personnel Work Effectiveness. This is proven by the results of the partial hypothesis test which shows a t-statistic value of 3.525, greater than the t-table of 1.967, with an influence coefficient of 0.304 and a significance value (P-value) <0.05, which is <0.001. This finding indicates that the better the organizational development implemented, such as improving work systems, structuring organizational structures, improving the quality of work processes, and strengthening internal development mechanisms, the more personnel work effectiveness will increase.

The results of this study align with the organizational development theory proposed by Robbins and Coulter (2018) and Wibowo (2017), which states that organizational development is a systematic effort to improve organizational effectiveness through planned changes to the structure, processes, and work culture. In the context of the Marine Corps territorial staff, effective organizational development will create role clarity, effective coordination flows, and work systems that support the achievement of organizational goals.

Furthermore, the results of this study align with previous research conducted by Kurniawan (2020) and Siregar and Hidayat (2022), which concluded that organizational development significantly impacts personnel effectiveness and performance. This research confirms that organizations that consistently improve their work structures and systems tend to have higher levels of effectiveness than those that do not engage in continuous development.

#### The Influence of Human Resources on Personnel Work Effectiveness

The results of further research indicate that Human Resources have a positive and significant effect on Personnel Work Effectiveness. This is evidenced by the t-statistic value of 5.498, which is greater than the t-table of 1.967, with an influence coefficient of 0.474 and a P-value <0.05, which is <0.001. This finding indicates that the better the quality of human

resources an organization has, both in terms of competence, skills, education, training, and professionalism, the more personnel work effectiveness will increase significantly.

These findings support the human resource management theory proposed by Dessler (2020) and Armstrong (2014), which asserts that human resources are a strategic organizational asset that significantly determines the success of achieving goals. Competency development, skill enhancement, and the development of a professional attitude will encourage personnel to work more effectively, disciplined, and responsibly in carrying out their duties.

The results of this study also align with previous research conducted by Arifin (2020), Lestari (2021), and Hidayat and Fadilah (2023), which found that human resource development and quality significantly influence work effectiveness and personnel performance, particularly in public and military sector organizations. These studies confirm that organizations with superior human resources tend to have higher and more sustainable levels of work effectiveness.

### **The Simultaneous Influence of Human Resources and Organizational Development on Personnel Work Effectiveness**

Based on the analysis, it can be concluded that Human Resources and Organizational Development simultaneously have a significant influence on Personnel Work Effectiveness. This finding indicates that increasing personnel work effectiveness is not only determined by individual quality, but also by how the organization is developed through supporting systems, structures, and work mechanisms. The synergy between competent human resources and effective organizational development is a key factor in creating optimal personnel performance.

The results of this study align with the views of Luthans (2011) and Siagian (2014), who stated that organizational success is the result of the interaction between human quality and the organizational system that supports it. Human resources with high competence and professionalism will be able to run the organizational system effectively, while good organizational development will strengthen individual capacity in achieving work goals. Furthermore, these findings are consistent with research by Widodo and Yuliani (2020) and Prasetyo and Purnamasari (2022), which emphasized that the combination of human resource quality and organizational development significantly influences organizational effectiveness and performance.

### **CONCLUSION**

Based on the research results, it can be concluded that organizational development has a positive and significant impact on personnel work effectiveness. This finding indicates that the implementation of good organizational development, through organizational structure restructuring, improving work systems and procedures, and strengthening internal organizational processes, can significantly increase personnel work effectiveness. With clear roles, a more structured coordination flow, and a supportive work system, personnel can carry out their tasks in a more focused, efficient manner, and in accordance with organizational goals.

Furthermore, the research results also demonstrate that human resources have a positive and significant influence on personnel work effectiveness. The quality of human resources, reflected in competency, skills, education, training, and professionalism, has a dominant contribution to improving work effectiveness. Personnel with good work abilities and attitudes tend to be able to complete tasks on time, responsibly, and produce optimal work quality. This confirms that human resources are a strategic factor that significantly determines the success of an organization's task implementation.

Simultaneously, this study concludes that organizational development and human resources significantly influence personnel work effectiveness. This finding indicates that optimal work effectiveness cannot be achieved if the focus is solely on improving individual quality without the support of adequate organizational system and structure development, and vice versa. Synergy between competent human resources and effective organizational

development is the key to continuously improving personnel work effectiveness, particularly in supporting the implementation of Marine Corps territorial staff duties.

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