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The Influence of Management, Personnel Performance, and Organizational Culture on the Quality of the Ordnance School

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Abstract: This research aims to determine the influence of management, personnel performance, and organizational culture and to identify the variables that have the most significant influence on the quality of the Ordnance School. The sample used in this research was Probability Sampling, specifically random sampling, by distributing questionnaires to 226 respondents consisting of personnel/employees at the Ordnance School. The data was processed using SmartPLS Ver.3, which produced data analysis for the Validity and Reliability Tests, as well as Multiple Linear Regression Analysis. The t-test was used to determine whether the hypothesis was accepted or not. The results of the research show that the variable organizational culture has a significant partial effect on the quality of the Ordnance School, while management and personnel performance do not have a significant partial effect on the quality of the Ordnance School.

Keyword: Management, Personnel Performance, Organizational Culture, & Work Unit Quality.

INTRODUCTION

Management comes from the word "to manage," which means to regulate. The elements of management consist of 6M, namely Man, Money, Methods, Machines, Materials, and Market. Management is a method/art of managing something to be carried out by others to achieve specific goals effectively and efficiently on a massive, complex, and high-value scale. According to Rivai (in Muhammad Sandy, 2015:12), performance or work achievement is the result or level of success of a person over a certain period in carrying out tasks compared to various possibilities such as work standards, target goals, or predetermined and mutually agreed performance criteria.

Organizational culture is essential for institutions/work units/companies to achieve effectiveness and results that align with the organization's objectives. The developed process must be adjusted to manage the organizational environment so that the organizational culture significantly influences the attitudes and behaviors of its personnel. Many pieces of evidence indicate that the success of an organization is due to its strong culture, which instills confidence and ultimately makes the organization more effective. Therefore, managing an organization

cannot be separated from instruments such as management and personnel performance, which play a role in achieving the organization's intended goals.

The Ordnance School (Pusdikpal) is the research object selected by the researcher to explore further how organizational culture operates and the impact of personnel performance on education implementation for TNI AD (Indonesian Army) soldiers. These soldiers are trained to have specialized skills in maintenance, logistics/distribution, and technical assistance for the Main Weapon System (Alutsista) in the TNI AD environment.

Based on the research background, the formulated research questions are:

1. Does management influence the quality of the Work Unit?
2. Does personnel performance influence the quality of the Work Unit?
3. Does organizational culture influence the quality of the Work Unit?

The theoretical basis applied to conduct the research process so that the formulation of the problem in the process of obtaining analysis results that can be used as a complete discussion can also be developed this theory as an answer and recommendation for various things that have an impact on the quality of management, personnel performance and organizational culture of Pusdikpal that are expected. The following is the theoretical basis applied.

According to Amirullah (2015), management functions are generally divided into several management functions that plan, coordinate, direct, supervise and control activities in order to achieve the desired goals effectively and efficiently. Ulber Silalahi's opinion (2011) is that management is measured by the following indicators: 1) Planning; 2) Organizing; 3) Motivation; 4) Supervision; and 5) Separation.

According to Rivai (2015) Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets/goals or criteria that have been agreed upon together. According to Rivai (2015) personnel performance is measured by the following indicators: 1) Punctuality; 2) Effectiveness; 3) Work commitment; 4) Quality of personnel work; and 5) Independence.

Organizational culture is differentiating one organization from another, which is basically based on a pattern of beliefs and organizational values that are imbued by all its members in carrying out work as a way to understand, think and feel about related problems, so that it will become a value or rule in the organization. According to G Graham in Siswadi (2012) Organizational Culture is measured by the following indicators: 1) Tolerance; 2) Initiative; 3) Reward system; 4) Support; and 5) Orientation.

Pusdikpal Quality is used to continue developing products in an organization. Starting from Pusdikpal must know consumer tastes, create new innovations, or improve old products to be along with the current production process. There are 5 indicators that must be considered in the development of the Pusdikpal Quality Management System: 1) Customer Focus; 2) Total Involvement; 3) Benchmark; 4) Systematic support; and 5) Continuous improvement

In relation to the description above, the hypothesis can be put forward in this study, namely:

1. Management (X1) on Beta (Y) So it can be concluded that Management does not have a significant effect on the quality risk of Pusdikpal (Y).
2. Personnel Performance on Beta (Y), So it can be concluded that Personnel Performance does not have a significant effect on the quality risk of Pusdikpal (Y).
3. Organizational Culture on Beta (Y), So it can be concluded that Organizational Culture has a significant effect on the quality risk of Pusdikpal (Y).

METHOD

This research adopts a quantitative approach. According to Sugiyono (2017, p.14), a quantitative method is a research method based on positivism philosophy, used to study a specific population or sample, with data collection using research instruments, and data analysis being quantitative or statistical with the aim of testing predetermined hypotheses.

In this study, data was collected through a survey method, as stated by Indrawan and Yuniawati (2017, p.53), which mentions that a survey method is a commonly used quantitative research method by beginner researchers. The population and sample in this study consisted of personnel at Pusdikpal, totaling 226 personnel. The sample size equaled the population, without considering the hierarchical levels within the population.

The Data collection techniques obtained in the study by including questionnaires, primary surveys and library studies as secondary data and questionnaires as primary data. Data analysis carried out to support this study is by using validity tests, reliability, normality tests, classical assumption tests, coefficients of determination, multiple regression analysis, hypothesis tests, partial t-tests. Thus, researchers in making research designs are more general with a quantitative approach with instruments in obtaining data using questionnaires to measure indicators on the research variables used in this study. Researchers design all processes that will be carried out through survey research steps according to Sugiyono (2017, p. 49) as below:

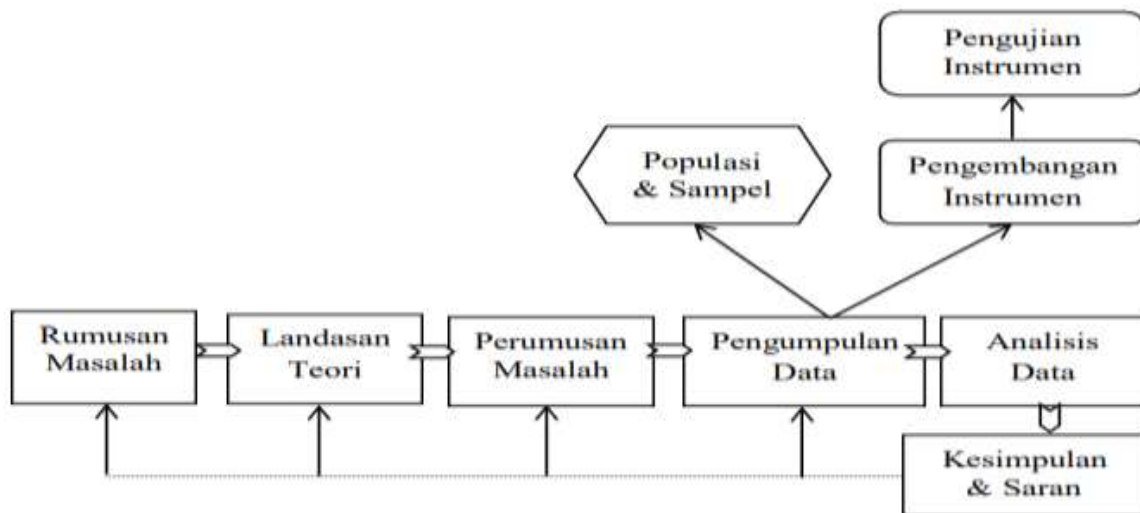


Figure 1. Research Design

Based on the image above, it can be explained that the research design must be made sequentially, in detail, briefly and clearly, which will be used as a guide for the following research steps:

1. The study identifies and selects problems in Pusdikpal.
2. The author seeks and determines the theory that will be used in his research based on the real conditions of the symptoms of the problem taken from the background and formulation of the problem then supported by various theories from several sources to clarify the problems in the research conducted and answer them.
3. The author formulates a temporary hypothesis from his research, where there is a relationship between organizational behavior and management, personal performance and organizational culture at Pusdikpal.
4. The author collects data from the subjects to be studied through the methods used by the author in the study. Here the author uses a quantitative approach and survey method, where the instrument used is a questionnaire containing statements.

5. The process of data collection results is processed using the SmartPLS v3.0 for Windows application.
6. The author makes a final conclusion from the results of his research, whether his hypothesis regarding the relationship between the influence of management, personnel performance and organizational culture on the quality of Pusdikpal can be tested and said to be valid.

RESULTS AND DISCUSSION

From 226 respondents, it can be seen that the number of men is 200 people and women are 26 respondents or 100%, this means that the number of samples is male and female. The age of employees will be searched at the highest age level and the lowest age in the age range of 20-58 years. This age indicates the age of service for personnel working in the Army organizational environment. This shows that the measurement of the number of personnel who feel comfortable with what they get (employee rights) while working at the Equipment Education Center. On average, all are high school to Strata - 2. Education is an important factor in accepting new personnel in an organization. The longer a person works, the more experienced the person is expected to be in working.

Based on the distribution of respondents' answers, it shows that most of them answered in agreement to each question asked in the questionnaire. Which means that respondents gave a positive response to all items in each variable studied. Furthermore, the question item or statement is said to be valid because the Corrected Item Total Correlation value is > 0.3.

Table 1. Reliability Test Result

Variable	Cronbach's Alpha	N of Items	Reliability Standard	Description
Management	0.800	6	> 0.60	Reliable
Personnel Performance	0.818	6	> 0.60	Reliable
Organizational Culture	0.806	6	> 0.60	Reliable
Work Unit Quality	0.772	6	> 0.60	Reliable

Source: Processed primary data.

Based on the results of the SmartPLS Ver.3 output value in Table 1, the Cronbach's Alpha value is greater than 0.60. In other words, all statements in this study have a good level of reliability and can be used in the analysis of the study.

Normal P-P Plot of Regression Standardized Residual

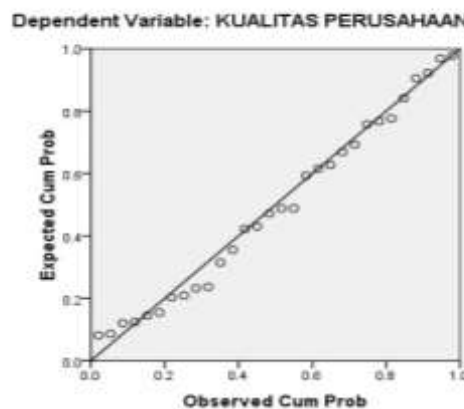
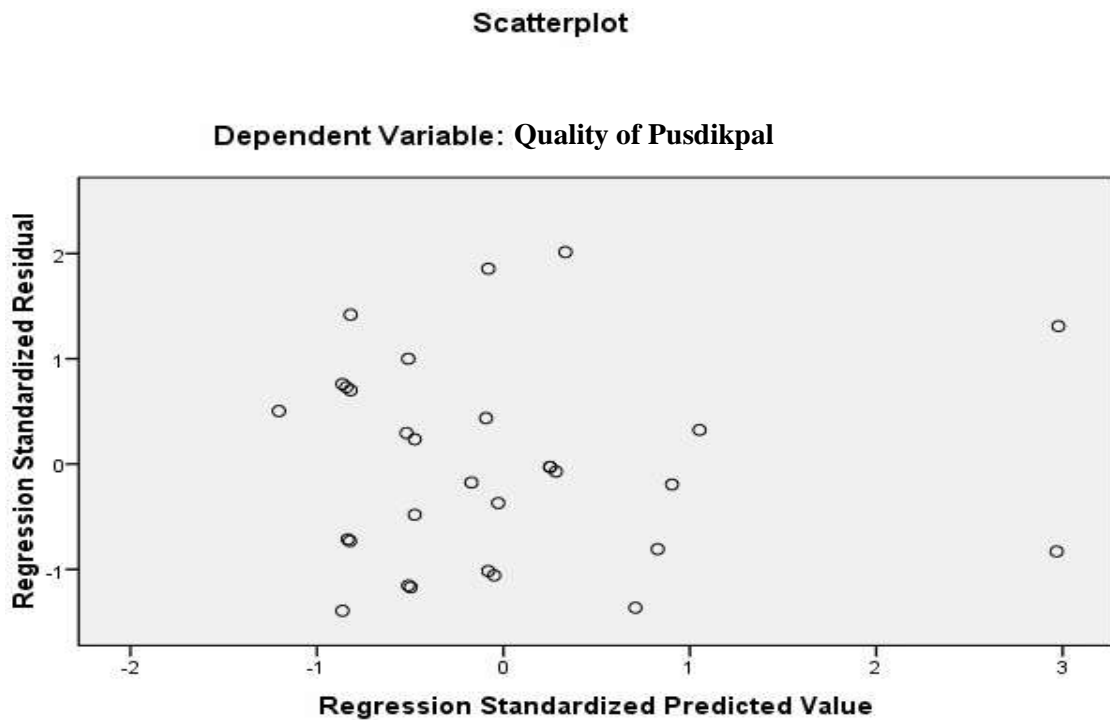


Figure 2. Normality Test

In Figure 2 Normality, it can be explained that testing using Normal P-P Plot of Regression data on variables is stated to be normally distributed. A variable is said to be normal if the points spread around the diagonal line and follow the direction of the diagonal line so that the regression model meets the assumption of normality.



Source: Processed primary data.
Figure 3. Heteroscedasticity

Based on Figure 3 Heteroscedasticity can be concluded as follows, in the scatterplot image the questionnaire data shows that it is free from heteroscedasticity because there is a spread in the data points and there is no pattern, the points are spread above and below the number 0 (zero) on the Y axis, so there is no heteroscedasticity.

Table 2. Regression Equation Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (Constant)	3.672	1.313		2.797	.010
(X1) Management	.018	.191	.021	.094	.925
(X2) Personnel Performance	.041	.152	.055	.271	.789
(X3) Organizational Culture	.666	.180	.759	3.701	.001

a. Dependent Variable: (Y)Pusdikpal Quality

Source: Processed primary data.

From the results, the regression equation obtained is as follows:

$$Y = 3,672 + 0,018.X_1 + 0,041.X_2 + 0,666.X_3$$

From the data results above, it can be concluded as follows:

- 1) Positive constant value indicates a positive influence of independent variables (management, personnel performance and organizational culture). If the independent

variable increases or has an effect in one unit, then the Work Unit quality variable will increase or be fulfilled.

- 2) The independent variable Management (X1) has a positive effect with a value of 0.018 on the dependent variable Work Unit Quality (Y).
- 3) The independent variable Personnel Performance (X2) has a positive effect with a value of 0.041 on the dependent variable Work Unit Quality (Y).
- 4) The independent variable Organizational Culture (X3) has a positive effect with a value of 0.666 or 66.6% on the dependent variable Work Unit Quality (Y).
- 5) The independent variable Organizational Culture is the variable that has the greatest influence on the dependent variable Work Unit Quality (Y).

Table 3. t-Test (Partial Regression)

	Model	t	Sig
1	(Constant)	2.797	.010
	(X1) Management	.094	.925
	(X2) Personnel Performance	.271	.789
	(X3) Organizational Culture	3.701	.001

a. Dependent Variable: (Y)Pusdikpal Quality

Source: Processed primary data.

Based on the results of the table above, the following regression equation can be obtained:

$$Y = X1 + X2 + X3$$

$$Y = 0.018.X1 + 0,041.X2 + 0,666.X3$$

- 1) Management (X1) to Beta (Y) The sig value of Management is 0.925. The sig value is greater than the probability value of 0.05, or the value of $0.925 > 0.05$, then H1 is rejected and Ho is accepted. Variable X1 has a t count of 0.094 with t table = 2.048. So T count < T table it can be concluded that variable X1 has no contribution to Y. A negative t value indicates that Management has a relationship in the opposite direction to Beta. So it can be concluded that Management does not have a significant effect on the risk of Work Unit Quality (Y).
- 2) Personnel Performance (X2) to Beta (Y). The sig value of Personnel Performance is 0.789. The sig value is greater than the probability value of 0.05, or the value of $0.789 > 0.05$, then H1 is rejected and Ho is accepted. Variable X1 has a t count of 0.271 with t table = 2.048. So T count < T table can be concluded that variable X1 has no contribution to Y. A negative t value indicates that Personnel Performance has a relationship that is in the opposite direction to Beta. So it can be concluded that Management does not have a significant effect on the risk of Pusdikpal Quality (Y).
- 3) Organizational Culture (X3) on Beta (Y). It can be seen that the sig value for Organizational Culture is 0.01. The sig value is smaller than the probability value of 0.05, or the value of $0.01 < 0.05$, then H1 is accepted and Ho is rejected. Variable X3 has a T count of 3.701 with T table = 2.048. So T count > T table can be concluded that variable X3 has a contribution to Y. A positive T value indicates that X3 has a relationship that is in the same direction as Y. So it can be concluded that Organizational Culture has a significant effect on the risk of Pusdikpal Quality (Y).

Table 4. Determination Coefficient Test (R^2)**Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.819 ^a	.671	.633	1.393	1.654

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

Source: Processed primary data

Based on the table above, it can be explained that the R number (correlation coefficient) is 0.819. This shows that there is a very strong relationship between management, personnel performance and organizational culture on the quality of Pusdikpal.

CONCLUSION

The research findings indicate that organizational culture has the most significant impact on Work Unit Quality at Pusdikpal, while management and personnel performance do not have a significant impact.

The results of the determination coefficient analysis (R^2) show that the percentage of the contribution of the influence of the independent variables of management, personnel performance and organizational culture to the quality of Pusdikpal is expected to be more than 60%. While the rest of the percentage achieved becomes a value that can be influenced by other variables that are not included or not discussed in this study.

Recommendations:

1. For Researchers: This study serves as a practical application of Human Resource Management theories.
2. For Pusdikpal: Organizational culture should be maintained, while management and personnel performance should be improved.
3. For Future Research: Additional variables should be considered to further investigate factors affecting Work Unit Quality at Pusdikpal.
4. For UNSURYA: The results of this research may serve as a reference for students and institutions, particularly in Human Resource Management studies.

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