

# **The Effect of Strategic Service Quality Management and Strategic Human Resources Planning & Budgeting on the Effectiveness of Organizational Performance Mediated by Work Climate at the Main Base of the Indonesian Navy**

## **III Jakarta**

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### **ABSTRACT**

*The purpose of this study was to analyze the direct effect of Strategic Service Quality Management on Good Work Climate; Strategic Human Resources Planning & Budgeting on Work Climate; Strategic Service Quality Management on Organizational Effectiveness Performance; Strategic Human Resources Planning & Budgeting on Organizational Performance Effectiveness; Work Climate on Organizational Performance; indirect influence of Strategic Service Quality Management on Organizational Performance Effectiveness mediated by Work Climate and Strategic Planning Human Resources & Budgeting on Organizational Performance Effectiveness mediated by Work Climate. The population in this study were employees of Lantamal III Jakarta with a population sample of 172 respondents. The findings of this study are that there is an influence of strategic service quality management and strategic planning of human resources & budgeting on the effectiveness of organizational performance mediated by the good work climate and the seven hypotheses proposed are all proven to be accepted. Good Work Climate plays a very important role as mediation in improving Strategic Service Quality Management and Strategic Human Resources Planning & Budgeting on Organizational Performance Effectiveness.*

**Keywords:** Strategic Service Quality Management dan Strategic Planning Human Resources & Budgeting to Good Work Climate; Effectivities Organizational Performance

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### **INTRODUCTION**

Indicators of the success of development are not only seen from the economic approach, but also an interdisciplinary approach is needed which involves approaches in the social, political, cultural, educational, health, and so on. The back and forth of an

organization is greatly influenced by the quality of human resources in the organization because this will determine the performance of the organization which directly or indirectly contributes to Service Quality and organizational effectiveness. Given that human resources are the most important element, maintaining continuous and harmonious relationships with colleagues in an organization is very important. The Main Base of the Indonesian Navy III (Lantamal III) is one of the Operational Support Implementing Units for elements of the Indonesian Navy under the Fleet I Command, one of whose main tasks are enforcing sovereignty and law at or by sea by carrying out limited patrols with elements. Other Marine Security. Seeing the vast area of responsibility for Lantamal III Jakarta which oversees the work area of the Palembang Navy (Lanal) Base, Lanal Lampung, Lanal Babel, Lanal Banten, Lanal Cirebon, Lanal Bandung, and the waters along Jakarta Bay and the Thousand Islands, it is very important Reliable organizational crews The success of Lantamal III is determined by the quality of human resources who play a role in planning, implementing and controlling the organization, so it is hoped that the stated organizational goals can be achieved. Douglas (2010) explains that organizations need soldiers who have high job performance. Robbins (2012) states that ability directly affects the level of performance and satisfaction of a soldier through the suitability of job abilities. Soldier performance is an important issue for the entire organization, however, satisfactory performance does not happen automatically. According to Hasibuan (2015) defining performance is a result of work achieved by a person in carrying out assigned tasks, based on skills, experience, seriousness, and time. Every organization will have a different work climate, Miller (2007), said that work climate is a fundamental value of spirit in how to manage relationships and organize them. Davis and Newstrom (2015) work climate as the personality of an organization that differentiates it from other organizations which leads to the perception of each member in viewing the organization.

## **LITERATURE REVIEW**

### **Strategic Service Quality Management**

Strategies are born due to several things (Rangkuti, 2002): The condition is stuck in making decisions, demands that must be answered as quickly as possible, the way that must be taken to maintain a minimum stable condition against shocks (Takaya et al.,

2019). Service quality management is an activity or a series of invisible activities (cannot be touched) that occur as a result of interactions between consumers and soldiers or other things provided by service providers that are intended to solve consumer problems (Umar, 2010). Strategic service quality management is a way of responding to a situation and reality by providing the best service solutions based on conditions of need and being able to provide the best way for customers or consumers from the situation that occurs (Ratminto and Septi, 2005; Chandra et al., 2019).

### **Strategic Planning Human Resources & Budgeting**

Strategic human resources planning & budgeting is a plan that aims to maintain and improve an organization's ability to achieve its goals, through a strategy of developing human resource contributions and future budgeting (Nawawi, 2007). The strategic planning of human resources that are selected and determined determines what kind of human resource needs will be desired, both in quantity and quality (Alwi, 2001). Strategic planning budgeting must pay special attention to control during and after operations to ensure the efficiency of these operations and that operation are carried out by predetermined plans. The realization of each activity is compared to planning, where significant differences are analyzed for later improvements. Management carries out the control function by comparing performance with planning as a systematic effort to achieve organizational goals (Romney and Steinbart, 2014).

### **Work Climate**

The high and low morale of the soldiers is also influenced by the work climate that takes place where they work. Control of the work climate is one way that can be used to increase the productivity of human resources (Munirul, 2010). Each organization will have different characteristics and work climates. The work climate is determined by how well members are directed, built, and valued by the organization (Ayudiarini, 2009). Wirawan (2007) states that work climate is the perception of members of the organization (individually and in groups) and those who are in constant contact with the organization (for example suppliers, consumers, consultants, and contractors) regarding what is or happens in the organization's internal environment regularly. which affects the

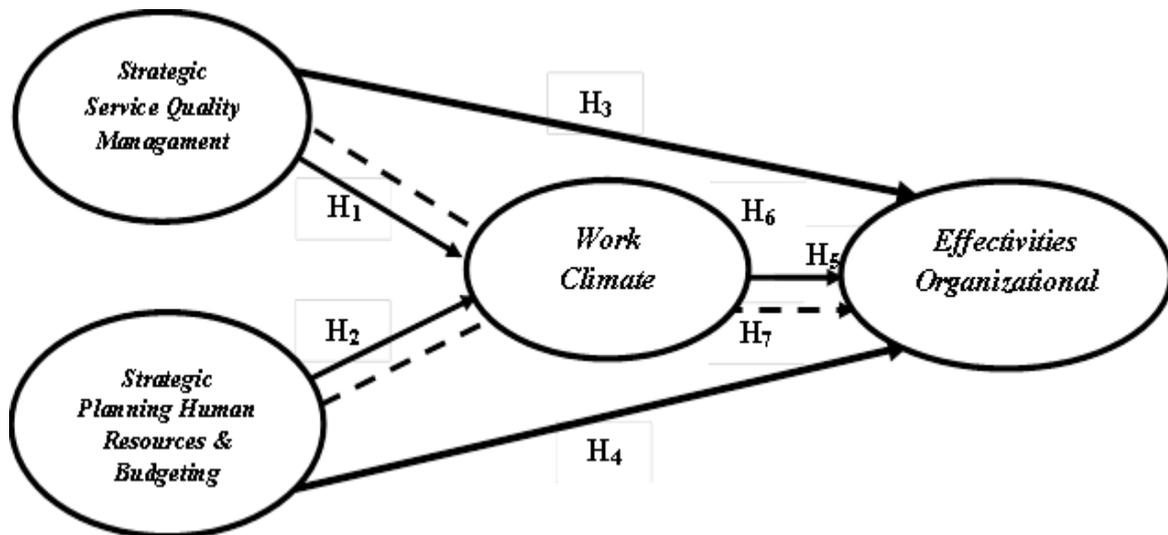
attitudes and behavior of the organization and the performance of organizational members who then find organizational performance. Davis and Newstrom (2001) stated that the work climate is the personality of an organization that differentiates it from other organizations which leads to the perception of each member in viewing the organization. The work climate is a condition and condition of the work atmosphere in which the institution feels comfortable, calm, and free in doing work without any fear (Agustini, 2010).

### **Effectivities Organizational Performance**

The measure of the effectiveness of organizational performance can be assessed by comparing the achievement of the objectives of an activity carried out and not regarding the costs incurred to carry out these activities (Danim, 2004). The effectiveness of individual performance can be measured from job skills, increased performance, ability to adapt, and being able to deal with change (Bass and Daft, 1989). Organizational effectiveness is the activities carried out by organizational elements that run effectively and efficiently so that they can achieve organizational goals that have been compiled beforehand (Tangkilisan, 2005; Armanda). The effectiveness of organizational performance and achievement is preceded by planning how to achieve it and setting goals to be achieved (Ghazmahadi et al.,2020; Mulyadi et al, 2020). The organizing function explains the responsibility and authority of individuals in the organization while the directing function explains the guidelines for achieving results in the form of interactions that are more oriented to individual psychology in the organization. Meanwhile, the control function describes the individual's ability to ensure consistency between actual and planned results. Adding the ability to manage individuals in an organization effectively is the key to increasing performance effectiveness (Gibson, 1996).

## Conceptual Framework

Picture 1: Conceptual Framework



## METHODS

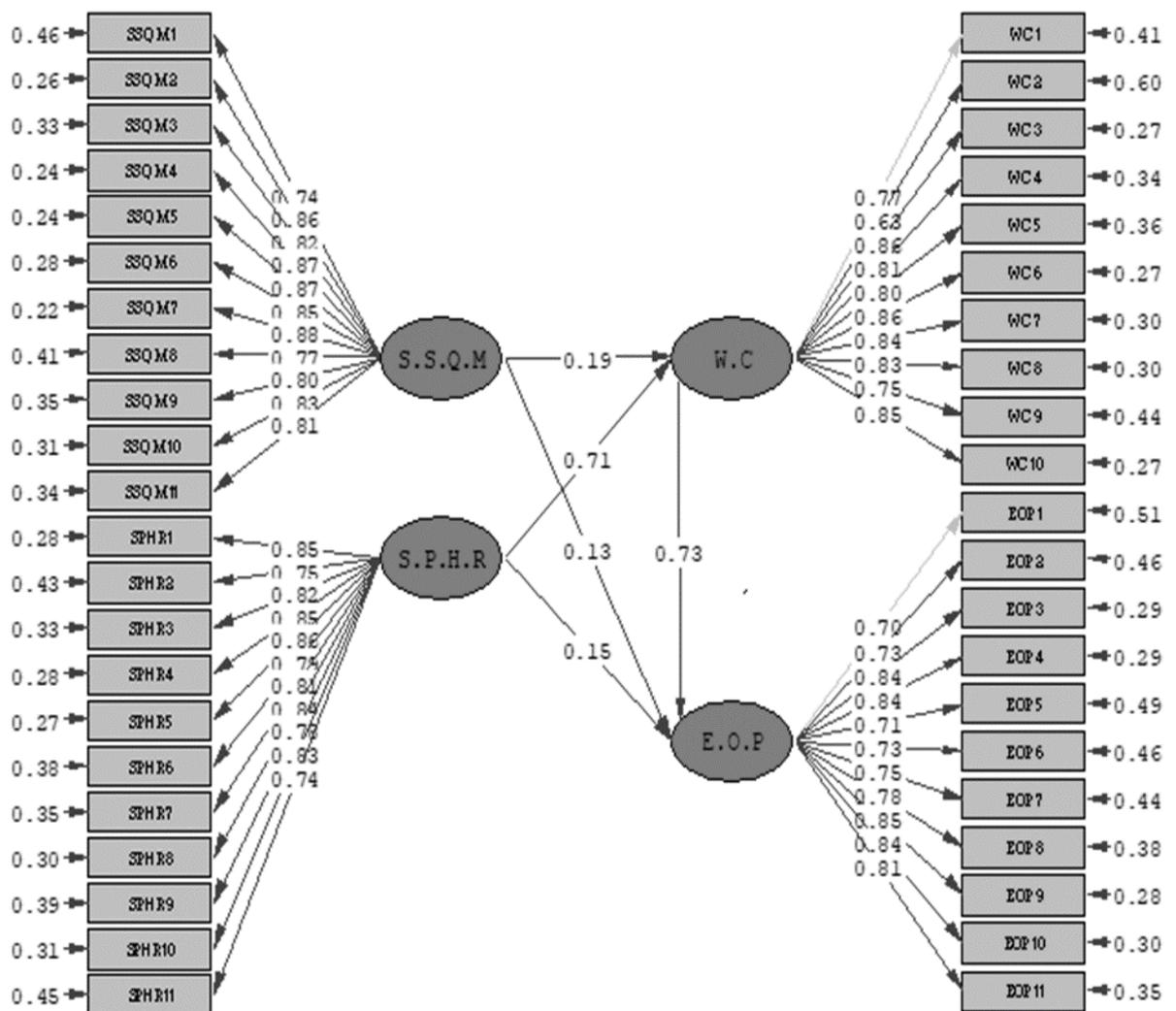
The research design used is explanatory research, namely analyzing the concepts and problems understudy to see the causality relationship, then explaining the variables causing the problem under study. This study used a survey (survey research), namely using data collection techniques by compiling questions and asking the respondents. Based on the unit of analysis, this study uses an individual unit of analysis, namely collecting data from each individual. Based on time, this study uses cross-sectional studies, which are conducted with data, only once collected in a daily, weekly, or monthly period to answer research questions (Sekaran and Bougie, 2013). In this study, the responses or respondents to the research variables were through descriptive analysis of each indicator. The variables in this study consisted of Strategic Service Quality Management, Strategic Human Resources Planning & Budgeting, Good Work Climate, and Organizational Performance Effectiveness. As a result of data analysis by using the method of SEM and by using the tool of software processing application of LISREL 8.80.

## RESULT, DISCUSSION, CONCLUSION, AND MANAGERIAL IMPLICATION

### Results

Processing data on a structural model with Lisrel 8.80 software produces a standardized solution graph as follows:

**Picture 1:** Structural Model (Standardized Solutions)



Source: Results of Treatment with LISREL 8.80

**Tabel 1:** Model Conformity Index

Goodness of fit index	Criteria (cut-off value)	Result	Conclusion
X <sup>2</sup> - Chi-square	Expected small	2869.05	
Significance probability	< 0,05	0.000	Not Good Fit
RMSEA	≤ 0,1	0.106	Not Good Fit

NFI	≥ 0,90	0.96	Good Fit
NNFI	≥ 0,90	0,97	Good Fit
PNFI	≥ 0,90	0.91	Good Fit
CFI	≥ 0,90	0.97	Good Fit
IFI	≥ 0,90	0.97	Good Fit
RFI	≥ 0,90	0.96	Good Fit

Source: Results of Treatment with LISREL 8.80

**Table 2:** Structural Equations

Structural Equations			
W.C = 0.19*S.S.Q.M + 0.71*S.P.H.R, Errorvar.= 0.23 , R <sup>2</sup> = 0.77			
(0.082)	(0.096)	(0.040)	
2.32	7.36	5.82	
E.O.P = 0.73*W.C + 0.13*S.S.Q.M + 0.15*S.P.H.R, Errorvar.= 0.053,R <sup>2</sup> = 0.95			
(0.090)	(0.055)	(0.073)	(0.015)
8.11	2.29	2.08	3.49
Indirect Effects of KSI on ETA			
	S.S.Q.M	S.P.H.R	
	-----	-----	
	W.C	--	--
	E.O.P	0.14	0.52
	(0.06)	(0.09)	
	2.27	6.05	

Source: Results of Treatment with LISREL 8.80

**Table 3:** Hypothesis Results Test

Path	Estimasi	t-value	Results
Strategic Service Quality Management → Good Work Climate	0.19	2.32	Accepted
Strategic Planning Human Resources & Budgeting → Good Work Climate	0.71	7.36	Accepted
Strategic Service Quality Management → Effectivities Organizational Performance	0.13	2.29	Accepted

Strategic Planning Human Resources & Budgeting → Effectivities Organizational Performance	0.15	2.08	Accepted
Good Work Climate → Effectivities Organizational Performance	0.73	8.11	Accepted
Strategic Service Quality Management → Good Work Climate → Effectivities Organizational Performance	0.14	2.27	Accepted
Strategic Planning Human Resources & Budgeting → Good Work Climate → Effectivities Organizational Performance	0.52	6.05	Accepted

Source: Results of Treatment with LISREL 8.80

**Table 4:** Direct, Indirect, Total Effect

Variable	Effect		
	Direct	Indirect	Total
Strategic Service Quality Management	0.13	0.14 (t= 2.27)	0.27 (t= 3.46)
Strategic Planning Human Resources & Budgeting	0.15	0.52 (t= 6.05)	0.67 (t= 7.22)

## Discussion and Conclusions

Based on the results obtained, it is known that the Strategic Service Quality Management has a direct effect on the Good Work Climate with a t-value of 2.32 (t-value > 1.96), which means that hypothesis 1 is accepted. The partial influence of the Strategic Service Quality Management on the Good Work Climate is 0.19. The influence of Strategic Service Quality Management on the Good Work Climate is positive and significant. It means that the higher / positive the Strategic Service Quality Management, the higher / positive the Good Work Climate. This research is reinforced by the theory of Rangkuti (2002), Umar (2010), Strategic service quality management is a way of responding to a situation and reality by providing the best service solutions based on conditions of need and being able to provide the best way for customers or consumers from the situation that occurs (Ratminto and Septi, 2005).

Based on the results obtained, it is known that Strategic Human Resources Planning & Budgeting has a direct effect on the Good Work Climate with a t-value of 7.36 (t-value > 1.96), which means that hypothesis 2 is accepted. The partial influence of Strategic Human Resources & Budgeting Planning on the Good Work Climate is 0.71. The influence

of Strategic Human Resources Planning & Budgeting on Good Work Climate is positive and significant. It means that the higher / positive Strategic Planning Human Resources & Budgeting, the higher / positive the Good Work Climate. This research is reinforced by the theory of Nawawi (2007), Alwi (2001), Management carries out the control function by comparing performance with planning as a systematic effort to achieve organizational goals (Romney and Steinbart, 2014).

Based on the results obtained, it is known that Strategic Service Quality Management has a direct effect on Organizational Effectiveness with a t-value of 2.29 (t-value > 1.96), which means that hypothesis 3 is accepted. The big influence of Strategic Service Quality Management on Organizational Effectiveness is 0.13. The influence of Strategic Service Quality Management on Organizational Effectiveness Performance is positive and significant. It means that the higher / positive the Strategic Service Quality Management, the higher / positive the Organizational Effectiveness Performance. This research is reinforced by the theory of Umar (2010), Service quality management is an activity or a series of invisible activities (cannot be touched) that occur as a result of interactions between consumers and soldiers or other things provided by service providers that are intended to solve consumer problems.

Based on the results obtained, it is known that Strategic Human Resources Planning & Budgeting has a direct effect on Organizational Effectiveness with a t-value of 2.08 (t-value > 1.96), which means that hypothesis 4 is accepted. The big influence of Strategic Planning Human Resources & Budgeting on Organizational Effectiveness is 0.15. The influence of Strategic Human Resources Planning & Budgeting on Organizational Effectiveness Performance is positive and significant. It means that the higher / positive Strategic Planning Human Resources & Budgeting, the higher / positive Organizational Performance Effectivities. This research is reinforced by the theory of Nawawi (2007), Strategic human resources planning & budgeting is a plan that aims to maintain and improve an organization's ability to achieve its goals, through a strategy of developing human resource contributions and future budgeting.

Based on the results obtained, it is known that the Good Work Climate has a direct effect on Organizational Effectiveness with a t-value of 8.11 (t-value > 1.96), which means that hypothesis 5 is accepted. The partial influence of Good Work Climate on Organizational Effectiveness Performance is 0.73. The effect of a Good Work Climate on

Organizational Effectiveness Performance is positive and significant. It means that the higher / positive the Good Work Climate, the higher / positive the Organizational Performance Effectivities. This research is reinforced by the theory of Wirawan (2007) states that work climate is the perception of members of the organization (individually and in groups) and those who are in constant contact with the organization (for example suppliers, consumers, consultants, and contractors) regarding what is or happens in the organization's internal environment regularly.

Based on the results obtained, it is known that the indirect influence of Strategic Service Quality Management on Organizational Effectiveness through Good Work Climate is 0.14 and the t-value is 2.27 ( $t\text{-value} > 1.96$ ), which means that hypothesis 6 is accepted. The mediation effect of a Good Work Climate between Strategic Service Quality Management and Organizational Performance Effectiveness is positive and significant. It means that the higher / positive the Good Work Climate will further strengthen the influence of the Strategic Service Quality Management on Organizational Effectiveness Performance. This research is reinforced by the theory of Rangkuti (2002), Strategies are born due to several things, the condition is stuck in making decisions, demands that must be answered as quickly as possible, the way that must be taken to maintain a minimum stable condition against shocks. The high and low morale of the soldiers is also influenced by the work climate that takes place where they work. Control of the work climate is one way that can be used to increase the productivity of human resources (Munirul, 2010). The effectiveness of individual performance can be measured from job skills, increased performance, ability to adapt, and being able to deal with change (Bass and Daft, 1989).

Based on the results obtained, it is known that the indirect influence of Strategic Planning Human Resources & Budgeting on Organizational Effectiveness through Good Work Climate is 0.52 and the t-value is 6.05 ( $t\text{-value} > 1.96$ ), which means that hypothesis 7 is accepted. The mediation effect of Good Work Climate between Strategic Planning Human Resources & Budgeting and Organizational Effectiveness Performance is positive and significant. It means that the higher / positive the Good Work Climate will further strengthen the influence of Strategic Human Resources Planning & Budgeting on Organizational Effectiveness Performance. This research is reinforced by the theory of Alwi (2001), the strategic planning of human resources that are selected and determined determines what kind of human resource needs will be desired, both in quantity and

quality. Control of the work climate is one way that can be used to increase the productivity of human resources (Munirul, 2010). Organizational effectiveness is the activities carried out by organizational elements that run effectively and efficiently so that they can achieve organizational goals that have been compiled beforehand (Tangkilisan, 2005).

### **Managerial Implications**

Leaders and stakeholders need to improve the effectiveness of the Strategic Service Quality Management using, among others: Lantamal III Jakarta personnel must carry out data collection on morning boats/service boats in Banten as a source of information and support for investigating intelligence operations in urgent situations; ready to carry out monitoring and early detection as well as to recap marine traffic activities, both commercial ships and foreign warships passing through the waters; and ready to carry out monitoring and recording of every incident at sea. Leaders and stakeholders need to increase the effectiveness of Strategic Planning Human Resources & Budgeting with efforts, including Lantamal III personnel ready to supervise and control salvage activities, underwater work and exploitation and exploration of marine resources; ready to supervise and control ship activities and traffic; and ready to carry out recapitulation and analysis of any information in the form of intelligence products in the form of periodic and non-periodic reports. Leaders and stakeholders need to increase the effectiveness of the Good Work Climate with efforts, among others: in working for Lantamal III Jakarta personnel need freedom in managing work by the expertise possessed by employees; there is clarity about the duties and limits of authority carried out about personnel duties, and the workload assigned to personnel by their abilities and job roles. Leaders and stakeholders need to increase the effectiveness of Organizational Effectiveness Performance with efforts, among others: personnel of Lantamal III Jakarta to control the waters of Lanal; formulating strategic planning always evaluating the results of work to plan the next program; and very good at coping with changes in the internal and external environment.

### **Research Limitations**

In this study, there are still many limitations, including this study only took respondents from only one dimension, namely officers in the Indonesian Navy; and the

research is quantitative and the data collection process lasts a short time with a limited number of respondents.

### **Suggestion**

Taking into account the various limitations of this study, the researcher provides suggestions for further research including further research to take respondents not only from one dimension but also from other dimensions such as the Army and Air Force, as well as other agencies, both government, and government companies. private; and adding qualitative research to deepen the conclusions obtained from the quantitative research results that have been obtained.

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