

14. Similarity Human resources development assessment planning program and bureaucratic reform management on the performance of government organization

By Okol Sri Suharyo

Human resources development assessment planning program and bureaucratic reform management on the performance of government organization

Sukmo Hadi Nugroho^{a*}, Adi Bandono^b and Okol Sri Suharyo^b

^aEsa Unggul University, Jakarta Indonesia

^bIndonesia Naval Technology College, STTAL Surabaya Indonesia

CHRONICLE

Article history:

Received: September 20, 2020

Received in revised format:

October 10 2020

Accepted: October 16, 2020

Available online:

October 16, 2020

Keywords:

HRD Planning

Bureaucratic Reform Management

Organization Performance

Structural Equation Model

ABSTRACT

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The purpose of this study is to analyze the assessment of Human Resources Development (HRD) Planning on the Government Organization Performance through Bureaucratic Reform Management. The Government Organization tasked with preparing public goods/services must be able to provide certainty of their performance capacity as an organization that is professionally organized and is non-excludability in providing an adequate level of service. This research is based on the performance of Government Organization that have not been maximized. The method used is the Second Order Structural Equation Modeling analysis method. The research results showed that HRD Planning had a significant influence on Organization performance through Bureaucratic Reform Management. Tests on the research model simultaneously proved that the model was fit with the fulfillment of all model fitting sizes indicated by the value of GFI = 0.925, CFI = 0.927, RMSEA = 0.075, and CMIN / DF = 1.995. The findings of this study prove that HRD Planning has a significant effect on Organization performance through Bureaucratic Reform Management. Based on these findings, the right strategy to strengthen Organization performance can be done by improving aspects of HRD Planning. Also, there is a need to pay attention to the management of strategic change by being more responsive and adaptive to environmental changes and HRD Planning.

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1. Introduction

Government Organizations of Indonesia are engaged in efforts to prepare public services and must be able to provide confidence in their performance capabilities as an organization that is professionally organized in providing an adequate level of service. The Government Organizations is tasked with carrying out functions, including the formulation, determination, and implementation of policies and the management of property/wealth of the country which is its responsibility. In carrying out these tasks it must remain focused on the process of setting goals, developing policies, planning to achieve goals, and allocating sector resources, through the concept of “Bureaucratic Reform Management”, as scientific guidance to identify between objectives and related resources, as well as how resources these can be used more effectively, to meet the strategic objectives of maintaining state sovereignty, national safety, and territorial integrity. The actualization of Bureaucratic Reform Management cannot be separated from aspects of Human Resources Development Planning (HRD Planning) to improve the quality of Government Performance, which includes the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission, and vision of the organization into reality (Sumantri, 2019). Organization performance improvement at the Government requires integrated, programmed, integrated management and can coordinate with various Government agencies. In addition to requiring HRD Planning, improving Organization performance also depends on how management takes into account and anticipates changes in the strategic environment. The performance of the Government organization as the agency tasked with building power in the form of management of general management, up

* Corresponding author.

E-mail address: sukmo.hadi@esaunggul.ac.id (S. H. Nugroho)

to now is still not felt to be maximal. This can be seen in the phenomenon of the results of the construction of general infrastructure facilities and the Main Armaments System which are still not well planned, and the utilization of human resource competencies that are not yet suitable, with results that have not been maximized (Ahmadi et al., 2017). The competitive advantage of a nation can be seen from how the Government manages the ideological, political, economic, socio-cultural and national general and security fields. Transparency and Government structure implemented by a Government are very influential on the competitiveness of a country, because basically, the state is a system of Government organization consisting of various entities that create the value of the mutual benefit (Suharjo & Suharyo, 2019). The development of a strategic environment that is increasingly fast and unpredictable will always affect the performance of a Government organization and the general sector is no exception. Organization must be able to survive in facing various challenges and following the development of the strategic environment. "Change" can no longer be avoided and is now a regular feature in the dynamics of Organization life. This has relevance to the changing times, in line with changes in all fields, especially the managerial process to maintain compatibility between the objectives and limitations of Organization resources with available opportunities (Suharyo, 2017). One important part of Government practices that is quite prominent can be seen to be related to the management of the construction of general infrastructure and general equipment, the content of strategic plans to support the tasks, functions and basic needs of general, as well as HR competencies. In the planning process, it is inseparable from the consideration of the dynamics of the strategic environment and the demands in meeting capabilities and underdevelopment, so that it requires management of change that is springy and able to answer challenges quickly. Bureaucratic Reform Management can be seen as a systematic process by applying the knowledge, tools, and resources needed to influence change in the people who will be affected by the change. Buzan and Waever (2003) state that organization' decision to change is analyzing the competitive position, and find a way for creating value for customers and be different from competitors. It is obvious that if they want to expand their strengths and opportunities and decrease their threats and weakness, organization change is unavoidable. The most famous reasons that can be mentioned are changing the Government's regulation, mergers and acquisitions, changing for reaching into the global market, structural change or introduction of the new strategy (Schones, 2004). Bureaucratic Reform Management in enhancing the performance which involves HRD Planning and human resource competencies need to be managed properly to create a balancing perform and excellence in carrying out the task of maintaining national sovereignty, territorial integrity, and national safety. In developing Bureaucratic Reform Management, concepts are also needed to be related to SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). SWOT theory according to Suharjo and Suharyo (2019) is a step to be able to identify internal and external factors that influence the achievement of Organization goals. Evaluation of ongoing management also requires PESTEL analysis in the context of investigating the external environment using questions on any factors that might have an involvement. PESTEL analysis (Political, Economic, Social Culture, Technology, Environment, Legal) is a technique that can strengthen Organization environmental analysis and can be represented by only one component of a comprehensive strategic analysis process (Booth, 1979).

Based on the aforementioned phenomena, where the performance of the organization in the Government organization is still not as expected to support the needs of general equipment management, making Organization performance research in the Government important and must be done. Researchers also see that the HRD Planning factor is one of the causes of the weak performance of the organization in the Government, let alone face the rapidly changing strategic environment. To find solutions to these problems, a research question can be formulated "How can HRD Planning and Bureaucratic Reform Management improve Government Performance in the Indonesian State?". Regarding the background and formulation of the problem, the research objectives are formulated:

- a. To analyze the effect of HRD Planning on Bureaucratic Reform Management,
- b. To analyze the effect of Bureaucratic Reform Management on Government Performance,
- c. To analyze the effect of HRD Planning on Government Performance by Bureaucratic Reform Management.

2. Materials and method

2.1 HRD planning

HRD Planning is the process carried out by an organization to determine strategic human resources goals and make decisions in allocating its resources (human, financial, physical, and information) to achieve the strategic goals. HRD Planning related to the future, a planning process contains various risks of failure rates. Some parts of the organization need different planning, some plan for a long period, but other divisions require planning for only a short time. It can also be defined as the process of determining Organization goals and resources that will be used to handle Organization goals, regulate the acquisition, utilization, and disposition of resources. HRD Planning covers all functional areas of business and is influenced in a long-term framework that may relate to economic, technological, social and political factors. This process is also an analysis of various environmental factors, specifically relating to how an organization relates to its environment. Generally, for most Organization, the HRD Planning period ranges from three to five years (Tucker & Cofsky, 1994). HRD Planning is the process of selecting organization goals, determining strategies, policies and strategic programs needed for these goals: and determining the methods needed to ensure that strategies and policies have been implemented. More concisely, HRD Planning is a long-term planning process that is structured and used to determine and achieve Organization goals. HRD Planning is considered as an important tool in the field of management (Ahmadi, 2019) because it is central to the planning of long-term Organization

goals along with the development and implementation of plans designed to achieve them. Throughout research on HRD Planning, many discussions related to the effectiveness of HRD Planning construction are multi-variable or single variable. Burgess (2007) finds that HRD Planning is a multi-dimensional construction consisting of many variable statements. HRD Planning is intended to assist Governments, communities, and private Organization in handling and adapting to various changes, both internal and external. Good HRD Planning can help clarify and solve various problems based on priorities and importance, making it possible to build strength, take advantage of opportunities, and be far more effective in uncertain global environmental conditions (Burgess, 2007). Further research on HRD Planning and management, then puts the concept of strategy which was only related to the military aspect to develop into the profit sector (company), and from the profit sector to develop again into the public and Government sectors (non-profit). HRD Planning is a response to the high demands and challenges of social life that are always changing as a consequence of technological developments, globalization, scarcity of public resources and uncertainties created for the public sector (Agwata, 2018). Planning is a process of determining something to be achieved in the future and determine the stages needed to achieve it. Thus, the planning process is carried out by testing various directions of achievement and assessing various uncertainties, measuring the ability (capacity) to achieve them, then choosing the best directions and steps to achieve them according to (Aurelian et al., 2018). Planning must consider the need for flexibility, to be able to adjust to new situations and conditions as quickly as possible.

2.3. Bureaucratic Reform Management

The five principles of Bureaucratic Reform Management mentioned above, include the following (Lunenburg, 2012):

- a. The Principle of Awareness of Situations (Situation Awareness), which is a principle that requires that executives and employees of an organization, must understand the situation and recognize and accept when changes in the organization must be implemented. Managers and workers must be convinced of the reasons for the change and understand the benefits and risks if not done.
- b. Visioning Principle, which is the principle that requires executives and employees to develop visionary strategic directions for change initiatives. Without a clear and precise vision, management's efforts to change are misdirected, causing confusion and chaos in the organization.
- c. The principle of communication, namely the principle that executives and employees will still be well informed about the change initiative that will be carried out and at the same time to get information about the progress achieved. With complete information, managers can make effective decisions and vice versa employees can act in the most productive ways.
- d. The principle of collectivity, which is the principle that requires the participation of all executives and employees as a whole, to drive change towards the goals to be achieved together. Most initiatives on successful change management are formed through alliance networks (Burgess, 2007).
- d. The principle of assimilation and institutionalization, namely the principle that requires executives and employees to incorporate new changes into everyday life with values and norms that apply in the organization. Executives and employees must be able to think outside the comfort zone and accept the uncertainties and difficulties that arise as part of renewal.

The results of a global survey by DiBiaggio et al. (2013) showed that 30 percent of an organization's efforts to transform failed. This shows that managing change to be effective is not easy, and all organization must learn how to do new things better and planned. There are five principles of change management, namely awareness and understanding of the current situation of the organization (situation awareness), the concept of vision (visioning), communication, togetherness (collectivity) and assimilation and institutionalization. Although not all of these principles can apply in every change situation, systematic considerations and even five change management principles tend to improve the quality of organization change programs. Human resource management has always been a major obstacle for organization to create change programs. In particular, it is very difficult to change the thoughts, beliefs, and behavior of executive managers and employees. This is because change is a complex and multi-stage process (Goll et al., 2007), and it requires creativity to produce priority aspects, generate support and respond to criticisms. Change is an issue about various issues related to new initiatives.

2.3. Government/Organization Performance

The concept of organization performance is often seen to be related only to financial aspects. Most evaluations of organization performance are based on indicators such as return on investment, sales, and earnings per share (Morin & Audebrand, 2014). However, an organization has many other sides; which consists of people who work, the processes used to achieve goals, as well as the environment in which the organization develops. Boyden and Waldman (2012) argue that the limitation of the concept of organization performance which is only related to the financial dimension can cause the loss of the meaning of performance in the organization's workplace through understanding management with a narrow perspective. The practice of organization valuation that only looks at the field of finance will produce three main consequences (Gratsos & Zachariadis, 2005). Excessive evaluation of financial performance, organization growth, and competition between companies will harm sustainable development, social cooperation, and human dignity :

- a. Limitation of attention to three classic stakeholders: shareholders, customers, and employees, with the hypothesis, that employee satisfaction will cause satisfied customers, then satisfied customers will cause shareholders satisfied.
- b. Loss of identity (depersonalization) from employees and other social partners. The definition of the affective component of an organization, formulated following the representation of each researcher, starting from the organization, its effectiveness, up to the results of the evaluation.

According to the results of research, there are 5 integrative models of organization performance, which can be classified according to their level of complexity: (a) the performance pyramid, (b) performance measurement matrix, (c) Balance Scorecard, (d) stakeholder approach to performance measurement and (e) Organization effectiveness model. It is possible to improve the model of Organization performance limitations by adding more variables to each observation. Over the last few decades, attention to efficiency, productivity, excellence, and total quality, has been increasingly widespread in the Organization of European countries (DiBiaggio, 2013). This concern is often motivated by the threat perception of Organization endurance. This concern also seems to be justified by the increasingly widespread international competition for certain markets and resources (Ulrich, 2010). Performance measures can be seen from the results of certain quality and quantity, following standards set by the organization, which can be tangible or intangible. Performance implies an understanding of the conditions of employee success in achieving job requirements efficiently and effectively (Hair et al, 2010). Employee performance is a work performance, which is a comparison between work results that can be seen clearly with work standards set by the organization. Then Robbins (Harley, 2011) defines performance, which is a result achieved by employees in their work according to certain criteria that apply to a job. Some assume that a broader representation of Organization performance will authorize managers to set the right conditions for work to be meaningful. The effectiveness of an organization can be defined using four main components, namely systemic, social, technical and ecological.

2.4. Strategic Management

Strategic management has 8 main functions that indicate that strategic management is the main key needed by an organization to develop in a long period (Corbett, 2009). The eight functions of strategic management are HRD Planning, actuating, deploy the strategic intent, deploy resources, strategic decision making, deploy results, review performance, deploy learning. This planning process is similar to the model of looking for a SWOT analysis for business or profit or non-profit Organization, but there are several points of difference in establishing HRD Planning. The 5 steps of strategic implementation are the determination of mission and goals, environmental analysis, self-assessment, strategic decision making, implementation and strategy control. The term strategy was originally used in the military world, which was interpreted as a means of using all military force to win battles. This is caused by human instincts that demand their basic instincts in facing threats so that their groups do not become extinct. They make strategies to achieve goals.

2.5. Research Framework Model

The performance of the Government organization is also strongly influenced by national goals, vision, and mission of the Government, as well as strategic environmental conditions both global, regional and national. (Rajasekar, 2014) states that global issues are questions, problems, dilemmas, and challenged, which are closely related to the basic needs of international peace, security, order, justice, freedom, and progressive development. These issues are political-diplomatic, military strategic and socioeconomic in a broad sense with characteristics such as disagreement and conflict, rather than agreement and cooperation. Based on literature studies and empirical studies, the conceptual from previous studies, the conceptual framework in this study is as follows: The concept of Organization performance or Organization effectiveness holds a central position in the management of a private organization, public organization and the field of Organization research. Over the past few decades, attention to efficiency, productivity, excellence, and total quality has been increasingly widespread in various Organization in Europe (Herdiawan, 2019). This concern is often caused by the perception of threats to the survival of an organization, which is caused by the competence to seize market share and compete for increasingly limited resources. In connection with the formulation, determination, and implementation of policies, the Government acts as the agency responsible for building the strength of general infrastructure. The important role of the Government places several work units that have specific roles in the management of general infrastructure facilities, including the Director-General of Strahan who serves as a formulator in the field of general strategy, making general doctrines, general strategies and general postures based on threat prediction. For the Government management in the field of general infrastructure to be maintained and able to adjust to the development of the strategic environment and global issues and the progress of the times, Bureaucratic Reform Management is needed. Various variables as mentioned above, also influence the organization's performance in managing the facilities and infrastructure of the Government, through Bureaucratic Reform Management. This study discusses the independent variables that affect performance, namely HRD Planning. Based on the above theoretical studies, the framework of thought in this study can be described as follows:

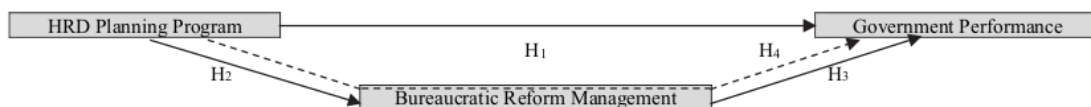


Fig. 1. The proposed study

The hypothesis is as follows:

H1: HRD Planning has a positive effect on Bureaucratic Reform Management.

H2: HRD Planning has a positive effect on Government Performance.

H3: Bureaucratic Reform Management has a positive effect on Government Performance.

H4: The Effect of HRD Planning on Government Performance through Bureaucratic Reform Management

Based on the description of the theory and research framework mentioned above, Schones (2004) found that Organization performance needs to be improved in anticipating change management and leadership so that Organization reforms are as expected. Furthermore Hartley (2012) also concluded that HRD Planning is a must. Although the implementation of HRD Planning will always be challenged, planning must always be determined. An effective strategy for carrying out Organization change will provide a competitive advantage through the "ethos of change" that is embedded in Organization culture. Researchers (Ahmadi, 2019) found that there is a positive and significant relationship between HRD Planning (four dimensions of planning) with change management and organization performance.

2.6. The Methods - Structural Equation Model Modeling (SEM)

The method used in this research is modeling using Structural Equation Modeling (SEM). SEM is a statistical technique to study the causal relationship between latent variables (unobservable variables) which are currently widely used in various fields. A latent variable is a variable formed or explained by an indicator (observable variable). Another name for the latent variable is the factor or construct variable. Meanwhile, other names for observable variables are measurement variable, indicator variable, or manifest variable. In principle, the SEM method is a combination of regression, factor analysis, and path analysis. (Goll et al., 2007) proposed the stages of Structural Equation Modeling into seven steps, as follows:

- a. Development of a theory-based research model.
- b. Development of path diagram analysis to show causality relationships.
- c. Convert a path diagram into a structural equation model.
- d. Selection of the input matrix and estimation techniques for the proposed model.
- e. Assess the identification of the structural model used.
- f. Evaluate the estimated goodness of the model with the Goodness of Fit criteria.
- g. Interpretation and modification of research models.

The goodness of fit index is a reference to measure the level of compatibility between the two models. The seven steps above are technically different applications from one another depending on the software (software) used. The most widely used computer software by researchers to conduct SEM analysis is AMOS, PLS, and LISREL. In this research, the software used for data analysis is SPSS 23 and AMOS 23.0. SPSS is used for the analysis of research instrument data and the data preparation stage as input data for the AMOS 23.0 program.

2.7. Population and Sampling of Research Object

The population in this study is the Low, Middle and High Officers State Civil Apparatuses (ASN) which is within the scope of the Government "X". The total population of positions that can be occupied by ranking Officers with State Civil Apparatuses (ASN) who hold equal positions as Echelon I, II and III Officers/ASN in the Republic of Indonesia's Government; totaling 240 people. Reason (1998) states that the minimum sample size required in SEM modeling is 100. While Naghibi and Baban (2011) state that the model will be very sensitive if the sample size is too large so it is difficult to obtain good goodness of fit. Therefore, the recommended sample size is 5-10 times the number of manifest variables of all latent variables, and the number of samples between 100 to 250. Because in this study the total number of indicators is 48, the number of samples used in this study is $48 \times 5 = 240$ samples. This amount has fulfilled the requirements as stated by Hair et al. (2007). In this study, sampling was conducted by purposive sampling of several parts and locations by considering aspects of respondents' representation without ignoring the assignments of the officials concerned with a total sample of 240 people ASN. As an instrument for data collection is in the form of a questionnaire. The questionnaire distributed as many as 240 ASN, in addition to each element having representation, was also intended to anticipate invalid answers and the existence of questionnaires that did not return.

3. Results and Discussion

3.1. Operational Definition and Variable

Operational definitions are needed to measure a trait or a construct because in the operational definition it is explicit or implied by the nature or characteristics or items or indicators of a constructor variable (Nugroho, 2019). An operational definition is a definition that states a complete set of instructions or criteria or operations about what must be observed and how to observe it by having empirical references. An operational definition is created or created when it will use a measurement strategy such as a questionnaire, instrument, or scale to define a concept. (Degnegaard, 2010). Through operational definitions of concepts

or variables will reduce measurement and observation errors.

1. HRD Planning is defined as the process of formulating, implementing, and evaluating decisions that enable Organization to achieve their goals (Arasa, 2012). Meanwhile, according to Speller (2002), HRD Planning is a response to the demands and challenges that arise in changing lives as a consequence of technological developments, globalization, and scarcity of resources. HRD Planning research variables are measured using 4 dimensions, namely strategic orientation, functional integration, strategic strategy, and management participation. The dimensions of HRD Planning are measured through 8 indicators and 20 questions.
2. Bureaucratic Reform Management is defined as a planned transformation related to technology or human resources in an organization (Rezvani, 2012). Meanwhile, according to (Porter, 1990) other factors that cause changes are Government regulations, the desire to expand outreach to global markets, changes in virtual reality or new strategies. This study uses Bureaucratic Reform Management as a virtual e-intervening (mediator) and is measured using 4 dimensions namely situation awareness, visioning, communication and institutionalization with 14 indicators.
3. Government Performance. According to (Scarlet, 2012) the goal of an organization is to grow and improve performance. Where performance is a measure of how effectively an entity achieves its objectives. While the definition of an organization's performance according to Suharjo and Suharyo (2019) the sum of economic results and activities carried out by the organization. Organization performance is the difference between the achievement of the desired outputs with the results of the actual outputs whether they are following the organization because if the results of the actual output exceed the specified outputs will increase long-term competitive advantage. And then defines Organization performance as the ability of Organization to utilize existing resources (e.g. knowledge, people and raw materials) to achieve Organization goals effectively and efficiently. Organization must continue to improve performance by reducing costs, improving quality, differentiating products and services and increasing competence and planning new strategies (Degnegaard, 2010). Organization performance is measured using 4 dimensions, namely the sustainability of the organization, the worth of the personnel, process efficiency, and legitimacy of the organization. This study also has 11 indicators and 11 questions.

3.2. Processing and Analysis Techniques

Data processing and analysis techniques used in this study consisted of descriptive and inferential analysis techniques. The use of descriptive data analysis techniques is intended to obtain an initial picture of the research object and the characteristics of the spread of scores for each construct/latent variable studied.

HRD Planning Variable

The validity test of the HRD Planning construct using Confirmatory Factor Analysis (CFA) produces the output in Fig. 2.

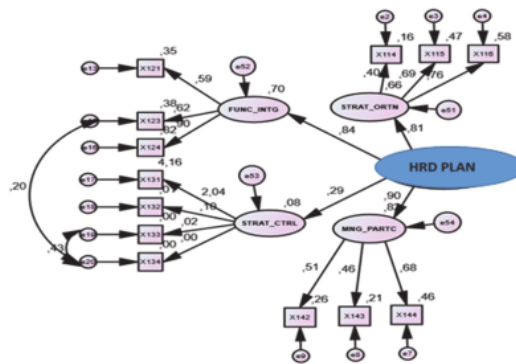


Fig. 3. The results of running the latent variable HRD Planning

Table 3
The Goodness of Fit - The HRD Planning –SEM Model

Goodness of Fit	Goodness Standards	The Calculation Result	Conclusion
CHI-SQUARE	Small	38.890	Fit
RMSEA	≤ 0.080	0.055	Fit
GFI	≥ 0.900	0.957	Fit
CFI	≥ 0.900	0.965	Fit
CMIN/DF	≤ 2.000	1.785	Fit

From Table 2, it can be seen that the HRD Planning variable after the improvement has been made is valid the same way, the reliability and validity construct of Organization Performance and Bureaucratic Reform Management can be calculated. The results can be shown in the following Table 3:

Table 3
Summary of Model Validity and Reliability

CONSTRUCT	TES VARIABLE	VALUE	RESULT	CONSTRUCT RELIABILITY	CONCLUSION
HRD Planning	RMSEA =	0.055	VALID	0.815	RELIABLE
	GFI =	0.957			
	CFI =	0.965			
	CMIN/DF =	1.785			
Bureaucatic Reform	RMSEA =	0.079	VALID	0.985	RELIABLE
	GFI =	0.915			
	CFI =	0.955			
	CMIN/DF =	1.945			
Government Performance	RMSEA =	0.078	VALID	0.961	RELIABLE
	GFI =	0.945			
	CFI =	0.965			
	CMIN/DF =	1.942			

3.3. Evaluation of Conformity to the Complete Model

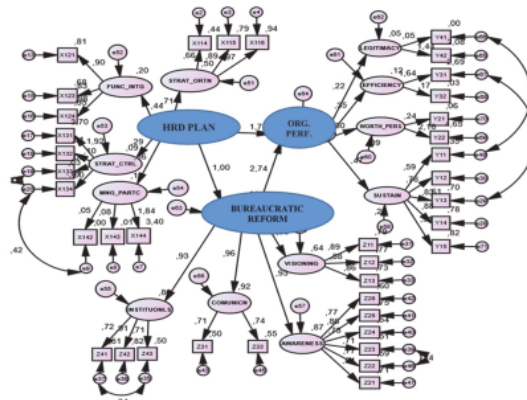


Fig. 4. Research Model Complete

Furthermore, the research model which is a combination of valid and reliable constructs is then tested using research data. The results of the output running of the research model using AMOS 23 are shown in Table 4.

Table 4
Good value of the second-order Structural Equation Model (SEM)

Goodness of Fit	Goodness Standards	Calculation Results	Conclusion
RMSEA	≤ 0.080	0.075	Fit
GFI	≥ 0.900	0.925	Fit
CFI	≥ 0.900	0.927	Fit
CMIN/DF	≤ 2.000	1.995	Fit

Based on the five measures of goodness of the model above, it appears that overall, the model is fit. Thus, the model can be used to analyze the effect of HRD Planning on Organization Performance mediated by the Bureaucratic Reform Management variable in the Government. The meaning of the results of this study is that the model that has been prepared as a whole is already good which is marked by the fulfillment of all sizes of model fittings. The model can explain the direct effect between the latent variable HRD Planning on Organization Performance. In addition to the direct influence of the model, it can also explain the indirect effect between HRD Planning on Organization Performance through other latent variables, namely through the Bureaucratic Reform Management variable.

The Direct Effect of HRD Planning on Government Performance

The first hypothesis examined is the direct effect of HRD Planning on Organization Performance. The results of the study shown in Table 8 explain that HRD Planning has a direct influence on Organization Performance. This can be indicated by the value of loading factor = 1.88 with CR = 3.469 and p significant. Thus, the direct effect of HRD Planning on Organization Performance in the overall model of influence is real and produces a significant effect. Therefore, the implication is to improve Organization Performance by organizing HRD Planning. Thus, H1 is proven. This is consistent with the findings of research conducted by Kenya, (Ahmadi, 2019) which states that there is a positive and significant relationship between HRD Planning (four dimensions of planning) and Organization performance.

Government Performance = $1.88 \times \text{HRD Planning}$

The Direct Effect of HRD Planning on Bureaucratic Reform Management

The second hypothesis in this study is the direct effect of HRD Planning on Bureaucratic Reform Management. The results showed that HRD Planning has a direct influence on Bureaucratic Reform Management. This is indicated by the value of loading factor = 0.995 with CR = 6.244 and p significant. Thus, the direct effect of HRD Planning on Bureaucratic Reform Management in the overall model is real and significant. Therefore, the implication is to improve Bureaucratic Reform Management by organizing HRD Planning. Thus, H2 is proven.

HRD Planning = $0.995 \times \text{Bureaucratic Reform}$

The Direct Effect of Bureaucratic Reform Management on Government Performance

The third hypothesis in this study is the direct influence of Bureaucratic Reform Management on Organization Performance. The results showed that Bureaucratic Reform Management has a direct influence on Organization Performance. This is indicated by the value of the loading factor = 2.85 with CR = 4.959 and p significant. Thus, the direct effect of Bureaucratic Reform Management on Organization Performance in the overall model is real and significant. Therefore, the implication is to improve Organization Performance by managing Bureaucratic Reform Management. Thus, H3 is proven. These results support the results of research conducted by Buzan and Waever (2003) which state there is a positive relationship between Bureaucratic Reform Management and Organization performance.

Government Performance = $2.85 \times \text{Bureaucratic Reform}$

The Effect of HRD Planning on Government Performance through Bureaucratic Reform Management

The fourth hypothesis in this study is the influence of HRD Planning on Organization Performance through Bureaucratic Reform Management (indirect influence). The results showed that the influence of HRD Planning on Organization Performance mediated by Bureaucratic Reform Management has a loading factor that is greater than the direct effect that is not mediated. This is indicated by the value of indirect loading factor = $2.85 \times 0.995 = 2.835$ greater than the loading factor of the direct effect of 1.88. Therefore, the implication is to improve Government Performance by organizing HRD Planning and paying attention to Bureaucratic Reform Management. Thus, H4 is proven. Based on the data processing, the model of the influence of HRD Planning on Organization Performance mediated by the Bureaucratic Reform Management variable can be written as follows:

Government Performance = $1.88 \times \text{HRD Planning} + 2.85 \times \text{Bureaucratic Reform}$.

3.4. Implications of Research Findings

This research produces findings that need to be followed up to have a positive impact on improving Government Performance systemically. The results of research data processing showed a significant influence between HRD Planning on Government Performance through Bureaucratic Reform Management, which is indicated by the loading factor value and the significant opportunity value. This study proves that Government performance is influenced by many variables, including HRD Planning, according to the results of Speller (2002) and Roger (1993). This study also found new findings that the role of Bureaucratic Reform Management variables was very significant in strengthening the effect of HRD Planning on Organization performance. This study also found new findings that although the HRD Planning dimension which consists of strategic orientation, functional integration, strategic control, and management participation is related to Government performance, research results from (Ahmadi, 2019), however, the effect is not significant due to Government performance variables not only influenced by the planning aspect, various other variables influence following the theory of strategic management from (Clausewitz, 2012) because there are 8 main functions of strategic management to improve Organization performance. Using mediating variables Bureaucratic Reform Management can significantly increase the effect of HRD Planning on Government performance. This study also yields different conclusions from previous studies from (Alsabbah, 2014) which examine the object of profit Organization, while this study uses the object of non-profit Organization (Government). The most influential dimension of Bureaucratic Reform Management on HRD Planning in the future situation dimension. Another theoretical implication related to HRD Planning is that the most dominant dimension in making HRD Planning is external orientation. Related to the SWOT analysis theory, HRD Planning variables are proven to have a significant effect on Government performance when mediated by strategic environmental variables.

4. Conclusions

From the results of data processing and discussion of the research model the following conclusions are made.

- a. HRD Planning has a significant positive relationship with Bureaucratic Reform Management.
- b. HRD Planning has a positive relationship with Government Performance. From this description, there are new findings (novelty) that are different from previous studies in which HRD Planning has a weak influence on the conditions of performance and continuity of Organization development.
- c. Bureaucratic Reform Management has a significant positive relationship with Organization performance.
- d. Bureaucratic Reform Management strengthens the effect of HRD Planning on Government performance as indicated by the value of the loading factor of the direct effect which is smaller than the loading factor of the indirect effect.

There are several limitations in this study that need to be underlined. This research is also limited to 2 elements of strategic management, namely HRD Planning as an independent variable (exogenous) and Bureaucratic Reform Management as a moderating variable on Organization performance in the Government because performance the organization is also influenced by other variables besides the variables in this study. This is indicated in the results of the feasibility test results of the model with an Adjusted R-Square value of 79.1% on the Organization variable. To be able to disclose information comprehensively and completely, it is necessary to develop research models that involve more other variables that in theory can affect Organization performance.

Acknowledgement

The authors greatly acknowledge the support from Esa Unggul University and Indonesia Naval Technology College STTAL Surabaya for providing the necessary resources to carry out this research work. The authors are also grateful to the anonymous reviewers and journal editorial board for their many insightful comments, which have significantly improved this article.

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