

# THE INFLUENCE OF STRATEGIC PLANNING AND PERSONNEL COMPETENCE ON ORGANIZATIONAL PERFORMANCE OF THE TNI MATERIAL FEASIBILITY SERVICE MEDIATED BY COMPLIANCE MANAGEMENT

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## ABSTRACT

The main objective of this study is to analyze the effect of strategic planning and personnel competence on organizational performance mediated by compliance management at the material feasibility service within the Ministry of Defense and the TNI. The method used in this research is hypothesis testing using Structural Equation Modeling (SEM) based on Partial Least Square 3.0. The respondent population of this research is material feasibility inspectors who have competence and work in the Ministry of Defense and TNI. Sampling with non-probability sampling method and is a saturated sampling with a total of 50 respondents. The results showed that strategic planning had a significant but insignificant effect on organizational performance, while personnel competence had a significant effect on organizational performance. The mediating role of compliance management has a positive and significant impact on the strategic planning relationship on organizational performance. The results also show that compliance management has a positive and significant influence on the relationship between personnel competence and organizational performance. The variable that has the greatest influence on organizational performance after being mediated by Compliance management is personnel competence. The results of this study provide insight for the organization's material feasibility, in order to improve compliance management so as to improve organizational performance. The novelty in this study is to add to the role of compliance management as a mediating variable in the relationship between strategic planning and organizational performance, and in the relationship between personnel competence and organizational performance. The implication of this research is aimed at helping improve the performance of government organizations in this case the feasibility organization within the Ministry of Defense and the TNI which is tasked with ensuring the safety of personnel and material when defense materials are operated, then compliance management must be fully complied with by personnel at all levels within the organization. The limitation of the research is that it only involves two elements of strategic management, namely strategic planning and personnel competence that affect organizational performance, this becomes an opportunity for further research.

**Keywords:** Strategic Planning, Personnel Competence, Compliance Management and Organizational Performance

## 1. INTRODUCTION

The Center for Feasibility of the Ministry of Defense of the Republic of Indonesia is an organization tasked with carrying out material feasibility functions, which include elaborating policies, drafting program plans and ratifying military feasibility programs, with the aim of ensuring the safety of personnel and materials when defense materials are used/operated in accordance with the development of science and technology. technology, (Regulation of the Minister of Defense of the Republic of Indonesia No: 12 of 2014).

The important role of the Ministry of Defense's feasibility organization in formulating a military airworthiness strategic plan includes activities to guarantee the feasibility of: defense materials for domestic products/types of products, research and development materials, domestic and foreign procurement materials, production and/or maintenance facilities, construction /facilities/buildings/laboratories, development of airworthiness personnel as military feasibility inspectors and supervisors of the technical functions of the force's military worthiness institutions. Meanwhile, the airworthiness institution in preparing the strategic plan of the airworthiness program includes the following activities: fostering military feasibility and technical supervision of Alutsista and military commodities/defense facilities, carrying out military feasibility activities against Alutsista and other military commodities/defense facilities, (Regulation of the Minister of Defense of the Republic of Indonesia No: 33 year 2014 ).

In addition, to improve the competence of the Indonesian Ministry of Defense's Puslaik personnel, the Ministry of Defense conducts annual routine programs in terms of developing airworthiness personnel as military airworthiness inspectors which include activities, certification of military airworthiness inspectors, certification of marine military airworthiness inspectors, certification of military airworthiness inspectors and dissemination of military airworthiness. The main task of military feasibility inspectors is to carry out activities related to the assessment of the eligibility status of a military commodity, production facility, maintenance facility and other infrastructure to be operated through material verification activities. Material verification is a series of activities carried out by the Military Airworthiness Technical Implementation Team to carry out inspections, tests, and conformity assessments based on the military eligibility standard criteria that have been set and check the functions of all installed systems to be declared "accepted" or "rejected".

Personnel serving as the military feasibility technical implementation team are personnel who have the required qualifications with the following conditions: a. Have attended workshops/courses/training for military feasibility inspectors and skills as required; b. have a letter of authorization as evidence of recognition of their qualifications to be involved in the administration of military fitness certification; c. have a background of expertise/qualification in accordance with military commodities, production facilities, and maintenance facilities; and D. master, understand, and understand the regulations and requirements that are directly or indirectly related to the military worthiness certification process. Although the Indonesian Ministry of Defense Puslaik has a strategic role in ensuring the fulfillment of defense material safety requirements when operated, faced with the development of the strategic environment and the rapid advancement of technology in its implementation there are still obstacles.

With this phenomenon, it is hoped that there will be efforts to anticipate through the concept of "Strategic Management" so that the performance of a material feasibility organization like a company in the future must be continuously developed and improved to ensure the fulfillment of regulations and material safety requirements that are in line with the era of globalization and technological advances.

The researcher determined two independent variables, namely "Strategic Planning" and "Personnel Competence" which influenced the dependent variable, arguing that the role of these two variables was very dominant in influencing the performance of the feasibility organization within the Ministry of Defense and the TNI. Strategic planning should be directed at realizing a viable organization with a competitive advantage so that it can improve its performance in certain environmental conditions. Improving the competence of the feasibility inspector is one aspect that determines the success of the feasibility organization. Research by Tsohou and Holtkamp (2017) explains that competence is the knowledge and skills as well as certain attitudes

that are needed by a person to carry out a task assigned to him in a certain context. organizational performance with variable compliance management as a mediation, especially those discussing the performance of the military feasibility organization.

The concept that will be discussed in this study has two aspects of novelty, namely the influence of strategic planning on organizational performance mediated by compliance management, and the influence of personnel competence on organizational performance mediated by compliance management. The motivation of this research is the development of a model by adding compliance management as a mediating variable in order to maximize strategic planning and personnel competence related to improving the performance of the Military Airworthiness Organization. The general purpose of this research is to provide an overview of the importance of planning aspects and personnel competence supported by Compliance management in order to support organizational performance in the face of strategic environmental developments.

Based on the description of the background of the problem and some previous research results, the researcher considers that strategic planning and personnel competence greatly affect the performance of the material feasibility organization, thus this dissertation is entitled "The Effect of Strategic Planning and Personnel Competence on Organizational Performance mediated by Compliance Management at the Material Feasibility Service. TNI".

Referring to the background and previous research literature, the formulation of the problem of this research is whether Strategic Planning has a positive and significant effect on Organizational Performance? Does the competence of personnel have a positive and significant effect on Organizational Performance? Does Strategic Planning have a positive and significant effect on Compliance management? Does the competence of personnel have a positive and significant effect on Compliance management? Does Compliance management have a positive and significant effect on organizational performance? Does strategic planning have a positive and significant effect on organizational performance through Compliance management? Does the competence of personnel have a positive and significant impact on organizational performance through Compliance management?

## 2. LITERATURE REVIEW

### **Strategic Planning**

The strategic planning of an organization is strongly influenced by the dynamics of the development of the strategic environment that often changes, some literature emphasizes that environmental uncertainty and turbulence are very decisive variables in the strategic planning of an organization, Bolisani and Bratianu (2017). In order for organizational goals to be achieved, direction is needed in formulating and implementing strategies, this is in accordance with the opinion of Wheelen T (2015) that strategic planning is long-term planning concerned with developing the company's mission, goals, strategies, and policies that begin with the process of analyzing the environmental situation. external and internal. Elliott et. al, (2019) stated that strategic planning is a set of concepts, procedures, tools and organizational resources used in determining strategic direction to achieve organizational goals. Donkor (2018) states that strategic planning is a real input for the organization and has the ability to accelerate organizational performance. Based on a review of some of the literature above, it can be concluded that strategic planning is basically a series of organizational long-term planning activities involving vision, mission and goals with a review of organizational resources and environmental conditions, in order to achieve a superior performance.

### **Personnel Competence**

According to McClelland in Shaheen (2018), competence is defined as the basic characteristics possessed by a person that have a direct effect on, or can predict, excellent performance. According to Spencer in Ismail (2019) Competence is the basic characteristics possessed by individuals including aspects: a. Knowledge; b. Skills : c. Personality. Hertanto (2017) Competence is the main variable that must be owned by an employee in carrying out his work. Qinghua Hu (2018) knowledge-based employee competence in e-commerce affects individual

performance and has a significant positive effect on organizational performance. Based on a review of some of the literature above, it can be concluded that personnel competence is a person's capacity which includes knowledge, skills, attitudes and fighting power in completing a job or task in accordance with what has been determined by the organization.

### **Organizational Performance**

Organizational performance is the level of achievement of results in order to realize organizational goals, the achievement of organizational performance which is the accumulation of performance of all individuals can be explained through assessment and measurement. This is supported by the research of Alosani et. al, (2019) which states that organizational performance is a series of achievements obtained on a job after implementing a series of work practices. Further research by Habibin et. al, (2015) stated that performance measurement is used to help organizations identify organizational strengths and weaknesses. Vasconcelos ( 2017 ) Company performance is measured through company age, company size and company innovation. Sabiu (2018) performance appraisal is a process in which managers examine and evaluate employees comparing them to predetermined standards.

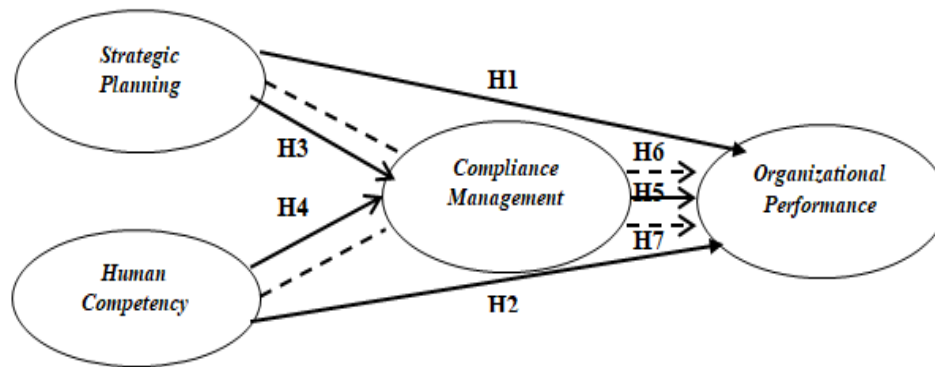
Alosani ( 2019 ) In order to achieve the best overall organizational performance it is necessary to apply strategic planning and innovative practices to the Police Agency in Dubai. Pollanen (2016) Organizational performance will be better with the use of Strategic Performance Measure in every strategic decision making. Based on a review of some of the literature above, it can be concluded that organizational performance is the level of achievement of results or it can also be an accumulation of performance from all personnel involved in an organization.

### **Compliance Management**

Compliance management is an organizational monitoring process to ensure that all rules and norms can be complied with by all employees and leaders that have an impact on organizational performance, this is supported by Dudek's research (2019) which states that Compliance management is an audit and consulting activity related to the organization's global legal environment. , which includes preventive and corrective measures, support of the organization in legal action, and development of procedures that impact legal liability and the image of the organization. WU ( 2016 ) Compliance management is an activity that includes the development, implementation, establishment of mechanisms, cultural inculcation and prevention of compliance risk. Benedek (2012) Compliance management is an initiative to prevent errors and violations of the law with the aim of detecting and preventing corporate crimes and errors, minimizing and preventing the recurrence of problems, improving business processes and controls, ideally Compliance management can help personnel at all levels to operate an organization. without finding incidents of non-compliance. Based on a review of some literature and previous research, it can be concluded that Compliance management is a management activity in the form of supervision of the organization to ensure that organizational behavior from the leadership level to the subordinate level always complies with all applicable laws and social norms.

### **Conceptual Framework**

Based on the formulation of the problem, the research developed consists of four variables which are stated in the conceptual framework picture as follows:



**Figure 1. Conceptual Framework**

### Hypothesis Development

The development of hypotheses in this study include: H1: Strategic Planning has a positive and significant impact on Organizational Performance. H2: Competence of personnel has a positive and significant impact on organizational performance. H3: Strategic Planning Has a positive and significant impact on Compliance management. H4: Competence of personnel has a positive and significant effect on Compliance management. H5: Compliance management has a positive and significant effect on organizational performance. H6: Strategic Planning has a positive and significant impact on organizational performance through Compliance management. H7: Personnel Competence has a positive and significant impact on organizational performance through Compliance management.

## 3. METHODS

**Research design.** The variables tested include strategic planning and personnel competence (independent variable), organizational performance (dependent variable) and compliance management (mediating variable). The time dimension of the research is cross sectional. **Method of collecting data.** In this study, the population used as respondents is TNI officers who meet the requirements and have competence as material feasibility inspectors and are assigned to the military feasibility service at the Indonesian Ministry of Defense Airworthiness Center, the TNI-AD Airworthiness Service, the TNI-AL Airworthiness Service and the TNI Airworthiness Service. -AU. The sample in this case is the material feasibility inspector at the Indonesian Ministry of Defense, the Army Airworthiness Service, the Naval Airworthiness Service and the Air Force Airworthiness Service. The sample used in this study is a saturated sample of 50 respondents.

**Data analysis method.** The data analysis method uses the Smart PLS software version 3.0, which is a variant-based structural equation analysis (SEM) that can simultaneously test the measurement model as well as test the structural model. The validity and reliability test was used SPSS, while the structural model was used to test causality (testing hypotheses with predictive models). There are several reasons why PLS is used in research. In this study, the reasons are that PLS is a data analysis method based on the assumption that the sample does not have to be large, that is, the number of samples less than 100 can be analyzed.

## 4. RESULTS AND DISCUSSION

### Hypothesis Test

The criteria for accepting or rejecting the hypothesis are based on the t-statistics value  $< 1.96$ , (degree of error 5%), then the hypothesis is rejected (Hair, 2010). The results of the t-statistics value of the Smart PLS output from the results of testing the seven hypotheses according to the problem formulation are as follows:

- a) Testing the influence of the Strategic Planning variable on Organizational Performance (H1) obtained a regression coefficient value of 0.071, with a t-statistics value of 0.676. The value of t-statistics  $< 1.96$ , then Strategic Planning has a positive but not significant effect on Organizational Performance. So the hypothesis which states that Strategic Planning has a positive and significant effect on Organizational Performance is rejected.
- b) Testing the influence of the Personnel Competence variable on Organizational Performance (H2), obtained a regression coefficient value of 0.224, with a t-statistics value of 2.323. The value of t-statistics  $> 1.96$ , then Personnel Competence has a positive and significant effect on Organizational Performance. So the hypothesis which states that Personnel Competence has a positive and significant effect on Organizational Performance is accepted.
- c) Testing the influence of the Strategic Planning variable on Compliance management (H3), the regression coefficient value is 0.397, with a t-statistics value of 3.138. The value of t-statistics  $> 1.96$ , then Strategic Planning has a positive and significant effect on Compliance management. So the hypothesis which states that Compliance management has a positive and significant effect on Compliance management is accepted.
- d) Testing the influence of the Personnel Competence variable on Compliance management (H4), obtained a regression coefficient value of 0.322, with a t-statistics value of 3.260. T-statistics value  $> 1.96$ , then Personnel Competence has a positive and significant effect on Compliance management. So the hypothesis which states that Personnel Competence has a positive and significant effect on Compliance management is accepted.
- e) Testing the influence of the Compliance management variable on Organizational Performance (H5) obtained a regression coefficient value of 0.703, with a t-statistics value of 7.620. T-statistics value  $> 1.96$ , then Compliance management has a positive and significant effect on Organizational Performance. So the hypothesis which states that Compliance management has a positive and significant effect on Organizational Performance is accepted.
- f) Testing the influence of the Strategic Planning variable on Organizational Performance through Compliance management (H6) obtained a regression coefficient value of 0.279, with a t-statistics value of 2.513. The value of t-statistics  $> 1.96$ , then Strategic Planning has a positive and significant effect on Organizational Performance through Compliance management. So the hypothesis which states that Strategic Planning has a positive and significant effect on Organizational Performance through Compliance management, is accepted.
- g) Testing the influence of the Personnel Competence variable on Organizational Performance through Compliance management (H7) obtained a regression coefficient value of 0.226, with a t-statistics value of 3.213. T-statistics value  $> 1.96$ , then Personnel Competence has a positive and significant effect on Organizational Performance through Compliance management. So the hypothesis which states that Personnel Competence has a positive and significant effect on Organizational Performance through Compliance management, is accepted.

## Discussion

- a) The Effect of Strategic Planning on Organizational Performance  
The findings from this study can explain that although the Feasibility Organization has a written plan regarding its long-term goals, has a written plan on organizational strategy, has a procedure for detecting / anticipating errors on an ongoing basis, has an effort to take into account factors outside the immediate environment of the organization, but it will not necessarily be able to improve organizational performance. Thus, this study is not in line with previous studies conducted by Kadri (2014), Suwono (2018) and Ray (2018), whose research results show that Strategic Planning has a positive and significant effect on Organizational Performance, in contrast to the results of this research which explained that Strategic Planning has a positive but not significant effect on Organizational Performance.
- b) The Influence of Personnel Competence on Organizational Performance

The findings of this study can be explained that, if a personnel has the will to increase work motivation, is able to control emotions, is tenacious in completing work, has confidence in his abilities, always has a positive attitude towards problems, always tries to be able to understand each problem, is able to master the field of knowledge. related to work, have innovation in work, and are able to use and optimize facilities related to their work, then Organizational Performance can be improved. So that the leadership must pay attention to the increase in the competence of the personnel above, if they want to improve organizational performance. Thus, this study is in line with various previous studies such as those conducted by Ngo, et al., (2014), Hendrawan, et al., (2018), and Shet (2018).

c) The Effect of Strategic Planning on Compliance Management

The results of testing the third hypothesis provide empirical evidence that Strategic Planning carried out by the Organization will affect Compliance management, so that all members of the organization will be effective at work because they rarely waste time at work, carry out as much work as possible that can be carried out all the time, will always try to come to work on time regardless of circumstances or situations, to always produce high-quality work in accordance with the main task, be mentally ready to work when you arrive at work, be very careful to follow work procedures and instructions so that opportunities make zero mistakes, and work with an attractive and appropriate personal appearance in accordance with the applicable provisions as a military airworthiness inspector. Thus, this study is in line with previous research conducted by Masyhur (2013).

d) The Influence of Personnel Competence on Compliance Management

The results of testing the fourth hypothesis regarding Personnel Competence proved to have a positive and significant effect on Compliance management. The results of this test show that if the personnel have the will to increase work motivation, emotional control, tenacity in completing work, confidence in their abilities, positive attitude towards problems, understanding of problems, mastery of work-related knowledge areas, having innovation in work, and being able to When using facilities related to work, these personnel will be more obedient, so that they have qualified, effective and efficient personnel in implementing Compliance management. The results of this study are in line with previous studies conducted by Vanni (2018), Konwea et al. (2018), and Tsohou and Holtkamp (2018).

e) The Influence of Compliance Management on Organizational Performance

Compliance management is proven to have a positive and significant impact on Organizational Performance in this study. The results of this study recommend that if all members of the organization or personnel in the ranks of the Indonesian Ministry of Defense feasibility center, the TNI-AD Airworthiness Service, the TNI-AL Airworthiness Service and the TNI-AU Airworthiness Service, in their work are able not to waste time while working, carry out work as much as possible at all times, always tries to come to work on time regardless of the circumstances or situations, always produces high quality work in accordance with the main task, is mentally ready to work when he arrives at work, is very careful If you are careful to follow work procedures and instructions so that there are zero chances of making mistakes, and work with an attractive and appropriate personal appearance in accordance with the provisions as a military feasibility inspector, then organizational performance will automatically be achieved well, because research proves this effect. The results of this study are in line with previous studies conducted by Busse and Doganer (2018) illustrating that the introduction of compliance and ethics programs in companies has a positive impact on employee acceptance and organizational performance. Likewise with the research results of Hadasch et al. ( 2015 ), Muntaha (2019), and Razi ( 2017 ).

f) The Effect of Strategic Planning on Organizational Performance through Compliance Management

The results of the sixth hypothesis test show that Compliance management mediates the effect of strategic planning on organizational performance, which is proven to be positive and significant. Thus, the results of this study are in line with previous studies conducted by Arifin (2017), Azis (2016), Pangarso and Susanti (2016) concluded that compliance has a significant effect on organizational performance. The results of this test show that in order to achieve and improve the performance of the organization's

Eligibility, the strategic planning carried out by the organization must go through the implementation of Compliance management. Because this study explains that strategic planning is not able to directly affect the achievement of organizational performance.

g) **The Influence of Personnel Competence on Organizational Performance through Compliance Management**

Compliance management mediates the effect of personnel competence on organizational performance, where the results are proven to be positive and significant. This means that it is in line with various previous studies conducted by Yulia et al. (2020), Supriyanti (2019), and Kusmeilia et al. (2019) has shown that knowledge or competence of a person (personnel) has an effect on compliance. Furthermore, other research shows that employee (personnel) compliance has a positive and significant influence on organizational performance (Rohmah, 2019), as well as (Saputra and Heryanto, 2019). These results indicate that the competence of personnel is able to provide a positive and significant influence on organizational performance, directly or indirectly mediated by Compliance management. This shows that the main factor that can support organizational performance at the appropriateness center ranks of the Indonesian Ministry of Defense, Airworthiness Service of the TNI-AD, TNI-AL, TNI-AU is the Competence of the Personnel of the Feasibility Inspector.

## 5. CONCLUSION AND SUGGESTION

### Conclusion

Based on the results of the study, general conclusions can be drawn as follows:

- a) Strategic planning has a positive but not significant effect on organizational performance. This finding proves that the respondents consider the Strategic Planning variable to make a weak contribution to the achievement of Feasibility Organizational Performance at the Ministry of Defense and the TNI, which is formed by the strategic management process.
- b) Personnel Competence is proven to have a positive and significant impact on Organizational Performance. This finding proves that the respondents consider the personnel competency variable to make a strong contribution to organizational performance, so that material feasibility organizations can guarantee defense material safety requirements, military feasibility inspectors are needed who have the competence "Mastery of the use of facilities/tools related to work" in dealing with duties as inspector of material feasibility in the field.
- c) Strategic Planning has a positive and significant impact on Compliance management. This finding proves that the respondents consider the strategic planning variable to make a strong contribution to Compliance management. So that compliance management can be implemented, the feasibility organization must have a written strategic plan regarding its long-term goals.
- d) Competence of personnel has a positive and significant impact on Compliance management. This finding proves that the higher the knowledge, attitudes and skills of the personnel in the material feasibility organization, the higher the compliance management will be.
- e) Compliance management is proven to have a positive and significant impact on Organizational Performance. This finding proves that the Compliance management variable in terms of "Prudence in following work procedures" which is understood and obeyed by all levels in the organization contributes greatly to the achievement of material feasibility organizational performance.
- f) Compliance management has a positive and significant mediation function between Strategic Planning and Organizational Performance. This finding proves that the mediating effect of compliance management has a positive and significant effect on the strategic planning relationship on organizational performance. Thus, to improve the performance of the organization's feasibility in ensuring the fulfillment of defense material safety, the strategic planning made by the organization must implement compliance management.



- g) Compliance management has a positive and significant mediation function between Personnel Competence and Organizational Performance. This finding proves that the mediating effect of compliance management has a positive and significant effect on the relationship of personnel competence to the performance of the organization's feasibility. Thus, improving the performance of the feasibility organization in ensuring the fulfillment of defense material safety can be achieved if the competence of the airworthiness personnel carries out compliance management.

### **Research Limitations**

This research is inseparable from several limitations, especially in terms of time, besides that this research also has limitations, including:

- a) The study only discusses two elements of strategic management, namely strategic planning and personnel competence as independent variables on organizational performance, excluding other variables that also greatly affect the feasibility of organizational performance.
- b) The sample of this research is only material feasibility inspectors from the Ministry of Defense of the Republic of Indonesia, the Indonesian Army, the Navy and the Air Force, so research with wider involvement is still needed if you want to get an overall panorama.

### **Theoretical Implications**

Based on the research findings, the theoretical implications can be described as follows:

- a) The results of this study reveal that the strategic planning variable does not significantly affect organizational performance directly. The implication is that even though the organization has a strategic plan, it will not necessarily improve its organizational performance.
- b) The results of this study reveal that the competence of personnel positively and significantly affects the performance of the organization directly. The implication is, if you want to improve organizational performance, it is necessary to improve the competence of personnel.
- c) The results of this study reveal that Compliance management positively and significantly affects organizational performance directly. The implication is that if you want to improve organizational performance, it is necessary to improve compliance management.
- d) This study shows that Compliance management has a role in mediating the effect of strategic planning on organizational performance. The implication is that if you want to improve organizational performance, it is necessary to improve strategic planning through Compliance management.
- e) This study shows that Compliance management has a role in mediating the influence of personnel competence on organizational performance. The implication is that if you want to improve organizational performance, it is necessary to improve the competence of personnel through Compliance management.

### **Managerial Implications**

In order for an organization to improve its performance in terms of productivity, service quality, responsiveness, responsibility and accountability, every organization must pay attention to the main factors that affect organizational performance, namely strategic planning, personnel competence and compliance management.

- a) Strategic planning. In preparing the strategic plan, it is hoped that the organization will have a commitment to be able to respond quickly to the dynamics of changing strategic environments and the development of technological advances which are then written down in the organization's vision.
- b) Competence of personnel. Material feasibility inspectors are expected to understand that "The ability to master the use of work-related facilities" is a key competitive advantage that must be maintained and developed in order to improve organizational performance.
- c) Compliance management. Organizations need to consider aspects of compliance management in the implementation of strategic planning so as to improve organizational performance.

- d) Organizations are expected to consider aspects of compliance management in managing human resource competencies to improve organizational performance. Competence Human resources will be better able to respond to technological developments when the organization adheres to the principles of Compliance management.
- e) Compliance management is expected to be fully complied with by all levels in order to improve organizational performance. A material feasibility organization with a high level of performance can be achieved if all levels in the organization comply with both mandatory and self-regulation regulations, thus the level of material safety during operation will be more reliable.

### Suggestions For Future Researchers

Future research is expected to be able to explore variables that are directly related to the achievement of improving the performance of the feasibility organization in order to ensure the material safety of the defense equipment so that the "Zero accident" program can be realized. Suggested variables:

- 1) Incorporating technology variables (Sagieva and Kotsemir 2018; Zanjirchi et al, 2019) as variables that greatly affect the performance of the organization's feasibility.
- 2) Lifting several variables that were not examined in this research, but these variables are suspected to greatly affect organizational performance, such as: value system (Escofet and Rosanas, 2019), organization culture (Fakhar, et al., 2012), social innovation process (Vézina et al.2018), strategic management information system (Ghazmahadi, Basri, Kusnadi and Ramli, 2020), Organizational Culture (Armanda, Basri, Kusnadi and Ramli, 2020).

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