

## **Organization Development and Organizational Effectiveness: The Mediating Role of Strategic Orientation in Regional Government Agencies during Post-Earthquake Reconstruction in Cianjur, Indonesia**

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### **Abstract**

This study aims to examine how Organization Development interventions are theoretically posited to relate to public Organizational Effectiveness through the intervening role of Strategic Orientation. Despite growing research on post-disaster governance and public organization management, empirical evidence examining how Organization Development interventions relate to public Organizational Effectiveness through Strategic Orientation remains limited. A nonexperimental cross-sectional survey was conducted among regional government agencies responsible for post-earthquake housing and settlement infrastructure reconstruction in Cianjur, West Java, Indonesia. Data were collected from 223 civil servants through purposive sampling and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The empirical results indicate that Organization Development is strongly positively associated with Strategic Orientation ( $\beta = 0.9437$ ,  $p < 0.001$ ), while Strategic Orientation is strongly positively associated with Organizational Effectiveness ( $\beta = 0.9355$ ,  $p < 0.001$ ). Furthermore, the results indicate a statistically significant indirect relationship between Organization Development and Organizational Effectiveness through Strategic Orientation (indirect effect = 0.8828,  $p < 0.001$ ). These findings suggest that Strategic Orientation represents the organizational mechanism specified in this study through which Organization Development is related to Organizational Effectiveness under post-disaster conditions. Given the cross-sectional design and the high empirical proximity among the constructs, these relationships are interpreted within the methodological boundaries of a single-source perceptual setting. This study contributes to the Organization Development literature by providing empirical evidence on the role of Strategic Orientation as an intervening organizational mechanism in the relationship between Organization Development and Organizational Effectiveness in a post-disaster public-sector setting.

Keywords: Organization Development, Strategic Orientation, Organizational Effectiveness, public organization, PLS-SEM.

## **INTRODUCTION**

The implementation of post-disaster reconstruction places substantial organizational demands on regional government agencies because they are required to simultaneously restore public infrastructure, coordinate reconstruction activities, and maintain the continuity of public service delivery. This challenge became particularly evident following the 5.6 magnitude earthquake that struck Cianjur Regency, West Java, Indonesia, in November 2022. According to official records, the disaster damaged 56,311 housing units and displaced 62,545 residents (BNPB, 2022). In response, the Indonesian Government prioritized the construction of permanent housing together with the rehabilitation of public and social infrastructure (Kementerian PUPR, 2023). These recovery programs required regional government agencies to operate under strict time constraints while coordinating multiple stakeholders, allocating organizational resources, and implementing reconstruction activities in a highly dynamic environment.

Such conditions exposed substantial organizational challenges during the early stages of post-earthquake reconstruction. At the strategic level, limited policy synergy and ineffective communication among stakeholders contributed to uneven aid distribution and delays in emergency response and recovery programs (Darmanto, 2024; Satibi, 2023). At the organizational level, overlapping mandates, fragmented data management, and unclear decision-making procedures complicated coordination among government agencies, resulting in inconsistencies in housing damage assessments and reconstruction priorities (Runiawati et al., 2026; Suhaeti et al., 2026). At the operational level, highly layered bureaucratic structures contributed to coordination bottlenecks and duplication of work among agencies responsible for housing and settlement reconstruction (Rimal et al., 2023; Wijaya et al., 2025). Viewed collectively, these problems reduced organizational responsiveness and constrained the effective implementation of reconstruction programs.

The organizational consequences of these deficiencies extended beyond administrative inefficiency. Fragmented beneficiary verification and inconsistent housing damage assessments contributed to implementation barriers across participating organizations, thereby delaying reconstruction activities (Qadriina et al., 2025; Zulhadi et al., 2025). From a lean construction perspective, similar problems were reflected in administrative complexity,

delayed fund disbursement, shortages of technical facilitators, weak supervision of third-party actors, and persistent communication waste, which collectively reduced the effectiveness of housing reconstruction (Octavia et al., 2026; Suraji et al., 2026). These findings indicate that the principal challenges confronting post-earthquake reconstruction were predominantly organizational rather than merely technical or financial. Consequently, these findings suggest that improving reconstruction performance depends not only on mobilizing organizational resources but also on strengthening organizational capability, aligning organizational processes, and developing a strategic orientation capable of coordinating collective action toward common reconstruction objectives.

These organizational challenges have increasingly attracted scholarly attention within public administration research. Existing studies have investigated post-disaster public organizations from various perspectives in the Indonesian context. Several studies have highlighted the importance of policy synergy between central and local governments, public policy for post-disaster recovery management, and collaborative leadership in disaster governance (Darmanto, 2024; Satibi, 2023; Suhaeti et al., 2026). Other studies have examined institutional governance, bureaucratic adaptation, and the socio-political dynamics of aid distribution following disaster-induced shocks (Qadriina et al., 2025; Runiawati et al., 2026; Zulhadi et al., 2025). Additional studies have focused on the operational dimensions of reconstruction organizations by examining communication processes, lean-oriented reconstruction practices, and collaborative management in permanent housing recovery (Octavia et al., 2026; Suraji et al., 2026; Wijaya et al., 2025). Viewed collectively, these studies establish an empirical foundation for understanding organizational and managerial challenges in post-disaster reconstruction, thereby providing an important basis for examining how public organizations can strengthen organizational effectiveness under crisis conditions.

Contemporary public administration literature has progressively expanded understanding of post-disaster reconstruction by examining the organizational and institutional challenges faced by governments during disaster response and recovery. Existing studies have generally evolved along several complementary themes. One cluster of studies emphasizes collaborative governance and interorganizational coordination as mechanisms for integrating governmental and non-governmental actors in disaster mitigation and recovery

(Agustina et al., 2024; Aung & Lim, 2021; Rahmayanti, 2021; Riadi & Erdiyansyah, 2021; Subiyakto et al., 2025). Another line of research focuses on public policy, institutional governance, and bureaucratic adaptation, emphasizing policy alignment, institutional capacity, and administrative adaptation in supporting post-disaster recovery (Maysaroh et al., 2025; Rimal et al., 2023; Wahyunengseh & Pamungkas, 2025; Zikri & Ramadhan, 2026). Further investigations examine collaborative management and reconstruction implementation by investigating organizational coordination, leadership, communication processes, and reconstruction practices during post-disaster housing recovery (Sospeter et al., 2020; Syukri et al., 2025). Additional contributions have addressed disaster resilience financing, institutional capacity, and legal governance frameworks supporting disaster management (Husein & Iuchi, 2025; Lagrada & Santiago, 2025; Rahmawan et al., 2024; Sagala et al., 2025; Wiyanti & Halimatussadiah, 2021).

Viewed collectively, these studies have progressively enriched the public administration literature by explaining how governments coordinate policies, mobilize institutional resources, establish collaborative arrangements, and implement reconstruction programs under disaster conditions. The dominant analytical perspective, however, remains centered on institutional governance, interorganizational coordination, collaborative management, and recovery implementation. Consequently, previous studies have tended to focus on explaining how public organizations interact with external institutional environments rather than how they develop the internal organizational capacity required to sustain organizational effectiveness throughout post-earthquake reconstruction.

To make the transition from the existing literature to the research framework analytically explicit, this study identifies a research gap through five interrelated stages: established knowledge, unresolved problem, theoretical need, proposed model, and contribution. First, existing public administration and post-disaster research has extensively examined macro-level institutional arrangements, interorganizational coordination, and collaborative mechanisms that support post-disaster recovery (Darmanto, 2024; Satibi, 2023). Second, this emphasis leaves comparatively less attention to the internal organizational processes through which individual public agencies align planned organizational change with coordinated administrative action. Previous studies of post-earthquake reconstruction have identified

internal fragmentation, coordination difficulties, and administrative challenges that can constrain implementation effectiveness, indicating that external coordination alone does not fully explain organizational performance during reconstruction (Octavia et al., 2026; Runiawati et al., 2026).

Third, this gap points to a theoretical need to complement the predominantly interorganizational perspective with an intra-organizational perspective that examines how planned organizational interventions are associated with coordinated organizational action and effectiveness under conditions of environmental disruption (Christensen et al., 2016; Golembiewski, 2017). Organization Development provides a relevant theoretical basis for this purpose because it conceptualizes planned interventions as mechanisms for changing organizational processes, structures, technologies, and human systems (Anderson, 2016; Cummings et al., 2025). Fourth, responding to this theoretical need, the present study specifies an intra-organizational structural model in which Strategic Orientation is positioned as the intervening organizational mechanism between Organization Development and Organizational Effectiveness. This specification moves beyond examining planned organizational change and organizational outcomes as separate domains by examining whether strategic alignment provides an organizational mechanism through which planned change is associated with organizational effectiveness.

Fifth, the study contributes to the state of the art by extending the application of Organization Development theory to a post-disaster public-sector setting in which organizational adaptation occurs under substantial operational and environmental pressures. Rather than treating post-disaster organizational performance solely as a consequence of external coordination arrangements, the study brings the internal organizational mechanism into the analytical framework by examining the role of Strategic Orientation in the relationship between Organization Development and Organizational Effectiveness. In this way, the study extends the organization development literature by providing an intra-organizational explanation of how planned organizational change is associated with organizational effectiveness in regional government agencies operating under post-disaster conditions.

Rather than merely applying established organizational concepts to a specific geographical setting, this study addresses an underexplored issue at the intersection of Public

Administration and Organization Development: how planned organizational change is associated with organizational effectiveness through an internal organizational mechanism in public agencies operating under post-disaster conditions. Previous research on post-disaster public administration has predominantly examined institutional arrangements, interorganizational coordination, and broader governance challenges, while comparatively less attention has been given to the intra-organizational processes through which public organizations align their internal organizational components in response to disruptive conditions (Darmanto, 2024; Octavia et al., 2026; Runiawati et al., 2026; Satibi, 2023). Building on organization development and open systems perspectives, this study therefore positions Organization Development as a planned change process and Strategic Orientation as a distinct organizational configuration through which organizational change is associated with Organizational Effectiveness (Anderson, 2016; Cummings et al., 2025). This positioning extends the analytical focus of existing public administration research from predominantly external and interorganizational arrangements toward the internal organizational mechanisms through which public agencies respond to post-disaster demands.

Based on this theoretical positioning, the study examines the relationships among perceived Organization Development, perceived Strategic Orientation, and perceived Organizational Effectiveness in regional government agencies responsible for post-earthquake housing and settlement infrastructure reconstruction in Cianjur Regency, Indonesia. The study's theoretical contribution lies in examining Strategic Orientation as an organizational mechanism linking planned organizational change to perceived organizational effectiveness within a post-disaster public-sector setting. Its contribution is therefore not based solely on the geographical uniqueness of Cianjur, but on extending the application of Organization Development theory to an empirically demanding public-sector context in which organizational adaptation occurs under conditions of substantial operational pressure. At the same time, given the exceptionally high empirical proximity among the constructs identified in the measurement model, this contribution should be interpreted as evidence concerning their observed associations in the present setting rather than as definitive evidence of fully distinct structural mechanisms.

## **LITERATURE REVIEW**

### **Organization Development**

Conceptually, organization development encompasses the planned application of behavioral science to improve organizational effectiveness and facilitate institutional design transformation (Anderson, 2016; Cummings et al., 2025; Kondalkar, 2009). As a comprehensive approach to planned organizational change, it is commonly operationalized through four macro-intervention dimensions: human processes, technostructural redesign, human resource management, and strategic change (Cummings et al., 2025). The organization development literature widely positions these interventions as collaborative learning strategies designed to strengthen organizational problem-solving capacity, enhance governance health, and sustain organizational performance (Brown, 2013; Burke & Noumair, 2015; Cheung-Judge & Holbeche, 2021; Ramnarayan & Gupta, 2011).

Recent empirical studies generally indicate that implementing organization development in public organizations is considerably more complex than suggested by normative models. Theoretically, strategic change in public service organizations is heavily influenced by the institutional context, which often generates resistance and inertia (Osborne & Brown, 2005). Confirming this premise, Rizvi et al. (2025) found that bureaucratic organizations often encounter structural inertia and institutional resistance during organizational transformation. Similar findings were reported by Bruns (2014) and Sepper and Alas (2008), who found that successful organizational adaptation is strongly associated with not only procedural change but also continuous investment in leadership, organizational learning, and human resource development. This empirical evidence aligns with the foundational concept that organization development requires continuous learning and human process engagements to foster productive and collaborative relationships (Anderson, 2016). Building on these findings, De Nito and Pezzillo Iacono (2021) emphasize that public managers benefit from being equipped with broader managerial capabilities to support sustainable organizational transformation. In the broader management literature, equipping managers with conceptual and human skills is considered vital to coordinate resources effectively during systemic change (Jones & George, 2022).

Furthermore, the requirement for adaptive flexibility appears increasingly relevant during crisis and post-disaster situations. Crisis management capacity relies heavily on the structural flexibility to adapt, rather than being constrained by routine, rigid hierarchical procedures (Christensen et al., 2016). In line with this logic, Špaček and Horák (2025) found that public organizations often struggle with adaptive responses during large-scale external shocks if they rely exclusively on rigid procedural routines without strategic alignment. Consistent with these findings, Wongsin et al. (2025) found that the integration of strategic planning within public governance practices is strongly associated with improved organizational performance and service effectiveness. Empirical evidence from post-disaster recovery further indicates that collaborative leadership and cross-sectoral integration play a crucial role in aligning organizational actions and strengthening disaster governance (Aung & Lim, 2021; Darmanto, 2024; Riadi & Erdiyansyah, 2021).

Viewed collectively, these empirical findings indicate that although organization development improves organizational adaptability, its effectiveness tends to be associated with organizational mechanisms capable of aligning planned organizational change with coordinated strategic action under dynamic environmental conditions. Accordingly, strategic orientation is proposed as the higher-order organizational mechanism through which organization development interventions strengthen public organizational effectiveness in post-disaster public organizations.

### **Strategic Orientation**

Within the organization development literature, strategic orientation is conceptualized as a multidimensional organizational framework that guides organizational adaptation to environmental change. Operationalized as a higher-order construct (Hair et al., 2022), strategic orientation represents a combination of design components that positions the organization in response to environmental dynamics. Consequently, strategic orientation is commonly operationalized through six interrelated organizational design components: strategy, technology, structure, measurement systems, human resource systems, and organizational culture (Cummings et al., 2025). Previous literature widely positions this structural and systemic configuration as a relevant instrument to ensure coordination flexibility, align normative values,



and sustain bureaucratic adaptive capacity (Brown, 2013; Cheung-Judge & Holbeche, 2021; Jones & George, 2022; Rainey et al., 2021).

Recent empirical studies generally indicate that aligning these design components in public organizations involves considerable complexity, particularly under crisis conditions. The lack of strategic alignment often contributes to bureaucratic inertia, which significantly constrains organizational adaptability (Rizvi et al., 2025). In the context of disaster governance, fragmented structural hierarchies, communication waste, and inflexible cultures tend to impede coordinated recovery operations (Runiawati et al., 2026; Suraji et al., 2026). These findings suggest that strategic orientation appears increasingly relevant when organizational fragmentation constrains adaptive responses under crisis conditions. To overcome these institutional barriers, integrating robust strategic planning into governance practices is strongly associated with enhanced public organizational effectiveness (Wongsin et al., 2025).

Furthermore, empirical evidence highlights that achieving strategic alignment in post-disaster environments requires the integration of technological capabilities, operational coordination, and clear measurement systems. Recent studies indicate that the adoption of emerging technologies can facilitate cross-organizational coordination and adaptive mechanisms during extreme disaster risks (Dong et al., 2026). However, such technological agility is expected to be supported by reliable structural coordination. In the specific context of post-earthquake reconstruction in Cianjur, optimizing stakeholder coordination and process flows through a lean construction perspective is critical to minimizing operational waste and bottlenecks in housing reconstruction (Octavia et al., 2026). Complementing these operational improvements, broader evidence highlights that integrating disaster risk management into infrastructure governance and applying synergistic policy frameworks can facilitate cross-sectoral coordination, mitigate fragmented responses, and accelerate post-disaster infrastructure recovery (Putra et al., 2026; Satibi, 2023; Triyanti et al., 2023).

Collectively, these studies indicate that effective strategic orientation is highly contingent upon the integrated alignment of organizational design components rather than on isolated structural adjustments. While post-disaster reconstruction frequently faces institutional fragmentation and operational waste, aligning these design components enables public organizations to convert organization development initiatives into coherent managerial

actions. Therefore, strategic orientation provides the theoretical basis for positioning it as the higher-order mediating construct through which organization development interventions are expected to strengthen public organizational effectiveness in post-disaster public organizations.

### **Organizational Effectiveness**

Within the organization development literature, organizational effectiveness is argued to serve as a primary outcome of institutional adaptation. Theoretically, it reflects the extent to which an organization aligns its internal resources to sustain problem-solving capacity under environmental pressure (Anderson, 2016; Brown, 2013; Burke & Noumair, 2015; Cheung-Judge & Holbeche, 2021). In the specific context of public administration, this concept is extended to include the capacity of public organizations to maintain public legitimacy and responsiveness. Consistent with prior conceptualizations, organizational effectiveness is commonly operationalized through three interrelated dimensions: organizational performance, productivity, and stakeholder satisfaction (Cummings et al., 2025).

Recent empirical studies indicate that measuring and achieving public organizational effectiveness tends to involve more complex evaluations than mere formal compliance. Specifically, evaluating institutional success based solely on financial metrics or budget absorption is argued to exhibit limitations in capturing actual public service quality, as effective public organizations are expected to demonstrate continuous adaptive capacity (Wongsin et al., 2025). Furthermore, organizational productivity is shown to be enhanced when public agencies successfully integrate civil servant competencies with technological innovations (Medina-Esquivel et al., 2024).

Furthermore, achieving these effectiveness outcomes appears increasingly challenging under crisis conditions. During large-scale external disruptions, the capacity of public agencies to maintain operational effectiveness is shown to depend significantly on adaptive local governance, collaborative leadership, and strategic planning (Christensen et al., 2016; Darmanto, 2024; Špaček & Horák, 2025). Collectively, these studies indicate that coordinating multi-agency actions and fostering governance flexibility serve as relevant foundations for supporting post-disaster recovery initiatives.

The available evidence suggests that public organizational effectiveness in post-disaster infrastructure governance is unlikely to be an incidental outcome of isolated administrative interventions. While planned change initiatives theoretically offer potential for bureaucratic adaptation, their empirical effectiveness is frequently constrained by institutional fragmentation and crisis-induced uncertainty. Therefore, achieving sustainable organizational outcomes tends to benefit from a comprehensive approach. Viewed collectively, these arguments suggest that public organizational effectiveness represents the culmination of an aligned strategic orientation that simultaneously improves bureaucratic productivity, enhances macro-level performance, and supports the restoration of public trust among affected communities.

### **Relationships Among Variables**

Within the framework of open systems theory, the relationship among organization development, strategic orientation, and organizational effectiveness is argued to operate through a sequential influence chain. The organization development literature posits that macro-level planned interventions are unlikely to improve organizational effectiveness directly. Instead, human process, technostuctural, and human resource management interventions are theorized to first restructure and align the organization's strategic orientation (Anderson, 2016; Cummings et al., 2025). This aligned strategic orientation subsequently functions as a key intervening mechanism through which structural and cultural changes contribute to sustainable improvements in organizational performance (Burke & Noumair, 2015; Cheung-Judge & Holbeche, 2021).

Recent empirical studies in public administration support the significance of this mediation mechanism, particularly under crisis conditions. Specifically, recent empirical studies indicate that bureaucratic organizations may encounter structural inertia and institutional resistance during organizational transformation, while public organizations facing large-scale external shocks may struggle to adapt when they rely excessively on rigid procedural routines without strategic alignment (Rizvi et al., 2025; Špaček & Horák, 2025). Taken together, these findings suggest that organizational change may require coherent strategic alignment to support adaptive and coordinated organizational action under crisis

conditions. This perspective is consistent with the proposed mediation mechanism, in which Strategic Orientation provides an organizational pathway linking Organization Development with Organizational Effectiveness.

Furthermore, empirical evidence from crisis management contexts highlights the relevance of this mediating role. Under conditions of severe environmental disruption, continuous investments in capacity building and human resource management tend to be more effective in overcoming operational bottlenecks and improving service delivery when guided by a clear, robust strategic direction (Bruns, 2014; Wongsin et al., 2025). Without a strategic framework to channel these resources, capacity development initiatives run the risk of becoming fragmented administrative exercises rather than drivers of organizational resilience.

Viewed collectively, these findings indicate that the capacity of regional government agencies to execute post-earthquake infrastructure mandates is unlikely to be realized through isolated organizational adjustments. Rather, public organizational effectiveness in post-disaster recovery tends to be enhanced when organization development interventions are systematically transmitted through a comprehensive strategic orientation that aligns multi-agency action and coordinates local recovery resources (Octavia et al., 2026; Satibi, 2023; Suhaeti et al., 2026). Consequently, these theoretical and empirical arguments provide the foundational justification for the structural hypotheses examined in this study.

### **Hypothesis Development**

Theoretically, organization development interventions are positioned as key antecedents to the formation of strategic orientation. Systematic applications of behavioral science through human process, technostructural, and human resource management interventions are theorized to transform organizational structures, technologies, and cultures (Anderson, 2016; Cummings et al., 2025).

Crucially, strategic orientation is conceptualized as a distinct higher-order configuration rather than as a sub-dimension of organization development. Organization development represents a planned change process involving behavioral interventions and learning mechanisms designed to alter organizational systems, whereas strategic orientation captures

the resulting configuration and alignment of overarching organizational design components, including strategy, structure, technology, systems, and culture (Miles et al., 1978; Venkatraman, 1989). Within an open systems perspective, Organization Development and Strategic Orientation represent conceptually distinct but related organizational constructs. Organization Development is understood as a planned change process through which organizational components may be reconfigured and aligned, whereas Strategic Orientation refers to the organizational alignment of strategic priorities across those components (Burke & Noumair, 2015; Cummings et al., 2025). Thus, strategic orientation is positioned as a conceptually distinct mediator because it represents an organizational configuration and strategic mechanism through which organization development is associated with organizational outcomes.

Recent empirical studies support this premise by indicating that systemic interventions tend to strengthen the alignment of organizational design components in public sector organizations. Indeed, bureaucratic reform agendas and organizational restructuring initiatives are found to exhibit a higher capacity to strengthen strategic alignment when supported by continuous capacity development and human resource interventions (Bruns, 2014; Rizvi et al., 2025). Taken as a whole, the existing evidence suggests that organization development interventions are likely to support the organizational capabilities needed to establish a coherent strategic direction, particularly for public agencies operating under post-disaster pressures requiring rapid institutional adaptation (Darmanto, 2024; Runiawati et al., 2026). Therefore, comprehensive organization development interventions are expected to have a positive effect on strategic orientation.

**H1: Organization development is expected to have a positive effect on strategic orientation.**

Within the organization development framework, an aligned strategic orientation is argued to function as a major determinant of organizational effectiveness (Cheung-Judge & Holbeche, 2021; Cummings et al., 2025). Empirical evidence indicates that the alignment of design elements—such as strategy, structure, and human resources—tends to be crucial for achieving macro-level performance and civil servant productivity in the public sector.

Specifically, public service quality, bureaucratic productivity, and stakeholder satisfaction are shown to be enhanced when public organizations align their strategic planning, operational communication, and adaptive administrative architectures (Medina-Esquivel et al., 2024; Wongsin et al., 2025; Zaitul et al., 2023). These findings suggest that strategic orientation contributes to organizational effectiveness as it is theorized to facilitate the coordination of resources and improve managerial responsiveness during recovery activities. Overall, these findings suggest that the alignment of organizational design components provides the foundation for achieving measurable public organizational effectiveness and reducing operational communication failures during post-disaster reconstruction (Octavia et al., 2026; Qadriina et al., 2025; Suraji et al., 2026). Consequently, a well-aligned strategic orientation is anticipated to contribute to enhanced performance.

**H2: Strategic orientation is expected to have a positive effect on organizational effectiveness.**

Based on the open systems perspective, strategic orientation is conceptualized as the mediating mechanism that connects planned change to organizational outcomes (Cummings et al., 2025). Previous studies suggest that organization development interventions are unlikely to improve organizational effectiveness directly unless their effects are transmitted through a strategic orientation that coordinates actions toward common objectives. For instance, change initiatives within public administrations are shown to exhibit limited capacity to yield sustainable performance outcomes unless they are integrated into a cohesive, overarching strategic design (Špaček & Horák, 2025). This mediating pathway is argued to be particularly relevant in high-pressure post-disaster environments, where isolated organizational adaptations frequently encounter constraints in generating long-term rehabilitation success without a unified strategic blueprint to coordinate multi-agency recovery resources (Satibi, 2023; Suhaeti et al., 2026). Viewed collectively, these arguments suggest that Strategic Orientation may function as an organizational pathway linking Organization Development with Organizational Effectiveness. Therefore, Strategic Orientation is hypothesized to mediate the relationship between Organization Development and Organizational Effectiveness.

**H3: Strategic orientation is expected to mediate the effect of organization development on organizational effectiveness.**

Taken as a whole, these proposed relationships establish a comprehensive structural model wherein organization development interventions are theorized to influence organizational effectiveness through the mediating role of strategic orientation. Consequently, this integrated framework provides the theoretical basis for the empirical testing executed in this study.

**RESEARCH METHODS**

This study adopts an explanatory research design for the discovery and reporting of relationships (Babbie, 2021), operating as an approach for testing objective theories among variables (Creswell & Creswell, 2023). In accordance with this objective, the study uses a quantitative approach. Based on methodological taxonomy, the study applies a nonexperimental research design using a cross-sectional survey format to examine relationships among variables (Creswell & Creswell, 2023). Within this design, data analysis is configured to measure complex model relationships using partial least squares structural equation modeling (Hair et al., 2022).

Respondents were selected using purposive sampling. The sampling strategy specifically targeted civil servants whose organizational responsibilities provided direct knowledge of post-earthquake housing and settlement reconstruction activities. Rassel et al. (2021) emphasize that such an approach is relevant for targeting individuals with known experience and expertise in the investigated phenomenon. This approach is consistent with the methodological principle that researchers may specifically handpick observational units considered representative of the attributes relevant to the study focus (Sojo & Wheeler, 2024).

A total of 223 civil servants were selected from five regional government agencies with authority, technical expertise, and direct relevance to the development of housing and settlement infrastructure for earthquake-affected communities in Cianjur Regency. The five organizations consisted of the Public Works and Spatial Planning Agency, the Housing and Settlement Area Agency, the Regional Disaster Management Agency, the Regional Revenue Agency, and the Regional Development Planning, Research, and Innovation Agency. To

ensure the relevance of respondents to the study, purposive selection was guided by explicit inclusion criteria requiring respondents to hold active status as a civil servant (PNS or PPPK) and to have direct involvement in planning, budgeting, technical execution, monitoring, or decision-making related to the housing reconstruction program under Perbup No. 86/2025. Temporary contract workers, interns, and general administrative support staff without relevant technical responsibilities were excluded. Because a pre-existing centralized registry listing public servants specifically assigned to post-disaster recovery was unavailable, purposive targeting was used to identify qualified key informants with direct involvement in the reconstruction program. The detailed demographic profile of these 223 respondents is presented in Table 1.

To strengthen the contextual validity of the sample, the selection of the five regional government agencies was based on their formal administrative mandates, which encompass the core functional capacities strategically mobilized during the post-disaster reconstruction phase (Cianjur Regency, 2016, 2025). The establishment of these agencies is structurally governed by Cianjur Regency Regional Regulation (Perda) No. 8/2016 on the Formation and Structure of Regional Apparatus, as subsequently amended by Perda No. 5/2022 to transition the planning agency into Bapperida (Cianjur Regency, 2016, 2022). Furthermore, the operational portfolios, tasks, and functions of these organizations are detailed and updated through Cianjur Regency Regent Regulation (Perbup) No. 86/2025 on the Position, Organizational Structure, Tasks, Functions, and Work Procedures of Regional Apparatus (Cianjur Regency, 2025). Under this legal-formal framework, technical agencies (BPBD, PUTR, and Disperkim) hold structural jurisdictions over emergency management, public infrastructure, and housing affairs, while non-technical agencies (Bapperida and Bapenda) manage regional development planning and fiscal administration—portfolios that are highly integrated to mitigate institutional fragmentation and ensure financial accountability throughout the post-earthquake recovery process (Cianjur Regency, 2016, 2025).

This sampling strategy ensured that the collected data were obtained from bureaucratic officials who possessed direct knowledge of post-earthquake permanent housing policies. This strategy strengthened the contextual relevance and credibility of the empirical data collected from the participating organizations. The data collection instrument used a closed-



ended questionnaire with a five-point Likert scale to measure respondents' level of agreement (Tashakkori et al., 2021). Likert (2007) justifies that assigning numerical values from one to five for each response category provides an objective basis for scoring and quantifying respondents' attitudes. In accordance with partial least squares structural equation modeling procedures, this quasi-metric measurement scale was applied to evaluate the exogenous, mediating, and endogenous variables within the structural model (Hair et al., 2022). The theoretical dimensions of these variables—organization development, strategic orientation, and organizational effectiveness—were operationalized based on open systems theory (Cummings et al., 2025).

Because all study constructs were measured using a single, self-administered survey instrument completed by the same respondents at a single point in time, the potential risk of common method variance (CMV) or common method bias (CMB) was explicitly recognized (Podsakoff et al., 2003). During data collection, procedural safeguards were implemented to reduce potential response bias, including assuring respondents of anonymity and confidentiality and informing them that there were no right or wrong answers. These procedures were intended to reduce evaluation apprehension and social desirability bias and to encourage respondents to provide candid assessments of organizational conditions (De Vaus, 2002; Podsakoff et al., 2003; Tashakkori et al., 2021).

This study did not conduct a post-hoc statistical test specifically designed to assess CMB. Accordingly, the procedural safeguards described above are not interpreted as providing definitive evidence that common method bias was absent. Instead, the potential for common method influence is acknowledged as a methodological limitation of the single-source, cross-sectional perceptual design. This consideration is particularly relevant given the exceptionally high empirical proximity among the core constructs observed in the discriminant validity assessment. Therefore, the structural estimates are interpreted cautiously, and the possibility that part of the covariance among constructs may be associated with the common measurement source cannot be completely excluded.

To ensure strict alignment between the level of measurement, statistical estimation, and empirical inference, the unit of analysis in this study is formally designated at the individual level ( $n = 223$ ), with public servants serving as qualified key informants. Individual civil servants

constitute both the units of observation and analysis, while their respective regional government agencies constitute the organizational referents to which their assessments relate. Each respondent therefore provides a perceptual assessment of organization development, strategic orientation, and organizational effectiveness within the agency in which they are situated (Babbie, 2021; Van de Ven, 2007). In public administration and organizational research, perceptual assessments provided by respondents with direct knowledge of organizational processes can be used to examine organizational characteristics when objective organizational-level measures are unavailable (Campbell, 1955; Kumar et al., 1993; Van de Ven, 2007). Accordingly, the PLS-SEM analysis estimates relationships at the individual respondent level and does not treat the 223 respondents as 223 separate organizations. This specification also avoids drawing organizational-level conclusions from an individual-level statistical analysis and thereby reduces the risk of ecological fallacy and reductionism (Babbie, 2021; Neuman, 2014).

The initial research instrument was developed comprehensively based on the theoretical dimensions of the constructs examined. Considering the complexity of public sector organizational contexts—where organizations operate as inherently complex and dynamic systems rather than perfectly stable entities (Sojo & Wheeler, 2024)—this study anticipated that some indicators might not meet empirical convergent validity criteria. Consequently, measurement model purification was conducted by evaluating outer loadings, where only indicators meeting the acceptable measurement quality threshold were retained in the final structural model (Hair et al., 2022).

Accordingly, model purification was conducted gradually through outer loading evaluation using a threshold of  $\geq 0.70$ . Only indicators that met measurement quality criteria were retained in the final model (Hair et al., 2022). Data analysis was conducted using variance-based structural equation modeling (PLS-SEM) with ADANCO version 2.4.1 (Henseler, 2017). The reflective higher-order construct model was estimated using the Mode A weighting scheme in accordance with the recommendations of Hair et al. (2022) and Henseler (2017). The significance of the structural relationships was assessed using bootstrapping with 5,000 resamples (Hair et al., 2022).

The empirical data were analyzed using variance-based partial least squares structural equation modeling (PLS-SEM) utilizing ADANCO version 2.4.1 (Henseler, 2017). The reflective higher-order constructs within the model were estimated using the Mode A weighting scheme. This algorithmic approach is methodologically appropriate for reflective measurement models as it applies correlation weights to accurately generate construct scores, consistent with the recommendations of Hair et al. (2022) and Henseler (2017). Furthermore, to evaluate the statistical significance of the structural relationships, a nonparametric bootstrapping procedure with 5,000 resamples was executed to obtain stable parameter estimates and derive robust standard errors (Benitez et al., 2020).

## RESULTS AND DISCUSSION

This study analyzes data obtained from 223 civil servants working in five regional government agencies with organizational jurisdiction and operational responsibilities related to housing and settlement infrastructure reconstruction for earthquake-affected communities in Cianjur Regency, Indonesia. The respondents were selected through purposive sampling based on their institutional roles and direct involvement in the reconstruction program. Their demographic characteristics are presented in Table 1.

**Table 1. Respondent Profile**

| Characteristic                    | Category                                                       | n   | %    |
|-----------------------------------|----------------------------------------------------------------|-----|------|
| <b>Regional government agency</b> | Regional Development Planning, Research, and Innovation Agency | 60  | 26.9 |
|                                   | Regional Disaster Management Agency                            | 54  | 24.2 |
|                                   | Public Works and Spatial Planning Agency                       | 43  | 19.3 |
|                                   | Housing and Settlement Area Agency                             | 37  | 16.6 |
|                                   | Regional Revenue Agency                                        | 27  | 12.1 |
| <b>Gender</b>                     | Male                                                           | 115 | 51.6 |
|                                   | Female                                                         | 108 | 48.4 |
| <b>Age group</b>                  | 20–29 years                                                    | 14  | 6.3  |
|                                   | 30–39 years                                                    | 45  | 20.2 |
|                                   | 40–49 years                                                    | 103 | 46.2 |
|                                   | 50–59 years                                                    | 61  | 27.4 |
| <b>Educational attainment</b>     | Senior high school/equivalent                                  | 10  | 4.5  |
|                                   | Bachelor's degree                                              | 126 | 56.5 |
|                                   | Master's degree                                                | 84  | 37.7 |

|                          |                                                |     |      |
|--------------------------|------------------------------------------------|-----|------|
|                          | Doctoral degree                                | 2   | 0.9  |
| <b>Employment status</b> | Civil servant (PNS)                            | 188 | 84.3 |
|                          | Government employee with work agreement (PPPK) | 21  | 9.4  |

Note. N = 223. Percentages are based on the total number of respondents. The number of valid responses varies across characteristics because some respondents did not provide responses to individual demographic items.

**Source: Processed Primary Data (2026).**

Table 1 presents the demographic and institutional profile of the 223 respondents. The respondents were distributed across five regional government agencies directly involved in housing and settlement infrastructure reconstruction in Cianjur Regency. The largest proportion was from the Regional Development Planning, Research, and Innovation Agency (26.9%), followed by the Regional Disaster Management Agency (24.2%), the Public Works and Spatial Planning Agency (19.3%), the Housing and Settlement Area Agency (16.6%), and the Regional Revenue Agency (12.1%). Two respondents (0.9%) did not report or could not be identified by agency.

The respondents also represented a range of age groups and educational backgrounds. The largest age group was 40–49 years (46.2%), while most respondents held a bachelor's degree (56.5%) or master's degree (37.7%). In terms of employment status, 188 respondents (84.3%) were civil servants (PNS) and 21 (9.4%) were government employees with work agreements (PPPK), while 14 respondents (6.3%) did not report their employment status.

Overall, the respondent profile provides contextual information on the composition of the 223 participants drawn from the five participating regional government agencies. Respondent selection was based on institutional affiliation and direct involvement in the post-earthquake reconstruction program, consistent with the purposive sampling approach described in the research design. The respondents therefore served as key informants providing assessments of Organization Development, Strategic Orientation, and Organizational Effectiveness within their respective agencies. The subsequent analysis examines the descriptive characteristics of these research constructs, as presented in Table 2.

**Table 2. Descriptive Statistics of Research Constructs**

| Macro construct                          | Mean   | Standard Deviation | Minimum | Maximum |
|------------------------------------------|--------|--------------------|---------|---------|
| <b>Organization Development (OD)</b>     | 3.1600 | 0.9400             | 1.0000  | 5.0000  |
| <b>Strategic Orientation (SO)</b>        | 3.1900 | 0.9300             | 1.0000  | 5.0000  |
| <b>Organizational Effectiveness (OE)</b> | 3.2600 | 0.8900             | 1.0000  | 5.0000  |

Source: Computed from ADANCO 2.4.1 Indicator Descriptive Statistics (2026)

Table 2 presents the descriptive statistics of the three macro constructs. The mean values range from 3.16 for Organization Development to 3.26 for Organizational Effectiveness on the five-point response scale. The corresponding standard deviations range from 0.89 to 0.94, indicating variation in respondents' assessments across the three constructs. The observed minimum and maximum values span the full response scale from 1.00 to 5.00 for all three constructs. These statistics provide a descriptive overview of the observed responses prior to the subsequent assessment of the measurement model.

The measurement model was subsequently assessed using ADANCO version 2.4.1. Because the study employed a hierarchical component model estimated using a Mode A weighting scheme, the initial assessment focused on indicator reliability, as presented in Table 3.

**Table 3. Summary of Indicator Reliability**

| Macro Construct                     | Number of Indicators | Loading Range | Decision |
|-------------------------------------|----------------------|---------------|----------|
| <b>Organization Development</b>     | 16                   | 0.7326-0.8751 | Reliable |
| <b>Strategic Orientation</b>        | 28                   | 0.7195-0.8874 | Reliable |
| <b>Organizational Effectiveness</b> | 9                    | 0.7381-0.8514 | Reliable |

Source: Computed from ADANCO 2.4.1 output (2026)

Based on the parameters in Table 3, all macro-level constructs met the required criteria for indicator reliability. The indicator outer loadings for organization development, strategic orientation, and organizational effectiveness all exceeded the 0.70 threshold. This indicates that the selected indicators made adequate contributions to reflecting their respective constructs (Hair et al., 2022). From a theoretical perspective, this finding shows that the

instrument successfully operationalized the complex dimensions of planned change and organizational design into measurable items.

The measurement model evaluation was not directed toward the separate interpretation of discriminant matrices among constructs. Instead, it focused on the feasibility of the main constructs based on internal reliability, convergent validity, and the strength of the measurement indicators. This strategy was selected because the study employed a hierarchical component model estimated via a Mode A weighting scheme. In this modeling framework, the relationships among the main constructs are theoretically positioned within an integrated public organizational system. Therefore, the measurement model assessment was directed toward internal consistency and average variance extracted (AVE) as the basis for confirming adequate measurement quality, as summarized in Table 4.

**Table 4. Construct Reliability and Convergent Validity**

| Macro Construct                     | Cronbach's $\alpha$ | Dijkstra-Henseler's $\rho A$ | Jöreskog's $\rho c$ | AVE    | Decision           |
|-------------------------------------|---------------------|------------------------------|---------------------|--------|--------------------|
| <b>Organization Development</b>     | 0.9657              | 0.9664                       | 0.9690              | 0.6622 | Valid and Reliable |
| <b>Strategic Orientation</b>        | 0.9762              | 0.9768                       | 0.9777              | 0.6106 | Valid and Reliable |
| <b>Organizational Effectiveness</b> | 0.9205              | 0.9219                       | 0.9342              | 0.6123 | Valid and Reliable |

Source: Computed from ADANCO 2.4.1 output (2026)

The parameters in Table 4 indicate a very strong level of measurement quality. The Cronbach's alpha values for all main constructs were recorded above the 0.900 threshold, indicating a very strong level of internal consistency. Furthermore, all constructs produced Dijkstra-Henseler's  $\rho A$  above 0.80 and Jöreskog's rho ( $\rho c$ ) values well above the minimum threshold of 0.70. Convergent validity was also confirmed, with the Average Variance Extracted (AVE) values exceeding the minimum threshold of 0.50. From a conceptual standpoint, this strong measurement quality indicates that the three higher-order constructs—organization development, strategic orientation, and organizational effectiveness—have adequately captured the theoretical framework of open systems (Cummings et al., 2025) based on the empirical data.

Viewed collectively, these findings provide an adequate empirical basis for proceeding to structural model analysis, particularly to examine the effect of organization development on

organizational effectiveness through the mediating role of strategic orientation. The integrated correlation pattern among these three main constructs also provides empirical support for open systems theory (Cummings et al., 2025). This theoretical framework indicates that organizational development interventions function as continuous inputs that must be aligned through strategic orientation to produce adequate organizational effectiveness.

However, before formally executing the structural model estimations, it is methodologically imperative to finalize the measurement model assessment by verifying that these interdependent constructs remain empirically distinct. Therefore, the subsequent evaluation focused on testing the discriminant validity among the main constructs using the heterotrait-monotrait (HTMT) ratio, as represented in Table 5.

**Table 5. Discriminant Validity Summary (HTMT Criterion)**

| Macro Construct              | Organization Development | Strategic Orientation | Organizational Effectiveness |
|------------------------------|--------------------------|-----------------------|------------------------------|
| Organization Development     | -                        | -                     | -                            |
| Strategic Orientation        | 0.9713                   | -                     | -                            |
| Organizational Effectiveness | 0.9555                   | 0.9853                | -                            |

Source: Computed from ADANCO 2.4.1 output (2026)

The results of the discriminant validity assessment indicate that the heterotrait-monotrait (HTMT) ratios among the three primary constructs are exceptionally high, specifically 0.9713 between Organization Development and Strategic Orientation, 0.9555 between Organization Development and Organizational Effectiveness, and 0.9853 between Strategic Orientation and Organizational Effectiveness. These values exceed the conventional HTMT thresholds typically employed in assessing discriminant validity. Consequently, the findings indicate exceptionally strong empirical proximity among the three constructs within the empirical setting examined in this study. This outcome is acknowledged as an important limitation concerning discriminant validity, particularly with respect to demonstrating clear empirical separation among the constructs.

Nevertheless, the three constructs exhibit adequate internal consistency reliability and convergent validity, as indicated by their Cronbach's alpha, rho\_A, composite reliability, and AVE values. Thus, while the measurement model provides adequate evidence of internal

consistency and convergent validity, it does not provide sufficiently strong evidence of discriminant validity among the three constructs. The constructs were conceptually distinguished in the theoretical model, but the empirical evidence for their distinctiveness is limited. Accordingly, the structural relationships estimated in the model are interpreted with caution, taking into account the exceptionally high empirical proximity among the constructs.

Considering the measurement instruments have confirmed the organizational framework as an integrated entity, the subsequent computational step is to evaluate the predictive power of the structural model (inner model) through the coefficient of determination and effect size, as represented in Table 6.

**Table 6. Coefficient of Determination and Macro-Level Effect Size**

| <b>Endogenous Macro Construct</b>   | <b>Coefficient of Determination (<i>R-squared</i>)</b> | <b>Adjusted <i>R-squared</i></b> | <b>Macro-Level Effect Size</b> |
|-------------------------------------|--------------------------------------------------------|----------------------------------|--------------------------------|
| <b>Strategic Orientation</b>        | 0.8906                                                 | 0.8901                           | Large                          |
| <b>Organizational Effectiveness</b> | 0.8751                                                 | 0.8745                           | Large                          |

Source: Computed from ADANCO 2.4.1 output (2026)

Based on the parameters in Table 6, the computational algorithm indicates a very strong explanatory power of the modeling. The organization development intervention empirically explains 89.06 percent of the variance in strategic orientation, and subsequently, strategic orientation explains 87.51 percent of the variance in organizational effectiveness. According to structural model evaluation criteria, this explanatory power is classified as large (Hair et al., 2022). This condition indicates that the model accounts for a substantial proportion of variance in organizational effectiveness through the specified structural relationships between Organization Development, Strategic Orientation, and Organizational Effectiveness (Cummings et al., 2025). Given this adequate predictive power, the structural model evaluation proceeded to the structural path significance testing phase using a repeated subsampling method (bootstrapping) with 5,000 iterations to secure estimation stability (Hair et al., 2022).

The exceptionally high coefficients of determination ( $R^2 = 0.8906$  for Strategic Orientation and  $R^2 = 0.8751$  for Organizational Effectiveness) observed in Table 6 indicate that the structural model accounts for a substantial proportion of variance in the endogenous constructs within the present dataset. However, these elevated  $R^2$  values should not be



interpreted as evidence of exceptionally strong or independently established theoretical relationships. Given the exceptionally high empirical proximity among the constructs, as indicated by the elevated HTMT ratios, the magnitude of the  $R^2$  values should be interpreted together with the limitations of the measurement model rather than as independent evidence of strong empirical distinctiveness or causal explanatory power. Methodologically, the higher-order construct specification adopted in this study represents broad organizational abstractions rather than isolated first-order dimensions, and this specification should also be considered when interpreting the magnitude of the structural estimates (Hair et al., 2022).

From a contextual perspective, the sample comprised public servants from five regional government agencies operating under a common and highly synchronized post-disaster reconstruction mandate. This relatively homogeneous operational environment may have reduced perceptual variability and increased empirical covariance among the measured constructs. However, the present study does not permit the extent to which this contextual characteristic contributed to the elevated structural estimates to be established empirically. Therefore, the  $R^2$  values are reported as empirical outputs of the estimated model within this specific setting, and their interpretation is explicitly constrained by the limitations in discriminant validity identified in the measurement model.

This test specifically evaluated two direct-path hypotheses: H1, which predicted that organization development would positively affect strategic orientation, and H2, which predicted that strategic orientation would positively affect public organizational effectiveness. The results of this direct-path hypothesis testing are summarized in Table 7.

**Table 7. Structural Path Coefficients and Hypothesis Testing**

| <b>Causal Path Hypothesis</b>                                   | <b>Path Coefficient (<math>\beta</math>)</b> | <b>t-value</b> | <b>p-value</b> | <b>Decision</b> |
|-----------------------------------------------------------------|----------------------------------------------|----------------|----------------|-----------------|
| <b>H1: Organization Development → Strategic Orientation</b>     | 0.9437                                       | 99.4166        | < 0.001        | Supported       |
| <b>H2: Strategic Orientation → Organizational Effectiveness</b> | 0.9355                                       | 117.3092       | < 0.001        | Supported       |

Source: Constructed from ADANCO 2.4.1 output (2026)

Based on the structural estimates reported in Table 7, the first hypothesis (H1), which proposed a positive relationship between Organization Development and Strategic Orientation, is supported ( $\beta = 0.9437$ ,  $p < 0.001$ ). This finding indicates a strong empirical

association between planned organizational interventions and the strategic configuration of the participating public agencies. The result is consistent with previous research indicating that systemic capacity-building and organizational interventions can support strategic alignment in public-sector organizations (Bruns, 2014; Rizvi et al., 2025), while complementing studies of post-disaster administration that emphasize the need for organizational adaptation and coordination beyond isolated administrative adjustments (Darmanto, 2024; Runiawati et al., 2026).

Theoretically, this relationship is consistent with the organization development perspective, in which planned interventions involving human processes, technostuctural change, and human resource development are intended to modify organizational processes and structures in response to environmental demands (Anderson, 2016; Cummings et al., 2025). Within an open systems perspective, such interventions can be understood as organizational inputs that influence the configuration of internal organizational components. Strategic Orientation, in contrast, represents the alignment of strategy, structure, technology, measurement systems, human resource systems, and organizational culture. Thus, the theoretical relationship between the two constructs can be understood as a linkage between planned organizational change and the alignment of organizational design components. The exceptionally high coefficient observed in the present study indicates that this relationship was particularly strong in the examined post-disaster setting; however, given the limitations in empirical discriminant validity, its magnitude should not be interpreted as evidence that the two constructs are empirically fully distinct. Accordingly, the theoretical interpretation underlying H1 can be stated as follows:

***Proposition 1: Planned Organization Development interventions are theoretically expected to be positively associated with the alignment of Strategic Orientation in public-sector organizations operating under conditions of substantial environmental change.***

The second hypothesis (H2), which proposed a positive relationship between Strategic Orientation and Organizational Effectiveness, is also supported ( $\beta = 0.9355$ ,  $p < 0.001$ ). This result indicates a very strong empirical association between the alignment of organizational

design components and Organizational Effectiveness in the participating agencies. The finding is consistent with studies showing that public-sector performance is associated with the alignment of strategic planning, operational processes, communication, and organizational arrangements (Medina-Esquivel et al., 2024; Wongsin et al., 2025; Zaitul et al., 2023). It also complements post-disaster studies identifying coordination difficulties, information problems, and administrative bottlenecks as challenges affecting reconstruction implementation (Octavia et al., 2026; Qadriina et al., 2025; Suraji et al., 2026).

From a theoretical perspective, Strategic Orientation provides an organizational configuration through which priorities, structures, technologies, measurement systems, human resource arrangements, and organizational culture can be aligned toward common organizational objectives. Such alignment is theoretically relevant to Organizational Effectiveness because it can facilitate coordination among organizational functions and reduce inconsistencies between strategic priorities and operational implementation. Within the open systems perspective, this relationship highlights the importance of internal organizational alignment in responding to environmental pressures rather than treating organizational effectiveness solely as a consequence of external resources or institutional arrangements. Nevertheless, the exceptionally high coefficient observed in this study should be interpreted as a strong empirical association within the examined setting rather than as evidence of an independently established causal effect, particularly in light of the limitations in discriminant validity. Accordingly, the theoretical interpretation underlying H2 can be stated as follows:

***Proposition 2: Strategic Orientation is theoretically expected to be positively associated with Organizational Effectiveness when organizational design components are aligned toward common organizational objectives under conditions of environmental disruption.***

The exceptionally high path coefficients reported in Table 7, particularly for the relationships between Organization Development and Strategic Orientation ( $\beta = 0.9437$ ) and between Strategic Orientation and Organizational Effectiveness ( $\beta = 0.9355$ ), require additional methodological and contextual consideration. The indicator purification procedure retained indicators with outer loadings  $\geq 0.70$ , which can reduce random measurement error and thereby improve the precision of structural parameter estimates (Hair et al., 2022).

However, indicator purification alone does not establish discriminant validity and therefore cannot, by itself, explain or justify the magnitude of the observed path coefficients.

Conceptually, Organization Development and Strategic Orientation remain distinct within the theoretical model. Organization Development refers to planned organizational interventions based on behavioral science, including human process and technostuctural interventions (Anderson, 2016; Cummings et al., 2025). Strategic Orientation, by contrast, refers to the alignment of organizational design components, including strategy, technology, structure, measurement systems, human resource systems, and organizational culture. The former therefore represents a process-oriented intervention construct, whereas the latter represents an organizational configuration through which those changes are aligned. Their conceptual distinction is maintained in the theoretical framework even though the empirical evidence for their distinctiveness is limited in the present dataset.

The exceptionally high estimates should also be considered in relation to the empirical characteristics of the study setting. The respondents were public servants from five regional government agencies in Cianjur Regency operating under a common post-disaster housing reconstruction mandate. This relatively homogeneous operational environment may have reduced perceptual variability among respondents and increased empirical covariance among the measured constructs. However, the present cross-sectional design does not permit the extent of this contextual influence to be established empirically. Accordingly, the reported path coefficients are retained as empirical estimates of the specified model but should be interpreted together with the exceptionally high HTMT ratios and the resulting limitation concerning empirical discriminant validity. Their magnitude therefore provides evidence of very strong empirical associations in this particular setting, rather than conclusive evidence of fully distinct or independently established structural mechanisms.

The remarkably strong path coefficient between Organization Development and Strategic Orientation ( $\beta = 0.9437$ ,  $p < 0.001$ ) warrants careful consideration in light of the conceptual distinction between the two constructs. Organization Development represents a planned change process involving behavioral and organizational interventions, whereas Strategic Orientation represents the configuration and alignment of organizational design components through which such change is associated with coordinated strategic action.

Although the two constructs are therefore conceptually differentiated in the theoretical model, their exceptionally high empirical association requires caution in interpreting the estimated structural relationship. The final measurement model retained indicators that met the specified loading criterion of  $\geq 0.70$  following indicator purification; however, this procedure does not by itself establish strong discriminant validity. Given the exceptionally high HTMT ratio between Organization Development and Strategic Orientation, the estimated coefficient should therefore be interpreted as a very strong empirical association within the present context rather than as conclusive evidence of sharply differentiated structural processes.

The constructs were conceptually distinguished in the theoretical model, but the empirical evidence for their distinctiveness is limited. Accordingly, the exceptionally high path coefficients and substantial explanatory power ( $R^2 = 0.8906$  for Strategic Orientation and  $R^2 = 0.8751$  for Organizational Effectiveness) must be interpreted with caution. Given the exceptionally high HTMT ratios, these structural relationships should not be interpreted as providing strong evidence of clear empirical separation among the constructs. Rather, they represent very strong estimated structural associations within the specific post-disaster context examined in this study.

Viewed collectively, the statistical parameters obtained in this study suggest that the extraordinarily high  $R^2$  values and path coefficients do not automatically indicate construct overlap or common method bias. Instead, these strong relationships can reasonably be interpreted in light of the combination of a higher-order construct design, a rigorously refined measurement model, and the highly homogeneous organizational context of the five agencies managing the reconstruction mandate. Furthermore, as established in the research methods, the potential risk of common method bias was mitigated procedurally during data collection (Podsakoff et al., 2003), providing additional confidence that the observed relationships are less likely to be explained solely by measurement-related artifacts.

To evaluate the third hypothesis (H3), which proposed that Strategic Orientation mediates the relationship between Organization Development and Organizational Effectiveness, a mediation analysis was conducted using the PLS-SEM structural model. The significance of the indirect effect was assessed using bootstrapping with 5,000 resamples, with

the resulting bootstrap estimates used to evaluate the stability and statistical significance of the estimated indirect relationship (Hair et al., 2022; Henseler, 2021).

The structural model specifies Organization Development as an antecedent of Strategic Orientation and Strategic Orientation as an antecedent of Organizational Effectiveness. Accordingly, the estimated indirect effect represents the product of the two structural paths linking Organization Development to Organizational Effectiveness through Strategic Orientation. The results of the structural paths and effect decomposition are reported in Table 8.

**Table 8. Structural Effect Decomposition and Mediation Analysis Results**

| Structural Path / Effect Type                                      | Standardized Coefficient ( $\beta$ ) | Bootstrap Mean (M) | Standard Error (SE) | (t)-value | (p)-value | 95% Percentile Confidence Interval [LL, UL] | Decision    |
|--------------------------------------------------------------------|--------------------------------------|--------------------|---------------------|-----------|-----------|---------------------------------------------|-------------|
| <b>Component Paths</b>                                             |                                      |                    |                     |           |           |                                             |             |
| <b>(H_1): Perceived OD → Perceived SO</b>                          | 0.9437                               | 0.9438             | 0.0095              | 99.4166   | < 0.001   | [0.9222, 0.9602]                            | Supported   |
| <b>(H_2): Perceived SO → Perceived OE</b>                          | 0.9355                               | 0.9355             | 0.0080              | 117.3092  | < 0.001   | [0.9189, 0.9501]                            | Supported   |
| <b>Effect Decomposition</b>                                        |                                      |                    |                     |           |           |                                             |             |
| <b>Direct Effect: Perceived OD → Perceived OE</b>                  | 0.0000                               | 0.0000             | —                   | —         | —         | —                                           | Constrained |
| <b>Indirect Effect: Perceived OD → Perceived SO → Perceived OE</b> | 0.8828                               | 0.8829             | 0.0130              | 68.1480   | < 0.001   | [0.8560, 0.9063]                            | Supported   |
| <b>Total Effect: Perceived OD → Perceived OE</b>                   | 0.8828                               | 0.8829             | 0.0130              | 68.1480   | < 0.001   | [0.8560, 0.9063]                            | Supported   |

Note. OD = Organization Development; SO = Strategic Orientation; OE = Organizational Effectiveness; LL = Lower Limit; UL = Upper Limit. The structural model did not specify a direct path from Organization Development to Organizational Effectiveness. Consequently, no separate direct-effect estimate is reported, and the results do not permit an empirical comparison between direct and indirect effects or a conventional classification of partial versus full mediation. Within the specified structural model, the total effect corresponds to the indirect pathway through Strategic Orientation.

Source: Constructed from ADANCO 2.4.1 output (2026)

The results reported in Table 8 indicate that the hypothesized indirect relationship between Organization Development and Organizational Effectiveness through Strategic

Orientation is statistically significant, with an estimated standardized indirect effect of 0.8828 ( $p < 0.001$ ; 95% percentile bootstrap CI [0.8560, 0.9063]). The confidence interval does not include zero, providing statistical evidence for the hypothesized indirect relationship. Accordingly, H3 is supported with respect to the indirect pathway specified in the theoretical model. Because the structural model does not include a direct path from Organization Development to Organizational Effectiveness, the present analysis does not establish whether the observed relationship would remain significant after accounting for a direct effect. Therefore, the findings are interpreted as evidence supporting the hypothesized indirect pathway rather than as evidence of full mediation.

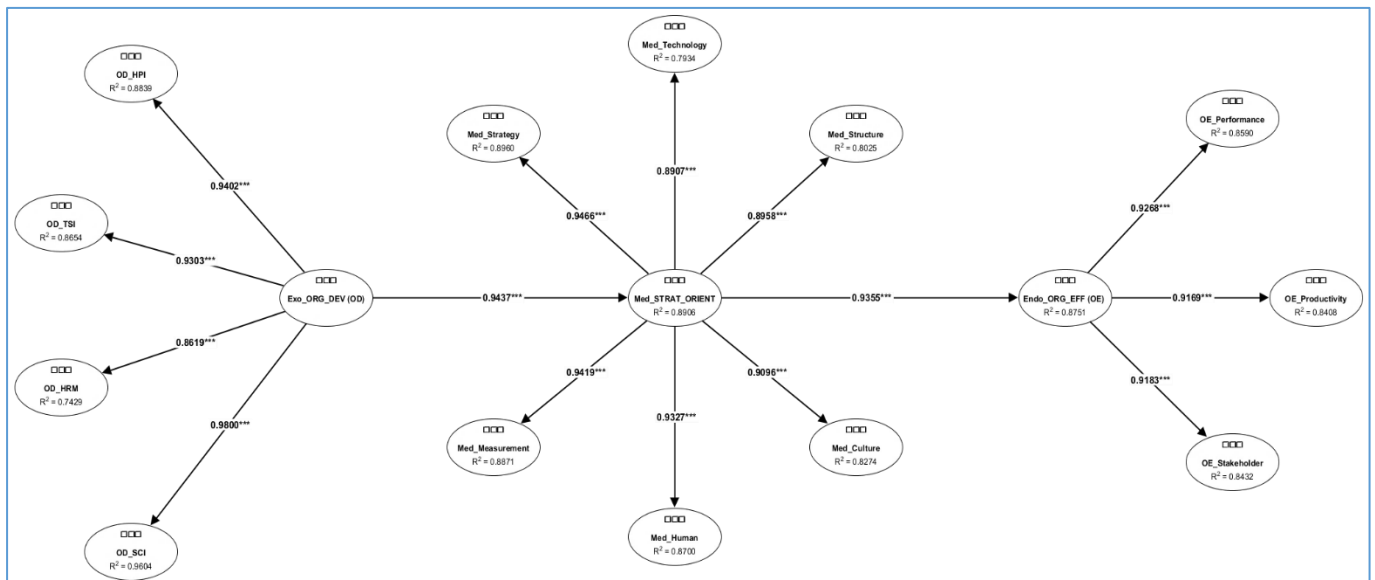
Within the specified model, Organization Development is strongly associated with Strategic Orientation, which in turn is strongly associated with Organizational Effectiveness. Accordingly, Strategic Orientation represents the organizational mechanism specified in this study through which the relationship between Organization Development and Organizational Effectiveness is examined. The indirect effect of 0.8828 reflects the combined product of the estimated Organization Development  $\rightarrow$  Strategic Orientation path ( $\beta = 0.9437$ ) and the Strategic Orientation  $\rightarrow$  Organizational Effectiveness path ( $\beta = 0.9355$ ). Given the exceptionally high empirical proximity among the three constructs identified in the discriminant validity assessment, however, the magnitude of this indirect effect should be interpreted cautiously. It should not be taken as evidence of a fully distinct or independently established causal mechanism, but rather as a strong empirical association represented by the structural pathway specified in the present model.

Theoretically, human process and technostuctural interventions are argued to enhance organizational effectiveness when public agencies successfully integrate strategy, structure, and technology within a coherent organizational framework (Anderson, 2016; Brown, 2013). Furthermore, alignment between personnel expertise and adaptive culture is theorized to provide a relevant foundation for maintaining organizational effectiveness under changing environmental conditions (Cheung-Judge & Holbeche, 2021). From this perspective, Strategic Orientation represents the organizational configuration through which planned organizational change can be associated with coordinated organizational action. This theoretical interpretation is consistent with the conceptual distinction established in the research model,

while recognizing that the empirical distinction among the constructs is limited in the present dataset.

In the context of regional government agencies in Cianjur Regency, the capacity to align operational procedures with technological and organizational requirements is particularly relevant under post-disaster conditions. The observed indirect relationship provides an organizational perspective on the bureaucratic fragmentation and coordination challenges identified in previous studies of post-earthquake reconstruction (Octavia et al., 2026). Previous research has also identified coordination bottlenecks and institutional challenges in post-disaster rehabilitation (Satibi, 2023; Suhaeti et al., 2026). Within the scope of the present model, these findings suggest that the relationship between Organization Development and Organizational Effectiveness is closely associated with Strategic Orientation as the intervening organizational mechanism specified in the theoretical framework. However, given the cross-sectional and single-source perceptual design and the exceptionally high empirical proximity among the constructs, this interpretation should remain bounded to the observed relationships within the examined post-disaster setting.

The final structural model is presented in Figure 1 to visualize the relationships among Organization Development, Strategic Orientation, and Organizational Effectiveness.



**Figure 1 Final Structural Model Visualization (Inner Model)**

Source: Constructed from ADANCO 2.4.1 output (2026)



Referring to the structural parameters in Table 7 and Figure 1, the empirical testing results support the third hypothesis (H3), indicating that the role of strategic orientation in mediating the relationship between organization development and public organizational effectiveness is statistically significant (indirect effect = 0.8828,  $p < 0.001$ ). This empirical parameter indicates that strategic orientation plays a relevant mediating role in the relationship between organization development and public organizational effectiveness. The findings further suggest that organization development interventions are unlikely to generate substantial improvements in organizational effectiveness unless they operate through strategic orientation. Organizational change initiatives therefore benefit from continuous synchronization to support public organizations in responding to crisis pressure through strategic alignment (Cummings et al., 2025). Theoretically, human process and technostuctural interventions are argued to enhance effectiveness primarily when public agencies successfully integrate strategy, structure, and technology within a coherent framework (Anderson, 2016; Brown, 2013). In line with this perspective, Cheung-Judge and Holbeche (2021) articulate that the alignment between civil servant expertise and an adaptive culture serves as a relevant foundation for maintaining long-term organizational health. Therefore, the capability of civil servants in regional government agencies in Cianjur Regency to align operational procedures with technological innovation appears to be a critical factor in building organizational resilience.

The findings of this study provide empirical evidence of a strong association between Organization Development and Organizational Effectiveness through Strategic Orientation within the examined post-disaster public-sector setting. This finding provides a plausible organizational perspective for addressing the institutional fragmentation and coordination challenges identified in previous studies of the Cianjur post-earthquake reconstruction (Darmanto, 2024; Octavia et al., 2026; Satibi, 2023). In this context, the findings suggest that organization development may be more effectively supported when strategic orientation facilitates alignment across organizational functions. Strategic Orientation is theorized to function as an integrative organizational mechanism encompassing strategy, structure, technology, measurement systems, human resource systems, and organizational culture, through which planned organizational change may be associated with more coordinated

organizational action. Accordingly, the practical significance of the findings lies in emphasizing organizational alignment as an important consideration in strengthening organizational effectiveness under post-disaster conditions, rather than viewing organization development as a collection of isolated administrative interventions.

Building on the empirical findings and theoretical discussion, this study offers several practical implications for regional government agencies responsible for post-earthquake reconstruction in Cianjur Regency. The findings suggest that organizational development initiatives may be supported by organizational arrangements that strengthen strategic alignment, coordination, information integration, and implementation control across government agencies. Accordingly, several practical recommendations emerge from the present study.

First, to mitigate potential institutional fragmentation, regional governments may benefit from establishing a permanent cross-agency reconstruction coordination unit spearheaded by the Regional Development Planning, Research, and Innovation Agency (Bapperida). Rather than relying on isolated agency operations, such a coordination mechanism could support integrated reconstruction planning by aligning the emergency response responsibilities of the Regional Disaster Management Agency (BPBD) with the technical implementation capacities of the Public Works Agency (PUTR) and the Housing and Settlement Area Agency (Disperkim) under Perbup No. 86/2025 (Cianjur Regency, 2025).

Second, regional government agencies may benefit from establishing a unified monitoring framework and data synchronization system to address potential inconsistencies in beneficiary and reconstruction data. Integrating data verification processes across PUTR and Disperkim, together with appropriate fiscal oversight by the Regional Revenue Agency (Bapenda), could reduce administrative complexity and support more timely fund disbursement and information sharing during the reconstruction process.

Third, to strengthen implementation control under dynamic post-disaster conditions, local government agencies may benefit from clearer accountability arrangements and systematic performance monitoring for third-party applicators. Such arrangements could include clearer performance responsibilities, systematic monitoring of implementation quality, and appropriate allocation of supervisory responsibilities among technical facilitators. These

measures may support consistency in the application of earthquake-resistant building standards and strengthen accountability during housing reconstruction.

Collectively, these practical implications indicate that organizational effectiveness in post-disaster reconstruction may depend on more than isolated organizational interventions. Formal coordination mechanisms, integrated planning procedures, synchronized information systems, and coherent implementation arrangements may provide practical organizational mechanisms for strengthening strategic alignment and supporting reconstruction performance across regional government agencies.

This study acknowledges several limitations that provide important context for interpreting the empirical results. The primary limitation concerns the exceptionally high HTMT ratios among the core constructs, indicating that Organization Development, Strategic Orientation, and Organizational Effectiveness exhibit exceptionally strong empirical proximity within the examined setting. From the perspective of construct validity, discriminant validity requires conceptually distinct constructs to demonstrate sufficient empirical distinctiveness in their measurement (Henseler, 2021). In the present study, while the constructs were conceptually distinguished in the theoretical model, the exceptionally high HTMT ratios indicate that this distinction was not reproduced with equal clarity at the empirical level. This finding should therefore be regarded as an empirical limitation of the present measurement context rather than as evidence that the constructs are theoretically interchangeable.

Consequently, the single-source, cross-sectional design of this study means that the potential influence of common method variance cannot be entirely ruled out. This limitation is particularly relevant given the exceptionally high empirical proximity among the core constructs observed in the discriminant validity assessment. Accordingly, the strong structural relationships reported in this study should not be interpreted as definitive evidence of fully independent causal pathways among Organization Development, Strategic Orientation, and Organizational Effectiveness. Rather, the structural estimates should be understood within the empirical and methodological boundaries of the present single-source perceptual setting. Future research could strengthen the robustness of these relationships by employing longitudinal designs with temporally separated measurements, multiple data sources, and objective organizational performance indicators. Such approaches would help further

distinguish the temporal and empirical relationships among the constructs and reduce reliance on a single perceptual measurement source.

## **CONCLUSION**

The findings of this study indicate that Strategic Orientation represents the intervening organizational mechanism through which the relationship between Organization Development and Organizational Effectiveness is examined. Theoretically, these findings are argued to extend the public administration literature by indicating that bureaucratic effectiveness in post-disaster environments is closely associated with coordinated organizational alignment rather than isolated administrative interventions. Empirically, this study provides evidence from five regional government agencies responsible for post-earthquake housing and settlement reconstruction in Cianjur Regency, indicating that organizational effectiveness is closely associated not only with technical implementation but also with the capacity of public organizations to align organizational design components through Strategic Orientation. Practically, the findings suggest that regional governments managing post-earthquake reconstruction may support organizational effectiveness by institutionalizing an integrated strategic orientation. Establishing a permanent cross-agency coordination unit to synchronize beneficiary data, technical facilitation, and third-party monitoring may provide a cohesive organizational framework for supporting interagency coordination and mitigating potential bureaucratic fragmentation during reconstruction. Given the cross-sectional, single-source perceptual design and the exceptionally high empirical proximity among the core constructs, these conclusions should be interpreted within the contextual and methodological boundaries of the present study. Future research may benefit from employing longitudinal or mixed-methods designs to examine how Organization Development interventions evolve across different phases of disaster recovery and whether similar organizational mechanisms operate across different regional government contexts.

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