

Strategic Changes in Defense Diplomacy and Organizational Performance from the Perspective of Innovation and Sustainable Synergy

Literature Review

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Abstract

The increasingly complex global security environment demands that nations continuously adapt their defense strategies. In this context, defense diplomacy is no longer understood merely as a ceremonial activity, but as a strategic instrument that plays an important role in perception management, conflict prevention, and strengthening a nation's strategic position. However, the effectiveness of defense diplomacy is largely determined by the performance of the organizations that carry it out, particularly in facing demands for strategic change, innovation, and sustainability synergy. This study aims to analyze strategic change in defense diplomacy and its implications for organizational performance from the perspective of innovation and sustainability synergy. The study uses a qualitative approach with a literature review method of relevant journal articles, academic books, and international institutional reports. Analysis was conducted through narrative and conceptual synthesis to identify patterns, relationships between variables, and research gaps. The results indicate that the organizational performance of defense diplomacy is significantly influenced by internal organizational factors, namely work engagement, communication effectiveness, and organizational facility, which are integrated through strategic change management. Innovation acts as the main driver of organizational adaptation to threat dynamics and technological developments, while sustainability synergy ensures that strategic changes can deliver long-term impact. This study provides a conceptual contribution in the form of an integrative framework that links strategic change in defense diplomacy with sustainable improvement of organizational performance, and can serve as a reference for the development of adaptive and competitive defense policies.

Keywords: Communication Effectiveness, Defense Diplomacy, Organizational Facility, Organizational Performance, Strategic Change Management.

1. Introduction

In 2024, the Indo-Pacific region witnessed a 15% increase in naval patrols by major powers, signaling heightened strategic competition that directly impacts Indonesia's archipelagic security (IISS, 2025). The increasingly dynamic changing global security landscape has encouraged nations to reassess their defense strategies and policies. Contemporary threat patterns are no longer conventional in nature, but are evolving toward hybrid threats that simultaneously combine military and non-military instruments, including cyberattacks, disinformation, economic pressure, and limited military operations that often take place without an open declaration of war (Ljungkvist, 2024; SIPRI, 2025; IISS, 2025). For Indonesia, as the largest archipelagic country in the region, these dynamics demand an adaptive, integrated, and long-term-oriented defense approach, making defense reform no longer a policy option but an urgent strategic necessity.



In this context, defense diplomacy has become one of the increasingly important strategic instruments. Defense diplomacy does not only function as a means of building trust and international cooperation, but also as a medium for perception management, conflict prevention, and strengthening a nation's strategic position at both the regional and global levels. However, the effectiveness of defense diplomacy is largely determined by the capacity of the organizations that carry it out. Without adaptive and innovative organizational performance, defense diplomacy risks losing relevance in the face of the ever-changing dynamics of international security.

Organizational performance in defense diplomacy cannot be separated from internal organizational factors, particularly those relating to human resources and work processes. Work engagement is one important element because it reflects the level of cognitive, emotional, and behavioral involvement of individuals in carrying out the organization's strategic tasks (Federman, 2009). In a strategic environment full of uncertainty and international political pressure, a high level of work engagement becomes the foundation for the successful implementation of strategic change. On the other hand, communication effectiveness plays a crucial role in ensuring that coordination across units, institutions, and countries runs in harmony. Ineffective communication has the potential to cause miscommunication, slow down decision-making, and weaken a nation's diplomatic position (Alon-Barkat & Busuioc, 2023).

However, work engagement and communication effectiveness will not produce optimal performance without adequate organizational facility support. The availability of infrastructure, integrated information systems, and adaptive digital communication platforms are prerequisites for creating a responsive and collaborative defense diplomacy organization. Limitations in organizational facilities can hinder coordination processes, weaken strategic responses, and ultimately reduce overall organizational performance.

As the complexity of the strategic environment increases, innovation and sustainability synergy emerge as main pillars in strengthening the organizational performance of defense diplomacy. Innovation is needed to respond to technological developments, changes in threat patterns, and the increasingly complex demands of international cooperation (Rao et al., 2022). However, innovation that is not accompanied by cross-institutional and cross-sector synergy tends to be partial and unsustainable (Br Damanik & Rizky, 2025). Various studies show that weak coordination, resistance to change, and low external collaboration are the main inhibiting factors in the transformation of defense organizations (Noroozi, 2024). Therefore, sustainability synergy becomes a key element so that innovation can deliver long-term strategic impact (Sahani, 2025; Trizotto et al., 2024).

For Indonesia, the urgency of strategic change in defense diplomacy is concretely demonstrated by the Papua issue, which has repeatedly emerged in international forums. The raising of this issue at the UN General Assembly and various international platforms reflects how non-traditional security challenges particularly narrative battles in digital spaces have become an integral part of modern diplomatic confrontation (Djeen, 2022). The spread of global narratives through digital media has shifted the arena of diplomacy to a battleground of perceptions, where global public opinion can significantly influence international policies and decisions (Ramadhanas, 2024; Zahidi & Othman, 2024). This case illustrates that conventional diplomatic approaches are insufficient to counter transnational narrative campaigns, thereby demanding a defense diplomacy organization that is not only structurally strong, but also innovative and synergistic in the long term.

Previous studies have addressed related themes but remain fragmented. For instance, Federman (2009) extensively discusses work engagement in organizational performance but

does not link it to the specific context of defense diplomacy. Alon-Barkat and Busuioc (2023) examine communication effectiveness in public organizations, yet their analysis stops short of addressing how communication integrates with strategic change in security institutions. Noroozi (2024) identifies barriers to defense transformation, including resistance to change and weak coordination, but does not explore how innovation and sustainability synergy can systematically overcome these barriers. These limitations indicate that existing literature has not comprehensively integrated strategic change in defense diplomacy with organizational performance from the perspective of innovation and sustainability synergy which is a gap this study seeks to address (Toroby et al., 2025).

Therefore, this literature review-based research aims to synthesize and integrate relevant academic findings to formulate a conceptual framework for strategic change in defense diplomacy that can sustainably strengthen organizational performance. With this approach, this study is expected to make a meaningful conceptual contribution to the development of defense diplomacy literature while also serving as a strategic reference for formulating Indonesia's defense policy that is adaptive, innovative, and competitive amid global security dynamics.

2. Literature Review

The theoretical framework of this study is built on the understanding that strategic change in defense diplomacy is the defense organization's response to the increasingly complex dynamics of the global strategic environment. Strategic change is understood as an adaptation process that encompasses the formulation, implementation, and evaluation of organizational policies and practices to remain relevant and effective in achieving strategic objectives (Christensen et al., 2018; Kitsios & Kamariotou, 2019).

The main foundation of this framework rests on Resource-Based Theory, which emphasizes that organizational performance and competitive advantage are largely determined by the ability to manage valuable and difficult-to-imitate internal resources (Barney, 1991; Peteraf, 1993). In the context of defense organizations, these resources include human resource capabilities, strategic facilities, organizational knowledge, and managerial processes that support defense diplomacy (Barney, 1991; Grant, 1996).

To ground this framework in the specific domain of defense diplomacy, it is essential to engage with foundational scholarship in the field. Cottey (2013) provide a seminal analysis of how defense diplomacy has evolved from traditional realpolitik purposes which strengthening allies against common enemies to encompass new roles including strategic engagement with former adversaries, promoting democratic civil-military relations, and building regional peacekeeping capabilities. Their work highlights a critical tension between "old" and "new" defense diplomacy, particularly between the goal of democratization and the imperative of maintaining strategic partnerships with authoritarian states (Cottey, 2013). This tension has direct implications for organizational performance, as defense diplomacy organizations must navigate conflicting mandates while maintaining operational effectiveness.

Building on this foundation, more contemporary frameworks emphasize the integration of defense diplomacy with broader national security strategies. Recent analyses of collective deterrence arrangements in the Indo-Pacific, such as the Australia-Japan strategic partnership, demonstrate how defense diplomacy now encompasses flexible deterrent options, coordinated strategic messaging, and interoperability across diplomatic, informational, military, and economic instruments (Stewart, 2025a). These developments require defense organizations to move beyond bilateral cooperation toward networked,

institutionalized mechanisms that can deliver credible collective deterrence (Stewart, 2025b). Such frameworks demand organizational capabilities far beyond traditional military attach functions, including real-time coordination, intelligence sharing, and joint decision-making structures.

The management of these internal resources encourages the creation of innovation and sustainability synergy within the organization. Innovation is not only understood as technological renewal, but also as renewal of policies, coordination mechanisms, and adaptive organizational work patterns. Synergy among resources enables defense organizations to respond to changes in the strategic environment more effectively and sustainably (Grant, 1996; Hitt et al., 2016).

Strategic change supported by innovation and sustainability synergy subsequently has implications for improving organizational performance. Organizational performance is understood multidimensionally, encompassing not only financial aspects, but also the effectiveness of internal processes, the quality of strategic decision-making, coordination capabilities, and organizational readiness in carrying out defense diplomacy (Kaplan & Norton, 1996; Richard et al., 2009).

Thus, conceptually this theoretical framework positions strategic change in defense diplomacy as a linking mechanism between internal resource management and the achievement of organizational performance. The integration of strategic change, innovation, and sustainability synergy forms a theoretical pathway that explains how defense organizations can improve their performance adaptively and sustainably in the face of global strategic dynamics.

3. Methods

This study uses a qualitative approach with a literature review method to analyze strategic change in defense diplomacy and its implications for organizational performance from the perspective of innovation and sustainability synergy. This method was chosen because the research objective is not to empirically test causal relationships, but to synthesize, integrate, and build a conceptual understanding from various relevant scientific findings.

The research data sources come from secondary literature in the form of reputable international journal articles, academic books, international institutional reports, and policy publications relevant to the topics of defense diplomacy, organizational performance, strategic change management, sustainable innovation, and organizational synergy. Literature was collected through scientific databases such as Scopus, Web of Science, Google Scholar, as well as national and international journal repositories, with publication ranges adjusted to the relevance and latest developments in security and defense issues.

The literature review process was carried out through several stages. First, identification and selection of literature based on main keywords such as defense diplomacy, organizational performance, strategic change management, work engagement, communication effectiveness, organizational facility, innovation, and sustainability synergy. Second, screening and evaluation of source quality were conducted to ensure academic validity, contextual relevance, and the theoretical contribution of each study. Third, the selected literature was analyzed thematically to identify patterns, research gaps, and conceptual relationships between variables.

Data analysis was conducted using a narrative and conceptual synthesis approach, integrating the main findings into a coherent theoretical framework. This approach enables the researcher to link internal organizational factors (work engagement, communication

effectiveness, and organizational facility) with strategic change management as the linking mechanism in sustainably improving the organizational performance of defense diplomacy. This study contributes by mapping strategic relationships and strengthening integrative perspectives in defense diplomacy research.

4. Results and Discussion

4.1. Synthesis of Previous Research and Identification of Research Gaps in Organizational Performance in the Context of Defense Diplomacy

Based on the synthesis of previous research in Table 1, it can be identified that most studies position organizational performance as an outcome of internal variables such as work engagement, communication effectiveness, organizational facility, innovation, and strategic change management. However, the majority of research remains partial, fragmented, and dominated by quantitative approaches in non-defense sector contexts. In addition, the integration between defense diplomacy, sustainable innovation, and organizational synergy within a strategic change framework has not yet been comprehensively explored. This condition indicates a significant research gap, particularly in understanding the dynamics of defense organizational performance through a qualitative synthesis approach based on literature review.

Table 1. Synthesis of Previous Research and Identification of Research Gaps in Organizational Performance and Defense Diplomacy

Author (Year)	Main Findings	Method	Research Gap/Limitations
Aulia et al. (2019)	Work engagement has a positive effect on the performance of TNI personnel	Quantitative	Only one Kodim, does not discuss the context of defense diplomacy, small sample
Park et al. (2020)	Organizational support → job crafting & engagement → adaptive performance	SEM, HR professionals (Korea)	Does not explore external factors & long-term dynamics
Alqhaiwi & Luu (2024)	Work spirituality → work engagement → service performance	Mediation, Jordanian public employees	Does not explore other mediators/moderators; does not discuss defense diplomacy
Mitrovic (2019)	Strategic communication is crucial for defense diplomacy & organizational readiness	Content analysis	Does not explore the role of technology/digital media; no tested model of practice
Penn et al. (2015)	Effective communication → improved defense acquisition performance	Mixed methods, interviews	Communication barriers unclear, alternative solutions underexplored
Khadafi et al. (2023)	Defense diplomacy improves cooperation, effective communication is important	Literature review, VOSViewer	Insufficient exploration of non-traditional threats & digitalization effects
Pakpahan et al. (2023)	Organizational facility → effectiveness of defense diplomacy, coordination, information exchange	Literature review	No detailed analysis of institutional shortcomings, benefits/weaknesses of centralization
Dulguun (2023)	Cutting-edge technology (IoT, AI) improves facility efficiency	Review of facility management technology	Does not address real implementation constraints in defense

Author (Year)	Main Findings	Method	Research Gap/Limitations
Kраліч (2025)	Technological innovation drives efficiency & defense competitiveness	Economic analysis, observation	Needs exploration of military-commercial collaboration & legal/ethical issues of new innovation
Jun-ying (2010)	Organizational learning → strategic change (mediation) → performance	Quantitative, SEM-PLS	Does not explore other mediators/moderators, has not compared other analytical models
Widodo et al. (2023)	Change management mediates coordination & strategic planning → organizational performance	Quantitative, government survey	Does not explore external factors & contextual variables
Hidayat et al. (2024)	Change management → organizational commitment (mediation) → performance	Quantitative, SEM, Setjen Wantannas	Does not explore potential moderating variables, commitment-enhancing factors
Vargas-Hernandez et al. (2024)	Green management + technological innovation → sustainable performance	Meta-analytic, literature review	Not focused on the defense/diplomacy sector, limited exploration of mechanisms
Afeltra et al. (2022)	Sustainable innovation → organizational performance (economic, social, environmental)	Quantitative, Italian manufacturing	Needs objective data & cross-sector/country studies
Safdari Ranjbar & Fatemi (2025)	Defense organizational innovation improves adaptation, effectiveness, & excellence	Mixed methods, innovation evaluation	Challenges of implementing innovation frameworks in defense are underaddressed
Behnam & Cagliano (2016)	Sustainability ↔ innovation mutually reinforce each other, positive influence on organizational performance	SEM, global manufacturing survey	Needs exploration of specific mechanisms & long-term cross-sector effects
Afeltra et al. (2022)	Innovation-sustainability synergy improves quality & customer satisfaction	Quantitative, Italian manufacturing	Generalization limited to specific sectors & countries
Safdari Ranjbar & Fatemi (2025)	Internal-external synergy of defense organizations drives adaptation & excellence	Mixed methods, innovation evaluation framework	Has not explored challenges/weaknesses of the sustainability synergy framework
Rahman et al. (2023)	Organizational change capability + innovation → performance (mediated by knowledge spillover)	Quantitative, SEM	Does not explore detailed mechanisms & contextual external factors
Trivellato et al. (2021)	Dynamic capabilities are important for innovation & performance in public/defense organizations	Review, public organization studies	Insufficient discussion of barriers & differences in private-public sector application
Harsono et al. (2024)	Sustainable innovation performance is influenced by R&D, knowledge management, product innovation	Systematic review, bibliometric	Needs exploration of key factors & dynamics of sustainable innovation

Source: Data processed by researcher

The synthesis of previous research in Table 1 shows that studies on organizational performance have evolved through various theoretical and methodological approaches, particularly those focusing on internal organizational factors such as work engagement, organizational support, work spirituality, organizational learning, and change management. A number of empirical studies (Alqhaiwi & Luu, 2024; Aulia et al., 2019; Jun-ying, 2010; Park et al., 2020) consistently confirm that these factors have a positive relationship with organizational performance. However, these studies are generally conducted in the context of general organizations or non-defense public sectors, so they have not fully captured the specific characteristics of defense organizations operating in complex strategic and political environments.

In the realm of defense diplomacy, existing research emphasizes the important role of strategic communication, institutional coordination, and information exchange in supporting the effectiveness and readiness of defense organizations (Khadafi et al., 2023; Mitrovic, 2019; Pakpahan et al., 2023; Penn et al., 2015). Nevertheless, most of these studies remain focused on the process and practice aspects of diplomacy, with limitations in directly linking them to organizational performance as a strategic outcome. In addition, studies on defense diplomacy are still relatively limited in accommodating the dynamics of non-traditional threats and the influence of digital transformation on the performance of defense organizations.

Studies on innovation and technology utilization in defense organizations indicate that the adoption of cutting-edge technology has the potential to improve organizational efficiency, effectiveness, and competitiveness (Dulguun, 2023; Краліч, 2025). However, most of these studies remain conceptual or based on normative reviews, with limitations in discussing implementation constraints, institutional readiness, and regulatory and ethical implications in the context of defense diplomacy. This indicates a gap between the discourse of technological innovation and the reality of its application in defense organizations.

Furthermore, regarding change management and dynamic organizational capabilities, studies show that strategic change, organizational commitment, and internal coordination play mediating roles in improving organizational performance (Hidayat et al., 2024; Rahman et al., 2023; Trivellato et al., 2021; Widodo et al., 2023). Nevertheless, these studies generally have not integrated external factors specific to defense diplomacy, such as geopolitical dynamics, international relations, and the demands of cross-national and long-term defense policy adaptation.

On the other hand, research on sustainable innovation and sustainability synergy indicates that the integration of innovation, sustainability, and internal-external organizational synergy contributes to improving organizational performance (Afeltra et al., 2022; Behnam & Cagliano, 2016; Ranjbar & Fatemi, 2025; Vargas-Hernandez et al., 2024). However, most empirical evidence remains focused on the manufacturing sector or non-defense organizations, so their application in the context of defense organizations and defense diplomacy has not yet been extensively and systematically explored. Overall, the synthesis of previous research indicates that studies on organizational performance in the context of defense diplomacy still face limitations in terms of perspective integration, particularly between internal organizational factors, strategic change, innovation, and sustainability synergy.

4.2. The Urgency of Strategic Transformation of Defense Diplomacy in Facing Contemporary Security Threats

Traditional defense approaches are no longer adequate to face the character of contemporary threats, which are cross-domain, rapidly changing, and asymmetric. The traditional approaches referred to are those that prioritize conventional force posture, such as

bureaucratic and hierarchical armed forces structures, relatively static doctrine, and long procurement cycles without cross-sector integration between military, civilian, and private sector capabilities (Kotila et al., 2024). This gap becomes more pronounced when budget policies and legal frameworks have not adjusted their priorities, so resource allocation for new capabilities (e.g., cyber, geospatial intelligence, and rapid response units) remains limited. This problem is compounded by convoluted procurement procedures and overlapping divisions of authority, which collectively slow the adoption of critical innovations (Defense Innovation Board, 2025; Häyhtiö et al., 2024). Therefore, measured policy and institutional reforms become imperative: through accelerating doctrine modernization, transitioning to capability- and speed-based procurement mechanisms, strengthening public-private partnerships for innovation acceleration, and improving interoperability through joint exercises and intelligence exchange; while positioning defense diplomacy as a functional instrument that synergizes military, civilian, and technological efforts so that defense organizations can remain relevant and effective rather than merely becoming spectators in the increasingly complex global geopolitical dynamics.

In line with the need for such reform, defense diplomacy as the utilization of diplomatic instruments to support defense interests and policies becomes an aspect that cannot be ignored (Drab, 2024). Defense diplomacy is critically important in the era of collective security, multilateral cooperation, and increasing demands for transparency and accountability in the international arena. However, reality in the field shows that defense diplomacy often gets trapped in bureaucratic routines, rigid communication, and limitations of cross-sector synergy. Such as (a) regular annual meetings often become mere ceremonial forums with the same agenda without substantive updates; (b) formal communication channels between ministries or defense and diplomatic institutions do not always involve non-military stakeholders such as the academic community, civil society, or the technology sector; (c) innovation in defense diplomacy, such as the use of digital diplomacy, information security technology collaboration, or diplomatic mechanisms for rapid response to security incidents, remains very limited. All of this risks hindering efforts to improve the performance of defense organizations and reducing competitiveness at the regional and global levels.

This state of stagnation in defense diplomacy affirms that without more fundamental reform steps, cooperative efforts and strategic contributions at the international level will continue to be ceremonial and provide little substantive added value. Therefore, strategic change encompassing organizational structure renewal, improvement of communication processes, and more adaptive resource management is no longer merely a policy option, but a necessity. Without planned transformation, defense organizations will fall increasingly behind, become unresponsive to external dynamics, and fail to capitalize on innovation opportunities or build cross-sector synergies (Liebetrau & Monsees, 2024). Strategic transformation enables defense diplomacy to align itself with international best practices, improve the effectiveness of negotiation and security cooperation, respond to threats and opportunities more proactively based on data and collaboration, and drive innovation at both the operational and policy levels (Neto, 2019; Quinn, 1989). Thus, strategic change in defense diplomacy is an important foundation for achieving organizational excellence and the sustained success of defense diplomacy amid global uncertainty (Yan et al., 2024). Without significant transformation, defense diplomacy will remain one step behind the times which is a crucial risk that needs to be mitigated immediately to remain relevant and competitive (Tessler et al., 2024).

Strategic change in defense diplomacy is an absolute foundation for achieving organizational excellence and the continued success of defense diplomacy in the era of global

uncertainty (Yan et al., 2024). Without significant change, defense diplomacy will always be one step behind the times which is a risk that needs to be immediately mitigated if it is to remain relevant and competitive. This urgency becomes even more apparent when the complexity of modern security threats demands an approach that emphasizes strategic diplomacy, organizational readiness, and national resilience. Failure to adapt is not merely a matter of technical delays, but also reflects deeper systemic problems, ranging from inadequate performance measurement frameworks to insufficiently comprehensive readiness assessments.

Empirical evidence shows that defense organizations that are slow to adapt will quickly fall behind the changing global dynamics. In the last decade, more than 30% of defense organizations worldwide have failed to meet operational readiness targets because they were unable to make strategic changes relevant to the context of the times (Fontanel, 2023; Oznobishchev & Klimov, 2024; Rynning et al., 2022). Amid a surge in cross-border cyberattacks that have increased by up to 500% since the COVID-19 pandemic, as well as the prevalence of geopolitical conflicts such as those in the South China Sea and Ukraine, it is clear that organizations still anchored to old mindsets are more likely to become targets rather than main actors in the international defense arena.

Thus, defense diplomacy can no longer be viewed as a protocol activity or merely an exchange of diplomatic notes. It must be positioned as the frontline in building security networks, forming strategic alliances, and negotiating national interests amid an era of high volatility (Prantl & Goh, 2022). Without the courage to make fundamental changes, whether in organizational structure, communication culture, or policy innovation, defense diplomacy will only remain trapped in a stagnant status quo and lose its relevance. This new era demands that defense organizations move quickly, think openly, and build cross-sector collaboration on an ongoing basis to ensure national security sustainability and global competitiveness.

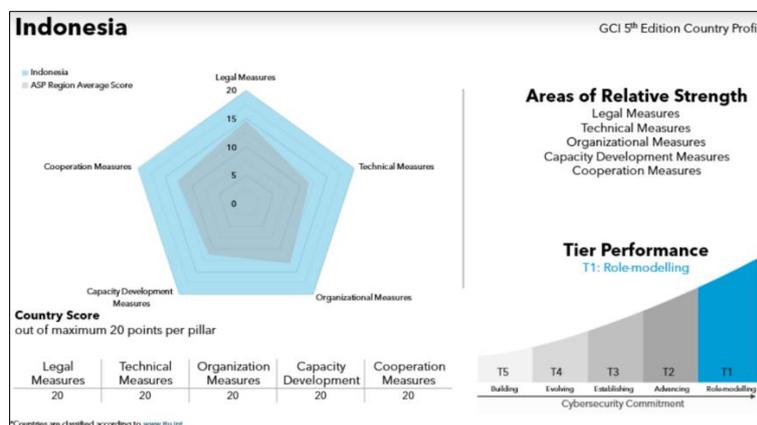


Figure 1. Global Cybersecurity Index 2024

Source : ITU, 2024

The Global Cybersecurity Index (GCI) 5th Edition chart (ITU, 2024) depicted in figure 1 indeed shows impressive achievements: Indonesia obtained the maximum score (20/20) across all assessment pillars ranging from legal, technical, organizational, capacity development, to international cooperation aspects. In aggregate, Indonesia’s position is placed at the highest level, namely Tier 1 - Role-modelling, which affirms formal recognition of the country’s commitment to national cybersecurity policy and infrastructure. However, this normative achievement is not yet fully aligned with effectiveness in the field. Indonesia still faces classic obstacles in the form of real technological lag, disparities in digital literacy

between institutions, and the slow integration of cutting-edge technology into defense and diplomacy systems. The root of this problem is still related to regional and educational disparities, which create a mismatch between workforce capacity and the needs of digital transformation (Jaya et al., 2024; Kartiasih et al., 2023).

Similar disparities are also evident at the ASEAN regional level. Although the ADMM-Plus (ASEAN Defence Ministers' Meeting Plus) forum was established to strengthen security cooperation, in practice strategic synergy among member states is often hampered by weak coordination and disparities in policy adaptation capabilities (Diva et al., 2024; Sutanto & Priyanto, 2023). This situation becomes more pronounced when some countries, such as Singapore and Vietnam, have successfully leveraged digital innovation to strengthen their defense diplomacy positions, while other countries, including Indonesia, tend to be in a reactive position (Qiao-Franco et al., 2025).

Although Indonesia's achievements are quite impressive, in reality implementation still leaves a significant gap. Formally, Indonesia is regarded as a regional role model in terms of cybersecurity policy and infrastructure. However, this normative achievement is not yet fully reflected in the field, as there are still obstacles in the form of delays in technology adoption, disparities in digital literacy between institutions, and infrastructure disparities between regions (Jaya et al., 2024; Kartiasih et al., 2023). This condition shows that without real transformation, the high scores recorded in international reports will only become administrative achievements with minimal substantive impact.

Strategic change in defense diplomacy must be driven by three main dimensions, namely work engagement, communication effectiveness, and organizational facility. These dimensions are prerequisites for bridging the gap between normative achievements and implementation effectiveness. Work engagement, for example, encourages every personnel member to express full involvement including physically, cognitively, and affectively so as to be able to exceed expectations in facing global challenges (Federman, 2009). Without strengthening this internal aspect, Indonesia risks losing influence and falling further behind in strategic decision-making in ASEAN, thus only becoming an object rather than a main actor in shaping the future of the region.

4.3. Integration of Internal Organizational Factors in Improving Organizational Performance through Strategic Change Management

The relationship between internal organizational factors and strategic change management has direct implications for Indonesia's defense diplomacy performance. Organizational performance is understood as the output of internal organizational processes that involve the interaction between human resources, structural support, and the organization's adaptive capacity in responding to changes in the strategic environment. Within this framework, work engagement, organizational facility, and communication effectiveness form a complementary internal foundation in driving the achievement of organizational performance. These three factors do not operate separately, but are connected through a strategic change management mechanism that enables the organization to convert internal potential into sustainable performance excellence.

For Indonesian defense organizations, work engagement occupies a central position in the dynamics of organizational performance improvement. Work engagement occupies a central position in the dynamics of organizational performance improvement. A high level of work engagement is reflected through the dedication, energy, and focus of employees in carrying out their duties, which impacts the improvement of work quality, performance consistency, and commitment to achieving organizational goals (Christian et al., 2011; Schaufeli et al., 2002). This condition encourages the emergence of proactive and innovative

work behaviors, so that the organization has a greater capacity to maintain operational effectiveness in dynamic situations (Albrecht et al., 2015; Bakker & Demerouti, 2017). Work engagement also strengthens the psychological readiness of employees in facing change, because engaged individuals tend to have higher levels of acceptance and participation in strategy and work process renewals (Xanthopoulou et al., 2007). In the context of Indonesia's defense diplomacy, where personnel must navigate complex regional dynamics and sensitive issues such as the Papua narrative battles, high work engagement becomes essential for maintaining strategic focus and diplomatic effectiveness.

In addition to the human factor, organizational facility plays a role as a structural support that enables organizational activities to run efficiently. Organizational facilities, which include physical means, technology, and supporting infrastructure, provide a conducive work environment for employees to achieve optimal performance (Wernerfelt, 1984). The availability of adequate facilities reduces operational obstacles, accelerates workflows, and increases employee comfort and job satisfaction (Ahmad et al., 2020). In the context of strategic change, organizational facilities enable the implementation of training, internal communication, and cross-unit coordination more effectively, so that the process of organizational adaptation to new strategies can proceed systematically and in a directed manner (Putra et al., 2019). For Indonesia, bridging the gap between normative cybersecurity achievements and field implementation requires substantial investment in organizational facilities that support real-time coordination, secure communication, and integrated data sharing across defense and diplomatic institutions.

Communication effectiveness strengthens the integration between the human factor and structural support in the organization. The organization's ability to convey information clearly, in a timely manner, and in a way that is understandable to all members allows for solid coordination and more accurate decision-making (Daft & Lengel, 1986). Effective communication also builds shared trust and understanding regarding organizational objectives, thereby increasing employee engagement and commitment in carrying out their respective roles (Rahmawati, 2019). In situations of strategic change, communication functions as the main instrument in explaining the direction of change, reducing uncertainty, and minimizing internal resistance (Lewis, 2011). In Indonesia's defense diplomacy architecture, improving communication effectiveness across ministries particularly between the Ministry of Defense and the Ministry of Foreign Affairs is critical for presenting a unified strategic posture in international forums.

These three internal factors interact dynamically through strategic change management. Strategic change management enables the organization to plan, implement, and evaluate strategy renewals in a structured manner, so that responses to environmental dynamics can be carried out adaptively and sustainably (Al-Haddad & Kotnour, 2015). Strategic change management acts as an integrative mechanism that unites employee engagement, facility support, and communication effectiveness into a coherent organizational transformation process (Oreg, 2018).

The role of strategic change management becomes increasingly important in explaining the indirect relationship between internal factors and organizational performance. High work engagement strengthens employee participation in change implementation, so that the strategies designed by the organization can be carried out consistently and effectively (Bakker & Demerouti, 2007; Caldwell et al., 2004). Organizational facility support facilitates the change process by providing the means needed in implementing new strategies, while effective communication ensures that all members of the organization have an aligned understanding of the objectives and stages of change.

Through this integration, organizational performance develops as the result of an internally managed strategic process. Organizational performance is not only reflected in the achievement of short-term outputs, but also in the organization's ability to maintain effectiveness, innovation, and competitiveness in the long term. Thus, work engagement, organizational facility, and communication effectiveness acquire strategic meaning when orchestrated through strategic change management as the main link between the organization's internal potential and the achievement of sustainable performance.

4.4. Dynamics of Organizational Capabilities in Supporting Adaptive and Sustainable Defense Diplomacy

Defense diplomacy demands that organizations possess performance that is not only operationally effective, but also adaptive to the complex dynamics of the strategic environment. Within this framework, organizational performance is influenced by the institutional capacity to manage internal capabilities of a strategic and long-term nature. The Resource-Based Theory perspective positions internal resources as the main foundation for the sustainability of organizational performance, particularly when these resources are valuable, rare, difficult to imitate, and irreplaceable (Barney, 1991; Peteraf, 1993; Wernerfelt, 1984). For Indonesia, leveraging these internal resources is essential to translating formal policy commitments into tangible diplomatic outcomes.

The capabilities of a defense organization are not solely formed by the existence of physical assets, but also by the management of intangible assets embedded in knowledge, experience, organizational culture, and strategic relationship networks. The combination of tangible and intangible assets forms the core competence of the organization that enables defense diplomacy to be carried out effectively and consistently in the long term (Barney, 1991; Grant, 1996). Indonesia's extensive network of defense attachés, participation in multilateral forums such as ADMM-Plus, and historical leadership in ASEAN constitute intangible assets that, when properly leveraged, can significantly enhance defense diplomacy performance. In this context, the organization's ability to internalize and leverage strategic capabilities becomes the determinant of the quality of institutional performance.

Organizational performance is also influenced by the psychological condition and engagement of personnel in carrying out their duties. Work engagement reflects the extent to which individuals express energy, dedication, and cognitive and emotional involvement in their work (Saks, 2006; Schaufeli & Bakker, 2004). Personnel with high levels of work engagement demonstrate resilience in facing task complexity, willingness to contribute proactively, and commitment to achieving organizational goals. The dimensions of vigor, dedication, and absorption comprehensively describe this engagement and contribute to the strengthening of collective organizational performance (Tims et al., 2015; van Wingerden et al., 2017). For Indonesian defense diplomacy personnel, who must simultaneously manage traditional security concerns and emerging challenges such as digital narrative battles, sustained work engagement is critical for maintaining diplomatic effectiveness.

In addition to the human factor, organizational facility support is an important prerequisite for the smooth implementation of defense diplomacy. Organizational facilities encompass physical and non-physical means that enable coordination, communication, and decision-making to proceed effectively (Harris et al., 2019). The availability of adequate facilities creates a conducive work environment, minimizes operational obstacles, and increases efficiency in carrying out organizational tasks (Choudhury et al., 2021).

In defense organizations, facilities are not only required to be functionally adequate, but must also meet security standards, system reliability, and the integration of information and communication technology (Mitrovic, 2019; Ranjbar & Fatemi, 2025). Non-physical facilities

such as efficient administrative procedures, integrated information systems, and a comfortable work environment also support the consistency and accuracy of defense diplomacy implementation.

Communication effectiveness serves as the linking mechanism that unites strategic capabilities, personnel engagement, and organizational facility support. Clear, timely, and comprehensible communication enables the alignment of understanding, reduction of the risk of miscommunication, and improvement of the quality of coordination between work units (Clampitt, 2016; Robbins & Judge, 2019). In defense diplomacy, communication has a strategic dimension because it relates to the delivery of sensitive information, policy consistency, and organizational credibility in the eyes of both internal and external stakeholders.

Structured message delivery, accurate message comprehension, and effective feedback mechanisms are important indicators in ensuring that communication runs optimally (Downs & Adrian, 2012; Keyton, 2017). Through effective communication, defense organizations are able to strengthen internal coordination, increase personnel engagement, and build stable and sustainable diplomatic relations. For Indonesia, improving communication effectiveness across ministries and with international partners is essential for countering narrative campaigns, such as those surrounding the Papua issue, and for presenting a coherent national position in multilateral forums.

Conceptually, the organizational performance of defense diplomacy is formed through the dynamic interaction between strategic resource capabilities, personnel work engagement, organizational facility support, and communication effectiveness. The synergy between these elements strengthens the organization's adaptive capacity in facing changes in the strategic environment, while also ensuring the sustainability of defense diplomacy implementation at both the institutional and professional levels.

4.5. Strategic Change in Defense Diplomacy and Sustainable Organizational Performance

Strategic change in defense diplomacy is closely related to the ability of defense organizations to manage internal resources, develop innovation, and build sustainable synergy to improve organizational performance. From the perspective of Resource-Based Theory (RBT), organizational excellence is not solely determined by external pressures, but by the extent to which internal resources of a tangible and intangible nature are managed strategically (Barney, 1991; Peteraf, 1993). In the context of defense diplomacy, these resources encompass human resource capabilities, organizational facilities, communication systems, and integrated strategic change management processes.

Effective management of internal resources forms the core capabilities of the defense organization in carrying out adaptive and sustainable defense diplomacy. Intangible assets such as strategic knowledge, international cooperation networks, organizational culture, and strategic leadership become dominant factors in supporting the success of defense diplomacy, because they are difficult to imitate and have long-term strategic value (Amit & Schoemaker, 1993; Teece et al., 1997). For Indonesia, intangible assets include its leadership role in ASEAN, extensive experience in multilateral diplomacy, and the strategic trust built with regional and global partners. Leveraging these assets through systematic strategic change can significantly enhance defense diplomacy performance. These capabilities enable defense organizations to respond to the dynamics of the strategic environment more flexibly, while maintaining the continuity of organizational performance (Grant, 1996).

Strategic change in defense diplomacy is also inseparable from the role of strategic change management. Strategic change management becomes the main mechanism that

directs the organization in formulating, implementing, and evaluating change strategies oriented toward innovation and efficiency (Christensen et al., 2018; Kitsios & Kamariotou, 2019). In the context of defense institutions, strategic change does not only touch structural and procedural aspects, but also concerns the alignment of vision, mission, and strategic objectives with the demands of the dynamic security environment and international cooperation. The process of preparing for change, implementing strategies, and continuous evaluation become important foundations in ensuring that strategic change supports the effectiveness of defense diplomacy and overall organizational performance.

In addition to change management, organizational communication effectiveness plays a role as the main link between strategy, implementation, and performance. Clear, timely communication supported by feedback mechanisms enables inter-unit coordination, policy alignment, and consistent strategic decision-making (Clampitt, 2016; Robbins & Judge, 2019). In defense diplomacy, effective communication does not only function internally, but also serves as a strategic instrument in building trust, conveying national interests, and strengthening relationships with international defense partners (Tourish & Hargie, 2004). Thus, communication effectiveness strengthens internal and external synergies that support the sustainability of defense diplomacy. For Indonesia, strengthening communication protocols between the Ministry of Defense, Ministry of Foreign Affairs, and other relevant agencies is essential for presenting a unified diplomatic posture, particularly on sensitive issues such as maritime security in the Natuna waters or the Papua narrative.

The performance of defense organizations is also influenced by the availability and management of organizational facilities that support defense diplomacy operations. Physical and non-physical facilities, such as strategic meeting rooms, communication systems, information technology, and efficient administrative procedures, are the main supporting elements in ensuring smooth coordination and work effectiveness (Harris et al., 2019; Mitrovic, 2019). The management of facilities integrated with organizational strategy not only improves operational efficiency, but also creates a work environment conducive to innovation and cross-unit collaboration (Duffy & Pooley, 2017). Indonesia's investment in modernizing defense infrastructure, including cyber defense centers and integrated command systems, must be matched with corresponding upgrades in diplomatic facilities to ensure seamless civil-military coordination in defense diplomacy.

On the other hand, work engagement of human resources is an important factor in maintaining the sustainability of organizational performance. Work engagement characterized by vigor, dedication, and absorption reflects the level of energy, commitment, and concentration of individuals in carrying out their duties (Schaufeli & Bakker, 2004; Tims et al., 2015). In defense organizations, a high level of work engagement strengthens personnel readiness, improves the quality of defense diplomacy task implementation, and supports the achievement of the organization's strategic objectives. Work engagement is also influenced by organizational culture, leadership style, and communication systems that build trust and appreciation (Jackson, 2014; Macey & Schneider, 2008).

The integration of strategic change management, communication effectiveness, organizational facilities, and work engagement forms a sustainable synergy that has a direct impact on the performance of defense organizations. Organizational performance in this context is not only measured by operational effectiveness, but also by the organization's ability to innovate, adapt to changes in the strategic environment, and maintain the sustainability of diplomatic relations (Kaplan & Norton, 1996; Neely, 2005). For Indonesia, this multidimensional approach to performance measurement is essential for ensuring that defense diplomacy contributes effectively to national security objectives, regional stability,

and global engagement. The gap between normative achievements such as the Tier 1 GCI ranking and substantive field effectiveness underscores the need for performance frameworks that capture both formal compliance and actual diplomatic impact. With this multidimensional approach, the performance of defense organizations reflects the successful integration of strategy, resources, and organizational processes in supporting adaptive, innovative, and sustainable defense diplomacy.

5. Conclusion

This study affirms that strategic change in defense diplomacy is a fundamental prerequisite for improving organizational performance amid the increasingly complex and multidimensional dynamics of global security threats. Defense diplomacy can no longer be positioned as a ceremonial activity or a complement to foreign policy, but as a strategic instrument that demands organizational readiness, adaptability, and sustainable innovation capacity. The results of the literature synthesis show that the organizational performance of defense diplomacy is greatly influenced by internal organizational factors, particularly work engagement, communication effectiveness, and organizational facility, which operate in an integrated manner through strategic change management. High work engagement strengthens the psychological readiness and participation of human resources in facing strategic change. Communication effectiveness plays a role as the main link in aligning vision, strategy, and policy implementation, both internally and externally. Meanwhile, organizational facilities provide structural support that enables the defense diplomacy process to run efficiently and responsively.

In addition, this study affirms that innovation and sustainability synergy are key dimensions that strengthen the impact of strategic change on organizational performance. Future research should empirically validate this framework through quantitative studies measuring relationships among the proposed variables, comparative case studies across ASEAN defense organizations, and longitudinal research tracing strategic change implementation in Indonesia's defense diplomacy institutions.

Innovation enables defense organizations to respond to technological developments and new threat patterns, while sustainability synergy ensures that innovation is integrated across institutions and delivers long-term impact. Without sustainable synergy, strategic change risks being partial and unable to improve the organization's competitiveness consistently. Thus, this study provides a conceptual contribution in the form of an integrative framework that links strategic change in defense diplomacy with organizational performance through the perspective of innovation and sustainability synergy. These insights can guide policymakers in designing adaptive, innovative, and competitive defense diplomacy strategies for Indonesia's regional and global positioning.

6. References

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