

WORK CULTURE AND COMPETENCE: THEIR IMPACT ON THE PERFORMANCE OF NATIONAL MILITARY PERSONNEL

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*Work Culture,
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Abstrak

This research aims to examine and comprehend the impact of work culture and competence on the performance of personnel in Bakangdam XIV Hasanuddin. The research method employed is a quantitative approach. The population under study comprises all personnel of Bekangdam XIV Hasanuddin, totaling 296 individuals. Sampling was conducted using the Slovin method, resulting in 196 respondents. Data collection was facilitated through the utilization of a Likert scale with a measurement range from 1 to 5. Questionnaires were distributed online using Google Forms. Data analysis encompassed tests for response characteristics, validity, reliability, and multiple linear regression. The findings reveal that work culture has a positive yet nonsignificant influence on personnel performance, whereas competence demonstrates a positive and significant impact. Partial analysis indicates that the competence variable dominates with a 90.5% influence on personnel performance. Simultaneously, both work culture and competence significantly and positively affect personnel performance by 58%, while the remaining 42% is attributed to unidentified factors. Consequently, enhancing work culture and competence among personnel is paramount for improving their performance in Bakangdam XIV Hasanuddin. It is hoped that all personnel will continually enhance their competence through training, qualification upgrades, and further education to enhance their knowledge, skills, and attitudes.

INTRODUCTION

In the context of modern organizational dynamics, work culture and individual competence play a crucial role in shaping the performance of organizational members (Sianturi et al., 2021). This also applies within the scope of military institutions, where the performance of members has profound implications for the effectiveness and efficiency of the tasks they undertake. One such military organization that plays a vital role in maintaining the security and integrity of the Unitary State of the Republic of Indonesia

(NKRI) is the Supply and Transportation Unit (Bekangdam) IV Hasanuddin.

Work culture refers to the values, norms, beliefs, and behaviors shared by members of an organization (Anggeline et al., 2019), (Sari et al., 2008), (Mukrimaa et al., 2016), (Fatimah & Frinaldi, 2020). A positive work culture can provide guidance, motivation, and consistent direction for members in carrying out their duties and responsibilities. Work culture significantly influences personnel performance, with an increasing work culture having a linear effect on improving personnel performance (Anggeline et al., 2019), (Cahyadi, 2018), (Widhaswara, 2017), (Epi Parela & Woro, 2020).

On the other hand, individual competence encompasses knowledge, skills, and attitudes relevant to the tasks and responsibilities undertaken. Appropriate skills and knowledge support the effective execution of tasks, while a positive attitude can foster productive and harmonious interactions within the team (Subrata et al., 2019).

However, in diverse and complex operational realities, questions regarding the extent to which work culture and competence influence the performance of Bekangdam IV Hasanuddin members remain aspects that are not fully understood. Previous research may have unveiled some aspects of this influence, but deeper and more specific research is still needed to explore aspects that may not have been fully revealed.

Work culture and competence have been the focus of extensive research in various organizational contexts. In management literature, studies have identified that a strong work culture aligned with organizational values can enhance motivation, job satisfaction, and member performance (Sianturi et al., 2021). Furthermore, individual competence is also recognized as an important factor in shaping organizational member performance. Research has shown that individuals with relevant skills for their tasks tend to be more effective and productive (Sulistiono et al., 2022).

In the military context, research on the influence of work culture and competence on performance has also been conducted (Brier & lia dwi jayanti, 2020), (Mulyapradana et al., 2020), (Junaidi, 2021). In a study on military personnel performance, it was found that organizational culture that promotes collaboration, open communication, and team spirit can have a positive impact on operational performance (Sulistiono et al., 2022). Similarly, research has shown that technical competencies and individual leadership in military organizations greatly contribute to the achievement of task objectives (Subrata et al., 2019).

Although research on the influence of work culture and competence on performance

has been widely conducted, specific studies in the context of military institutions such as Bekangdam IV Hasanuddin are still limited. Previous research may have identified common influences of these factors, but unique factors specific to military organizations may not have been fully revealed.

The main objective of this research is to analyze the influence of work culture and competence on the performance of Bekangdam IV Hasanuddin members. This research will focus on identifying dominant work culture values in this organizational environment, as well as evaluating the extent to which the individual competence of members influences their performance in the tasks and responsibilities they undertake.

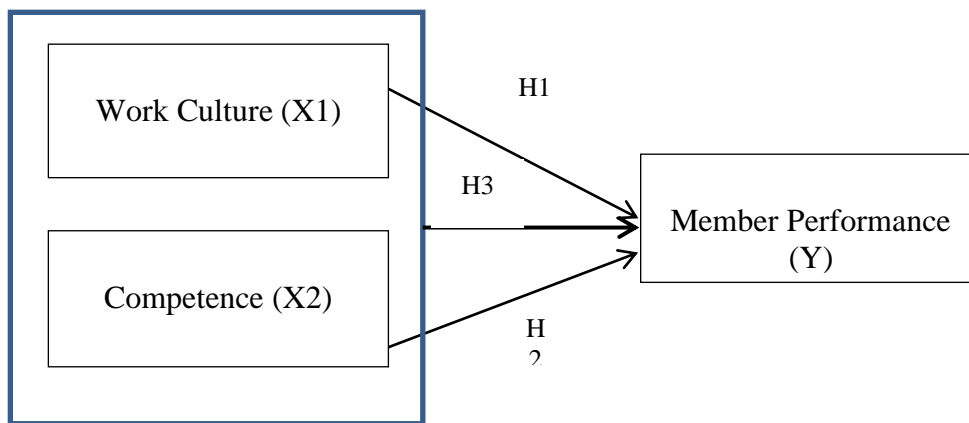


Figure 1. Conceptual Framework

Based on research and theories related to work culture and competence, the proposed hypotheses are as follows:

H1: Work culture has a positive and significant effect on personnel performance. H2: Competence has a positive and significant effect on personnel performance. H3: Work culture and competence have a positive and significant effect on personnel performance.

RESEARCH METHOD

The research approach employed is quantitative research. The research object is the members of Bekangdam XIV Hasanuddin. The population consists of 292 individuals, and the sample was drawn using the Slovin method, resulting in 169 participants (Jamali Hisnol et.al,2022). Data collection technique involved distributing online questionnaires through Google Forms. The questionnaire utilized a Likert scale as the measurement scale with a five-point scale (1 = "strongly disagree"; 2 = "disagree"; 3 = "neutral"; 4 = "agree"; 5 = "strongly agree") (Sulistiono et al., 2022).

Data analysis was conducted through validity and reliability tests and multiple

linear regression. Multiple linear regression analysis was performed using the SPSS program. The independent variables consisted of work culture and competence, while the dependent variable was personnel performance. The measurement model was used in this study to assess the validity and reliability of the research instrument. The research instrument is considered valid if the 2-tailed significance value is <0.05 and the Pearson correlation is positive. Meanwhile, the research instrument is considered reliable if the Cronbach alpha value is >0.6 . Hypothesis testing was performed using t-tests and F-tests. The t-test was used to observe the partial effect of independent variables on the dependent variable, while the F-test was used to examine the simultaneous effect of independent variables on the dependent variable.

RESULTS AND DISCUSSION

Respondent Characteristics

Respondent characteristics are categorized into four categories: gender, age, education, and length of service. The gender category consists of 62.7% male respondents and 37.3% female respondents. Regarding age, respondents are distributed as follows: < 20 years old, 15.4%; < 21 years old, 0.6%; > 50 years old, 8.9%; 21-30 years old, 20.1%; 31-40 years old, 18.9%; 41-50 years old, 36.1%. Respondents' education categories are as follows: D1-D3 level, 6.5%; D4/S1 level, 26%; S2 level, 3.6%; high school equivalent, 63.9%. The length of service categories for respondents are as follows: < 2 years, 20.1%; > 16 years, 42.6%; 11-15 years, 13.6%; 2-5 years, 10.7%; and 6-10 years, 13%.

Validity and Reliability Test

The validity test results for all variables, consisting of four items for work culture, seven items for competence, and ten items for performance. From the three variables tested, it was found that all indicators obtained values less than 0.05, indicating that all indicators were valid (see Table 2).

Table 2. Validity Test of Research Indicator Items

Item	Sig 2 Tailed	Criteria	Explanations
BK1	,000	$<0,05$	Valid
BK2	,000	$<0,05$	Valid
BK3	,000	$<0,05$	Valid
BK4	,000	$<0,05$	Valid
KOM1	,000	$<0,05$	Valid
KOM2	,000	$<0,05$	Valid

KOM3	,000	<0,05	Valid
KOM4	,000	<0,05	Valid
KOM5	,000	<0,05	Valid
KOM6	,000	<0,05	Valid
KOM7	,000	<0,05	Valid
KIN1	,000	<0,05	Valid
KIN2	,000	<0,05	Valid
KIN3	,000	<0,05	Valid
KIN4	,000	<0,05	Valid
KIN5	,000	<0,05	Valid
KIN6	,000	<0,05	Valid
KIN7	,000	<0,05	Valid
KIN8	,000	<0,05	Valid
KIN9	,000	<0,05	Valid
KIN10	,000	<0,05	Valid

Source: Data processed: 2022

Reliability Test Results for all indicator items, consisting of work culture, competence, and performance variables, obtained computed values above 0.6, indicating that all indicators are considered reliable (see Table 3).

Multiple Linear Regression Analysis

Multiple linear regression analysis of work culture and competence variables on personnel performance (see Table 4). Work culture obtained a positive influence value of 0.34 and competence obtained 0.90. This can be explained that the most dominant variable significantly influencing competence is competence itself. The significance of both variables shows that work culture obtained a value of 0.77 above 0.05, indicating that work culture does not significantly affect personnel performance. For competence, it can be observed that the obtained significance value of 0.000 is smaller than 0.05, indicating that the influence of competence on personnel performance is significant.

Table 4. Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9,767	2,544		3,839	,000
Work Culture	,349	,197	,135	1,777	,077
Competence	,905	,105	,656	8,610	,000

a. Dependent Variable: Personnel Performance

Source: SPSS Results: 2022

To observe the simultaneous effect of both variables (see Table 5), the simultaneous value obtained is F count = 116.075 and Sig. = 0.000. From these values, both variables simultaneously have a significant effect as the significance value is below 0.05. Meanwhile, the simultaneous effect of both variables on performance is 0.58 or 58%, while the remaining 42% is influenced by other factors that have not been examined (see Table 6).

Table 5. Anova

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2366,498	2	1183,249	116,075	.000 ^b
Residual	1692,176	166	10,194		
Total	4058,675	168			

a. Dependent Variable: Kinerja Personel

b. Predictors: (Constant), Competence, Work Culture

Source: SPSS Result:2022

Table 6. Model Summary

Model	R	R Square
1	.764 ^a	.583

a. Predictors: (Constant), Competence, Work Culture

Source : SPSS Result : 2022

In Table 4, it can be observed that the partial effect of work culture on the regression coefficient is 0.34, and in the t column, the obtained value is 1.777 with a significance of 0.000. Meanwhile, the influence of competence is 0.90, and in the t column, it is 8.610 with a significance of 0.000. In Table 5, the simultaneous effect of work culture and competence can be seen, with an F count of 116.075 and a significance of 0.000.

Hypothesis Testing

Based on Table 4 and Table 5, the results of the hypothesis test can be summarized as follows:

Table 6. Hypothesis Testing

Hypotesis	Sig.	Creteria	Explanation
Work Culture → Performance	0,077	< 0,05	Hypothesis rejected
Competence-→ Performance	0,000	< 0,05	Hypothesis

			accepted
Work Culture & Competence → Performance	0,000	< 0.05	Hypothesis accepted

Source: Data Processing Results: 2022

Work Culture on Performance

The hypothesis proposed, H1 states that there is a significant relationship or influence. The Significance value (p-value) of 0.077 obtained is a non-significant value. The p-value measures how significant or insignificant the hypothesis test results are. A p-value lower than 0.05 (or often referred to as the alpha level) indicates that there is sufficient evidence to reject the null hypothesis (H0) and accept the alternative hypothesis (H1), indicating a significant relationship or influence. Based on the table, the value of 0.077 is larger than 0.05: In this case, the p-value of 0.077 is larger than the alpha level (0.05). This means that there is not enough statistical evidence to reject the null hypothesis (H0). In the context of the study, this means that it cannot be concluded that there is a significant relationship or influence between the "work culture" and "performance" variables based on the collected data.

Based on the hypothesis test results with a p-value of 0.077, there is not enough statistical evidence to support the alternative hypothesis (H1) that there is a significant relationship or influence between work culture and personnel performance. Therefore, in this analysis, we must accept the null hypothesis (H0) which states that there is no significant relationship or influence.

Job Competence on Performance

The hypothesis test results with a p-value of 0.000, which is smaller than 0.05, indicate a highly significant indication in statistical analysis. This suggests that there is strong statistical evidence to reject the null hypothesis (H0) and accept the alternative hypothesis (H1) in the research context. In this case, the p-value of 0.000 is clearly smaller than the alpha level of 0.05. This means that there is very strong evidence to reject the null hypothesis (H0) and accept the alternative hypothesis (H1). In other words, the hypothesis test results indicate that there is a significant relationship or influence between job competence and personnel performance.

Based on the hypothesis test results, it can be concluded that job competence has a highly significant influence on personnel performance. This result indicates that there is a strong positive or negative relationship between the level of job competence

and the level of personnel performance, depending on the direction of the relationship hypothesized in this study.

Work Culture and Competence on Performance The hypothesis test results with a Sig. (significance) value of 0.000, which is smaller than 0.05, indicate that both variables, namely work culture and competence, have a highly significant influence on other variables that may be the focus of research on personnel performance. The significance value (Sig.) is a measure of how significant the hypothesis test results are. Generally, the alpha level (α) used in research is 0.05. If the Sig. value is smaller than the alpha level (0.05), then this result has very strong statistical evidence to reject the null hypothesis (H0) and accept the alternative hypothesis (H1). Based on the hypothesis test results, it can be concluded that in this study, both work culture and competence have a highly significant influence on the personnel performance variable and indicate that there is a very strong relationship between work culture and competence with personnel performance.

Discussion

The Influence of Work Culture on Personnel Performance

Work culture within an organization has been an intriguing research topic in recent years. This is due to the understanding that a good work culture can have a significant impact on personnel performance within a company or organization. In many previous studies, it has been found that a strong and positive work culture can enhance personnel performance. However, more recent research findings show different results. This article will delve deeper into the influence of work culture on personnel performance, focusing on some recent studies that may provide valuable insights. Work culture is a set of values, norms, beliefs, and behaviors that define how an organization operates. It encompasses how the organization communicates, motivates employees, makes decisions, and handles internal issues. A positive work culture tends to create an environment supportive of good performance. Several previous studies have shown that a positive and strong work culture can have a positive impact on personnel performance.

The influence of work culture on personnel performance is positive and significant. High work culture impacts the improvement of personnel performance. One study that noted the positive influence of work culture on personnel performance

is a study conducted by Widhaswara in 2017. This research found that organizations with a high work culture have higher levels of personnel performance compared to organizations with a weak work culture. This indicates that a positive work culture can provide additional motivation for employees to work harder and more efficiently. (Widhaswara, 2017).

Furthermore, a study conducted by Sanjaya in 2021 also supports similar findings. In their research, Sanjaya found that a work culture that supports innovation and collaboration has a positive influence on personnel performance. Employees who feel supported in expressing new ideas and collaborating with their colleagues tend to be more productive and effective in their work (Sanjaya, 2021).

However, it is important to note that not all studies support these findings. For example, a study conducted by Pradana & Sutoro in 2022 found that although there is a positive influence between work culture and personnel performance, this influence is not significant. This means that there are other factors that also play a role in determining personnel performance besides work culture. These results suggest that the relationship between work culture and personnel performance may be more complex than previously thought (Pradana & Sutoro, 2022).

While in this study, the research findings are that work culture has a positive influence on performance of 0.34 or 34% and is not significant on personnel performance. Based on the proposed hypothesis, that the work culture has a positive and significant influence is rejected. In the research that is the focus of this article, the research findings are interesting that work culture has a positive influence on personnel performance of 0.34 or 34%. However, it should be noted that this influence is not significant based on the proposed hypothesis. This means that although there is a positive influence between work culture and personnel performance, this influence cannot be considered as a significant determinant factor in personnel performance. These findings illustrate the complexity in the relationship between work culture and personnel performance. Although there is a positive influence, many other factors may contribute to personnel performance, making work culture just one factor in a larger equation. These findings also remind us that there is no "one-size-fits-all" when it comes to the influence of work culture, and its impact may vary from one organization to another.

The Influence of Work Culture and Competence on Personnel Performance

In the competitive business world, personnel performance is a key factor that can distinguish successful organizations from unsuccessful ones. Good personnel performance depends not only on the individuals working within it but also on organizational factors such as work culture and personnel competence levels. In this study, we will discuss the findings that evaluate the simultaneous influence of work culture and competence on personnel performance. These findings indicate that both factors have a positive and significant influence on enhancing personnel performance.

The research focused on evaluating the simultaneous influence of work culture and competence on personnel performance. The findings of this research indicate that collectively, work culture and competence have a positive and significant impact on improving personnel performance. This means that employees working in organizations with a good work culture and high levels of competence have the potential to achieve better performance compared to those who lack either or both.

These findings provide valuable insights into the complexity of the relationship between work culture, competence, and personnel performance. They suggest that a positive work culture can create an environment conducive to the development of personnel competence, which in turn can enhance their performance. Conversely, high personnel competence can reinforce a positive work culture by contributing more deeply to fulfilling their tasks.

These findings have important implications for organizational management. Here are some managerial implications that can be drawn from the research results:

1. **Positive Work Culture:** Management should strive to create and maintain a positive work culture within the organization. This may include values that support teamwork, open communication, and constructive feedback.
2. **Competence Development:** Organizations should invest in the development of their personnel's competence through training, further education, and relevant skill development. Competence development can help employees become more effective in their roles.
3. **Proper Selection and Recruitment:** The selection and recruitment process should be designed to ensure that recruited individuals have the appropriate level of competence for the job requirements. This will help reduce the need for intensive training.
4. **Performance Evaluation:** Organizations should have an effective performance

evaluation system to measure the level of competence and cultural contribution of employees. This will help identify areas where improvement is needed and provide constructive feedback to employees.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Work culture and competency are two influential factors on personnel performance. Based on the research findings, it can be concluded that work culture partially but not significantly affects personnel performance, whereas competency has a positive and significant impact on personnel performance. This implies that improving work culture still has an effect on personnel performance but not a significant one. Enhancing personnel competency significantly impacts improving personnel performance. Simultaneously, work culture and competency both have a positive and significant influence. Increasing both work culture and competency positively and significantly impacts improving personnel performance.

As these two factors contribute to improving personnel performance, it is managerial advice that personnel, in relation to enhancing competency, be given the opportunity by their leaders to improve their competencies through vocational training and higher education, to foster an increase in knowledge, skills, and attitudes. When personnel competency increases, there will be a corresponding improvement in personnel performance.

The findings of this research differ from previous studies, especially regarding the variable of work culture, while the results for the competency variable are consistent with prior research. Several earlier studies utilized organizational objects from both companies and government entities, whereas this study focused on a military environment. Therefore, it is hoped that further in-depth research will be conducted to retest these research findings on similar research subjects, thus providing a comparison with the findings obtained to contribute to knowledge, particularly in the field of management.

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