

Jurnal Surya Pasca Scientia

Vol. XIV No. II (2025) ISSN: 2774-5236, 2407-6648

<https://journal.universitassuryadarma.ac.id/index.php/jimspc>

The Influence of Organizational Culture, Work Team and Competence on The Performance of Private Personnel of Rifle Company C, Battalion 461, Rapid Movement Force Command

Fadli Andri¹, Sri Yanthy Yosepha^{2*}, Tateng Sukendar³, Sri Widodo⁴

^{1,2,3,4} Faculty of Postgraduate Program, Universitas Dirgantara Marsekal Suryadarama

*Corresponding author: rio.sttpln@gmail.com

Article Info

Article history:

Received : Sept 08 2025

Revised : Sept 09 2025

Accepted : Sept 10 2025

Keywords:

Strategic management, work discipline, employee performance

DOI: 10.35968/jimspc.v14i2.1655

Abstract

This study aims to analyze the influence of organizational culture, work team, and competence on the performance of the enlisted personnel of Rifle Company C Battalion 461 Kopasgat. This study uses a quantitative approach, survey method and path analysis. The population with saturated sampling technique obtained 52 respondents. Data were analyzed using Excel and SPSS 25 software. The results of the study indicate that: Organizational culture has a direct positive and significant effect on competence of 0.334; Work team has a direct positive and significant effect on competence of 0.663; Organizational culture has a direct positive and significant effect on performance of 0.501; Work team has a direct positive and significant effect on performance of 0.418; Competence has a direct positive and significant effect on the performance of enlisted personnel of Rifle Company C Battalion 461 Kopasgat of 0.243.

INTRODUCTION

In terms of defense, the development of a nation's defense forces is intended to protect the nation's interests (national interests) by considering various intermediate factors to protect against all forms of threats. Current actual threats are multidimensional and difficult to predict when conflict will occur. Therefore, the Indonesian Air Force (TNI AU), as a complement to the Indonesian National Armed Forces (TNI), is required to be able to protect every area under its responsibility from threats, disruptions, obstacles, and challenges (AGHT) from other countries. In the context of implementing operations, capturing targets and defending strategic objects, the Air Force is the duty, role, and function of the Rapid Action Force Command (Kopasgat), in this case carried out by the 461st Kopasgat Battalion. Therefore,

Therefore, personnel of the 461st Kopasgat Battalion are required to achieve superior performance. However, in reality, several enlisted personnel from Rifle Company C, 461st Kopasgat Battalion, have not achieved their performance targets. The performance assessments for Company C, 461st Kopasgat Battalion, in 2022 and 2023, showed several enlisted personnel receiving scores below the productive standard, namely below 80.

Several factors are suspected to influence the performance of these enlisted personnel from Rifle Company C, 461st Kopasgat Battalion. The dominant factors suspected to influence performance are organizational culture, teamwork, and competence. Regarding organizational culture, it was found that some enlisted personnel lacked work innovation and were reluctant to take critical risks. Meanwhile, regarding teamwork, some enlisted personnel were unable to contribute to each other and mobilize their abilities, lacking mutual commitment to tasks and results, which impacted the achievement of their performance targets. Furthermore, in terms of competency, some of these privates were unable to identify and resolve work problems, did not understand their duties, did not comprehend job descriptions, and were not skilled at operating equipment to support operational tasks. This phenomenon occurred because the competencies of some of these privates allegedly did not match the requirements of their assignments.

The phenomenon of the failure to achieve the performance targets of the non-commissioned officers of Rifle Company C, Battalion 461 Kopasgat is important to study in depth because the implications are not only for the individual non-commissioned officers but also for the high risks faced in carrying out military operations (OMP) and military operations other than war (OMSP).

HYPOTHESES DEVELOPMENT

Based on the theoretical study and research problem formulation, the following research hypothesis is proposed:

1. It is suspected that organizational culture directly influences the competence of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat.
2. It is suspected that the work team directly influences the competence of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat.
3. It is suspected that organizational culture directly influences the performance of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat.

4. It is suspected that the work team directly influences the performance of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat. Competence directly influences the performance of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat.
5. It is suspected that competence directly influences the performance of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat. Competence directly influences the performance of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat.

METHODOLOGY

This study used a quantitative approach with survey methods and path analysis. Using a saturated sampling technique (Arikunto, 2013: 132), a sample of 52 people was obtained. Data collection techniques included observation, documentation, and questionnaires, using a Likert scale with a score of 1 to 5. Instrument testing was carried out to determine validity and reliability. Data analysis techniques were descriptive and inferential. Testing of analysis requirements was carried out using normality tests, linearity tests, and homogeneity tests, as well as path analysis.

RESULT AND DISCUSSION

RESULT

Table 2. Normality Test Results

One-Sample Kolmogorov-Smirnov Test					
		Kinerja	Budaya Organisasi	Tim Kerja	Kompetensi
N		52	52	52	52
Normal Parameters ^{a,b}	Mean	92.48	94.08	76.48	85.00
	Std. Deviation	9.862	9.445	9.523	9.038
Most Extreme Differences	Absolute	.115	.112	.086	.083
	Positive	.058	.070	.064	.041
	Negative	-.115	-.112	-.086	-.083
Test Statistic		.115	.112	.086	.083
Asymp. Sig. (2-tailed) ^c		.081	.104	.200 ^e	.200 ^e
Monte Carlo Sig. (2-tailed) ^d		.082	.103	.827	.497
99% Confidence Interval	Lower Bound	.075	.095	.817	.484
	Upper Bound	.089	.110	.837	.509

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 1573343031.

e. This is a lower bound of the true significance.

Based on the results of the normality test (one sample KS), all variables in the asymp. Sig. (2-tailed) are greater than the Sig. table of 0.05, so that all variable distributions come from a normally distributed population.

The detailed results of the linearity test are shown in Table 3. Based on Table 3, the results show that all $F_{hit} > F_{table}$, and all Sig. Deviation from linearity values $>$ Sig. Table ($\alpha = 0.05$), concluding that all variables are linear.

1. Homogeneity Test

More detailed homogeneity test results are shown in the following table.

Table 4. Homogeneity Test Results

Test of Homogeneity of Variances					
Jalur	Levene Statistic	df1	df2	Sig.	Keterangan
X ₃ atas X ₁	,036	1	50	,699	Data homogen
X ₃ atas X ₂	1,124	1	50	,950	Data homogen
Y atas X ₁	,130	1	50	,720	Data homogen
Y atas X ₂	,004	1	50	,815	Data homogen
Y atas X ₃	,151	1	50	,500	Data homogen

The results of the homogeneity test between exogenous variables and endogenous variables obtained a Sig. Lavene test value of > 0.05, meaning the data is homogeneous.

Structural Model and Intervariable Matrix

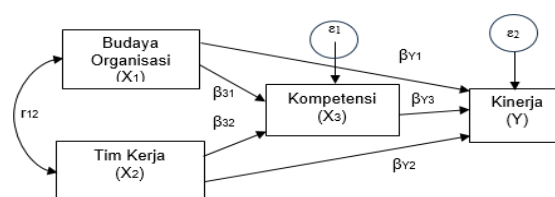
A structural model analyzing organizational culture (X₁), work team (X₂), and competency (X₃) on performance (Y). The structural model is shown in the following figure. The causal relationship between variables in Substructure 1 consists of an endogenous variable, X₃, and two exogenous variables, X₁ and X₂. The path coefficients are then calculated. Based on the data processing, a summary of the path coefficient calculations and tests is presented in the following table.

Jalur	n	Sig. Dev From Linearity	Sig. Tabel (α)	Keterangan
X ₃ atas X ₁	52	0,816 ^{ns}	0.05	Linier
X ₃ atas X ₂	52	0,587 ^{ns}	0.05	Linier
Y atas X ₁	52	0,122 ^{ns}	0.05	Linier
Y atas X ₂	52	0,868 ^{ns}	0.05	Linier
Y atas X ₃	52	0,490 ^{ns}	0.05	Linier

Keterangan: ^{ns} = Linear

Structural Model and Intervariable Matrix

A structural model analyzing organizational culture (X₁), work team (X₂), and competency (X₃) on performance (Y). The structural model is shown in the following figure.

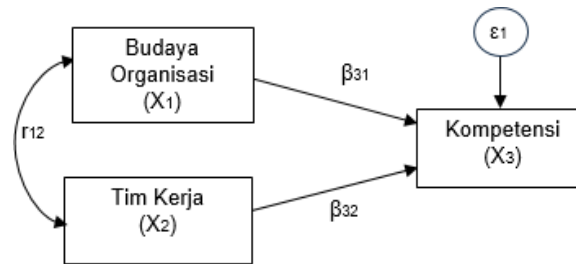


Gambar 1
Model Struktural Hubungan Antar Variabel

The correlation matrix between variables in the structural model, as presented in Figure 1, shows all correlation values between variables are positive. This indicates a

positive relationship between the variables, as shown in Figure 1. Furthermore, all correlation coefficients are significant at $\alpha = 0.05$.

Substructure Model 1 and Substructure Model 2 align with the proposed research hypothesis, as shown in Figures 2 and 3. Causal Relationship Model Between Substructure Variables 1



Gambar 2
Konsep Model Hubungan Kausal Pada Sub Struktur 1

The causal relationship between variables in Substructure 1 consists of an endogenous variable, X3, and two exogenous variables, X1 and X2. The path coefficients are then calculated. Based on the data processing, a summary of the path coefficient calculations and tests is presented in the following table.

From table 5 it is known that the significance of the two exogenous variables on the dependent variable

Endogenous variables (work discipline) show a significant path, because the calculated t value of both exogenous variables (organizational culture and work team) on the endogenous variable (competence) > t table 0.05, 50 (2.002).

Tabel 6
Rangkuman Hasil Perhitungan & Uji Koefisien Jalur Sub Struktur 1

Jalur	Koefisien Jalur	thitung	ttabel 0,05, 50	Sig.	Keterangan
β_{31}	0,334	2,821	2,006	0,000 (< 0,05)	Berpengaruh langsung positif dan signifikan
β_{32}	0,663	4,492	2,006	0,000 (< 0,05)	Berpengaruh langsung positif dan signifikan

Tabel 7
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823 ^a	.677	.657	6,352

a. Predictors: (Constant), Pengembangan Karir, Kompetensi

The coefficient of determination (R^2) shows that the influence of the competency and career development variables on work discipline is 0.657. The remainder is due to factors other than these two variables. Meanwhile, the residual coefficient $\epsilon_1 = \sqrt{1 - R^2 \text{ adjusted}} = \sqrt{1 - 0.657} =$

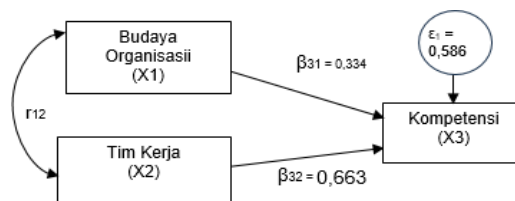
$\sqrt{0.343} = 0.586$ represents the influence of other variables outside of X1 and X2.

Therefore, the equation for substructure 1 is:

$$X_3 = \epsilon_1 + \epsilon_{31} X_1 + \epsilon_{32} X_2$$

$$X_3 = 0.586 + \epsilon_{34} X_1 + 0.663 X_2$$

The path diagram for Sub Structure 1 is shown in Figure 3.



Gambar 3
Model Hubungan Kausal Pada Sub Struktur 1

1. Path Coefficient in Substructure 2

The conceptual model of the causal relationship in substructure 2 is shown in Figure

4.

The causal relationship between variables in substructure 2 consists of one endogenous variable, namely the performance variable (Y), and three exogenous variables, namely X1, X2, and X3. The structural equation for substructure 2 is:

$$Y = \epsilon_2 + \epsilon Y_1.X_1 + \epsilon Y_2.X_2 + \epsilon Y_3.X_3$$

Tabel 8
Uji-t Sub Struktural 2 Pengaruh Variabel X1, X2, X3 terhadap Y

Model		Coefficients ^a		t	Sig.
		Unstandardized Coefficients	Standardized Coefficients		
1	(Constant)	-5.206		-.624	.536
	Budaya Organisasi	.570	.501	5.877	.000
	Tim Kerja	.568	.418	4.527	.000
	Kompetensi	.351	.243	2.702	.009

From the a. Dependent Variable: Kinerja the three path coefficients of the exogenous variables on the endogenous variable (Performance) are significant because the calculated t value of the three exogenous variables (organizational culture, work team> t table 0.05, 50 (2.002) 0.217 X3

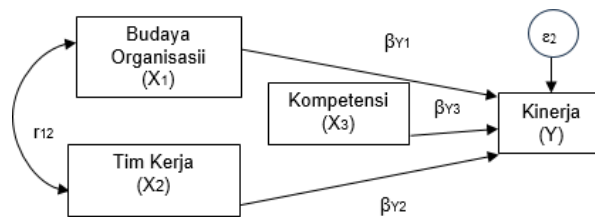
Tabel 9
Rangkuman Hasil Perhitungan & Uji Koefisien Jalur Sub Struktur 2

No	Jalur	Koefisien Jalur	thitung	ttabel	Sig.	Ket.
1.	β_{y1}	0.501	5,877	2,006	0,000 (< 0,05)	Berpengaruh langsung secara positif dan signifikan
2.	β_{y2}	0,418	4,527	2,006	0,000 (< 0,05)	Berpengaruh langsung secara positif dan signifikan
3.	β_{y3}	0,243	2,702	2,006	0,009 (< 0,05)	Berpengaruh langsung secara positif dan signifikan

Tabel 10
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.850 ^a	.722	.705	6,532

Meanwhile, the path diagram can be seen in Figure 5.



Gambar 4
Konsep Model Hubungan Kausal pada Sub Struktur 2

The results of the path coefficients in substructures 1 and 2 are transformed into the following structural equation:

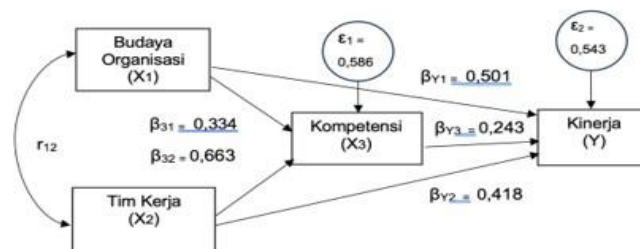
$$X_3 = \varepsilon_1 + \beta_{31} X_1 + \beta_{32} X_2$$

$$= 0.586 + 0.334 X_1 + 0.663 X_2$$

$$Y = \varepsilon_2 + \beta_{y1} X_1 + \beta_{y2} X_2 + \beta_{y3} X_3$$

$$= 0.543 + 0.501 X_1 + 0.418 X_2 + 0.243 X_3$$

Thus the path diagram of the relationship between variables in Figure 6



Gambar 6
Hubungan Kausal Variabel X1, X2, dan X3 Terhadap Y

Based on the results of the path coefficient calculations, the coefficient model per substructure 1 obtained two path coefficients, namely $\beta_{31} = 0.334$ and $\beta_{32} = 0.663$, and structure 2 obtained three path coefficients, namely $\beta_{y1} = 0.501$; $\beta_{y2} = 0.418$; $\beta_{y3} = 0.243$. The detailed results of the path coefficient calculations for substructure 1 and substructure 2 are presented in Table 11.

Tabel 11
Matrik Koefisien Korelasi dan Koefisien Jalur Antar Variabel

No.	Jalur	Koefisien Jalur (β)	df	t_{hitung}	$\frac{t_{hitung}}{t_{tabel}}$ 0,05	Keputusan Uji
1.	β_{31}	0,334	52	3,763*	2,006	X_1 berpengaruh langsung positif dan signifikan terhadap X_3
2.	β_{32}	0,663	52	7,465*	2,006	X_2 berpengaruh langsung positif dan signifikan terhadap X_3
3.	β_{y1}	0,501	52	5,877*	2,006	X_1 berpengaruh langsung positif terhadap Y
4.	β_{y2}	0,418	52	4,527*	2,006	X_2 pengaruh langsung positif terhadap Y
5.	β_{y3}	0,243	52	2,702*	2,006	X_3 berpengaruh langsung positif terhadap Y

Keterangan:
* = Signifikan ($t_{hitung} > t_{tabel}$)

The first hypothesis, the path coefficient score of organizational culture on competency (β_{31}) is 0.334 with a calculated t-value of 3.763. Since the calculated t-value is greater than the t-value at dk = 50 for $\alpha = 0.05$, which is 2.006, H_0 is rejected and H_1 is accepted. It is concluded that organizational culture has a direct positive and significant effect on competency, contributing 0.334.

The second hypothesis, the path coefficient score of the work team on competence (β_{32}) is 0.663 with a calculated t value of 7.465. Because the calculated t score is greater than the t table score at dk = 50 for $\alpha = 0.05$ (2.006), H_0 is rejected and H_1 is accepted. It is concluded that the work team has a direct positive and significant effect on competence with a contribution of 0.663.

The third hypothesis, the path coefficient score of organizational culture on performance (β_{y1}) is 0.501 with a calculated t value of 5.877. Because the calculated t score is greater than the t table score at dk = 50 for $\alpha = 0.05$ (2.006), H_0 is rejected and H_1 is accepted. It is concluded that organizational culture has a direct positive and significant effect on performance with a contribution of 0.501.

The fourth hypothesis, the path coefficient score of the work team on performance (β_{y2}) is 0.418 with a calculated t value of 4.527. Since the calculated t score is greater than the t table score at dk = 50 for $\alpha = 0.05$ (2.006), H_0 is rejected and H_1 is accepted. It is concluded that the work team has a direct positive and significant effect on performance, contributing 0.418.

The fifth hypothesis, the path coefficient score of the placement on performance (β_{y3}) is 0.243 with a calculated t value of 2.702. Since the calculated t score is greater than the t table score at dk = 50 for $\alpha = 0.05$ (2.006), H_0 is rejected and H_1 is accepted. It is concluded that the work team has a direct positive and significant effect on performance, contributing 0.243.

A summary of the hypothesis testing results is presented in Table 12.

Tabel 12
Rekapitulasi Hasil Pengujian Hipotesis

No	Hipotesis	Uji Statistik	Keputusan	Kesimpulan
1.	Pengaruh X1 - X3	H0: $\beta_{31} = 0$ H1: $\beta_{31} \neq 0$	H0 ditolak H1 diterima	Berpengaruh langsung positif dan signifikan
2.	Pengaruh X2 - X3	H0: $\beta_{32} = 0$ H1: $\beta_{32} \neq 0$	H0 ditolak H1 diterima	Berpengaruh langsung positif dan signifikan
3.	Pengaruh X1 - Y	H0: $\beta_{y1} = 0$ H1: $\beta_{y1} \neq 0$	H0 ditolak H1 diterima	Berpengaruh langsung negatif dan signifikan
4.	Pengaruh X2 - Y	H0: $\beta_{y2} = 0$ H1: $\beta_{y2} \neq 0$	H0 ditolak H1 diterima	Berpengaruh langsung positif dan signifikan
5.	Pengaruh X3 - Y	H0: $\beta_{y3} = 0$ H1: $\beta_{y3} \neq 0$	H0 ditolak H1 diterima	Berpengaruh langsung positif dan signifikan

Discussion

Organizational Culture Directly Influences Competence.

Analysis of the first hypothesis shows that organizational culture has a direct, positive, and significant effect on the competence of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, with a value of 0.334. The level of work competence of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, is influenced by organizational culture. Improving the organizational culture of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, will improve their competence.

Teamwork has a direct effect on Competence

Hypothesis analysis shows that teamwork has a direct, positive, and significant effect on the competence of enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, with a value of 0.334. The level of competence of enlisted personnel of Rifle Company C, Battalion 461 Kopasgat is influenced by teamwork. Improving teamwork among enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, will improve their competence.

Organizational Culture has a direct, positive, and significant effect on performance

Hypothesis analysis results show that organizational culture has a direct, positive, and significant effect on the performance of enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, with a value of 0.501. The level of performance of enlisted personnel of Rifle Company C, Battalion 461 Kopasgat is influenced by organizational culture. Improving organizational culture among enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, will improve their performance.

Teamwork has a direct, positive, and significant effect on performance

The hypothesis analysis shows that the work team has a direct, positive, and significant effect on the performance of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, with a value of 0.418. The performance of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat is influenced by the work team. Improving the work team of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, will improve their performance.

Competence has a direct effect on performance

Hypothesis analysis shows that competence has a direct, positive, and significant effect on the performance of enlisted personnel in Rifle Company C, Battalion 461 Kopasgat, amounting to 0.243. The performance of enlisted personnel in Rifle Company C, Battalion 461 Kopasgat is influenced by competence.

CONCLUSION

1. Organizational culture has a direct, positive, and significant effect on the competence of enlisted personnel in Rifle Company C, Battalion 461 Kopasgat, amounting to 0.334. An improvement in the organizational culture of enlisted personnel in Rifle Company C, Battalion 461 Kopasgat, will lead to an increase in competence of 0.334.
2. Teamwork has a direct, positive, and significant effect on the competence of enlisted personnel in Rifle Company C, Battalion 461 Kopasgat, amounting to 0.663. An improvement in the teamwork of enlisted personnel in Rifle Company C, Battalion 461 Kopasgat, will lead to an increase in competence of 0.663.
3. Organizational culture has a direct positive and significant effect on the performance of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, amounting to 0.501. If the organizational culture of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat improves, it will be followed by an increase in performance of 0.501.
4. The work team has a direct positive and significant effect on the performance of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, amounting to 0.418. If the work team of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, increases, it will be followed by an increase in performance of 0.418.
5. Competence has a direct positive and significant effect on the performance of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, amounting to 0.243. If the competence of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, increases, it will be followed by an increase in performance of 0.243.

REFERENCE

Ahmadi. (2018). The Influence of Work Environment, Competence, and Work Culture on Work Motivation and Their Impact on Employee Performance at the Syekh Maulana Qori Islamic College (STAI SMQ) Bangko. Jambi: Thesis. Faculty of Economics, Batanghari University.

Agusnan, S. (2020). The Influence of Organizational Culture, Work Competence, and Job Satisfaction on Employee Performance at PT Freight Express Medan. Jurnal Warta Issue 63, 14(1), 1–208.

Arrosadi, A. H., Marlina, D., Verawati, & Novitaningtyas, I. (2022). The Influence of Service Quality, Trust, and Customer Satisfaction on Customer Loyalty (Case Study of Monera Delivery Service Customers). *MANAGER - Journal of Management Science*, 5(3), 314–328.

Busro, M. (2018). *Human Resource Management Theories*. Jakarta: Prenadamedia Group (Kencana Division).

Dira, A. A. (2020). The Influence of Organizational Culture and Teamwork on Employee Performance (A Study at the Department of Agriculture and Food Security, Ciamis Regency). *Business Management and Entrepreneurship Journal*, 2(2).

Fathor, R. (2018). The Influence of Competence on Employee Performance Through Teamwork as an Intervening Variable (A Study of Employees at PT. First Media Malang). Master's Thesis, Postgraduate Program, University of Muhammadiyah Malang.

Human Resource Management: Indirect Compensation and the Physical Work Environment. Yogyakarta: Andi.

Ibrahim, F. E., Djuhartono, T., & Sodik, N. (2021). The Influence of Teamwork on Employee Performance at PT Lion Superindo. *Arastirma Journal*, 1(2).

Indrawati, B., Wijayanti, M., & Yuniati, T. (2021). Analysis of Service Quality and Trust on Customer Satisfaction with Implications for Go-Food Customer Loyalty in Bekasi City. *Optimal: Journal of Economics and Entrepreneurship*, 15(2).

Ivancevich, J. M., & Konopaske, R. (2014). *Human Resource Management Twelfth Edition*. McGraw-Hill/Irwin International Edition.

Labieq, I. (2019). The Influence of Organizational Culture and Commitment on Teacher Competence at SMA Puq/SMK Almarwah. *Almana: Journal of Management and Business*, 3(2).

Lestariningsih, S., and Widhiastuti, S. (2024). The Influence of Competence and Organizational Culture on Employee Performance with Job Satisfaction as an Intervening Variable. *ACCELERATION ARTICLE. National Scientific Journal*.

Mabesau. Decree of the Chief of Staff of the Air Force Number Kep/131/V/2019 dated May 31, 2019, concerning the Indonesian Air Force Technical Guidelines on Individual Performance Assessment. Jakarta: Setumau.

Maesaroh, S., & Widodo, S. (2022). The Influence of Organizational Culture and Organizational Commitment on Organizational Citizenship Behavior of Nurses in the Emergency Room of Dr. Esnawan Antariksa Halim Perdanakusuma Air Force Hospital, East Jakarta. *JIMEN: Innovative Journal of Management Students*, 2(2), 130–141.

Mangkunegara, (2017). *Corporate Resource Management*. Bandung: Rosdakarya.

McShane, S. L., & Glinov, M. A. V. (2014). *Organization Behavior: Emerging Knowledge and Practice for the Real World*, Fifth Edition. New York: McGraw-Hill/Irwin International Edition.

Miswara, A. (2022). The Influence of Job Competence, Organizational Culture, and Work Motivation on the Performance of C-130 Hercules Aircrew, Air Squadron 31, Halim Perdanakusuma Air Force Base. Jakarta: Thesis. Master of Management Study Program, Unsurya.

Murad, F., Yantu, I., S. (2024). The Influence of Work Discipline and Teamwork on Employee Performance at BAP Studio Gorontalo. *JAMBURA: Scientific Journal of Management and Business*, 7(1).

Noor, J. (2014). *Management Science Research*. Jakarta: Kencana Prenada Media Group.

Nurbaity, Yusuf, F.A., Hardianto, A. H. (2023). The Role of Shared Responsibility and Employee Competence on Team Collaboration through a Sense of Happiness and Its Implications for Employee Performance. *National Seminar on Educational Innovation*.

Oktavianus, D. (2017). The Influence of Work Culture on Teacher Performance and Student Achievement in High Schools in Southwest Sumba Regency, East Nusa Tenggara. *JES - Sumba Education Journal*.

Pratiwi, F. A., & Widodo, S. (2022). The Influence of Competence and Work Environment on Employee Performance at Perum DAMRI Jakarta. *JIMEN: Innovative Journal of Management Students*, 2(2), 54–65.

Prayoga, & Yuniati. (2019). The Influence of School Organizational Culture on Teacher Performance at Public High Schools in Mataram City. *Jurnal Kependidikan: Jurnal Hasil Penelitian dan Kajian Sastra di Pendidikan, Teaching dan Belajar*, 5(1), 54–60.

Priansa, D. J. (2014). *Employee Performance Management (In Corporate Human Resource Management)*. Bandung: Pustaka

Setia. Putri, N.D., Musa, M.I., Kurniawan, A.W. (2024). The Influence of Teamwork and Work Discipline on Employee Performance at PT. Telkom Akses Pare-Pare. *Journal of Management Research and Research Innovation*.

Rahayu, D. D., & Subagio, M. (2021). The Influence of Organizational Culture, Work Teams, and Competence on Employee Performance at the Directorate General of Defense Strategy, Ministry of Defense of the Republic of Indonesia. *Surya Pasca Scientia Scientific Journal of Management*, 10(2).

Rakasiwi, R. (2022). The Influence of Organizational Culture, Work Teams, and Competence on Personnel Performance at Air Squadron 16, Roesmin Nuryadin Air Force Base, Pekanbaru. Thesis. Master of Management Study Program, Marshal Suryadarma Aerospace University.

Retnaningtyas, D. W., & Widodo, S. (2022). The Influence of Organizational Culture and Job Satisfaction on Employee Productivity at PT. Jasa Marga (Persero) TBK Jakarta. *JIMEN: Innovative Journal of Management Students*, 2(2), 107–118.

Rivai, V., & Mulyadi, D. (2012). *Leadership and Behavior*. Organizational Behavior, Third Edition. Jakarta: Salemba Empat.

Robbins, S. P., & Judge, T. A. (2014). *Organizational Behavior*, Twelfth Edition. Jakarta: Salemba Empat.

Santoso, M. R., & Widodo, S. (2022). The Influence of Workload and Work Environment on Employee Performance at the Jakarta Provincial Transportation Agency. *M-Progress Scientific Journal*, 11(1), 84–94.

Schein, E. H. (2014). *Organizational Culture and Leadership*. San Francisco: Jossey Bass.

Sedarmayanti, (2014). Human Resource Management: Bureaucratic Reform and Civil Servant Management. Bandung: PT Refika Aditama.

Sharma, R., & Mani, P. (2014). Effective and Efficient Teamwork: Makes Things Happen More Than Anything Else in Organizations. *International Journal of Social Science and Interdisciplinary Research*, 1(8), 154–157.

Sudaryo, Yoyo, Bowo, A., Sofiati, A. &, & Ayu, N. (2018).

Sutrisno, E. (2015). Human Resource Management, Third Edition. Jakarta: Kencana Prenada Media Group.

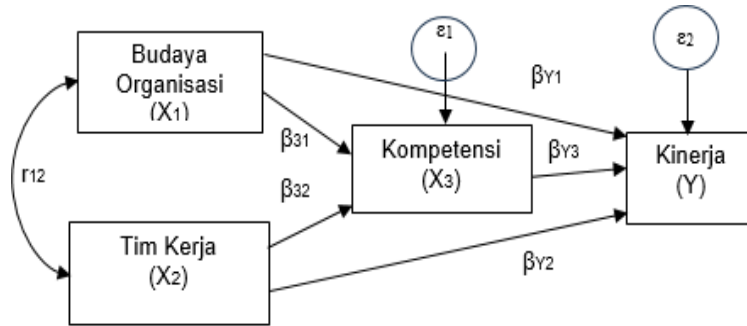
Taufik, T.R., Hanafi, A., Zunaidah, Perizde, B. (2022). The Effect of Communication and Teamwork on Employee Performance in Ilir Barat 1 District, Palembang. *Journal of Accounting and Management Research*.

Werther, W. B., & Davis, K. (2014). Human Resources and Personnel Management, Sixth Edition. New York: John Wiley & Sons.

Wibowo, (2014). Performance Management (Sixth Edition). Jakarta: Rajawali Pers.

Widodo, S. (2020). The Effect of Task Competence, Placement, and Organizational Commitment on Performance: A Study in Airforce Command and Staff College in Lembang, Bandung. *International Journal of Innovation, Creativity and Change (IJCC)*, 11(8).

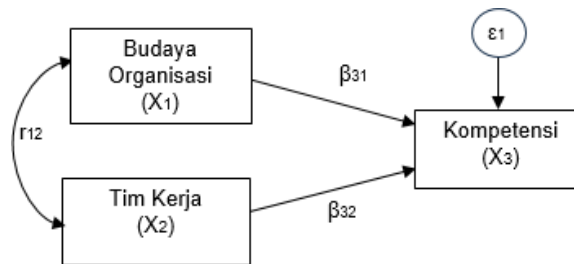
Wirawan. (2014). Leadership: Psychological Theory, Organizational Behavior, Applications, and Research. Jakarta: RajaGrafindo Persada



Gambar 1
Model Struktural Hubungan Antar Variabel

The correlation matrix between variables in the structural model, as presented in Figure 1, shows all correlation values between variables are positive. This indicates a positive relationship between the variables, as shown in Figure 1. Furthermore, all correlation coefficients are significant at $\alpha = 0.05$.

Substructure Model 1 and Substructure Model 2 align with the proposed research hypothesis, as shown in Figures 2 and 3. Causal Relationship Model Between Substructure Variables 1



Gambar 2
Konsep Model Hubungan Kausal Pada Sub Struktur 1

Structural Model and Intervariable Matrix

A structural model analyzing organizational culture (X1), work team (X2), and competency (X3) on performance (Y). The structural model is shown in the following figure.

Tabel 5
Uji-t Sub Struktural 1 Pengaruh variabel X1 & X2 terhadap X3

		Coefficients ^a		t	Sig.
		Unstandardized Coefficients	Standardized Coefficients		
Model		B	Std. Error	Beta	
1	(Constant)	2.156	.953		2.263 .028
	Budaya Organisasi	.325	.086	.334	3.763 .000
	Tim Kerja	.688	.092	.663	7.465 .000

a. Dependent Variable: Kompensasi

From table 5, it is known that the significance of the two exogenous variables on the endogenous variable (work discipline) shows a significant path, because the t-value of the two exogenous variables (organizational culture and work team) on the endogenous variable (competence) is > t-table 0.05, 50 (2.002).

Tabel 6
Rangkuman Hasil Perhitungan & Uji Koefisien Jalur Sub Struktural 1

Jalur	Koefisien Jalur	thitung	ttabel 0,05, 50	Sig.	Keterangan
β_{31}	0,334	2,821	2,006	0,000 (< 0,05)	Berpengaruh langsung positif dan signifikan
R_{12}	0,663	4,492	2,006	0,000 (< 0,05)	Berpengaruh langsung positif dan signifikan

Tabel 7
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823 ^a	.677	.657	6,352

a. Predictors: (Constant), Pengembangan Karir, Kompetensi

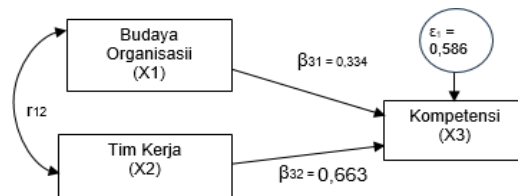
The coefficient of determination (R²) shows that the influence of the competency and career development variables on work discipline is 0.657. The remainder is due to factors other than these two variables. Meanwhile, the residual coefficient $\epsilon_1 = \sqrt{1 - R^2 \text{ adjusted}} = \sqrt{1 - 0.657} =$

$\sqrt{0.343} = 0.586$ represents the influence of other variables outside of X1 and X2. Therefore, the equation for substructure 1 is:

$$X3 = \varepsilon_1 + \varepsilon_{31} X_1 + \varepsilon_{32} X_2$$

$$X3 = 0.586 + \varepsilon_{34} X_1 + 0.663 X_2$$

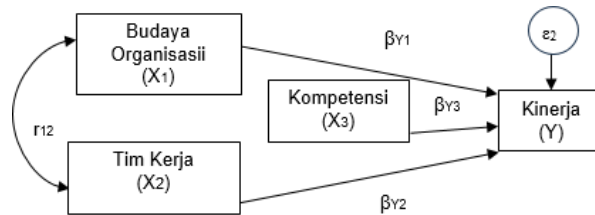
The path diagram for Sub Structure 1 is shown in Figure 3.



Gambar 3
Model Hubungan Kausal Pada Sub Struktur 1

1. Path Coefficient in Substructure 2

The conceptual model of the causal relationship in substructure 2 is shown in Figure 4.



Gambar 4
Konsep Model Hubungan Kausal pada Sub Struktur 2

The causal relationship between variables in substructure 2 consists of one endogenous variable, namely the performance variable (Y), and three exogenous variables, namely X1, X2, and X3. The structural equation for substructure 2 is:

$$Y = \varepsilon_2 + \varepsilon_{Y1}.X_1 + \varepsilon_{Y2}.X_2 + \varepsilon_{Y3}.X_3.$$

Tabel 8
Uji-t Sub Struktural 2 Pengaruh Variabel X1, X2, X3 terhadap Y

Model	Coefficients ^a				
	Unstandardized Coefficients	Std. Error	Beta	t	Sig.
1 (Constant)	-5.206	8.349		-.624	.536
Budaya Organisasi	.570	.097	.501	5.877	.000
Tim Kerja	.568	.126	.418	4.527	.000
Kompetensi	.351	.130	.243	2.702	.009

From the table above, it shows that the three path coefficients of the exogenous variables on the endogenous variable (Performance) are significant because the calculated t value of the three exogenous variables (organizational culture, work team > t table 0.05, 50 (2.002) 0.217 X3.

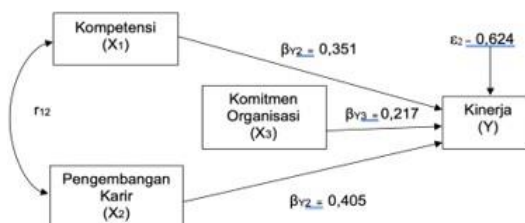
Tabel 9
Rangkuman Hasil Perhitungan & Uji Koefisien Jalur Sub Struktur 2

No	Jalur	Koefisien Jalur	thitung	ttabel	Sig.	Ket.
1.	β_{y1}	0.501	5,877	2,006	0,000 ($< 0,05$)	Berpengaruh langsung secara positif dan signifikan
2.	β_{y2}	0,418	4,527	2,006	0,000 ($< 0,05$)	Berpengaruh langsung secara positif dan signifikan
3.	β_{y3}	0,243	2,702	2,006	0,009 ($< 0,05$)	Berpengaruh langsung secara positif dan signifikan

Tabel 10
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,850 ^a	,722	,705	6,532

Meanwhile, the path diagram can be seen in Figure 5.



Gambar 5
Hubungan Kausal Variabel X1, X2, dan X3 Terhadap Y

The results of the path coefficients in substructures 1 and 2 are transformed into the following structural equation:

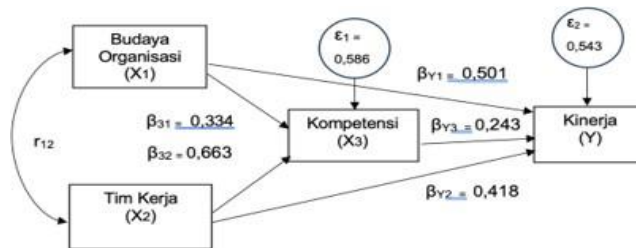
$$X3 = \epsilon1 + \beta31 X1 + \beta32 X2$$

$$= 0.586 + 0.334 X_1 + 0.663 X_2$$

$$Y = \varepsilon_2 + \beta_{y1} X_1 + \beta_{y2} X_2 + \beta_{y3} X_3$$

$$= 0.543 + 0.501 X_1 + 0.418 X_2 + 0.243 X_3.$$

Thus the path diagram of the relationship between variables in Figure 6



Gambar 6
Hubungan Kausal Variabel X1, X2, dan X3 Terhadap Y

Based on the results of the path coefficient calculations, the coefficient model per substructure 1 obtained two path coefficients, namely $\beta_{31} = 0.334$ and $\beta_{32} = 0.663$, and structure 2 obtained three path coefficients, namely $\beta_{y1} = 0.501$; $\beta_{y2} = 0.418$; $\beta_{y3} = 0.243$. The detailed results of the path coefficient calculations for substructure 1 and substructure 2 are presented in Table 11.

Tabel 11
Matrik Koefisien Korelasi dan Koefisien Jalur Antar Variabel

No.	Jalur	Koefisien Jalur (β)	df	t_{hitung}	$\frac{t_{hitung}}{t_{tabel}}$ 0,05	Keputusan Uji
1.	β_{31}	0,334	52	3,763*	2,006	X_1 berpengaruh langsung positif dan signifikan terhadap X_3
2.	β_{32}	0,663	52	7,465*	2,006	X_2 berpengaruh langsung positif dan signifikan terhadap X_3
3.	β_{y1}	0,501	52	5,877*	2,006	X_1 berpengaruh langsung positif terhadap Y
4.	β_{y2}	0,418	52	4,527*	2,006	X_2 pengaruh langsung positif terhadap Y
5.	β_{y3}	0,243	52	2,702*	2,006	X_3 berpengaruh langsung positif terhadap Y

Hypothesis Testir

The first hypothe:

0.334 with a calculated competence (β_{31}) is core at dk = 50 for $\alpha = 0.05$ is 2.006, then reject H0 and accept H1. It is concluded that organizational culture has a direct positive and significant effect on competence with a contribution of 0.334.

The second hypothesis, the coefficient score of the work team path to competence (β_{32}) is 0.663 with a calculated t value of 7.465. Because the calculated t score > t table score at dk = 50 for $\alpha = 0.05$ is 2.006, then reject H0 and accept H1. It is concluded that the work team has a direct positive and significant effect on competence with a contribution of 0.663.

The third hypothesis, the path coefficient score of organizational culture on performance (β_{y1}) is 0.501 with a calculated t value of 5.877. Because the calculated t score > t table score at dk = 50 for $\alpha = 0.05$ is 2.006, then reject H0 and accept H1. It is concluded that organizational culture has a direct positive and significant effect on performance with a contribution of 0.501.

The fourth hypothesis, the coefficient score of the work team path to performance (β_{y2}) is 0.418 with a calculated t value of 4.527. Since the calculated t score > t table score at dk = 50 for $\alpha = 0.05$ is 2.006, then reject H0 and accept H1. It is concluded that the work team has a direct positive and significant effect on performance with a contribution of 0.418.

The fifth hypothesis, the coefficient score of the placement path on performance (β_{y3}) is 0.243 with a calculated t value of 2.702. Because the calculated t score > t table score at dk = 50 for $\alpha = 0.05$ is 2.006, then reject H0 and accept H1. It is concluded that the work team has a direct positive and significant effect on performance with a contribution of 0.243.

The summary of the results of the hypothesis testing is presented in Table 12.

Tabel 12
Rekapitulasi Hasil Pengujian Hipotesis

No	Hipotesis	Uji Statistik	Keputusan	Kesimpulan
1.	Pengaruh X1 - X3	H0: $\beta_{31} = 0$ H1: $\beta_{31} \neq 0$	H0 ditolak H1 diterima	Berpengaruh langsung positif dan signifikan
2.	Pengaruh X2 - X3	H0: $\beta_{32} = 0$ H1: $\beta_{32} \neq 0$	H0 ditolak H1 diterima	Berpengaruh langsung positif dan signifikan
3.	Pengaruh X1 - Y	H0: $\beta_{y1} = 0$ H1: $\beta_{y1} \neq 0$	H0 ditolak H1 diterima	Berpengaruh langsung negatif dan signifikan
4.	Pengaruh X2 - Y	H0: $\beta_{y2} = 0$ H1: $\beta_{y2} \neq 0$	H0 ditolak H1 diterima	Berpengaruh langsung positif dan signifikan
5.	Pengaruh X3 - Y	H0: $\beta_{y3} = 0$ H1: $\beta_{y3} \neq 0$	H0 ditolak H1 diterima	Berpengaruh langsung positif dan signifikan

Discussion

1. Organizational culture has a direct effect on competence.

Analysis of the first hypothesis shows that organizational culture has a direct, positive and significant effect on the competence of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, with a value of 0.334. The level of work competence of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat is influenced by organizational culture. Improving the organizational culture of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, will improve their competence.

2. Teamwork has a direct influence on competence.

Hypothesis analysis shows that teamwork has a direct, positive, and significant influence on the competence of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, with a value of 0.334. The level of competence of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat is influenced by the teamwork. Improving the teamwork of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, will improve their competence.

3. Organizational culture has a direct impact on performance.

The results of the hypothesis analysis indicate that organizational culture has a direct, positive, and significant impact on the performance of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, with a value of 0.501. The performance of the enlisted personnel of Rifle Company C,

Battalion 461 Kopasgat is influenced by organizational culture. Improving the organizational culture of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, will improve their performance.

4. Teamwork has a direct, positive, and significant effect on performance.

Hypothesis analysis shows that teamwork has a direct, positive, and significant effect on the performance of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, amounting to 0.418. The performance of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat is influenced by the teamwork. Improving the teamwork of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, will improve their performance.

5. Competence directly influences performance.

Hypothesis analysis shows that competence has a direct, positive, and significant effect on the performance of enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, amounting to 0.243. The performance of enlisted personnel of Rifle Company C, Battalion 461 Kopasgat is influenced by competence.

CONCLUSION

1. Organizational culture has a direct positive and significant effect on the competence of the non-commissioned officers of Rifle Company C, Battalion 461 Kopasgat by 0.334. If the organizational culture of the non-commissioned officers of Rifle Company C, Battalion 461 Kopasgat increases, it will be followed by an increase in competence by 0.334.

2. The work team has a direct positive and significant effect on the competence of the non-commissioned officers of Rifle Company C, Battalion 461 Kopasgat, by 0.663. If the work team of the non-commissioned officers of Rifle Company C, Battalion 461 Kopasgat, increases, it will be followed by an increase in competence by 0.663.

3. Organizational culture has a direct positive and significant effect on the performance of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, by 0.501. If the organizational culture of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat, improves, it will be followed by an increase in performance of 0.501.

4. The work team has a direct positive and significant effect on the performance of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat by 0.418. If the work team of the enlisted personnel of Rifle Company C, Battalion 461 Kopasgat increases, it will be followed by an increase in performance by 0.418.

5. Competence has a direct positive and significant effect on the performance of the non-commissioned officers of Rifle Company C, Battalion 461 Kopasgat by 0.243. If the competence of the non-commissioned officers of Rifle Company C, Battalion 461 Kopasgat increases, it will be followed by an increase in performance by 0.243.

BIBLIOGRAPHY

Ahmadi. (2018). The Influence of Work Environment, Competence and Work Culture on Work Motivation and Its Impact on Employee Performance at the Syekh Maulana Qori Islamic College (STAI SMQ) Bangko. Jambi: Thesis. Faculty of Economics, Batanghari University.

Agusnan, S. (2020). The Influence of Organizational Culture, Work Competence, and Job Satisfaction on Employee Performance at PT Freight Express Medan. *Warta Journal* Edition 63, 14(1), 1–208.

Arrosadi, A. H., Marlina, D., Verawati, & Novitaningtyas, I. (2022). The Influence of Service Quality, Trust, and Consumer Satisfaction on Customer Loyalty (A Case Study of Monera's Personal Shopping Service Customers). *MANAGER-Journal of Management Science*, 5(3), 314–328.

Busro, M. (2018). *Human Resource Management Theories*. Jakarta: Prenadamedia Group (Kencana Division).

Dira, A. A. (2020). The Influence of Organizational Culture and Teamwork on Employee Performance (Study at the Department of Agriculture and Food Security, Ciamis Regency). *Business Management and Entrepreneurship Journal*, 2(2).

Fathor, R. (2018). The Influence of Competence on Employee Performance Through Teamwork as an Intervening Variable (A Study on Employees of PT. First Media Malang). Master's Thesis, Postgraduate Program, University of Muhammadiyah Malang.

Ibrahim, F. E., Djuhartono, T., & Sodik, N. (2021). The Influence of Teamwork on Employee Performance at PT Lion Superindo. *Arastirma Journal*, 1(2).

Ibrahim, F. E., Djuhartono, T., & Sodik, N. (2021). The Influence of Teamwork on Employee Performance at PT Lion Superindo. *Arastirma Journal*, 1(2).

Indrawati, B., Wijayanti, M., & Yuniati, T. (2021). Analysis of Service Quality and Trust on Consumer Satisfaction with Implications for Go Food Customer Loyalty in Bekasi City. *Optimal: Journal of Economics and Entrepreneurship*, 15(2).

Ivancevich, J. M., & Konopaske, R. (2014). *Human Resource Management Twelfth Edition*. McGraw-Hill/Irwin International Edition

Labieq, I. (2019). The Influence of Organizational Culture and Commitment on Teacher Competence at SMA Puq/SMK Almarwah. *Almana: Journal of Management and Business*, 3(2).

Lestariningsih, S., and Widhiastuti, S. (2024). The Influence of Competence and Organizational Culture on Employee Performance with Job Satisfaction as an Intervening Variable. *ACCELERATION ARTICLE. National Scientific Journal*.

Air Force Headquarters. Decree of the Chief of Staff of the Air Force Number Kep/131/V/2019 dated May 31, 2019, concerning the Indonesian Air Force Technical Guidelines for Individual Performance Assessment. Jakarta: Setumau.

Maesaroh, S., & Widodo, S. (2022). The Influence of Organizational Culture and Organizational Commitment on Organizational Citizenship Behavior of Nurses in the Emergency Room of Dr. Esnawan Antariksa Halim Perdanakusuma General Hospital, East Jakarta. *JIMEN: Innovative Journal of Management Students*, 2(2), 130–141.

Mangkunegara. (2017). *Corporate Resource Management*. Bandung: Rosdakarya.

McShane, S. L., & Glinov, M. A. V. (2014). *Organization Behavior: emerging knowledge and practice for the real world fifth edition*. New York: McGraw-Hill/Irwin International Edition

Miswara, A. (2022). The Influence of Work Competence, Organizational Culture, and Work Motivation on the Performance of C-130 Hercules Aircrew of Air Squadron 31, Halim Perdanakusuma Air Force Base. Jakarta: Thesis. Master of Management Study Program, Unsurya.

Murad, F., Yantu, I., S. (2024). The Influence of Work Discipline and Teamwork on Employee Performance at BAP Studio Gorontalo. *JAMBURA: Scientific Journal of Management and Business*, 7(1)

Noor, J. (2014). *Management Science Research*. Jakarta: Kencana Prenada Media Group.

Nurbaity, Yusuf, F.A., Hardianto, A.H. (2023). The Role of Shared Responsibility and Employee Competence on Team Collaboration through A Sense of Happiness and Its Implications for Employee Performance. National Seminar on Educational Innovation.

- Oktavianus, D. (2017). The Influence of Work Culture on Teacher Performance and Student Learning Achievement in Senior High Schools in Southwest Sumba Regency, NTT. *JES-Jurnal Edukasi Sumba*
- Pratiwi, F. A., & Widodo, S. (2022). The Influence of Competence and Work Environment on Employee Performance at Perum DAMRI Jakarta. *JIMEN: Innovative Journal of Management Students*, 2(2), 54–65.
- Prayoga, & Yuniati. (2019). The Influence of School Organizational Culture on the Performance of Public High School Teachers in Mataram City. *Journal of Education: Journal of Research Results and Literature Reviews in the Field of Education, Teaching and Learning*, 5(1), 54–60.
- Priansa, D. J. (2014). Employee Performance Management (In Corporate Human Resource Management). Bandung: Pustaka
- Setia. Putri, N.D., Musa, M.I., Kurniawan, A.W. (2024). The Influence of Teamwork and Work Discipline on Employee Performance at PT. Telkom Akses Pare-Pare. *Journal of Management Research and Research Innovation*.
- Rahayu, D. D., & Subagio, M. (2021). The Influence of Organizational Culture, Work Teams, and Competence on the Performance of Employees at the Directorate General of Defense Strategy, Ministry of Defense of the Republic of Indonesia. *Surya Pasca Scientia Scientific Journal of Management*, 10(2).
- Rakasiwi, R. (2022). The Influence of Organizational Culture, Work Teams, and Competence on the Performance of Air Squadron 16 Personnel at Roesmin Nuryadin Air Force Base, Pekanbaru. Thesis. Master of Management Study Program, Marshal Suryadarma Aerospace University.
- Retnaningtyas, D. W., & Widodo, S. (2022). The Influence of Organizational Culture and Job Satisfaction on Employee Work Productivity at PT. Jasa Marga (Persero) TBK Jakarta. *JIMEN: Innovative Journal of Management Students*, 2(2), 107–118.
- Rivai, V., & Mulyadi, D. (2012). *Leadership and Organizational Behavior*. Third Edition. Jakarta: Salemba Empat.
- Robbins, S. P., & Judge, T. A. (2014). *Organizational Behavior, The Twelfth*. Jakarta: Salemba Empat.
- Santoso, M. R., & Widodo, S. (2022). The Influence of Workload and Work Environment on the Performance of Employees of the DKI Jakarta Provincial Transportation Agency. *M-Progress Scientific Journal*, 11(1), 84–94
- Schein, E. H. (2014). *Organizational Culture and Leadership*. San Francisco: Jossey Bass.
- Sedarmayanti. (2014).. *Human Resource Management, Bureaucratic Reform and Civil Servant Management*. Bandung: PT Refika Aditama
- Sharma, R., & Mani, P. (2014). Effective and Efficient Team Work: Makes Things Happen More Than Anything Else In Organizations. *International Journal of Social Science and Inter-Disciplinary Research*, 1(8), 154–157
- Sudaryo, Yoyo, Bowo, A., Sofiati, A. & Ayu, N. (2018). *Human Resource Management Indirect Compensation and Physical Work Environment*. Yogyakarta: Andi.
- Sutrisno, E. (2015). *Human Resource Management, Third Edition*. Jakarta: Kencana Prenada Media Group.

Taufik, T.R., Hanafi, A., Zunaidah, Perizde, B. (2022). The Influence of Communication and Teamwork on Employee Performance in Ilir Barat 1 District, Palembang. *Journal of Accounting and Management Research*.

Werther, W. B., & Davis, K. (2014). *Human Resources and Personnel Management*, Sixth Edition. New York: John Wiley & Sons

Wibowo. (2014). *Performance Management (New Edition)*. Jakarta: Rajawali Pers.

Widodo, S. (2020). The Effect of Task Competence, Placement, and Organizational Commitment on Performance: A Study in Airforce Command and Staff College in Lembang, Bandung. *International Journal of Innovation, Creativity and Change (IJCC)*, 11(8).

Wirawan. (2014). *Leadership: Psychological Theory, Organizational Behavior, Applications, and Research*. Jakarta: RajaGrafindo Persada.