The Influence of Military Leadership Style Military Culture and Personnel Competence Towards Team Work and its Implications on the Performance of Military Personnel of the Indonesian National Army

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This study examines the relationships among military leadership style, military work culture, personnel competence, teamwork, and military personnel performance in the Indonesian Army Type B Military Music Unit. The study responds to a practical organizational problem: overall personnel performance was classified as good, yet several indicators remained below the desired level, particularly task delegation, decision responsibility, motivation, solidarity, collective problem-solving, coordination, responsibility sharing, punctuality, and openness in communication. A descriptive-verification design was used. The population comprised 1,200 personnel, with 300 respondents selected through purposive sampling after determining the sample size using the Slovin formula. Primary data were collected through questionnaires, while secondary data were obtained from the Directorate of Adjutant General of the Army. Validity, reliability, and normality tests were conducted, followed by Structural Equation Modeling (SEM) using LISREL 8.8. The descriptive results show average scores of 3.237 for military leadership style, 3.296 for military work culture, 3.245 for personnel competence, 3.303 for teamwork, and 3.586 for personnel performance. Leadership style had a total influence of 23% on teamwork, military work culture 25%, and personnel competence 33%. Collectively, the three antecedent variables explained 81.6% of the variance in teamwork. Teamwork, in turn, explained 84.7% of the variance in personnel performance. The findings indicate that improving performance should not rely on leadership intervention alone. The stronger leverage lies in developing job-relevant competence while reinforcing a work culture that supports coordination, trust, shared responsibility, and disciplined execution.

1. INTRODUCTION

The Indonesian National Armed Forces (TNI) operate in an organizational environment in which discipline, command, coordination, and collective responsibility are not supplementary features but central conditions for mission execution. Within that system, military music units have a distinctive operational role because their personnel must combine military discipline with specialized musical competence. The Type B Military Music Unit therefore requires personnel who can perform technical duties accurately while also coordinating closely with other members of the unit.

The source study reports that personnel performance in the Type B Military Music Unit was generally in the good category, with an average score of 3.586. The finding, however, should not be interpreted as evidence that the organizational system is already optimal. Several performance indicators still require attention, particularly punctuality and openness in communication. Teamwork was also categorized as fair to good, with an average score of 3.303, while weaknesses remained in effective coordination and willingness to delegate responsibility. These gaps are important because the unit's work is inherently collective.

Leadership is one of the organizational mechanisms through which collective work is coordinated. Recent Indonesian journal studies consistently report positive relationships between leadership and employee performance. Ramadhan and Rahadian (2026), for example, found significant effects of leadership, competence, and work culture on performance among functional investment-management

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officials. Similar evidence is reported in studies of public-service institutions, educational organizations, and local government offices (Funtayah & Hendrarso, 2025; Hidayat et al., 2025; Yuliawati & Purwoko, 2025; Tamba & Muslimatun, 2023; Rusmawati & Indriati, 2019).

Work culture provides a second mechanism. Culture influences how members interpret standards, authority, cooperation, responsibility, and acceptable behavior. Sunarsah and Zaini (2025) found that organizational culture, workload, and competence were significant predictors of employee performance. Hartono and Soerjanto (2024) further showed that organizational culture can operate through employee trust and engagement, suggesting that culture is relevant not only to formal performance but also to the relational conditions that support collective work.

Personnel competence represents the third mechanism. Competence is particularly consequential in a military music unit because technical performance depends on knowledge, skills, and work attitudes. Current Indonesian studies have reported significant relationships between competence and performance in government and public-service settings (Anggraeni et al., 2025; Haikal & Hidayat, 2026; Irwansyah & Purwatomo, 2024). Evidence from Politeknik Pelayaran Sumatera Barat likewise links competence and transformational leadership with performance (Triwijayanto & Wahyudin, 2025).

Although the relationships among leadership, culture, competence, and performance have been examined extensively, a narrower research gap remains. Much of the Indonesian literature evaluates direct effects on employee performance, while fewer studies model teamwork as an intervening mechanism within a specialized military organization. The present study addresses this gap by examining whether military leadership style, military work culture, and personnel competence contribute to teamwork and whether teamwork subsequently contributes to personnel performance. The military music context is also analytically relevant because technical expertise and collective execution must operate simultaneously.

The objective of this study is to analyze the influence of military leadership style, military work culture, and personnel competence on teamwork and to assess the influence of teamwork on military personnel performance in the Indonesian Army Type B Military Music Unit. The study contributes empirically by quantifying the relative contribution of the three antecedent variables to teamwork and by positioning teamwork as the central organizational pathway toward performance. Practically, the findings provide a basis for leadership development, competency strengthening, and work-culture interventions within specialized military units.

2. LITERATURE REVIEW

a. Military Leadership Style

Leadership style refers to the pattern through which a leader directs, motivates, coordinates, and supports personnel in pursuing organizational objectives. In the present study, the leadership construct is closely related to transformational leadership because the source manuscript emphasizes vision, inspiration, support, intellectual stimulation, and personal recognition. Transformational leadership is particularly relevant where leaders must mobilize members beyond routine compliance and encourage collective achievement. Indonesian evidence also indicates that leadership style is associated with employee performance in public and service organizations (Funtayah & Hendrarso, 2025; Hidayat & Mulyadi, 2025; Rusilowati et al., 2025).

b. Military Work Culture

Work culture consists of shared values and habitual patterns that shape how members behave at work. The source manuscript identifies integrity and professionalism, leadership and role modeling, togetherness and group dynamics, accuracy and speed, and rationality and emotional intelligence as important dimensions. A strong culture can make standards more predictable and reduce friction in coordination. Recent Indonesian studies similarly demonstrate that organizational or work culture is related to employee performance, although its effect may depend on trust, engagement, or other organizational conditions (Hartono & Soerjanto, 2024; Seta et al., 2025; Sunarsah & Zaini, 2025).

c. Personnel Competence

Competence comprises the knowledge, skills, and behavioral attitudes required to perform a job effectively. In a military music unit, competence has a dual character: personnel must possess military work competence and specialized musical competence. The source study reports that the strongest competency dimension was personnel characteristics, while proactivity and openness to criticism still needed improvement. Recent Indonesian studies support the importance of competence for performance across public organizations (Agustina et al., 2025; Anggraeni et al., 2025; Haikal & Hidayat, 2026; Prabhawanti & Prasojo, 2021).

d. Teamwork

Teamwork is the coordinated contribution of members toward a shared task. It requires more than co-presence; it depends on clear goals, complementary skills, trust, coordination, role allocation, and constructive handling of conflict. In the source study, teamwork is treated as an intervening variable between the organizational antecedents and personnel performance. This is theoretically appropriate for military organizations because many activities require synchronized action rather than isolated individual output.

e. Personnel Performance

Personnel performance refers to the quality and quantity of work achieved within a given period in accordance with assigned responsibilities. Performance in the present context includes disciplined task execution, punctuality, communication, and the ability to meet the operational standards of the unit. The source manuscript reports good overall performance, but it also identifies specific behavioral indicators that remain improvable.

f. Research Framework and Hypotheses

The conceptual model positions military leadership style, military work culture, and personnel competence as antecedent variables; teamwork as the intervening variable; and military personnel performance as the outcome variable.

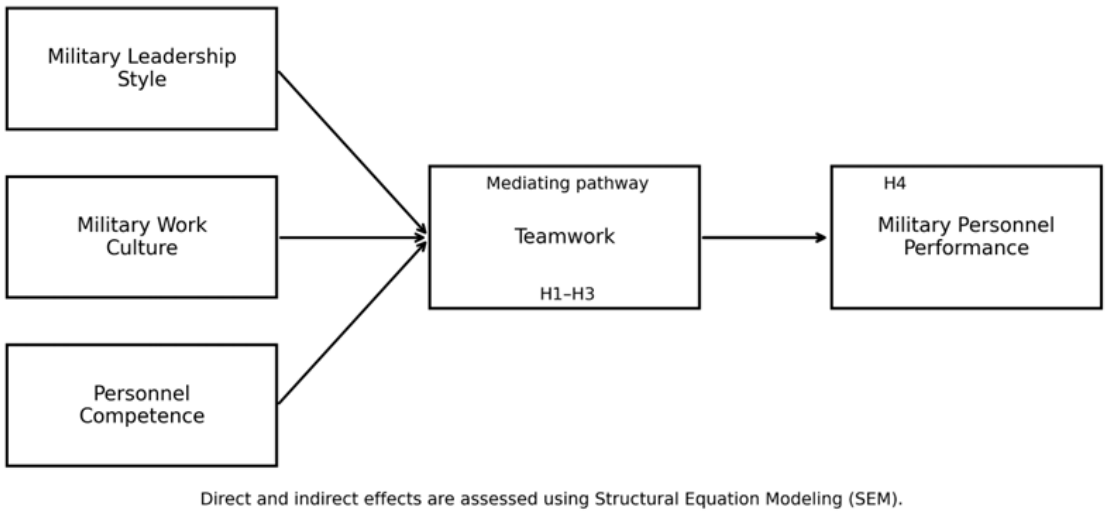


Figure 1. summarizes the model.

METHOD

This study uses a descriptive-verification quantitative approach. The descriptive component was used to portray the condition of military leadership style, military work culture, personnel competence, teamwork, and personnel performance. The verification component was used to test structural relationships among the variables. The design follows the original study and uses Structural Equation Modeling (SEM) with LISREL 8.8.

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Table 1. Population, sample, data sources, and analytical procedures

Component	Description
Population	1,200 personnel of the Indonesian Army Type B Military Music Unit
Sample	300 respondents
Sampling	Purposive sampling; sample size determined using the Slovin formula
Primary data	Questionnaire responses from respondents
Secondary data	Documents obtained from the Directorate of Adjutant General of the Army
Instrument testing	Validity, reliability, and normality tests
Main analysis	Structural Equation Modeling (SEM) using LISREL 8.8
Study variables	Military leadership style; military work culture; personnel competence; teamwork; personnel performance

Data were collected through a structured questionnaire. The original manuscript does not report the complete item-level questionnaire, scale anchors, or the full statistical output of the measurement model. Accordingly, this revised article does not invent item counts, factor loadings, Cronbach's alpha values, t-values, p-values, or goodness-of-fit indices that are not present in the source. This limitation is important for submission integrity and should be addressed if the authors have the original LISREL output.

Measurement validity and reliability were tested before the structural analysis, followed by normality testing. SEM was then used to estimate direct and indirect relationships. The indirect effects reported in the source were retained as the basis for interpreting the mediating role of organizational factors and teamwork. Because the study concerns an institutional military setting, the analysis focuses on organizational-level relationships rather than individual personal characteristics. The interpretation is therefore limited to the study variables and the Type B Military Music Unit and should not automatically be generalized to all TNI units

RESULTS AND DISCUSSION

Descriptive Profile of the Main Variables

The descriptive results indicate that all five variables fall within a fair-to-good range, while personnel performance records the highest average score. The pattern is important: performance is already relatively strong, but the organizational inputs that support it still contain identifiable weaknesses. This suggests that the unit's performance advantage should be consolidated rather than treated as evidence that no intervention is needed.

Table 2. Descriptive scores of the study variables

Variable	Mean score	Interpretation	Main area requiring attention
Military leadership style	3.237	Fair to good	Task direction and delegation; decision responsibility; motivation and inspiration
Military work culture	3.296	Fair to good	Positive role modeling; solidarity; mutual support; collective problem-solving
Personnel competence	3.245	Fair to good	Achievement drive; depth of music theory understanding
Teamwork	3.303	Fair to good	Effective coordination; willingness to delegate responsibility
Personnel performance	3.586	Good	Punctuality; openness in communication and information

The leadership score of 3.237 indicates that the basic leadership function is operating, but the lower-scoring areas point to a need for more active delegation, clearer responsibility, and stronger motivational behavior. This finding is consistent with recent Indonesian evidence that leadership is positively associated with employee performance and organizational outcomes (Ramadhan & Rahadian, 2026; Rusilowati et al., 2025). In the military context, however, effective leadership should

not be reduced to command authority. The findings suggest that the leader's ability to develop personnel and distribute responsibility is equally important.

The work-culture score of 3.296 presents a similar pattern. The culture is functional but not yet fully supportive of collective problem-solving. This matters because military teamwork depends on members being willing to communicate, assist one another, and resolve problems without waiting for every decision to come from a single authority. The result is compatible with research showing that organizational culture is associated with employee performance and with relational conditions such as trust (Hartono & Soerjanto, 2024; Seta et al., 2025; Sunarsah & Zaini, 2025).

Personnel competence scored 3.245. The source manuscript identifies the drive to achieve high musical performance and a deep understanding of music theory as areas requiring improvement. This is a meaningful finding because technical competence directly affects the quality of coordinated performance. Recent studies in Indonesian public organizations likewise show that competence is a significant performance-related factor (Anggraeni et al., 2025; Haikal & Hidayat, 2026; Prabhawanti & Prasojo, 2021).

Teamwork scored 3.303, with coordination and responsibility sharing identified as the principal areas for improvement. This finding is particularly important because the structural model shows that teamwork is strongly associated with personnel performance. Thus, the relatively moderate teamwork score is not a minor organizational issue; it represents a strategic point of intervention.

Structural Effects on Teamwork

Table 3. Direct, indirect, and total effects on teamwork

Predictor	Direct effect	Indirect effect reported	Total effect	Interpretation
Military leadership style	9.9%	5.6% + 7.5%	23.0%	Leadership contributes to teamwork directly and through other organizational conditions
Military work culture	11.3%	5.6% + 8.7%	25.0%	Culture provides a stronger total contribution than leadership
Personnel competence	16.8%	7.5% + 8.7%	33.0%	Competence is the strongest of the three contributors to teamwork
All three predictors simultaneously	—	—	81.6%	Most variation in teamwork is explained by the three antecedent variables

The structural results show a clear hierarchy. Personnel competence has the largest total contribution to teamwork at 33%, followed by military work culture at 25% and military leadership style at 23%. The result does not imply that leadership is unimportant. Rather, it indicates that in this particular unit, the ability of personnel to perform their specialized roles may be the strongest practical foundation for coordinated work.

The 81.6% simultaneous contribution of leadership style, work culture, and competence to teamwork is substantial. It means that most of the variation in teamwork observed in the study is associated with these three organizational factors, while 18.4% is attributable to variables outside the model. This pattern is stronger than many conventional single-predictor models and supports the argument that teamwork is produced by a combination of leadership, culture, and capability rather than by one factor in isolation.

The finding also extends recent Indonesian studies that commonly test leadership, competence, and culture as direct predictors of performance. Ramadhan and Rahadian (2026) found that leadership, competence, and work culture jointly explained 76.2% of performance in a government setting. The present study differs conceptually by placing teamwork between the antecedent variables and final performance. This distinction is useful because it identifies a mechanism through which organizational resources become collective action.

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Teamwork and Military Personnel Performance

Table 4. Effect of teamwork on personnel performance

Relationship	Contribution	Interpretation
Teamwork Personnel performance	84.7%	Teamwork explains a very large proportion of personnel performance
Other variables outside the model	15.3%	Additional factors remain relevant but were not examined in this study

Teamwork has an 84.7% influence on personnel performance, leaving 15.3% attributable to other variables not included in the model. This is the most prominent structural finding in the study. It indicates that performance in a specialized military music unit is strongly dependent on the capacity of personnel to coordinate, share responsibilities, and execute tasks as a group.

This result helps explain why the study identifies coordination and responsibility sharing as weaknesses even though overall performance is good. A unit may have technically capable individuals, yet performance can still be constrained when members do not coordinate effectively. Conversely, competent personnel operating within a supportive culture and under effective leadership can convert individual capability into synchronized output.

The finding is consistent with the broader Indonesian literature on employee performance, which repeatedly identifies leadership, competence, organizational culture, communication, and coordination as relevant determinants (Azizah & Priyono, 2024; Hidayat et al., 2025; Yuliawati & Purwoko, 2025; Dianingrum et al., 2023). The present study adds a more specific organizational mechanism: the collective process of teamwork.

Hypothesis Assessment

Table 5. Hypothesis assessment based on the reported structural results

Hypothesis	Result	Evidence from the study
H1	Supported	Military leadership style has a positive significant relationship with teamwork; total contribution reported at 23%.
H2	Supported	Military work culture has a positive significant relationship with teamwork; total contribution reported at 25%.
H3	Supported	Personnel competence has a positive significant relationship with teamwork; total contribution reported at 33%.
H4	Supported	Leadership, culture, and competence jointly explain 81.6% of teamwork.
H5	Supported	Teamwork has a significant influence on personnel performance, explaining 84.7% of its variance.

All five hypotheses are supported by the reported results. However, the evidence should be read in terms of the SEM results supplied in the original manuscript. The revised article deliberately avoids adding significance statistics that were not provided in the source.

Managerial Implications

The first implication concerns leadership development. The weakest leadership indicators identified in the study are not primarily about formal authority but about how authority is exercised: directing work, delegating tasks, accepting responsibility for decisions, and motivating personnel. Leadership development should therefore emphasize situational direction, constructive delegation, feedback, and recognition of personnel contributions.

The second implication concerns competence development. Because competence has the largest total contribution to teamwork, technical development should receive sustained attention. For a military music unit, this includes strengthening musical theory, technical performance, rehearsal discipline, and the capacity to respond constructively to feedback. Competency development should be linked to observable performance standards rather than treated solely as training attendance.

The third implication concerns work culture. The findings suggest a need to reinforce solidarity, mutual support, positive role modeling, and collective problem-solving. These practices can be integrated into rehearsals, after-action reviews, peer feedback, and routine coordination rather than handled only through formal training.

The fourth implication is to treat teamwork as a performance infrastructure. Since teamwork explains 84.7% of personnel performance in the reported model, coordination should be monitored as seriously as individual technical achievement. Clear role allocation, shared responsibility, timely communication, and structured problem-solving can help convert individual competence into reliable collective performance.

Research Limitations

Several limitations should be acknowledged. First, the analysis is based on a single Type B Military Music Unit, so external generalization is limited. Second, the source manuscript reports aggregate effects but does not provide the full LISREL measurement and structural output in the material available for this revision. Third, the use of a questionnaire means that some measures may reflect respondent perceptions rather than independently observed performance. Fourth, the cross-sectional design does not establish temporal causality. Future studies could address these limitations through multi-unit samples, longitudinal designs, observational performance indicators, and complete SEM reporting.

CONCLUSION

This study concludes that military leadership style, military work culture, and personnel competence are important organizational foundations of teamwork in the Indonesian Army Type B Military Music Unit. All three variables show positive and significant relationships with teamwork, with total contributions of 23%, 25%, and 33%, respectively. Personnel competence therefore represents the strongest contributor among the three antecedent variables.

Together, military leadership style, military work culture, and personnel competence explain 81.6% of teamwork, while teamwork explains 84.7% of personnel performance. The results indicate that improving personnel performance requires more than strengthening individual discipline or leadership direction. The more strategic approach is to develop technical competence, reinforce a culture of mutual support and collective problem-solving, and strengthen leadership practices that encourage coordination and responsible delegation.

The practical priority is therefore clear: preserve the unit's existing performance strengths while addressing the specific weaknesses in punctuality, communication openness, coordination, responsibility sharing, musical knowledge, leadership delegation, and collective problem-solving. Such interventions can strengthen the conversion of individual capability into dependable team performance.

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