THE IMPACT OF LEADERSHIP STYLE, ORGANIZATIONAL CULTURE, AND MOTIVATION ON PERSONNEL PERFORMANCE AT THE INDONESIAN NAVY SUPPLY CENTER DEPOT

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ABSTRACT
The research aims to examine the influence of the role of pattern or style on leadership, organizational culture, and motivation on the performance of the Indonesian Navy's West Provision Center Depot personnel. Data collection used a questionnaire, and data analysis used structural equation modelling (SEM). This study concludes that organizational culture easily influences personnel performance because each person has a good character already formed since the first time they enter the Dopusbekbar environment. Likewise, motivation is shown by a mental attitude when doing a job according to responsibility. Conversely, the command system factor contributes to the low influence of leadership style on personnel performance. The managerial implications that need to be carried out include, among other things, that each officer is responsible for the formation of organizational culture and motivation of personnel trying to improve performance through increased competence and other psychological skills both formally and informally.

ABSTRAK
Penelitian bertujuan mengkaji pengaruh peran pola atau gaya pada kepemimpinan, budaya organisasi, dan motivasi terhadap kinerja personil Depo Pusat Pembekalan Barat TNI AL. Pengumpulan data menggunakan kuesioner dan analisis data menggunakan structural equation modeling (SEM). Studi ini menyimpulkan bahwa budaya organisasi mudah mempengaruhi kinerja personil karena pada setiap personil sudah dibentuk karakter dengan baik sejak pertama kali masuk di lingkungan Dopusbekbar. Begitu juga, motivasi ditunjukkan oleh sikap mental pada setiap melakukan suatu pekerjaan sesuai dengan tanggung jawab. Sebaliknya, faktor sistem komando berkontribusi pada rendahnya pengaruh gaya kepemimpinan terhadap kinerja personil. Implikasi manajerial yang perlu dilakukan antara lain, setiap perwira bertanggung jawab dalam pembentukan budaya organisasi dan motivasi personil berusaha meningkatkan kinerja melalui peningkatan kompetensi dan keahlian lain secara psikologis baik secara formal maupun informal.

INTRODUCTION

Human Resources (HR) in an organization is an important asset that drives management (Sangadji & Mamang, 2018; Tika, 2010). HR plays a vital role in realizing the vision and mission of the organization, and this is very relevant to the condition of the Indonesian National Army (TNI) regarding the Development of TNI Personnel and Human Resources (Perpang-TNI, 2008). The researcher chose the Navy (TNI AL) and used the word personnel as a substitute for the word employee or worker. The Indonesian Navy is a branch of the armed forces. It is part of the TNI, responsible for the defense operations of the Unitary State of the Republic of Indonesia at sea. The Indonesian Navy has a very special task because the territory of the Republic of Indonesia is a large archipelago with many water areas that must be guarded.

The West Provision Center Depot or better known by the abbreviation Dopusbekbar is a technical implementing element of the Indonesian Navy's Provision Service, which is tasked with receiving, storing, maintaining, dispensing and controlling all materials or supplies in its warehouse and carrying out administration in supporting the needs of Indonesian Navy user units throughout Indonesia. It is following Kasal Decree No. Kep/35/VII/1997, dated July 31, 1997, concerning Organizational Work Instructions and procedures for the Indonesian Navy's Dopusbekbar (Kep-Kasal, 1997). The West Region Provision Center Depot (Dopusbekbar) is the technical implementation unit (UPT) of the Indonesian Navy or *Disbekal* Service.

Effective achievement of employee management is determined by the level of understanding starting from managing human resources in the work environment (Gustiranda et al., 2022; Hamali, 2018; Sudaryo et al., 2018). Based on the foundation above, TNI AL personnel must be professionally capable and proficient in their duties. For this reason, from planning, organizing, and actualizing to controlling personnel, it is carried out strictly and on target (Sangadji & Mamang, 2018; Tika, 2010).

In the Indonesian Navy, the stages start from the recruitment, selection, education and development of soldiers. With relatively high work activities, synergism or building and ensuring productive internal partnerships and harmonious partnerships between departments and Dopusbekbar personnel is needed. The synergism is very important because there is a lot of dependence between departments in carrying out their duties to provide top service and manage supplies quickly, precisely and thoroughly.

The process of carrying out the main tasks and functions of Dopusbekbar personnel requires a good work program and is by the organization's vision and mission. Still, it also requires competent human resources to carry out tasks to achieve employee performance goals.

Several previous studies found that leadership style, organizational culture, work motivation and job satisfaction can affect employee performance (Holil, 2011; Wiratama & Sintaasih, 2013; Pratiwi, 2014; Schein, 2016; Utomo & Kameo, 2016; Wardani et al., 2016; Kumarawati et al., 2017; Samsuddin, 2018; Agustina dan Sukwika, 2021; Anggraini et al., 2023). The influence of leadership, motivation and organizational culture on employee performance was found to be 53.21% Pratiwi (2014), up to 82% (Supriady, 2015). In addition, Robbani et al. (2021) found that leadership style and organizational culture simultaneously had an effect of 73.04% on employee performance, while found that leadership style and work motivation simultaneously had an effect of 86.75% on employee performance. Based on this description, the authors are interested in knowing the effect of leadership style, organizational culture and work motivation on the performance of personnel in the Navy soldiers serving in Dopusbekbar.

Based on what has been stated above, the research contribution is everything carried out to help produce products by finding new methods or problems that are refined or original. The purpose of this study was to examine the level of influence of leadership style, organizational culture and motivation on the performance of the Indonesian Navy's west provision center depot personnel.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT
Leadership
Leaders must know their subordinates' needs, wants, and expectations by observing their behaviour and selecting methods that can be used to act by the leader's goals. Leadership style is an embodiment of three components: the leader himself, the subordinates, and the situation in which the leadership process is realized. The leadership style of a leader in influencing the behaviour of subordinates is needed so that it helps carry out their duties to achieve organizational goals. Leaders who support their subordinates will increase the motivation of their subordinates to do a better job (Elmore, 2021; Hayes, 2021).

The following leadership style indicators measure leadership style in this study: (1) Telling style (saying/commanding/directing style). This leadership behaviour or style is highly task-oriented and low on relationships with organizational members or subordinates. (2) Selling style (style of offering/selling). This leadership behaviour or style is implemented with task orientation behaviour and relationship orientation which are both high. (3) Participating style. This leadership behaviour or style is carried out with low task orientation and high relationship orientation with organizational members. (4) Delegating style. This leadership style is implemented with low task orientation and low relationships with organizational members. This style provides opportunities for those who are led to carry out tasks independently through general delegation and supervision.

Organizational Culture
Organizational culture is an organization's fundamental principle, including various values, beliefs, norms, and behaviours adopted by the organization. According to Schein (2016), the dimensions of organizational culture include: (a) Innovation and Risk Taking. The degree to which members of the organization are encouraged to be innovative and take risks to realize the vision. (b) Attention to Detail Level. The extent to which members of the organization are expected to demonstrate precision, analysis and attention to detail. (c) Outcomes Orientation. The degree to which management focuses on results rather than the techniques and processes used to achieve those results. (d) People Orientation. The degree to which management decisions consider the impact on individuals in the organization. (e) Team Orientation. The degree to which work activities are organized around teams rather than individuals. (f) Aggressiveness. The degree to which individuals are aggressive and competitive rather than "easy going". (g) Stability. The degree to which organizational activities emphasize the status quo rather than organizational change.

Motivation
Motivation is the whole process of encouraging or stimulating employees to be willing to work willingly without being forced. Motivation is considered a potential force that exists within humans. It can be developed alone or through the power to influence performance positively or negatively (depending on the situation and conditions faced by the person concerned) (Bratton et al., 2021; Rivai & Sagala, 2016). Some of the goals of providing motivation are: (a) Changing employee behaviour according to the wishes of the company. (b) Increase passion and enthusiasm for work. (c). Improve work discipline. (d). Improve work performance. e. Increasing employee morale. (f). Increase sense of responsibility. (g). Increase productivity and efficiency. h. Fostering employee loyalty to the company.

Hypothesis
The hypothesis is a temporary answer to the research question. Based on the theoretical description and frame of mind, the research hypothesis can be proposed as an answer or temporary conjecture in this study as follows:
H1: Leadership style influences the performance of personnel at Dopusbekbar.

H2: Organizational culture influences the performance of personnel at Dopusbekbar.

H3: Motivation affects the performance of personnel at Dopusbekbar.

The framework for the research path model is presented in Figure 1.

RESEARCH METHOD

Research method explain about the usage of it to reach nor answer the research purpose on the Introduction section. Research method should contain: (1) type of research, (2) research sample and population (including choosing sample method clearly), (3) source and method of data collection, (4) variable operationalization (if using variable), (5) data analysis method.

The research method used is quantitative by seeking information about existing phenomena, clearly defining the objectives to be achieved, planning the approach, collecting data as material for making reports, and using a questionnaire instrument with the Structural Equation Modeling analysis approach (Ghozali & Latan, 2015; Ghozali, 2011). he reason is to examine the effect of all the indicators contained in the three independent variables (X) with one dependent variable (Y). In this study, the independent variables are those that influence (Leadership Style-X1, Organizational Culture-X2, and Motivation-X3) as well as the dependent variable, namely the variables that are influenced or become the result of the independent variables (namely the Performance variable -Y).

All variables used in the research are operationally defined as follows: a) Leadership Style (X1) is the way or behavior of the leader in influencing others to achieve the goals and objectives of an organization. The dimensions of leadership style are directing, offering, participation, and delegation of authority; b) Organizational Culture (X2) is the basic principle of an organization. Includes various values, beliefs, norms, and behaviors that are adhered to by the organization and are the organization's hallmark. The dimensions of organizational culture are innovation, caring, team orientation, aggressiveness, and stability; c) Motivation (X3) is a potential power within a human being. The dimensions of motivation are personnel behavior, passion and enthusiasm for work, work discipline, work performance, sense of responsibility, productivity and efficiency, and personnel loyalty; d) Performance (Y), work results achieved based on measurable job requirements. The dimensions of the indicators are quantity, quality, timeliness of work, attendance, and ability to cooperate.
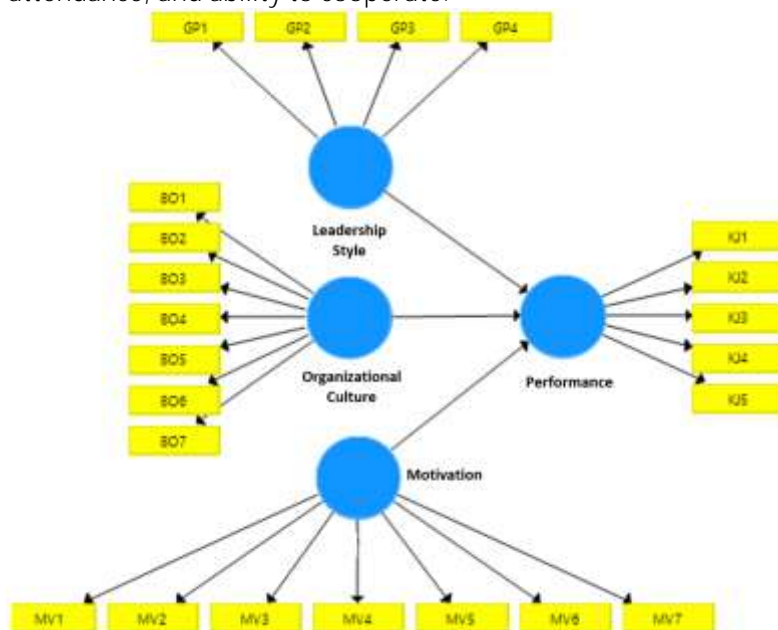

Figure 1. Path Model Framework

The research location is the office of the Indonesian Navy's West Provision Center Depot at Jalan Gunung Sahari Ancol Number 02 Pademangan, North Jakarta. The time used is from October to December 2020, starting with the preparation of proposals, data collection, and data processing up to the presentation. The reason for choosing this location was because it was the research service office, so the research results were expected to provide a contribution or as material for consideration to the leadership in determining policy.

The sampling technique itself begins with selecting a population. The population is the entire data or object or target that is the center of attention of researchers within a predetermined scope and time, namely all Dopusbekbar personnel, including officers, non-commissioned officers, enlisted men, and civil servants, totaling 121 people. A sample is taken from the population, which is a portion of the number or characteristics possessed by the population and is considered to represent certain characteristics. The technique used is simple random sampling which means giving each member of the population the same opportunity to be selected as a sample with the Slovin formula for an error rate of 10%.

The sampling formula put forward by Hamdi dan Bahruddin (2015) is as follows:

$$= \frac{}{1 + (\ )^2} = \frac{121}{1 + 121(0,1)^2} = 54,75$$

Following Description: n: Sample size; N: Population size; e: The desired critical value (accuracy limit) (percent allowance for inaccuracy due to sampling error) is 10% with a 90% confidence level.

Based on the calculation above results, the sample size is rounded up to 55 people from the number of Dopusbekbar personnel. Secondary and primary data collection techniques. Secondary data through literature studies such as the study of theories and concepts related to research variables. Primary data using a questionnaire instrument (questionnaire) with a Likert scale. Factors measured by the Likert Scale include attitudes, opinions, and perceptions of a person or group of people about a social phenomenon. The five scoring categories are as follows: (a) SS: Strongly Agree (score 5), (b) S: Agree (score 4), (c) RG: Doubtful (score 3), (d) TS: Disagree (score 2), (e) STS: Strongly Disagree (score 1).

After obtaining the data, conduct a statistical significance test with a structural equation model. Several stages were carried out as follows (Ghozali, 2011): (a) (a) Developing a theory based on a model; (b) Prepare flowcharts; (c) Converting flowcharts to structural equations and measurement models; (d) Selecting the input matrix and model estimation using the variance/covariance matrix; (e) Analyze the possibility of identification problems; (f) Evaluating various statistical significance test criteria, with the help of SmartPLS3 software.

Statistical significance testing was carried out with R^2 values, f-square values, collinearity values, and reliability analysis. Then perform reliability analysis through construct reliability and validity with criteria when Cronbach Alpha > 0.7; rho_A > 0.7; Composite Reliability > 0.6, and Average Variance Extracted (AVE) > 0.5 (Ghozali, 2011). The last is multivariate analysis with path coefficients. If the probability or significance value (P-Value) < 0.05, it is significant, and if the P-Values > 0.05, it is not significant.

Composite Reliability Formula:

$$= \frac{(\quad)^2}{(\quad)^2 + \quad(\ )} \dots \dots \dots \dots (1)$$

Where $_i$ is the loading component to the indicator and var($_i$)=1 – $_i^2$.
Average Variance Extracted Formula:

$$= \frac{2}{2 + \quad (\quad)} \dots\dots\dots\dots(2)$$

Where $_i$ is the component loading to the indicator and $var(_i)=1 - _i^2$.

RESULT AND DISCUSSIONS

General description

The Indonesian National Navy (TNI AL) is a branch of the armed forces and is part of the TNI and is responsible for the defense operations of the Unitary State of the Republic of Indonesia at sea. In order to support its duties, the logistics of the TNI AL play an important role so that the logistics of the TNI AL are directed at realizing the preparedness of the TNI AL units. For this reason, a central supply depot is needed to accommodate supplies and controls to provide materials, facilities and services that can be used at any time according to operational demands in terms of quantity, time, place and condition and are always ready for use.

Dopusbekbar is a technical implementing element of the Naval Provision Service (Disbekal), having its address at Jalan Gunung Sahari Ancol Number 2 Pademangan, North Jakarta. The Indonesian Navy's Western Provision Center Depo (Dopusbekbar) is one of the Technical Implementation Units (UPT) of the Naval Supply Service (Disbekal), which was formed through Kasal Decree Kep/35/VII/1997 dated 31 Jul 1997 concerning the Organization and Procedures of Disbekal. Based on the Decree of the Chief of Naval Staff Number Kep/01/II/2002 concerning Trisila TNI AL as a pattern of thought, pattern of attitude and pattern of action of TNI AL Soldiers, the TNI AL as a military organization needs a soldier with a high spirit and spirit of service. The basic guidelines for all the duties and responsibilities of TNI AL soldiers are carried out refer to the Trisila of the TNI AL: (a) Discipline is a mental attitude and is an illustration of moral quality. Therefore discipline is related to one's personality. (b) Hierarchy is a tiered authority structure, starting from the highest to the lowest authority, and is a chain that stretches uninterruptedly. (c) Military honor is military greatness and glory or majesty. Implementing military honor can be carried out by abstaining from every action, word, and thought that could not damage the institution's good name.

Leadership Style, Organizational Culture, Motivation, and Performance

The leader, as one of the determinants of the organization's direction and goals, can control the personnel's behavior. So that personnel carry out orders and are accountable for their implementation based on the chain of command. In addition to the generally accepted code of ethics within the TNI as a guideline for thinking, behaving and behaving in TNI AL soldiers, the Trisila TNI AL also applies as a code of ethics for TNI AL soldiers, namely: Discipline, Hierarchy and Military Honor(Kep-Kasal, 2002). It certainly supports the organizational culture of the Indonesian Navy's West Depot personnel, which is their systematic work patterns to achieve organizational goals. Organizational culture is a characteristic and guideline adopted by Dopusbekbar personnel. In addition, organizational culture is also useful as a tool for determining the organization's direction and directing what may be done and what is not, fostering good social relations between people so that they can maintain an ideal work chain among personnel in every position and position—maintaining attitudes and behavior, prioritizing professional relationships that remain friendly, establishing a good work ethic, and discussing ideas or ideas that can improve organizational development.

Research Result

Statistical Significance Test and R-square (R^2)

A statistical significance test was carried out with the help of SmartPLS3 software. The testing begins with creating a path model to determine the affected variables (endogenous) and influencing variables (exogenous). For endogenous variables, namely personnel performance. At the same time, exogenous variables are leadership style, organizational culture, and motivation.

The next step is to do an R-Square (R^2) analysis as seen from Table 1. The table shows that the R^2 value of the performance variable is 0.778. The variable has a value far above 0.500, which means it has a very large or strong influence.

Effect Size (F-square)

Based on Table 2 effect size (F-square), noticed partially, the impact of the three exogenous variables that affect the endogenous variables is not problematic. However, two variables have a small influence: leadership style and organizational culture. At the same time, the motivational variable has the greatest value. Partially, the impact of the three exogenous variables that influence the endogenous variables, there are no problems. However, two have a small influence: leadership style and organizational culture. At the same time, the motivational variable has the greatest value.

Collinearity Test

The collinearity test value is used to prove whether there is a strong correlation or not if a strong correlation means that the model contains problems (Table 3). The results of the analysis show that there is no Variance Inflation Factor (VIF) value above 5.00. All statements made in the questionnaire do not have collinearity problems.

Outer Loadings

An indicator is valid if it has a loading factor above 0.5 for the intended construct. The SmartPLS output for the outer-loading factor shows the results in Table 4. An indicator is declared to meet convergent validity in the good category if the outer loading value is > 0.7 (Ghazali, 2011). The test results show that there are three indicators below 0.700, namely BO1 (innovation and risk-taking), GP1 (telling), and MV4 (work achievement). So, the three indicators were removed and then repeated to do the analysis.

Table 1. R-square Matrix

Variable	R Square
Performance	0.778

Tabel 2. Matrix F Square

Exsogen Variable	Performance
Leadership style	0.006
Organizational culture	0.075
Motivation	0.526

Table 3. Collinearity Statistics (VIF)

No Questionnaire	Score	No Questionnaire	Score	No Questionnaire	Score
BO1	1.552	GP2	1.754	MV1	4.093
BO2	2.852	GP3	2.425	MV2	4.775
BO3	3.432	GP4	1.848	MV3	4.993
BO4	2.197	KJ1	2.383	MV4	1.986
BO5	2.641	KJ2	2.473	MV5	2.533
BO6	2.568	KJ3	2.410	MV6	4.065
BO7	2.049	KJ4	2.021	MV7	3.639
GP1	1.471	KJ5	2.564		

Table 4. Outer Loadings

No Questionnaire	Organizational culture	Leadership style	Performance	Motivation
BO1	0.543			
BO2	0.847			
BO3	0.861			
BO4	0.760			
BO5	0.841			
BO6	0.786			
BO7	0.784			
GP1		0.700		
GP2		0.794		
GP3		0.856		
GP4		0.843		
KJ1			0.840	
KJ2			0.833	
KJ3			0.835	
KJ4			0.702	
KJ5			0.841	
MV1				0.864
MV2				0.879
MV3				0.893
MV4				0.637
MV5				0.777
MV6				0.881
MV7				0.829

Description: BO: Organizational Culture; GP: Leadership style KJ: Performance; MV: Motivation

After it is considered that there is no problem, proceed to the reliability analysis process through construct reliability and validity. More detailed information can be seen in Table 5. Based on the data presented in Table 5 above, it is known that the AVE value of organizational culture, leadership style, performance and motivation is > 0.5. Thus it can be stated that each variable has good discriminant validity. In general, all values that appear follow a construct's criteria and all variables are ultimately considered reliable. To then

be able to proceed to the data analysis stage. After there are no problems, the reliability analysis process can continue through construct reliability & validity. In general, all values that appear follow a construct's criteria and all variables are ultimately considered reliable. To then be able to proceed to the data analysis stage.

Test of Endogenous and Exogenous Variables

Path coefficients are a value that is useful in indicating the direction of the relationship to the variable, whether a hypothesis has a positive or negative direction. Path coefficients have values in the range -1 to 1. If values are in the range 0 to 1 then they can be declared positive, whereas if values are in the range -1 to 0 then they can be declared negative. The results of the path coefficient test show that the positive effect variable is different from the basic concept (Ghozali & latan, 2015): (1) If the value is positive, then the effect of a variable is unidirectional (if the value of an exogenous variable increase, then the value of the endogenous variable also increases. (2) Conversely, if the value is negative, then the effect of a variable is in the opposite direction (if the value of an exogenous variable increase, then the value of the endogenous variable decreases).

The following is the value of the path coefficients for each independent (exogenous) variable on the dependent (endogenous) variable in the study, which can be seen in table 6 as follows. From the table it can be seen that the exogenous variable (Organizational culture) to the endogenous variable (Performance) has a value of 0.238, meaning that the relationship direction of the exogenous variable (Organizational culture) to the endogenous variable (Performance) is positive. At the same time, two other exogenous variables, namely Leadership style (0.028) and Motivation (0.656), also show a positive relationship.

Hyphotesis Test

Organizational culture influences the performance of personnel at Dopusbekbar

The path coefficient value is 0.238 (positive) based on the analysis results. That is, every time there is an increase in the value of the organizational culture variable, it will be followed by high personnel performance. The influence of organizational culture variables on job satisfaction has a P-Values of 0.000 <0.05, so it can be stated that organizational culture has a significant direct effect on personnel performance. The results of this study are consistent with Schein (2016); and Wardani et al., (2016), who assert that organizational culture is a system of shared meaning held by members that distinguish one organization from another so that an organizational culture system can create job satisfaction for each employee. The organizational culture system implemented by soldiers in Dopusbekbar to increase work productivity is good. An organizational culture supported by mutual respect, help and cooperation will create a comfortable atmosphere for naval personnel in activities so that the performance of each soldier will increase. Organizational culture contributes to building integrity and familiarity to improve the work environment. Therefore, organizational culture needs to support strong teamwork and good personal soft skills to create better soldier performance (Anggraini et al., 2023). These results align with research conducted by Samsuddin (2018), proving that organizational culture has a positive and significant effect on performance.

Table 5. Construct of Reliability and Validity

Variabel	Cronbach Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational culture	0.899	0.908	0.923	0.666
Leadership style	0.807	0.853	0.883	0.716
Performance	0.871	0.884	0.906	0.659
Motivation	0.929	0.933	0.944	0.739

Table 6. Path Coefficients Matrix

Variable	Performance	Direction	P Values
Organizational culture	0.238	Positive	0.000
Leadership style	0.028	Positive	0.000
Motivation	0.656	Positive	0.000

Leadership style influences the performance of personnel at Dopusbekbar

Based on the analysis results, the path coefficient value was 0.028 (positive), so high personnel performance would follow an increase in the value of the leadership style variable. The influence of the leadership style variable on performance has a P-value of 0.000 <0.05, so it can be stated that there is a significant direct effect between leadership style and performance. This value meets the acceptance requirements for the leadership style variable, which is proven to affect performance, even though it is positively small. Here it is very prominent that the leadership is still with a command system because it is implemented in stages so that it is clear who is in charge of whom and who judges whom with the implementation based on the chain of command. The results of this study are by the theory put forward by Supriady (2015) that leadership is the ability to influence and regulate one's behaviour, a person, or a group of people to achieve certain goals. According to Wiratama & Sintaasih (2013); and Utomo & Kameo (2016), leadership style is a rule that governs one's behaviour in influencing others. In other words, the leadership style of the army commanders in Dopusbekbar is good because it has successfully influenced Navy personnel to work productively. The results of this study are the same as those obtained by Agustina dan Sukwika (2021); and Robbani et al. (2021), where the results indicate a significant positive influence between leadership styles on personnel performance.

Motivation affects the performance of personnel at Dopusbekbar

The path coefficient is 0.656 (positive) based on the analysis results. It means that an increase will follow an increase in the value of the work motivation variable in the personnel performance variable. The effect of the variable work motivation on job satisfaction has a P-Values of 0.000 <0.05, so it can be stated that there is a significant positive direct effect between work motivation on soldier performance. The results of this study are by the theory put forward by Supriady (2015); and Kumarawati et al. (2017) namely, motivation is the provision of a driving force that creates enthusiasm for someone's work so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction, so giving motivation will be very important, to stimulate the performance of the navy soldiers in Dopusbekbar. Giving motivation can be done by giving awards for performance. This study's results align with research

by Holil (2011); and Pratiwi (2014) which found that work motivation proved to have a positive and significant effect on performance.

CONCLUSION

Organizational culture positively influences personnel performance because everyone has had a good character since entering the Dopusbekbar environment. At the same time, the leadership style has a positive influence with the lowest value due to the leadership model imposed by a command system. As for motivation, it has the greatest influence on personnel performance, considering that this can improve performance both directly and indirectly by showing a mental attitude that is moved to do a job following the responsibilities in the Dopusbekbar unit. The research results need to be studied comprehensively, especially those related to improving the performance of personnel at Dopusbekbar as an indicator.

Based on the research results and conclusions above, the managerial implications for Dopusbekbar leadership are: (1) Each officer is responsible for forming organizational culture and personnel motivation, trying to improve performance through increased competence and other psychological skills both formally and informally. (2) Promotion of outstanding personnel is used as a motivator based on factors of mastery of performance and quality of personnel performance. (3) Every Dopusbekbar personnel is continuously encouraged to maintain performance-related factors as a work culture and, more specifically, for personnel who have expressed readiness when joining military life. The managerial implications that need to be carried out include, among other things, that each officer is responsible for the formation of organizational culture and motivation of personnel trying to improve performance through increased competence and other psychological skills both formally and informally.

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