

Effect of competence, employee team, leadership behavior, organizational culture, learning, and job satisfaction, to performance Bintara & Tamtama, case study in Denma Mabes AU

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Abstract

This research is to prove the influence of Competence variable (X_1), Work Team (X_2), Leadership Behavior (X_3), Organizational Culture (X_4), Learning (X_5), and Job Satisfaction (X_6) on Performance (Y). The sample of 100 people of Bintara & Tamtama taken simple random samples from an affordable and equally identical population, from 450 Bintara & Tamtama in Denma Mabes AU. This study uses a quantitative approach, and uses survey methods, from February to August 2017. The technique of analyzing the research data, using Path Analysis. Based on the results of the research analysis: 1) There is a positive and significant influence on Competency (X_1) variables on Learning variables (X_5), partially at 19.60%; 2) Work Team (X_2) on the Learning (X_5), partially at 31.65%; 3) Leadership Behavior (X_3) on Learning (X_5), partially at 24.37%; 4) Organizational Culture (X_4) on Learning (X_5), partially at 24.38%; 5) Competence (X_1) to Job Satisfaction (X_6), partially equal to 16.65%; 6) Work Team (X_2) to Job Satisfaction (X_6), partially equal to 31.09%; 7) Leadership Behavior (X_3) to Job Satisfaction (X_6), partially 23.73%; 8) Organization Culture (X_4) to Job Satisfaction (X_6), partially equal to 28.53%; 9) Competence (X_1) on the Performance (Y), partially 21.16%; 10) Work Team (X_2) to Performance (Y), partially by 12.49%; 11) Leadership Behavior (X_3) to Performance (Y), partially equal to 13.95%; 12) Organizational Culture (X_4) on the Performance (Y), partially at 13.56%; 14) Learning (X_5) on Performance (Y), partially by 17.55%; 14) Job Satisfaction (X_6) to Performance (Y), partially 21.30%.

Keywords: competence, team work, leadership behavior, organizational culture, learning, job satisfaction and performance

1. Introduction: Preliminary

1.1 Problem Background

The Indonesian National Army Air Force (TNI-AU) is one of the branches of the army and is part of the Indonesian National Army (TNI) which is responsible for the Republic of Indonesia's national defense operations in the air. The Air Force is headed by an Air Force Chief of Staff (KASAU) who is the highest leader in the Air Force Headquarters (MABESAU).

Human Resource Management (HRM) is an activity design that includes the procurement and coordination of Human Resources. Human Resource Management can mean talented and passionate people who are available to organizations as potential contributors creating and realizing organizational goals, mission and vision.

Denma Mabes AU includes:

1. Carry out internal affairs, which include enforcement, discipline, discipline, legal order and security of personnel, material, information and all Mabes AU installations.
2. Organizing personnel care including health, mental coaching, physical coaching & coaching of music corps units
3. Organize material maintenance & debriefing.
4. Organize and arrange transportation, accommodation, housing and offices.
5. Conducting security and guarding for key TNI AU officials & important of KASAU.
6. Organizing protocol / ceremony & meetings.
7. Organizing Mabes AU communication support
8. Carry out escort and protocol tasks

In order to carry out the duty of service, Denma Mabes AU

supported by personnel as much as 794 people, among them 450 personnel rank Bintara and Tamtama.

1.2 Problem Identification

Based on the background of the above problems of Bintara Tamtama Denma Mabes AU can be identified, including:

1. Organizational Culture effect Performance
2. Job Satisfaction effect on Performance,
3. Leadership Behavior effect Performance,
4. Communication effect Performance,
5. Work Team effect on to Performance,
6. Competence effect on Performance,
7. Motivation effect on Performance,
8. Learning influences Performance.

1.3 Problem Restrictions

Human Resources Affairs issues, including: Competencies, Working Team, Leadership Behavior, Organizational Culture, Learning, Job Satisfaction, and Performance, as identified. This research only discusses within the scope of Personnel, Tamtama Denma Mabes AU.

1.4 Problem Formulation

1. Does Competence have an effect on Tamtama's Fellow Personnel Learning?
2. Does the Work Team have an influence on Tamtama's Fellow Personnel Learning?
3. Does Leadership Behavior affect Tamtama's Personnel Learning?
4. Does Organizational Culture Influence Tamtama's Personnel Learning?

5. Does Competence Affect Job Satisfaction of Personnel of Bintara Tamtama?
6. Does the Working Team affect the Satisfaction of Personnel of Bintara Tamtama?
7. Does Leadership Behavior have an effect on the Satisfying Personnel's Job Satisfaction?
8. Does Organizational Culture have an effect on the Satisfying Personnel Workers' Tamtama?
9. Does Competence affect the Performance of Personnel of Tamtama?
10. Does the Work Team have an influence on the performance of Tamtama personnel?
11. Does Leadership Behavior Have an Effect on Personnel Performance Tamtama?
12. Does Organizational Culture have an effect on the performance of Tamtama personnel?
13. Does Learning Affect Personnel Tamtama Performance?
14. Does Job Satisfaction Affect Personnel Tamtama Performance?

1.5 Use of Research Results

1. This research can provide input for the development of science, especially the development in the field of human resource science (HR) and can be the basis of further research.
2. This research can also be used as input of information for Denma Mabes AU in improving the quality of Human Resources and to improve the performance of personnel.

2. Theory Studies, Thinking Framework & Hypothesis Objectives

2.1 Theoretical review

Colquitt, Lepine & Wesson (2015:8) [3]. The integrative model theory organizational behavior a research guide, is illustrated Figure 2.1, as follows:

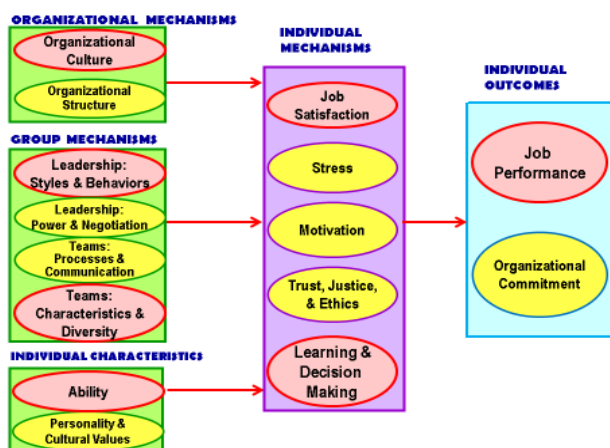


Fig 1: Integrative Model of Organizational Behavior

2.1.1 Performance

a) Understanding Performance

Colquitt, Lepine and Wesson (2015:32) [3], revealed: "Performance is formally defined the value of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment. Ivancevich, Konopaske and Matteson (2018:160) [5], writing Job Performance is a set of employee work-related behaviors design to accomplish organizational goals.

b) Performance Dimensions

Mathis & Jackson (2017:368) [8], revealed that: "Performance criteria vary from job to job, but common employee performance measures include: 1) Quantity of output, 2) Quality of output, 3) Timeliness of output, 4) Presence on the job, 5) Efficiency completed, 6) Effectiveness completed.

Kinicki & Mel Fugate (2018:215) [6] stated: Performance, the dimensions: 1) Timelines 2) Quality, 3) Quantity, 4) Financial metrics.

Mondy (2016:190) [9] establishes common appraisal criteria: 1) Traits, 2) Behaviors, 3) Competencies, 4) Goal Achievement, and 5) Improvement Potential.

Dessler (2014:218) [4] mentioned the performance include dimensions: 1) job Quality, 2) Quantity of work, 3) work time Conformity, 4) Competence development and 5) Goal Achievement.

c) Performance Synthesis

From the description above, Performance is the result of employee work in carrying out their work duties with indicators: quantity, quality, timeliness, behavior, goal achievement, competence development, and improvement potential.

2.1.2 Competency

a) Understanding Competency

Chambers (1995:2) [2] mentions synonyms of ability, is capacity, power, talent, skill, competence, and capability.

Ivancevich, Konopaske and Matteson (2018:62) [5] stated: "Ability is a person's talent to perform a mental or physical task.

According to Noe *et al.* (2018:108) [10]: Competency is an area of personal capability that enables employees to perform their work successfully.

b) Competency Dimensions

Robbins & Judge (2017:96) [11], mentions: The seven dimensions that making up intellectual abilities are 1)attitude; 2)verbal comprehension; 3)perceptual speed; 4)inductive reasoning; 5)deductive reasoning; 6) memory, and 7)spatial visualization.

Ivancevich, Konopaske and Matteson (2018:62-65) [5] revealed that: The dimensions Competency, are: 1)knowledge, 2)attitude, 3)skills, 4)communication, 5)initiative, 6)opinions, 7)intelligence, 8)perceptions, 9)Comprehension,10)inductive reasoning, 11)deductive reasoning, 12) beliefs, 13)spatial orientation, and 14) memory.

c) The Influence of Competence to Learning.

Colquitt, Lepine & Wesson (2015:318) [3] revealed that, Ability effect on Learning.

Buchanan & Huczynski (2017:174) [1] stated: Competence influences on Learning.

d) Effect of Competence on Job Satisfaction.

According to Kinicki and Mel Fugate (2018:82) [6], Competency (Intelligent & Abilities) effect on Job Satisfaction Ivancevich, Konopaske and Matteson (2018:167) [5], revealed that: "In the Rewards, Ability & Skills effect on Job Satisfaction.

e) The Influence of Competence to Performance.

According to Kinicki and Mel Fugate (2018:116) ^[6], influence of Competence (intelligences, capability) on Performance.

Ivancevich, Konopaske and Matteson (2018:414) ^[5], revealed that: Competency (Ability) effect on Job Performance, as seen the Path-Goal Leadership perspective.

f) Synthesis of Competence

From the above description, then what is meant by the Competence is the capacity of a person to perform various job tasks, to show achievement on various tasks in a job, with indicators: Knowledge, Skills, Attitude, Intelligence, Perceptual speed, Initiative, and Memory.

2.1.3 Work Team

a) Understanding Work Team.

Ivancevich, Konopaske and Matteson (2018:247) ^[5], revealed that: Work Team is group of individuals with complementary skills that share a common purpose, responsibility, and accountability for achieving performance goals.

Robbins & Judge (2017:352) ^[11], mentions: Work Team is a group whose individual efforts result in performance that is greater than the sum of the individual inputs.

b) Work Team Dimensions

Ivancevich, Konopaske and Matteson (2018:255-263) ^[5], stated the dimensions of Work Team, a group characteristics, include: 1)Composition, 2)Status hierarchy, 3)Roles, 4)Norms, 5)Leadership, 6)Influence 7)Cohesiveness, 8)Capability, 9)Efficiency, 10)Solidarity, 11)Effective, 12)Relationship 13)Attractiveness, 14)Development process 15)Problem Solving, 16)Improvement. According to Kinicki and Mel Fugate (2018:297-310) ^[6], dimensions Work Teams: 1)Competition, 2)Cohesiveness, 3)Norms, 4)Norms, 5)Coordination, 6)Commitment 7)Creativity, 8)Interaction, 9)Accountability 10)Innovation, 11)Influence, 12)Preference, 13)Collaborative 14)Communication, 15)Responsivity, 16)Development process, 17)Maintenance, 18) Problem solving.

c) Effect of Work Team on Learning

Colquitt, Lepine and Wesson (2015:352) ^[3] revealed that, Team work influences on Learning.

Kreitner & Kinicki (2010:245) ^[7] revealed: influence of the Work Team on Learning.

d) Effect of Work Team on Job Satisfaction.

Ivancevich, Konopaske and Matteson (2018:250) ^[5] revealed: Work Team, effect on Job Satisfaction, as seen in a Model of Group Formation and Development.

Kinicki & Mel Fugate (2018:328) ^[6], stated: Work Team had effect on Job Satisfaction.

e) Effect of Work Team on Performance

Ivancevich, Konopaske and Matteson (2018:250) ^[5], revealed that the Work Team had effect on Performance, as seen in a Group Formation and Development.

Robbins & Judge (2017:352): Work Team had effect on Performance, as seen Comparing Workgroups and Work Teams.

f) Work Team Synthesis

From the description above, then what is meant by the Work Team is a Team that must have a common goal, have a combination of skills and abilities needed and together account for the results of work, with indicators: Roles, Norms, Composition, Cohesiveness, Coordination, Interaction, and Accountability.

2.1.4 Leadership Behavior

a) Definition of Leadership Behavior

According to Kinicki and Mel Fugate (2018:505) ^[6], Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.

Robbins and Judge (2017:420) define: "Leadership as ability to influence a group toward achievement of a vision or goals.

Ivancevich, Konopaske and Matteson (2018:403) ^[5]: revealed that: "Leadership as the process of influencing others to facilitate the attainment of organizationally relevant goals".

b) Leadership Dimension

According to Robbins and Judge (2017:420-441) ^[11]: Dimensions Leadership are: 1)Influence, 2)Ability, 3)Confidence, 4)Creativity, 5)Integrity, 6)Responsibility 7)Benevolence, 8)Trust Propensity, 9)Inspirational, and 10)Motivation.

Ivancevich, Konopaske and Matteson (2018:403-407) ^[5] revealed: The dimensions Leadership:1)Influence, 2) Relationship 3)Intelligence,4)Confidence, 5)Creativity, 6)Ability 7)Integrity, 8)Adaptability 9)Potentially important, 10)Inspire action, 11)Initiating Achievement,

c) The Effect of Leadership on Learning

Colquitt, Lepine & Wesson (2015:462) ^[3] revealed: Leadership effect on Learning.

According to Buchanan & Huczynski (2017:174) ^[1]: Leadership effect on Learning.

d) The Effect of Leadership on Job Satisfaction

Kinicki and Mel Fugate (2018:524) ^[6] revealed that leader behaviors influences job satisfaction, in Representation of House's Revised path-goal theory.

Ivancevich, Konopaske and Matteson (2018:414) ^[5] stated: Leadership Behavior has a effect on Job Satisfaction increase to Leader Effectiveness, as seen in the Path-Goal Leadership perspective

e) Effect of Leadership on Performance

Colquitt, LePine and Wesson (2015:449) ^[3] revealed that: "Power and influence have a positive intermediate influence on performance. When used effectively, it can increase engagement and fulfillment, which facilitates Task Performance.

According to Ivancevich, Konopaske and Matteson (2018:414) ^[5]: Leadership Behavior has a direct effect on improve work Performance, as seen in the Path-Goal Leadership perspective.

f) Leadership Behavior Synthesis

From the description above, then what is meant by Leadership Behavior is the action of a leader in directing the activities of subordinates to achieve organizational goals,

with indicators: Influence, Confidence, Responsibility, Ability, Creativity, Integrity, and Inspirational.

2.1.5 Organizational Culture

a) Understanding Organizational Culture

Ivancevich, Konopaske and Matteson (2018:35) ^[5] define organizational culture is what employees perceive and how this perception creates a pattern of beliefs, values and expectations.

Robbins and Judge (2017:565) ^[11] stated: organizational culture, refers system shared meaning held by members distinguishes the organization from other organizations.

b) Organizational Culture Dimensions

Colquitt, LePine and Wesson (2015:550) ^[3] revealed: the dimensions of organizational culture, including: 1) solidarity, 2) sociability 3) customer service, 4) work safety, 5) diversity, and 6) creativity.

Robbins and Judge (2017:565) ^[11] stated: "the dimensions of organizational culture include, 1) Innovation and risk taking, 2) Attention to detail, 3) Aggressiveness, 4) Outcome orientation, 5) Team orientation, 6) People orientation, and 7) Stability".

c) The Influence of Organizational Culture on Learning

Kinicki and Mel Fugate (2018:571) ^[6], revealed that: Organizational Culture has a direct effect on Learning, Organizational Culture spreads by means of a learning process.

According to Colquitt, Lepine and Wesson (2015:96) ^[3], Organizational Culture influences on Learning.

d) The Influence of Organizational Culture on Job Satisfaction

According to Kinicki and Mel Fugate (2018:589) ^[6] organizational culture has a direct effect on Job Satisfaction. Robbins & Judge (2017:589) ^[11], revealed that: Organizational Culture has effect on Job Satisfaction, in: How Organizational Cultures Have an Impact on Employee Performance and Satisfaction.

e) Influence of Organizational Culture on Performance

According to Kinicki and Mel Fugate (2018:583) ^[6] organizational culture has a direct effect on Task Performance, Team performance, and Financial performance.

Robbins and Judge (2017:589) ^[11], revealed that: Organizational Culture has a effect on Job Performance: Organizational Cultures Have an Impact on Employee Performance and Satisfaction.

f) Organizational Culture Synthesis

From description above, organizational culture is assumptions created, discovered, or developed in an organization as a system of shared meanings, considered valuable, by members that distinguishes the organization from other organizations, the indicator: Solidarity, People orientation, Stability, Innovation, Customer service, Attention to details, & Outcome orientation.

2.1.6 Learning

a) Understanding Learning

According to Buchanan & Huczynski (2017:147) ^[1]: Learning is the process of acquiring knowledge through

experience which leads to lasting change in behaviour.

Mathis & Jackson (2017:311) ^[8], stated: "Working in organizations must be a continuous learning process, and learning is the focus of all training activities".

b) Learning Dimensions

According to Buchanan & Huczynski (2017:146-166) ^[1]: Learning dimensions are: 1) Knowledge, 2) Skills, 3) Ability, 4) Information, 5) Creativity, 6) Capability, 7) Flexibility, 8) Interaction, 9) Responsibility 10) Aspiration, 11) Change, 12) Improving 13) Consequences 14) Transfer knowledge, and 15) Information transfer, 16) Stability.

Mathis & Jackson (2017:296-312) ^[8], stated that: "Working in an organization must be a continuous learning process, and learning is the focus of all training activities. Training is strategic if; 1) capability development, 2) adaptability 3) change drive, 3) Continuous learning in organizations, 4) creating new knowledge, 5) focus 6) disseminating new knowledge throughout the organization, and 7) facilitate communication.

c) Effect of Learning on Performance

According to Colquitt, LePine and Wesson (2015:263) ^[3], learning has a moderate positive effect on performance. Employees who gain more knowledge and skill tend to have higher level of task performance.

Noe, *et al.* (2018:268) ^[10], revealed that: Continuous learning and knowledge sharing can support Employees about their work system are adding to their ability to improve Performance.

d) Learning Synthesis

From the description above, what is meant by Learning is any change in behavior that is relatively permanent, as a result of continuous experience in acquiring knowledge and various skills to understand and apply it to the whole process of work, with indicators: creativity, capability, Improving, change, continuous learning, creating new knowledge, and transfer knowledge.

2.1.7 Job Satisfaction

a) Definition of Job Satisfaction

According to Robbins and Judge (2017:118) ^[11]: definition, Job satisfaction a positive feeling about a job resulting from an evaluation of its characteristics.

Ivancevich, Konopaske and Matteson (2018:65) ^[5] stated that: "Job satisfaction is an attitude people have about their jobs. Its results from their perception of their jobs and degree to which there is good fit between individuals and the organization.

According to Noe, *et al.* (2018:339) ^[10]: definition, Job satisfaction is a pleasant feeling resulting from the perception that one's job fulfills or allows for the fulfillment of important job values.

Mathis & Jackson (2017:172) ^[8]: revealed that: definition, Job satisfaction is The positive feelings and evaluations derived from an individual's employment in a job.

b) Job Satisfaction Dimensions

According to Robbins and Judge (2017:120) ^[11]: Dimensions Job satisfaction: 1) Work itself, 2) Pay, 3) Promotion, 4) Supervision, 5) Coworkers, 6) Overall, and 7) Job Conditions.

Ivancevich, Konopaske and Matteson (2018:65) [5] stated that: "The dimensions of job satisfaction include: 1)Pay, 2)Work itself, 3) Promotion opportunities, 4)Supervision, and 5)Co-workers, 6)Working Conditions and 7)Job Security.

c) Effect of Job Satisfaction on Performance

According to Colquitt, LePine and Wesson (2015:116) [3]: Job satisfaction has a moderate positive effects on Job performance.

Ivancevich, Konopaske and Matteson (2018:66) [5] revealed that: Job Satisfaction has effects on Job Performance, as seen in Satisfaction-Performance Relationship 3V.

d) Job Satisfaction Synthesis

From the description above, Job satisfaction is the result of perceptions by employees about how well and valuable the work they do so that in the end can give value to important things, with indicators: the Work itself, Pay, Supervision, Co-workers, Promotion, Job Conditions and Job Security.

2.2 Framework of thinking

This study aims to measure the influence of competency, work team, leadership behavior, organizational culture, learning, and job satisfaction on the performance of the personnel of Bintara Tamtama Denma Mabes AU. The relationship between the influence of one directional variable on another variable is illustrated in Figure 2.2, as follows.

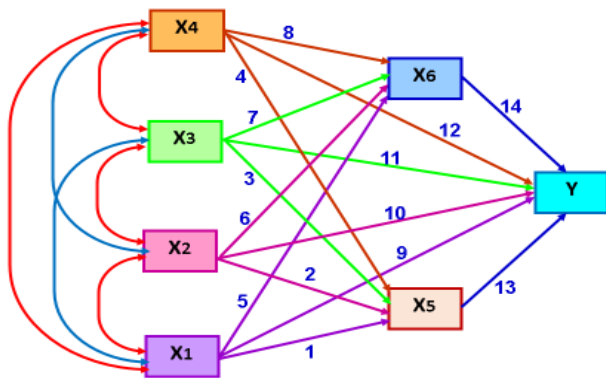


Fig 2: Research thinking framework

Information

- : Researched
- : Not studied
- X₁ : Competency,
- X₂ : Work Team
- X₃ : Leadership Behavior
- X₄ : Organization Culture,
- X₅ : Learning
- X₆ : Job Satisfaction,
- Y : Performance

The picture the framework, influence of each variable can be discussed as follows:

1. **Effect of Competence on Learning:** Thus, it can be assumed that, competency has a positive effect on learning.
2. **Effect of Work Team on Learning:** Thus it can be assumed that the work team has a positive effect on learning.

3. **Effect of Leadership Behavior on Learning:** Thus it can be assumed that leadership behavior has effect on learning.
4. **Effect Organizational Culture on Learning:** Thus it can be assumed that organizational culture has a positive effect on learning.
5. **Effect of Competence on Job Satisfaction:** Thus it can be assumed that competence has a positive effect on job satisfaction.
6. **Influence of Work Team on Job Satisfaction:** Thus it can be expected that the work team has a positive effect on job satisfaction.
7. **Effect of Leadership Behavior on Job Satisfaction:** Thus it can be assumed that leadership behavior has effect on job satisfaction.
8. **Influence of Organizational Culture on Job Satisfaction:** Thus it can be assumed that organizational culture has effect on job satisfaction.
9. **Effect of Competence on Performance:** Thus it can be assumed that competency has a positive effect on performance.
10. **Effect of Work Team on Performance:** Thus it can be assumed that the work team has a positive effect on performance.
11. **Effect Leadership Behavior on Performance:** Thus it can be assumed that leadership behavior has effect on performance.
12. **Influence of Organizational Culture on Performance:** Thus it can be assumed that organizational culture has positive effect on performance.
13. **Effect of Learning on Performance:** Thus it can be assumed that learning has a positive effect on performance.
14. **Effect of Job Satisfaction on Performance:** Thus it can be assumed that job satisfaction has a positive effect on performance.

2.3 Research Hypothesis

1. There is a positive influence on Competency towards Tamtama Staff.
2. There is a positive influence on the Team of Work towards the Tamtama Personnel Learning.
3. There is a positive influence on the Leadership Behavior of the Tamtama personnel.
4. There is a positive influence on Organizational Culture on Tamtama's Names of Personnel Learning.
5. There is a positive influence on Competency on Workplace Satisfaction of Personnel in Tamtama.
6. There is a positive influence on the Work Team on the Satisfied Personnel of Tamtama Personnel.
7. There is a positive influence on Leadership Behavior on Workplace Satisfaction of Personnel in Tamtama.
8. There is a positive influence on Organizational Culture on the Satisfied Personnel of Tamtama Personnel.
9. There is a positive influence of Competency on the Performance of Personnel Tamtama Personnel.
10. There is a positive influence of the Work Team on the Performance of the Tamtama Staff.
11. There is a positive influence on the Leadership Behavior on the Performance of Personnel in Tamtama.
12. There is a positive influence on Organizational Culture on the Performance of Personnel in Tamtama.

13. There is a positive influence of learning on the performance of Tamtama personnel.
14. There is a positive influence on Job Satisfaction on the Performance of Personnel in Tamtama.

3. Research Methodology

3.1 Research Objectives

This study generally aims to obtain empirical data, facts, and information that is valid (valid) and true, and can be trusted (reliable) about the influence of Competency, Team Work, Leadership Behavior, Organizational Culture, Learning, and Job Satisfaction on the performance of personnel & Tamtama.

3.2 Place & Time of Research

The study was conducted at the Air Force Headquarters Detachment (Denma), starting from March to August 2017, including survey activities, consolidation, instrument testing, instrument validity and reliability testing, as well as the collection and processing of research data.

3.3 Research Methods

This study uses a quantitative research approach using a survey research that aims to determine the momentary position of the variable (status quo variable) based on the data available at the time of the research and the relationship between the variables studied. The selection of this method is based on the consideration that the research includes seven variables with data coming from the same respondent and answering each question simultaneously.

3.4 Population and Samples

The population of this study were all personnel with the rank of Bintara and Tamtama in Denma Mabes AU as many as 450 personnel, in order to support the implementation of service duties. The sample of this study is all affordable populations, and has the same characteristics, namely as many as 100 personnel of Bintara and Tamtama in Denma Mabes AU, who are taken in simple random sampling, from all personnel of according with research conditions.

3.5 Data Collection Techniques

In this study, types data collected are specific factual data in measuring performance, are qualitative, quantitative data, and variables that are thought to influence, namely: competence, team work, leadership behavior, organizational culture, learning, and job satisfaction.

Based on the results of the validity test and reliability calculation through SPSS 20, and Excel, the questionnaire on the (Performance, competence, team work, leadership behavior, organizational culture, learning, and job satisfaction) variable consists of 7 indicators with 35 questions, all items are valid and reliable, then all the questions were used in the research questionnaire.

1. **Performance Variables:** Performance is the result of the work of a personnel of Bintara and Tamtama in Denma Mabes AU in carrying out their work duties with indicators: 1) Quantity, 2)Quality, 3)Timeliness, 4) Behavior, 5)Goal achievement, 6) Competence development, & 7)Improvement potential.
2. **Competency Variables:** Competence is the capacity of a Bintara and Tamtama personnel in Denma Mabes AU, to perform various work tasks, to demonstrate

achievements in various tasks in a job, with indicators: 1)Skills, 2)Knowledge, 3) Initiative, 4)Intelligence, 5)Perceptual speed,6) Attitude, 7)Memory.

3. **Work Team Variables:** Work Team is a team of Bintara and Tamtama personnel in Denma Mabes AU, which must have a common goal, of skills and abilities together take responsibility for the results of the work, with indicators: 1)Roles, 2)Norms, 3)Composition, 4)Cohesiveness, 5)Coordination, 6)Interaction, and 7)Accountability.
4. **Leadership Behavior Variables:** Leadership behavior is the action of a leader from Bintara and Tamtama personnel in Denma Mabes AU, in directing the activities of subordinates to achieve organizational goals, with indicators: 1)Influence, 2) Inspirational, 3) Integrity, 4) Confidence, 5) Creativity, 6) Ability, and 7)Responsibility.
5. **Organizational Culture Variables:** Organizational culture in Denma Mabes AU is a form of basic assumptions created, discovered, or developed in Denma Mabes AU as a system of shared meanings, considered valuable, and embraced by the personnel of Bintara and Tamtama who distinguish the organization from other organizations, with indicators: 1)Solidarity,2)Stability,3)Customer service 4)Innovation, 5) Outcome orientation, 6)Attention to details,7) People orientation
6. **Learning Variables:** Learning is any change in behavior of Bintara and Tamtama personnel in Denma Mabes AU which is relatively permanent, as a result of continuous experience in acquiring knowledge and various skills to understand and apply it to the entire work process, with indicators: 1)Creativity, 2)Capability, 3)Improving, 4)Change, 5)Continuous learning, 6)Creating new knowledge, and 7)Transfer knowledge.
7. **Job Satisfaction Variables:** Job satisfaction is the result of perceptions held by Bintara and Tamtama personnel in Denma Mabes AU, regarding how well and valuable the work they do so that in the end can give value to important matters, with indicators: 1) the Work itself, 2)Pay, 3) Supervision, 4)Coworkers, 5)Job Conditions 6)promotion, & 7)Job Security.

3.6 Data analysis techniques

3.7 Statistical Hypothesis

The statistical hypothesis of this study consists of 14, as follows:

1. Hypothesis 1
 $H_0: \rho_{51} = 0, H_1: \rho_{51} > 0$
2. Hypothesis 2
 $H_0: \rho_{52} = 0, H_1: \rho_{52} > 0$
3. Hypothesis 3
 $H_0: \rho_{53} = 0, H_1: \rho_{53} > 0$
4. Hypothesis 4
 $H_0: \rho_{54} = 0, H_1: \rho_{54} > 0$
5. Hypothesis 5
 $H_0: \rho_{61} = 0, H_1: \rho_{61} > 0$
6. Hypothesis 6
 $H_0: \rho_{62} = 0, H_1: \rho_{62} > 0$
7. Hypothesis 7
 $H_0: \rho_{63} = 0, H_1: \rho_{63} > 0$
8. Hypothesis 8
 $H_0: \rho_{64} = 0, H_1: \rho_{64} > 0$

- 9. Statistical Hypothesis 9
 $H_0: \rho_{Y1} = 0, H_1: \rho_{Y1} > 0$
- 10. Statistical Hypothesis 10
 $H_0: \rho_{Y2} = 0, H_1: \rho_{Y2} > 0$
- 11. Statistical Hypothesis 11
 $H_0: \rho_{Y3} = 0, H_1: \rho_{Y3} > 0$
- 12. Statistical Hypothesis 12
 $H_0: \rho_{Y4} = 0, H_1: \rho_{Y4} > 0$
- 13. Statistical Hypothesis 13
 $H_0: \rho_{Y5} = 0, H_1: \rho_{Y5} > 0$
- 14. Statistical Hypothesis 14
 $H_0: \rho_{Y6} = 0, H_1: \rho_{Y6} > 0$

Information

- H_0 : Zero hypothesis
- H_1 : Alternative hypothesis
- ρ_{51} : Path Coefficient (rho) for the population about the influence of competence (X_1) on learning (X_5)
- ρ_{52} : Work Team (X_2) on learning (X_5)
- ρ_{53} : Leadership behavior (X_3) on learning X_5
- ρ_{54} : Organizational culture (X_4) on learning X_5
- ρ_{61} : Competence (X_1) on job satisfaction (X_6)
- ρ_{62} : Work Team (X_2) on job satisfaction (X_6)
- ρ_{63} : Leadership behavior (X_3) on job satisfaction (X_6)
- ρ_{64} : organizational culture (X_4) on job satisfaction (X_6)
- ρ_{Y1} : Competence (X_1) on Performance (Y)
- ρ_{Y2} : Team Work (X_2) on Performance (Y)
- ρ_{Y3} : Leadership Behavior (X_3) on Performance (Y)
- ρ_{Y4} : Organizational Culture (X_4) on Performance (Y)
- ρ_{Y5} : Learning (X_5) on Performance (Y)
- ρ_{Y6} : Job Satisfaction (X_6) on Performance (Y)

4. Research Result

4.1 Data Description

i) Performance Variables

Performance scores are obtained from the results of filling out a questionnaire consisting of 35 items:

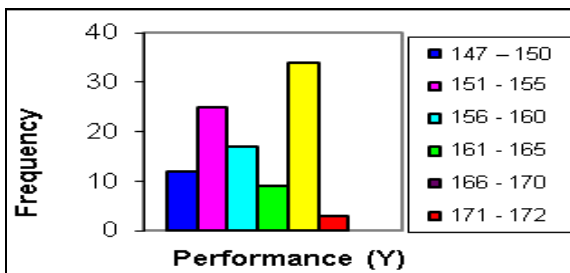


Fig 3: Performance data score distribution chart

ii) Competency variables

Competency Score is obtained from the results of filling out a questionnaire consisting of 35 items:

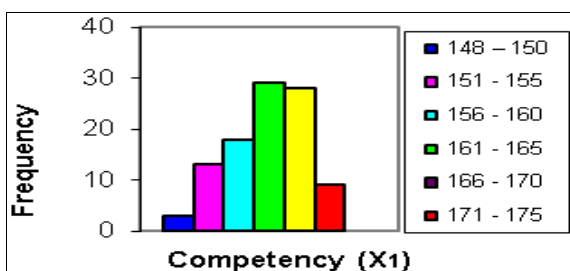


Fig 4: Competency data score distribution diagram

iii) Working Team Variables

Work Team scores are obtained from the results of filling out a questionnaire consisting of 35 items:

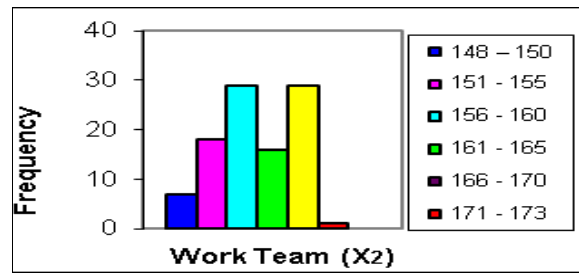


Fig 5: Working Team data score distribution diagram

iv) Leadership Behavior Variables

Leadership Behavior Score is obtained from the results of filling out a questionnaire consisting of 35 items:

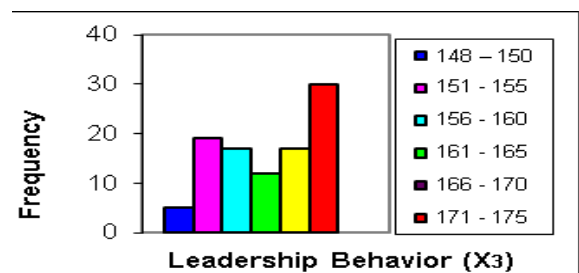


Fig 6: Distribution of data score for Leadership Behavior

v) Organizational Culture Variables

Organizational Culture Score is obtained from the results of filling out a questionnaire consisting of 35 items:

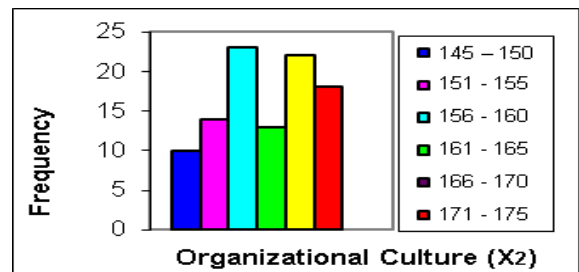


Fig 7: Organizational Culture data scores Distribution

vi) Learning Variables

Learning scores are obtained from the results of filling out a questionnaire consisting of 35 items:

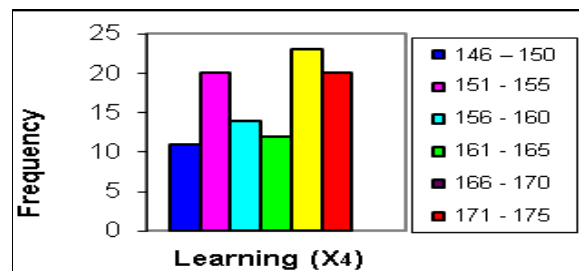


Fig 8: Learning data score distribution diagram

vii) Job satisfaction Variables

Job satisfaction score is obtained from the results of filling out a questionnaire consisting of 35 items.



Fig 9: Job Satisfaction data score distribution diagram

Table 1: Summary of Data Descriptions for 7 (Seven) variables.

	Y	X ₁	X ₂	X ₃	X ₄	X ₅	X ₆
Valid N	100	100	100	100	100	100	100
Missing	0	0	0	0	0	0	0
Mean	159.68	162.52	160.36	163.60	161.79	161.95	162.28
Std. Error of Mean	.756	.635	.640	.857	.809	.857	.700
Median	159.00	163.00	160.00	164.00	162.00	162.00	162.50
Mode	168	167	160 ^a	175	156 ^a	150 ^a	170
Std. Deviation	7.564	6.346	6.398	8.566	8.095	8.571	6.999
Variance	57.210	40.272	40.940	73.374	65.521	73.462	48.992
Skewness	.068	.340	.132	.135	.153	.059	.357
Std. Error of Skewness	.241	.241	.241	.241	.241	.241	.241
Kurtosis	1.495	.611	1.023	1.418	1.193	1.375	1.018
Std. Error of Kurtosis	.478	.478	.478	.478	.478	.478	.478
Range	25	27	25	27	30	29	26
Minimum	147	148	148	148	145	146	147
Maximum	172	175	173	175	175	175	173
Sum	15968	16252	16036	16360	16179	16195	16228

a. Multiple modes exist. The smallest value is shown

Table 1 above, is a description of research data produced for all variables in this study, including: Performance (Y), Competence (X₁), Work Team (X₂), Leadership Behavior (X₃), Organizational Culture (X₄), Learning (X₅), and Job Satisfaction (X₆).

4.2 Analysis of Requirements Analysis

Testing Requirements in research include: 1)Normality Test, 2)Homogeneity Test, and 3) Linearity Test.

The tests for each of the above are presented as follows.

i) Normality Test

Normality Test of the seven variables shows that the data is normally distributed. Based on these results it can be concluded that the 7 variables have met the criteria for normality testing.

ii) Homogeneity test

Based on these results it can be concluded that the seven variables have met the criteria for Homogeneity test. Test Homogeneity of inter-variable regression is done with SPSS 20, with the results, as follows:

- 1) Homogeneity Test of Competence for Learning, 2) Homogeneity Test of Work Team on Learning, 3)Homogeneity Test of Leadership Behavior on Learning, 4)Homogeneity Test of Organizational Culture on Learning, 5)Homogeneity Test of Competence on Job Satisfaction, 6)Homogeneity Test of Work Team on Job Satisfaction, 7)Homogeneity Test of Leadership Behavior on Job Satisfaction, 8)Organizational Culture Homogeneity Test on Job Satisfaction, 9)Homogeneity Test of Competence on Performance, 10)Homogeneity Test of Work Team on Performance, 11)Homogeneity Test of Leadership Behavior

- on Performance, 12)Homogeneity Test of Organizational Culture on Performance,13)Homogeneity Test of Learning on Performance, 14)Homogeneity Test of Job Satisfaction on Performance.

iii) Linearity Test

Based on these results it can be concluded that the seven variables have met the criteria for Linearity test.

Linearity test between variables with ANOVA process based on SPSS 20, if the Linearity value α value (0.05) then the distribution is linear.

- 1) Competency Linearity Test for Learning, 2)Work Team Linearity Test on Learning, 3)Linearity Test of Leadership Behavior on Learning, 4)Organizational Culture Linearity Test on Learning,5)Competency Linearity Test on Job Satisfaction, 6) Work team Linearity Test on Job Satisfaction 7)Leadership Behavior Linearity Test on Job Satisfaction,8)Organizational Culture Linearity Test on Job Satisfaction, 9)Competency Linearity Test for Performance, 10)Work Team Linearity Test on Performance, 11)Leadership Behavioral Linearity Test on Performance, 12)Organizational Culture Linearity Test on Performance, 13)Learning Linearity Test on Performance,14)Job Satisfaction Linearity Test on Performance

4.3 Model Testing

The correlation between these variables is calculated with the correlation coefficient. The following are the steps in testing the model name:

i) Structural Model and Correlation Matrix between Variables

The structural model in this study is presented in Figure 10.

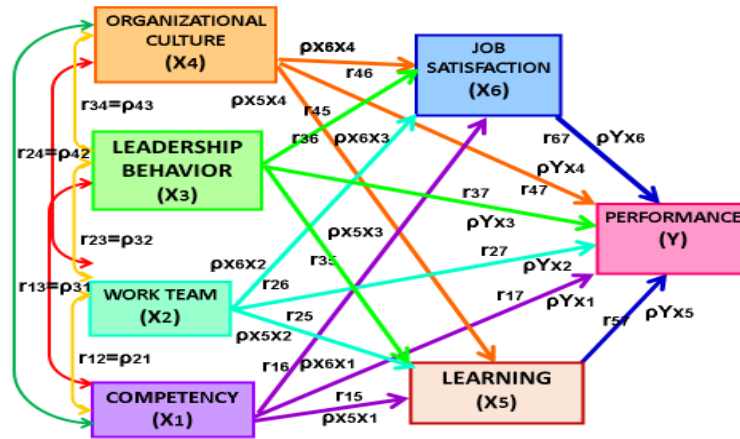


Fig 10: Causal relationship; X₁, X₂, X₃, X₄ X₅, and X₆ against Y

Table 2: Correlation Matrix between Variables

	Correlations						
	X ₁	X ₂	X ₃	X ₄	X ₅	X ₆	Y
Pearson Correlation	1	.641**	.547**	.637**	.543**	.541**	.682**
Sig. (2-tailed)		.004	.000	.000	.000	.000	.004
N - X ₁	100	100	100	100	100	100	100
Pearson Correlation	.641**	1	.973**	.521**	.594**	.634**	.841**
Sig. (2-tailed)	.004		.003	.002	.001	.000	.000
N - X ₂	100	100	100	100	100	100	100
Pearson Correlation	.547**	.973**	1	.790**	.820**	.661**	.534**
Sig. (2-tailed)	.000	.003		.000	.000	.000	.001
N - X ₃	100	100	100	100	100	100	100
Pearson Correlation	.637**	.521**	.790**	1	.921**	.694**	.779**
Sig. (2-tailed)	.000	.002	.000		.000	.000	.005
N - X ₄	100	100	100	100	100	100	100
Pearson Correlation	.543**	.594**	.820**	.921**	1	.724**	.687**
Sig. (2-tailed)	.000	.001	.000	.000		.000	.002
N - X ₅	100	100	100	100	100	100	100
Pearson Correlation	.541**	.634**	.661**	.694**	.724**	1	.479**
Sig. (2-tailed)	.000	.000	.000	.000	.000		.003
N - X ₆	100	100	100	100	100	100	100
Pearson Correlation	.682**	.841**	.534**	.779**	.687**	.479**	1
Sig. (2-tailed)	.004	.000	.001	.005	.002	.003	
N - Y	100	100	100	100	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Structural model shown in Figure 3 consists of two sub-structures namely Sub-Structure-1 & Sub-Structure-2.

ii) Calculation of the Big Influence on Sub-Structure 1 (A)

- a) Conclusion: the influence of the Competency variable (X₁) on the Learning variable (X₅) is 21.66%, this means that Learning is determined by Competence of 21.66%.
- b) Conclusion: effect of the Work Team variable (X₂) on the Learning variable (X₅) 34.98%, this means that Learning is determined by Work Team by 34.98%.
- c) Conclusion: the influence of the Leadership Behavior variable (X₃) on the Learning variable (X₅) is 26.93%, this means Learning is determined by Leadership Behavior by 26.93%.
- d) Conclusion: the influence of Organizational Culture variables (X₄) on Learning variables (X₅) is 26.95%, this means that Learning is determined by Organizational Culture by 26.95%.

iii) Calculation of the Big Influence on Sub-Structure 1 (B)

- a) Conclusion: the influence of the Competency variable (X₁) on the variable Job Satisfaction (X₆) is 23.01%, this

means that Job Satisfaction is determined by the Competence of 23.01%

- b) Conclusion: the effect of the Work Team variable (X₂) on the Job Satisfaction variable (X₆) is 32.78%, this means that Job Satisfaction is determined by the Work Team of 32.78%.
- c) Conclusion: the influence of the Leadership Behavior (X₃) variable on the variable Job Satisfaction (X₆) is 42.95%, this means that Job Satisfaction is determined by Leadership Behavior of 42.95%.
- d) Conclusion: The influence of Organizational Culture variable (X₄) on Job Satisfaction variable (X₆) is 39.42%, this means that Job Satisfaction is determined by Organizational Culture by 39.42%.

iv) Large Calculation of Influences on Sub-Structure 2

- a) Conclusion: the influence of the Competency variable (X₁) on the Performance variable (Y) is 73.89%, this means that Performance is determined by Competence of 73.89%.
- b) Conclusion: effect of the Work Team variable (X₂) on the Performance variable (Y) is 43.61%, this means

- Performance determined by Work Team by 43.61%.
- c) Conclusion: the influence of the Leadership Behavior variable (X_3), on the Performance variable (Y) is 48.70%, this means, Performance is determined by Leadership Behavior by 48.70%.
 - d) Conclusion: the influence of Organizational Culture variables (X_4), on the Performance variable (Y) is 47.35%, this means that Performance is determined by Organizational Culture by 47.35%.
 - e) Conclusion: the effect of Learning variables (X_5), on the Performance variable (Y) is 61.30%, this means that Performance is determined by Learning by 61.30%.
 - f) Conclusion: the influence of Job Satisfaction variable (X_6), on the Performance variable (Y) is 74.37%, this means that Performance is determined by Job Satisfaction of 74.37%.

v) Limitations of Research

The research, entitled the influence of Competency, Work Team, and Learning on the Performance of Bintara Tamtama Denma Mabes AU, focuses on testing the influence between variables in the causal relationship presented with a causal pathway. For this purpose, path analysis is used with the help of SPSS 20.0 software. However, this research is inseparable from limitations that can lead to limitations on accurate measurement of variables, and there are still other limitations that might determine the performance variables, but were not examined in this study.

5. Conclusions, Implications and Suggestions

5.1 Conclusion

Based on the results of data analysis and discussion of research results, the research findings can be summarized as follows:

1. There is a positive and significant influence on Competency variables on Learning variables is equal to 21.66%.
2. There is a positive and significant influence on the Working Team variables on Learning variables 34.98%
3. There is a positive and significant influence on the variables of Leadership Behavior on Learning variables 26.93%.
4. There is a positive and significant influence on organizational culture variables on learning variables 26.95%.
5. There is a positive and significant influence on the competence variable on the variable Job Satisfaction 23.01%.
6. There is a positive and significant effect on the Working Team variable on the Job Satisfaction variable 42.95%.
7. There is a positive and significant influence on the variables of Leadership Behavior on Job Satisfaction variables, partially amounted to 32.78%.
8. There is a positive and significant influence on Organizational Culture variables on Job Satisfaction variables, partially amounted to 39.42%.
9. There is a positive and significant influence on the variable of competence on the performance variable is 73.89%.
10. There is a positive and significant influence on the Working Team variable on the Performance variable is 43.61%.
11. There is a positive and significant influence on the variables of Leadership Behavior on the Performance variable partially is 48.7%.

12. There is a positive and significant influence on the Organizational Culture variable on the Performance variable partially is 47.35%.
13. There is a positive and significant influence of Learning variables on Performance variables is 61.30%.
14. There is a positive and significant influence on the variable Job Satisfaction on the Performance variable partially amounted to 74.37%.

Based on the results and findings above, it can be concluded that the level of quality of performance is influenced by Competence, Team Work and Learning. Therefore, if the quality of Competency, Work Team, and Learning is improved, it will be able to improve the quality of the Tamtama Personnel Performance in Denma Mabes AU.

5.2 Implications

From all of the above implications, it can be concluded that, to improve the quality of Bintara Tamtama Personnel Performance in Denma Mabes AU, it is necessary to improve the quality of Competency, Work Team and Learning. This means that if the quality of competence, quality of work teams, and learning quality is improved, it will affect performance improvement.

5.3 Suggestions

Overall to improve the quality of the performance of Bintara Tamtama Personnel in Denma Mabes AU, it is necessary to improve the quality of Competency, Work Team and Learning continuously and continuously.

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