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The Influence of Competence and Organizational Culture on the Performance of Indonesian Navy Ammunition Warehouse Personnel

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Abstract: This study examines how competency and organizational culture affect the performance of personnel managing the Indonesian Navy's ammunition warehouses. Using a literature-based approach, the research explores the relationship between individual competencies, organizational culture values, and performance outcomes. The findings indicate that strong technical and managerial competencies, supported by a positive organizational culture, significantly enhance operational efficiency and workplace safety in ammunition warehouse management. These insights provide strategic recommendations for military institutions to develop training programs focused on competency improvement and strengthening organizational culture to achieve sustainable performance optimization.

Keyword: Competence, Organizational Culture, Performance, & Ammunition Warehouse.

INTRODUCTION

The management of the INDONESIAN NAVY ammunition warehouse has a strategic role in supporting the operational readiness of the INDONESIAN NAVY. The ammunition warehouse not only functions as a storage place, but also as a logistics distribution center, which requires efficient and safe management. In this context, the performance of the management personnel is a determining factor in operational success.

Individual competencies, such as technical ability, operational knowledge and managerial skills, are essential to ensure tasks are carried out to a high standard.(Alam et al., 2022; Muharom & Prasetyo, 2021). In addition, a supportive organizational culture, such as discipline, teamwork, and commitment to military values, contribute significantly to creating a productive work environment (Hidayat et al., 2022).

Previous research comprehensively shows that a combination of adequate competence and a strong organizational culture can significantly improve personnel performance (Dunan et al., 2020 ; Fitriani et al., 2022). However, the challenges in managing ammunition depots are not simple. Personnel often face situations that require quick decision-making, risk management, and compliance with strict safety standards (Hina et al., 2024 ; Permana et al., 2021). In a military context, an organizational culture that emphasizes collective values and discipline can be a key driver in overcoming these challenges (Rachmatsyah & Basuki, 2021).

Thus, the analysis of the influence of competence and organizational culture on personnel performance becomes very relevant. This article aims to explore the influence of these two factors on the performance of personnel managing the INDONESIAN NAVY ammunition warehouse. By using a literature approach, this study refers to eleven relevant academic references to identify relationships, challenges, and strategic recommendations that can be applied in defense institutions. This study is expected to provide new considerations for INDONESIAN NAVY policy makers and practitioners in improving the performance of human resource management in the logistics sector.

METHOD

This study uses a literature approach by analyzing the results of relevant studies to explore the relationship between competence, organizational culture, and the performance of INDONESIAN NAVY ammunition warehouse management personnel. This approach allows for drawing relevant conclusions without conducting direct field research, through Justification based on the relevance of the literature to the problems raised, so that the findings in the literature study can be implemented as supporting data in the research context.

The literature used includes empirical and theoretical studies relevant to the research context. Data from the literature were then analyzed using a descriptive approach to identify relationships between key variables. The validity and reliability of the data were obtained through the selection of credible literature and in accordance with the research topic.

The advantage of this literature approach is its ability to provide a comprehensive picture based on previous research results. However, the limitation of this method is the absence of specific contextual data on the Indonesian Navy institution. Therefore, the results of this study are indicative and require further verification through field research.

RESULTS AND DISCUSSION

Results

Competence

Competence is a combination of skills, knowledge, and attitudes possessed by individuals in carrying out certain jobs effectively. In the military context, competence also involves the ability to manage risk and act quickly in critical situations, including logistics management skills, understanding of storage procedures, and operating heavy equipment relevant to daily tasks. (Muharom & Prasetyo, 2021) highlights the importance of providing comprehensive competency training so that individuals are able to carry out tasks with a high level of accuracy, especially in areas that require special attention such as ammunition management.

(Permana et al., 2019) adding that competence is not limited to technical expertise, but also interpersonal and managerial skills to build effective coordination in the work environment. This is in line with the INDONESIAN NAVY's need for personnel who have accuracy in decision making and the ability to manage emergency situations calmly.

Organizational Culture

Organizational culture is a set of norms, values, and beliefs that form the basis of individual behavior in an institution. In the Indonesian Navy institution, an organizational culture that prioritizes discipline, loyalty, and collective spirit plays an important role in creating operational efficiency (Hidayat et al., 2022; Soesanto, 2023). According to (Sumual, 2015), a strong organizational culture can create a comfortable and enjoyable work environment for collaboration and innovation.

(Lestariningsih & Widhiastuti, 2024) added that an organizational culture that supports job satisfaction has a positive impact on individual motivation. In the context of an ammunition depot, an organizational culture that prioritizes safety and responsibility can minimize the risk of work errors, which have serious consequences for operational safety.

Personnel Performance

Personnel performance is measured based on their ability to achieve the work targets that have been set, both in terms of quantity, quality, and timeliness. Performance in the Indonesian Navy environment is greatly influenced by the ability of personnel to carry out tasks according to standard operational procedures. (Hina et al., 2024). In addition, periodic performance evaluation is an important element in identifying training needs and developing individual capabilities (Rahayu & Subagio, 2021).

(Ernawati, 2018) states that good performance is not only supported by individual competence, but also by a work environment that encourages productivity. This includes aspects of organizational culture that support teamwork and recognition of each individual's contribution.

Relationship between Competence and Organizational Culture on Performance

Previous research shows that competence and organizational culture have a complementary relationship in improving personnel performance (Alam et al., 2022) and (Tejo & Machasin, 2015) revealed that individual competence will be more effective if supported by a strong organizational culture. A positive culture can strengthen work motivation, which ultimately improves individual and organizational performance.

(Lestariningsih & Widhiastuti, 2024) emphasizes the importance of synergy between competence and organizational culture in creating job satisfaction, which serves as a link between the two variables and performance. Thus, training that focuses on improving competence needs to be accompanied by strengthening the relevant organizational culture in order to achieve optimal target goals.

Discussion

The Influence of Competence on Performance

Competence plays a vital role in ensuring the optimal performance of INDONESIAN NAVY ammunition warehouse management personnel. Technical competence, such as the ability to understand standard operating procedures, handling INDONESIAN NAVY logistics, and the ability to identify security risks in ammunition management, are fundamental elements in daily tasks (Muharom & Prasetyo, 2021). In research (Alam et al., 2022), it is stated that personnel with high competence are better able to complete tasks efficiently and accurately.

In addition to technical competence, managerial skills are also a key element. Ammunition warehouse managers often have to make quick decisions that impact operational safety and efficiency. (Tejo & Machasin, 2015) emphasizes that competence in strategic decision making can help minimize risk and improve performance. Continuous training relevant to operational tasks has proven effective in maintaining and improving personnel competence (Sumual, 2015).

The Influence of Organizational Culture on Performance

A strong organizational culture can be a major supporting factor in improving personnel performance. Values such as discipline, teamwork, and loyalty are very important elements in military institutions (Hidayat et al., 2022). Study (Lestariningsih & Widhiastuti, 2024) shows that a supportive organizational culture can create a harmonious and productive work environment.

In the context of ammunition warehouse management, an organizational culture that prioritizes operational safety and collective responsibility plays a major role in driving optimal performance. This is in line with research (Rachmatsyah & Basuki, 2021), who argues that an organizational culture that emphasizes accountability and collaboration can increase work efficiency and reduce the potential for operational errors.

Synergy of Competence and Organizational Culture

The influence of competence and organizational culture does not stand alone, but rather complements each other in improving performance. Individual competence becomes more effective when supported by a positive organizational culture. Research (Lestariningsih & Widhiastuti, 2024) highlights that personnel with high competence can achieve better work results in a conducive work environment.

(Tejo & Machasin, 2015) also mentioned that work motivation, which is influenced by organizational culture, has a direct effect on how personnel apply their competencies. For example, personnel who work in an environment that values innovation tend to be more proactive in finding solutions to operational challenges. Thus, the synergy between individual competencies and organizational culture is the main key in creating sustainable performance.

Additional Findings

Further analysis shows that management involvement in building a supportive organizational culture has a significant impact on strengthening individual competencies. (Hina et al., 2024) noted that periodic competency-based performance evaluations can help institutions identify specific training needs.

On the other hand, an unsupportive organizational culture, such as tension between departments or a lack of appreciation for the hard work of personnel, can reduce work motivation and hinder the application of existing competencies (Ernawati, 2018). Therefore, it is important for institutions to integrate training programs with efforts to strengthen organizational culture that are relevant to operational needs.

Practical Implications

The results of this study present several practical implications that can be applied by the Indonesian Navy institution. Training programs should be designed to cover technical and managerial elements relevant to the operational tasks of the ammunition depot. In addition, efforts to strengthen organizational culture should include initiatives such as improving communication between personnel, recognizing individual contributions, and establishing collective values that support work efficiency.

With these steps, institutions are expected to be able to create a work environment that supports the achievement of optimal performance, while minimizing operational risks that can occur in the management of ammunition warehouses.

CONCLUSION

This study highlights the importance of competence and organizational culture as key factors in improving the performance of INDONESIAN NAVY ammunition warehouse management personnel. Based on literature analysis, it was found that:

1. Competence plays a fundamental role in ensuring the effective and safe implementation of tasks, especially in the context of INDONESIAN NAVY logistics management. Technical competence, such as ammunition handling and risk management skills, as well as managerial competence, are critical to operational success.
2. A positive organizational culture, including the values of discipline, collaboration, and innovation, supports the creation of a productive and harmonious work environment. This culture encourages work motivation and creates synergy within the team.
3. The synergy between individual competencies and strong organizational culture results in significant performance improvements. Individuals with high competencies are better able to adapt in a supportive work environment.

This conclusion shows that human resource management in the Indonesian Navy institution, especially in the logistics sector, must consider the development of competencies and strengthening of organizational culture simultaneously. In addition, to support the improvement of personnel performance, the following strategic steps are recommended:

1. Continuous Competency Development:
 - a. Defense institutions need to conduct regular training that focuses on improving technical and managerial competencies.
 - b. Training programs must be tailored to dynamic operational needs, such as risk management and current safety standards.
2. Strengthening Organizational Culture:
 - a. Integrate organizational values such as discipline, loyalty, and collaboration into every aspect of operations.
 - b. Improve internal communications to encourage openness and collaboration among personnel.
3. Structured Performance Evaluation:
 - a. Conduct regular performance appraisals to identify strengths and areas for improvement.
 - b. Using evaluation results as a basis for designing training programs and personnel development policies.
4. Synergy of Training and Organizational Culture:
 - a. Integrating training with efforts to strengthen organizational culture, for example through value-based training that supports the INDONESIAN NAVY's work ethic.
 - b. Establish a mentorship program to help personnel understand and apply organizational values in practice.
5. Monitoring System Development:
 - a. Implementing technology-based monitoring systems to ensure compliance with operational and safety procedures.
 - b. Use data from these systems to improve operational efficiency and reduce the risk of errors.

By implementing the steps above, the Indonesian Navy institution is expected to be able to improve personnel performance sustainably and create better operational standards in ammunition warehouse management. Furthermore, future empirical research can be conducted to evaluate the effectiveness of this strategy and broaden insights into human resource management in the ammunition warehouse management sector.

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