

The Effect Of Training, Work Environment, Esprit De Corps, And Competence On Combat Readiness

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ARTICLE INFO	ABSTRACT
	<p>The study aimed to measure the size and presence or absence of the effect of training, work environment, esprit de corps, and competence on the combat readiness of the 15th Air Squadron of the Iswahjudi Airbase personnel. This study used a quantitative method with a survey design. The research sample was 59 people who were determined by proportional stratified random sampling technique. Data were analyzed using descriptive and inferential statistics and path analysis techniques. The results showed training has a positive direct effect on combat readiness, work environment has a positive direct effect on combat readiness, esprit de corps has a positive direct effect on combat readiness, competence has a positive direct effect on combat readiness, training has a positive direct effect on competence, work environment has a positive direct effect on competence, esprit de corps has a positive direct effect on competence, and training has a positive direct effect on esprit de corps. Training, work environment, and esprit de corps directly or indirectly or through competence have a positive effect on combat readiness. This shows that these variables are important factors in efforts to increase the combat readiness of the 15th Air Squadron of the Iswahjudi Airbase personnel, so they need to be improved.</p> <p>Keywords: Training; Work Environment; Esprit de Corps; Competence; Combat Readiness.</p>

INTRODUCTION

The Indonesian National Army Air Force carries out defense tasks in the field of defense, security in the field of development, and security in the airspace by the provisions of national law and international law, carry out tasks of the Indonesia Armed Force (TNI) in the development of air power, and implements the empowerment of air defense areas (Mabesau, 2012). The task of enforcing sovereignty and national aerospace law becomes very important in the current and future air defense situation. These tasks will be decentralized in stages according to the organizational structure hierarchy at the operational and tactical levels, up to the level of air squadrons within the ranks of the Indonesian Air Force.

The 15th Air Squadron is one of the air units under the ranks of the Air 3th Wing of the Iswahjudi Airbase which has the task of preparing and operating combat strategies for air defense operations, air attack operations, and air support operations. The 15th Air Squadron involves the role of defense equipment and personnel in its operational activities so that tasks that are by the objectives can be realized. Success in carrying out the tasks assigned to each unit will be very important in the successful implementation of the Indonesian Air Force tasks in general. Achieving the success of the task will be influenced by one of the factors that become the determining point, namely combat readiness.

Combat readiness is one thing that is a major concern for every military institution in this world. Combat readiness has a definition of operational readiness with a definition of the ability to carry out missions by capabilities (Military, 2005). It is the readiness of a unit to carry out a mission or task. According to De Both quoted in Singha, (2015) states that combat readiness consists of material readiness, personnel readiness, and level of training.

Combat readiness becomes a parameter in the military world in facing a threat. The military can be said to be ready or not ready to face threats if the military's combat readiness can prevent or overcome threats both from the readiness of defense equipment and the readiness of its military personnel. The readiness of defense

equipment must be carefully considered, as well as the readiness of personnel starting from the process of supply, education, use, maintenance, and separation from all levels of service.

The ideal combat readiness personnel is a condition expected by every military unit in facing threats. But the real combat readiness of the 15th Air Squadron personnel is still not optimal. This condition will hinder the successful implementation of unit tasks and decrease operational activities in the unit. There is a gap between the ideal combat readiness personnel and the real combat readiness personnel in the 15th Air Squadron, so this problem is interesting and needs to be studied.

The combat readiness of personnel can be influenced by various variables, in this study, the variables that can affect and which can be applied are competence and work environment. For this reason, the purpose of the study is to measure the size and presence or absence of the effect of training, work environment, esprit de corps, and competence on the combat readiness of the 15th Air Squadron personnel directly or indirectly.

The results of previous empirical studies by Arfianto (2018) indicate that combat readiness can be influenced by competence and the work environment. Both variables positively contribute to combat readiness, either partially or multiply.

Based on previous research, there is a novelty value in this study, namely combat readiness personnel is also influenced by training and esprit de corps variables, apart from being influenced by competence and work environment. For this reason, efforts to increase combat readiness can be carried out by providing good training and fostering esprit de corps. Meanwhile, competence and the work environment were also improved.

LITERATURE REVIEW

Combat Readiness (Y)

Combat readiness is the level of readiness of soldiers psychologically and physically through training and psychological interventions aimed at developing the ability of soldiers to carry out their assigned military tasks successfully (Nkewu, 2014). Combat readiness is an important moral component, in terms of collective efficacy beliefs and examining some of the anticipated correlations of collective efficacy beliefs when applied to military combat units (Shamir, 2020). Combat readiness is related to a notion that refers to the level of commitment of soldiers, where the degree is stamped not only by the willingness of soldiers to train and deploy but if necessary, to fight (Kirkland, 2019). Naryshkin in Nkewu (2014) states that combat readiness is defined as the state of the troops that allows them to start combat operations in an organized manner at a predetermined time and to successfully fulfill the tasks assigned to them in these combat operations. According to Both in Singha (2015) that combat readiness is supported by several components, namely personnel readiness, material readiness and unit readiness. Personnel readiness includes intrapsychic, ego strength, self-confidence, self-efficacy, politeness, mind power, resilience, and interpersonal skills. Readiness materials include vehicles and equipment, repair kits and medical equipment. Unit readiness includes training and physical agility, vertical cohesion, horizontal cohesion, loyalty to the unit, morale, and teamwork.

Training (X1)

Training is an activity aimed at increasing one's knowledge and abilities. Training can cover everything from teaching employees basic reading skills to advanced courses in executive leadership (Gelfand, M. J. M. Erez, 2007). Training is defined as a systematic process of changing the behavior, knowledge, and motivation of current employees to improve the fit between employee characteristics and job requirements (Leifer, 2007). Training consists of organized efforts to help employees acquire job-related knowledge, skills, and behaviors to apply them in the workplace (Management, 2006). Training is a systematic process of changing the behavior, knowledge, and motivation of present workers/employees to increase the suitability between employee characteristics and work standards. Training means giving new or existing employees the skills they need to do their job (Hengky, 2013). Training is one of the most frequently used approaches to changing people's mindsets. A company might offer training programs for a large block of employees on subjects such as teamwork, diversity, emotional intelligence, quality circles, communication skills, or waste management (Daft, 2012).

Work Environment (X2)

A work environment is a certain place with various supporting facilities and several activities of a group of people in achieving organizational or company goals by the vision and mission of the organization (Sedarmayanti, 2013a). That the environment is a system built by sub-systems, including the technical environment, the human environment and the organizational environment (Bangun, 2018). The work environment is all aspects of physical work, work psychology, and work regulations that can affect job satisfaction and productivity development (Mangkunegara, 2013). The work environment as a physical environment in which employees work can affect their performance, safety and quality of life (Heizer & Bery, 2015). According to Kohun in Taiwo (2010) that the work environment is a whole consisting of the overall strengths, actions and other influencing factors that currently and, or have the potential to compete with, employee activities and performance. The working environment consists of two broader dimensions such as work and context. Work includes all the different characteristics of the job like the way the job is carried out and

completed, involving the tasks like task activities training, control of one's job-related activities, a sense of achievement from work, and variety in tasks (Raziq & Maulabakhsh, 2015).

Esprit de Corps (X3)

The esprit de corps often called the collective motivation grows on a person in a group. The term esprit de corps was introduced by Napoleon Bonaparte in a war, where he emphasized that in an army there must be a strong sense of mutual assistance, protection, guarding, and defending the honor of fellow troops. This is to ignite the collective motivation and mutual protection between fellow troops in order to win the battle (Boyt, Lusch, and Mejza, 2005). The definition of esprit de corps is the common spirit existing in the members of a group and inspiring enthusiasm, devotion, and strong regard for the honor of the group (Torgwyn, 1974). The esprit de corps translates into the spirit that each group member possesses and ignites great enthusiasm, loyalty, and a strong devotion to group honor. Esprit de corps is the development of conscientiousness and a feeling of unity (Juncos and Pomorska, 2014). The meaning of the concept of the esprit de corps as French, which describes the notion of a sense of unity and common purpose among group members (Vitell and Singhapakdi, 2008). Considering the importance of the esprit de corps as the spirit of togetherness and unity, Henry Fayol included the esprit de corps principle or the principle of unity as one of the management principles of the 14 principles he put forward. Hoffman, Hersey, and Blanchard (1970) suggested that esprit de corps should be fostered, as harmony and unity among members of the organization is a great strength in the organization.

Competence (X4)

Boyatzis in Hunt and Wallace (1997) states that the underlying characteristics of a person that produce effective and/or superior performance can be in the form of motives, traits, skills, aspects of self-image or social roles, or collections of knowledge. Williams in Carter, L., Murray, P., and Gray (2011) suggests that individual competence describes what a person is capable of and includes a combination of motives and traits, a person's self-image and social roles, skills, and knowledge. Spencer and Spencer in Pramularso (2018) define competence as a person's characteristics in doing work effectively in his work or individual characteristics or personal characteristics that have a causal relationship or as a cause and effect with criteria that are used as a reference, effective or excellent or superior in the workplace or certain situations. Competence is a collection of related knowledge, skills, and attitudes that affect a large part of a person's work (roles or responsibilities), which are correlated with performance in the workplace, which can be measured against well-accepted standards, and can be improved through training and development (Oselik, 2006). Ardiansyah dan Sulistiyowati in Qurotalain and Fitriyah (2022) define competence as a person's ability based on knowledge, skills, and supported by work attitudes and their implementation in carrying out work or tasks in the workplace that are guided by work requirements set.

Hypothesis

The following is the conceptual framework in this research:

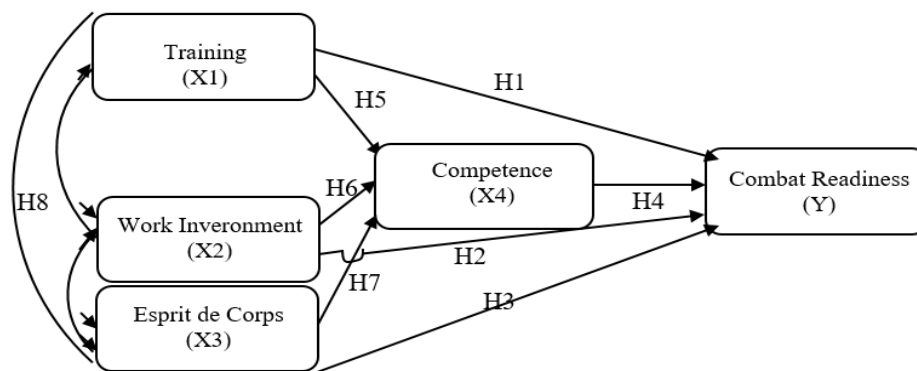


Figure 1. Conceptual Framework
Source: The results of Author (2022)

The research hypothesis is as follows:

- H1: Training has a positive direct effect on combat readiness.
- H2: Work environment has a positive direct effect on combat readiness.
- H3: Esprit de corps has a positive direct effect on combat readiness.
- H4: Competence has a positive direct effect on combat readiness.
- H5: Training has a positive direct effect on competence.
- H6: Work environment has a positive direct effect on competence.
- H7: Esprit de corps has a positive direct effect on competence.
- H8: Training has a positive direct effect on esprit de corps.

METHOD

Research Design

This study used quantitative methods and a survey design. Researchers used quantitative methods to measure the effect of training, work environment, Esprit de Corps, and competence variables on combat readiness variables. The survey design was carried out by distributing questionnaires to the respondents.

Population and Sample

The population in this study were all 144 personnel of the 15th Air Squadron of Iswahjudi Air Base. The research sample was determined by simple random sampling using the Slovin formula:

$$n = \frac{N}{Ne^2 + 1}$$

Where: n = Desired sample size; N = Total population by the study area; e = estimation sample error (1%).
Sample size:

$$n = \frac{N}{Ne^2 + 1} = \frac{144}{144 \times 0.1^2 + 1} = \frac{144}{2.44} = 59 \text{ people}$$

Data Collection Technique and Instrumen Development

Data was collected using a research instrument in the form of a questionnaire. The research instrument for each variable (Y, X1, X2, X3, and X4) was created and developed with the following steps: (1) formulating a conceptual definition, (2) formulating an operational definition, (3) creating a grid instrument, (4) conducting a trial instrument, (5) test the validity and the reliability of the instrument.

Data Analysis Technique

The data analysis technique used descriptive and inferential statistics and used path analysis. Size analysis to obtain an overview of the distribution of scores on each variable studied, including data presentation, central measure, and distribution. Meanwhile, inferential/causal analysis is used for hypothesis testing.

Hypothesis testing was conducted to determine the direct and indirect effects between variables. The proposed hypothesis will be carried out through the calculation of the coefficient value and the significance of the relationship and influence between the variables studied.

RESULTS AND DISCUSSION

Results

The research results described include: data description of combat readiness (Y), training (X1), work environment (X2), esprit de corps (X3), and competence (X4) variables. A summary of descriptive statistics of the research data was obtained for all the variables listed in Table 1 below.

Table 1. Summary of Descriptive Statistics of Research Data
Statistics

		Combat Readiness	Training	Work Inveronment	Esprit de Corps	Competence
N	Valid	59	59	59	59	59
	Missing	0	0	0	0	0
Mean		104.63	83.85	85.34	84.54	91.62
Std. Error of Mean		.739	.702	.757	.669	.822
Median		104.00	85.00	86.00	83.00	92.00
Mode		112	85	78 ^a	80	84
Std. Deviation		5.678	5.394	5.818	5.227	6.419
Variance		32.238	29.097	33.849	27.319	41.205
Range		24	23	23	21	24
Minimum		94	74	75	76	81
Maximum		118	97	98	97	105
Sum		6173	4947	5035	5157	5589

a. Multiple modes exist. The smallest value is shown

Source: Results of data processing using SPSS version 25

The distribution of data or scores combat readiness (Y) variable there is in Table 1 below.

Table 1. List of Frequency Distribution of Combat Readiness Variable Scores

No.	Class Interval	Absolute Frequency (%)	Relative Frequency (%)	Cumulative Frequency (%)
1.	94 – 97	6	10,17	0
2.	98 – 101	14	24	6
3.	102 – 105	13	22	20
4.	106 – 109	12	20	33
5.	110 – 113	12	20	57
6.	114 – 117	1	1,69	58
7.	118 – 121	1	2	59
		59	100	

Source: Results of data processing using SPSS version 25

The distribution of data or scores training (X1) variable there is in Table 2 below.

Table 2. List of Frequency Distribution of Training Variable Scores

No.	Class Interval	Absolute Frequency (%)	Relative Frequency (%)	Cumulative Frequency (%)
1.	72 – 75	2	3,39	0
2.	76 – 79	12	20,34	2
3.	80 – 83	13	22,03	14
4.	84 – 87	16	27,12	27
5.	88 – 91	13	22,03	56
6.	92 – 95	2	3,39	58
7.	96 – 99	1	1,69	59
		59	100	

Source: Results of data processing using SPSS version 25

The distribution of data or scores work in environment (X2) variable there is in Table 3 below.

Table 3. List of Frequency Distribution of Work Inveronment Variable Scores

No.	Class Interval	Absolute Frequency (%)	Relative Frequency (%)	Cumulative Frequency (%)
1.	73 – 76	2	3	0
2.	77 – 80	13	22	2
3.	81 – 84	11	19	15
4.	85 – 88	12	20	26
5.	89 – 92	16	27,12	54
6.	93 – 96	4	6,78	58
7.	97 – 100	1	1,69	59
		59	100	

Source: Results of data processing using SPSS version 25

The distribution of data or scores esprit de corps (X3) variable there is in Table 4 below.

Table 4. List of Frequency Distribution of Esprit de Corps Variable Scores

No.	Class Interval	Absolute Frequency (%)	Relative Frequency (%)	Cumulative Frequency (%)
1.	73 – 76	5	8	0
2.	77 – 80	14	23,73	5
3.	81 – 84	9	15	19
4.	85 – 88	13	22,03	28
5.	89 – 92	14	23,73	55
6.	93 – 96	2	3,39	57
7.	97 – 100	2	3,39	59
		59	100	

Source: Results of data processing using SPSS version 25

The distribution of data or scores competence (X4) variable there is in Table 5 below.

Table 5. List of Frequency Distribution of Competence Variable Scores

No.	Class Interval	Absolute Frequency (%)	Relative Frequency (%)	Cumulative Frequency (%)
1.	81 - 84	14	24,59	0
2.	85 - 88	7	13,11	14
3.	89 - 92	13	21,31	21
4.	93 - 96	10	16,39	34
5.	97 - 100	9	14,75	44
6.	101 - 104	5	8,19	53
7.	105 - 108	1	1,63	59
		59	100	

Source: Results of data processing using SPSS version 25

The results of hypothesis testing are summarized in Table 6 below.

Table 6. Recapitulation of the Results of Hypothesis Testing

No.	Hypothesis	Statistic Test	Result of t Test	H ₀ Decision	Conclusion
1.	Training has a positive direct effect on combat readiness.	H ₀ : $\beta_{yx1} \leq 0$ H ₁ : $\beta_{yx1} > 0$	t _{count} = 3,292 > t _{tab} = 1,672	rejected H ₀	a positive direct effect
2.	Work environment has a positive direct effect on combat readiness.	H ₀ : $\beta_{yx2} \leq 0$ H ₁ : $\beta_{yx2} > 0$	t _{count} = 2,578 > t _{tab} = 1,672	rejected H ₀	a positive direct effect
3.	Esprit de corps has a positive direct effect on combat readiness.	H ₀ : $\beta_{yx3} \leq 0$ H ₁ : $\beta_{yx3} > 0$	t _{count} = 2,022 > t _{tab} = 1,672	rejected H ₀	a positive direct effect
4.	Competence has a positive direct effect on combat readiness.	H ₀ : $\beta_{yx4} \leq 0$ H ₁ : $\beta_{yx4} > 0$	t _{count} = 3,035 > t _{tab} = 1,672	rejected H ₀	a positive direct effect
5.	Training has a positive direct effect on competence.	H ₀ : $\beta_{x4x1} \leq 0$ H ₁ : $\beta_{x4x1} > 0$	t _{hit} = 3,866 > t _{tab} = 1,672	rejected H ₀	a positive direct effect
6.	Work environment has a positive direct effect on competence.	H ₀ : $\beta_{x4x2} \leq 0$ H ₁ : $\beta_{x4x2} > 0$	t _{hit} = 1,858 > t _{tab} = 1,672	rejected H ₀	a positive direct effect
7.	Esprit de corps has a positive direct effect on competence.	H ₀ : $\beta_{yx3} \leq 0$ H ₁ : $\beta_{yx3} > 0$	t _{count} = 1,732 > t _{tab} = 1,672	rejected H ₀	a positive direct effect
8.	Training has a positive direct effect on esprit de corps.	H ₀ : $\beta_{x3x2} \leq 0$ H ₁ : $\beta_{x3x2} > 0$	t _{hit} = 2,953 > t _{tab} = 1,672	rejected H ₀	a positive direct effect

Source: Results of data processing using SPSS version 25

Discussion

Effect of Training on Combat Readiness

Based on empirical evidence, it shows that training is a fairly important variable and has a positive direct effect on the combat readiness of the 15th Air Squadron personnel so H₁ is accepted. This effect can be proven by the value of t_{count} = 3,292 > t_{table} (0,05;57) = 1,672. In line with research findings, training is a variety of introduction efforts to develop employee performance for the work they carry out or also something related to their work (Bardin and Russell, 1998). Through training conducted in an organization, it is hoped that the performance of the participants can be developed or improved. Training is still considered an effective effort or activity to improve employee performance. The strategy of the training program is to ensure that the expected training results show that workers be able to complete their jobs. This means that the combat readiness achieved by employees is a reflection of the success of the training program implemented by an organization. The level of performance achievement is influenced by the success of the training implementation.

Effect of Work Environment on Combat Readiness

Based on empirical evidence shows that the work environment has a fairly important role and has a positive direct effect on combat readiness of the 15th Air Squadron personnel so H₂ is accepted. This effect can be proven by the value of t_{count} = 2,578 > t_{table} (0,05;57) = 1,672. The work environment includes the physical and non-physical environment, both of which are integral parts that cannot be separated. The physical environment can be in the form of providing work facilities, a non-physical environment can be in the form of a work atmosphere and work relations whose linkages can be correlated (Sedarmayanti, 2013b). The work environment is all aspects of physical work, work psychology, and work regulations that can affect job satisfaction and productivity development (Mangkunegara, 2013). According to Kohun in Taiwo (2010) that the work environment is a whole

consisting of the overall strengths, actions and other influencing factors that currently and, or have the potential to compete with, employee activities and performance.

Effect of Esprit de Corps on Combat Readiness

Based on empirical evidence, shows that esprit de corps has a fairly important role and has a positive direct effect on combat readiness of the 15th Air Squadron personnel so H3 is accepted. This effect can be proven by the value of $t_{\text{count}} = 2,578 > t_{\text{table } (0,05;57)} = 1,672$. Esprit de corps is needed to move members of a team, group, or organization in carrying out a job or task. Therefore, Henry Fayol considered the esprit de corps to be very important, so it was included as one of the 14 principles of management he put forward. Torgwyn (1944) argues that esprit de corps must be fostered because harmony and unity among members of the organization is a great strength in the organization and can increase organizational readiness in dealing with dynamic situations. Lusch and Mejza (2005) relate esprit de corps to soldier/military life, that in a soldier's life, esprit de corps is needed to be nurtured and developed to foster a sense of responsibility and love for its unit and foster good solidity among members oriented towards maximum implementation readiness.

Effect of Competence on Combat Readiness

Based on empirical evidence, it shows that competence is one of the variables that is quite important and has a positive direct effect on the combat readiness of the 15th Air Squadron personnel so H4 is accepted. This effect can be proven by the value of $t_{\text{count}} = 3,035 > t_{\text{table } (0,05;57)} = 1,672$. Boyatzis in Hunt & Wallace (1997) states that the underlying characteristics of a person that produce effective or superior performance be able to in the form of traits, motives, skills, aspects of self-image or social roles, or a knowledge collection. This competence will produce an individual output who will be able to work effectively and of superior quality from all aspects of both traits, motives, skills, and knowledge. Competence is a collection of related knowledge, skills, and attitudes that affect a large part of a person's work (roles or responsibilities), which are correlated with performance in the workplace, be able to be measured against the standard of well-accepted and be able to be improved through training and development (Oscelik, 2006). Competence is one of the important components that must be owned by an employee to carry out a good job (Ardiansyah and Sulistyowati, 2018).

Effect of Training on Competence

Based on empirical evidence, it shows that the training is a fairly important variable and has a positive direct effect on the competence of 15th Air Squadron personnel so H5 is accepted. This effect can be proven by the value of $t_{\text{count}} = 3,866 > t_{\text{table } (0,05;57)} = 1,672$. Implementation of training for participants can increase the competency of the trainees. Combat readiness is the soldier's level of preparedness psychologically and physically through training and psychological interventions aimed at developing a soldier's capability to perform a given military task successfully (Nkewu, 2014). The results of this study are by Febriyanti's previous research (2013) which states that training methods have a positive effect on employee competence. The research results of Danescu (2015) found that training shows a significant effect on competence. The research results of Esposito and Freda (2015) also found that training can improve the competence of the trainees.

Effect of Work Environment on Competence

Based on empirical evidence, it shows that the work environment is a variable that is quite important and has a positive direct effect on the competence of the 15th Air Squadron personnel so H6 is accepted. This effect can be proven by the value of $t_{\text{count}} = 1,858 > t_{\text{table } (0,05;57)} = 1,672$. According to Both in Singha (2015), that competence is supported and influenced by several components, namely personnel readiness, material readiness, and unit readiness. The work environment in physical form is related to material and unit readiness. Competence is an ability based on skills and knowledge that is supported by work attitudes and their application in carrying out tasks and work in the workplace that refers to predetermined work requirements (Ardiansyah, Y. and Sulistiyowati, 2018). A work environment is a place where there are groups in which there are several supporting facilities to achieve company goals by the company's vision and mission (Sedarmayanti, 2013a).

Effect of Esprit de Corps on Competence

Based on empirical evidence, it shows that the esprit de corps has a fairly important role and has a positive direct effect on the competence of the 15th Air Squadron personnel so H7 is accepted. This effect can be proven by the value of $t_{\text{count}} = 2,578 > t_{\text{table } (0,05;57)} = 1,672$. Esprit de corps or collective motivation cannot be separated from everyday human life, people who are not motivated to work will naturally be unable to compete with those who are highly motivated to work. Motivation includes collective motivation, even though it has been owned, it is not a guarantee that it will be able to compete, they must cleverly utilize motivation to get better at it achieve the quality or competence of human resources, work quality, and work results (Hafid, 2017).

Effect of Training on Esprit de Corps

Based on empirical evidence, it shows that the training has a fairly important role and has a positive direct effect on the esprit de corps of the 15th Air Squadron personnel so H8 is accepted. This effect can be proven by the

value of $t_{\text{count}} = 2,578 > t_{\text{table } (0,05;57)} = 1,672$, which means that the training has a positive direct effect on esprit de corps. Priansa dan D.J (2011) stated that one of the benefits of the training program is to create a more favorable attitude of loyalty and cooperation. Loyalty and cooperation are part of the esprit de corps that can be created or fostered through training programs. Participants are trained to respect each other and are willing to work together in group work. For this reason, it is necessary to explain the importance of patience and understanding of the members in working together. They are trained to be patient, not blame each other and be selfish. Through this kind of training, it is expected that a sense of togetherness will grow and become stronger.

CONCLUSION

Conclusions that can be drawn based on the analysis of empirical findings and discussion of research results are as follows:

The work environment has a positive direct effect on combat readiness, with the positive contribution being 10,4%. This means that conditions and situations that are conducive and good will be able to increase combat readiness.

Esprit de corps has a positive direct effect on combat readiness, with the positive contribution being 11,3%. This means that a strong and good esprit de corps will be able to increase combat readiness.

Competence has a positive direct effect on combat readiness, with the positive contribution being 13,9%. This means that the presence of high personnel competence will be able to increase combat readiness.

Training has a positive direct effect on competence, with the positive contribution being 23,6%. This means that programmed training activities will be able to increase the competence of personnel.

The work environment has a positive direct effect on competence, with the positive contribution being 8,1%. This means that conditions and situations that are conducive and good will be able to increase competency even though it is not significant.

Esprit de corps has a positive direct effect on competence, with the positive contribution being 10,6%. This means that a strong and good esprit de corps will be able to increase competence.

Esprit de corps has a positive direct effect on competence, with the positive contribution being 14,7%. This means that a strong and good esprit de corps will be able to increase competence.

Considering that there are still deficiencies in this study, it's suggested to conduct further research on combat readiness from other variables.

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