

The Influence of Competence and Synergy on the Performance of Kodam Jaya Personnel Mediated by Leadership

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Abstract

The purpose of this study is to establish harmonious cooperation between human resources within an agency or organization so that it can affect the performance of the agency, especially at the Jakarta Military Regional Command (Kodam Jaya). The method of analysis is done through explanatory research, with the application of PLS/SEM. Concepts and problems under study look at causality, then explain the variables causing the problem under study. The research sample was 123 Staff and Regional Military Command Officers of Kodam Jaya. The results of this study Competence has a positive effect on the performance of personnel at Kodam Jaya. Synergy has a positive effect on the performance of personnel at Kodam Jaya. Leadership has a positive effect on performance at Kodam Jaya. Competence and synergy have a positive effect on personnel performance at Kodam Jaya which is mediated by leadership, illustrating that competence, synergy and leadership at Kodam Jaya can have an influence on personnel performance at the Jakarta Military Regional Command.

Keywords: Competence, Synergy, Leadership, Performance

I. INTRODUCTION

Human resource issues continue to be a critical concern and a foundational pillar for organizations striving to survive in the era of globalization. Human resources play a central role in every organizational activity, including at the Jakarta Regional Military Command (Kodam Jaya). Despite the availability of extensive facilities, infrastructure, and financial resources, without the support of competent human capital, organizational operations at Kodam Jaya cannot be conducted effectively or optimally. This underscores the notion that human resources are a key factor that must be prioritized and managed to their fullest potential, as they ultimately determine the success of organizational activities in any context.

Every organization is established with specific goals aligned with its vision and mission. Achieving these goals requires effective cooperation. The success of any institution is inseparable from the optimal contributions made by its members or employees. Harmonious collaboration among human resources within an institution or organization can significantly influence overall performance. The historical development of Kodam Jaya, as a military entity, has been long and dynamic, particularly in terms of leadership succession among its high-ranking commanders.

In accordance with Presidential Regulation No. 66 of 2019 on the Organizational Structure of the Indonesian National Army, and Regulation No. Perpang/28/IV/2010 dated April 20, 2010 issued by the Commander of the Indonesian National Armed Forces concerning the organizational structure, job hierarchy, and military ranks, the Jakarta Regional Military Command (Kodam Jaya) functions as a central work unit under the Indonesian National Armed Forces Headquarters and the Army Headquarters. It serves as both a military staff unit and an operational executor at the national level.

Personnel performance is defined as a condition in which an individual achieves accomplishments for a specific organization and demonstrates the motivation and desire to maintain their role within that organization (J. Sun et al., 2021). In the current era, organizational performance has become increasingly important. When organizations struggle to recruit highly qualified individuals, performance becomes a critical measure for identifying personnel with strong qualifications, loyalty, and work effectiveness. Thus, organizational performance is considered a vital benchmark in determining personnel quality and performance levels within an organization.

Personnel competence refers to an individual's ability or capacity to perform various tasks in a job (Robbins et al., 2019), and this capability is determined by intellectual and physical factors. Other definitions of competence describe it as a combination of skills, knowledge, core attitudes, and values inherent in an individual, as reflected in consistent thinking and behavior. In other words, competence is not merely about what someone knows or can do—it also involves the willingness to act on that knowledge in ways that generate tangible benefits. Organizational synergy is crucial for ensuring that business operations run effectively and efficiently. One of the key indicators of achieving high organizational synergy is the leadership style adopted within the organization.

Organizational synergy, as defined by Garzella & Fiorentino (2019) and Deckers & Deckers (2020), reflects the performance-oriented attitude of personnel and constitutes an ongoing process by which members of an organization demonstrate their commitment to its success and overall well-being. Therefore, institutions must strive to enhance organizational synergy by developing leadership styles that are well-suited to the specific conditions and needs of the organization.

Organizational success can be attributed to the contributions of its members. Leadership plays a central role in assigning tasks to personnel in accordance with their respective roles and responsibilities. A leader must be capable of managing the organization effectively, fostering a conducive working environment, and monitoring personnel performance throughout task execution. Consequently, leaders require a team of subordinates or personnel whom they can mobilize to carry out organizational functions in an efficient and proper manner.

The development of a well-functioning organization necessitates both an effective leadership style and strong organizational commitment. Leadership style refers to the behavioral traits exhibited by a leader in guiding a company or institution. A leader's success is greatly influenced by their leadership model, which encompasses their ability to lead and

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interact with fellow leaders, subordinates, superiors, the organization as a whole, and the external environment. An individual's experiences significantly shape their decision-making approach and the performance of the organization they lead.

A leader's ability to mobilize others or followers toward achieving predetermined goals is highly dependent on their authority and ability to generate intrinsic motivation among subordinates, colleagues, and even their superiors. According to Hendrickson (2019), the communication climate provides guidelines for individual decision-making and behavior, enabling tasks to be performed effectively, honestly, and creatively. This climate significantly influences how individuals operate within an organization.

For leaders, decision-making is a critical dynamic in the management process. Organizations function through cooperation governed by their internal rules and ethical standards. Therefore, the effectiveness of leadership in steering organizational operations through decision-making is also determined by the attitudes of members or subordinates toward those decisions.

Performance is a reflection of the degree to which a program, activity, or policy has achieved its stated goals, objectives, vision, and mission as outlined in an organization's strategic plan (Moeheriono, 2018). Hasibuan et al. (2018) define performance as the work output achieved by an individual in carrying out assigned tasks, based on skill, experience, capability, and time frame. Personnel performance is a crucial component that must be prioritized by organizations, as it directly contributes to the realization of organizational objectives.

Kodam Jaya must uphold higher standards of professionalism, objectivity, and integrity, thereby shaping the character of each individual in terms of their conduct and response to various task-related situations. This aspiration can be realized only if all units within Kodam Jaya are mature in organizational management, possess a performance-oriented mindset, implement clear and effective governance, manage human resources based on a merit system, and maintain reliable internal controls.

II. LITERATURE REVIEW

Competence

According to McAshan (2019), competence refers to the knowledge, expertise, and abilities possessed by an individual that become part of their identity, enabling them to exhibit cognitive, affective, and psychomotor behaviors. Macpherson (2018) describes human resources as employees who are prepared, capable, and ready to achieve organizational objectives. Waris (2019) further defines human resource competence as a combination of knowledge, skills, abilities, and personality traits that directly influence an individual's performance.

Based on studies conducted by Sedarmayanti (2019) and Rohida (2019), the core competencies required of human resources include:

1. Possessing computer literacy (particularly for line executives);
2. Having a broad understanding of organizational vision;
3. Demonstrating the ability to anticipate the impact of change;
4. Having the capability to educate others on human resource management.

The importance of competence, as emphasized by Aranki et al. (2019), lies in its foundational role as a characteristic that underpins individual performance effectiveness in the workplace. Competence comprises intrinsic attributes that have a causal relationship with performance criteria and are associated with high or superior performance in specific contexts or job roles.

This conceptualization aligns with the implementation of competencies required for all personnel involved in activities at the Jakarta Regional Military Command (Kodam Jaya), where individual competencies are expected to contribute significantly to improving organizational performance.

Synergy

Synergy is a win-win form of collaboration that results from the cooperative efforts of multiple parties without any sense of loss or disadvantage among them. According to Stephen Covey in his book *The 7 Habits of Highly Effective People*, synergy is exemplified by the equation $1 + 1 = 3$, indicating that the outcome of cooperation exceeds the sum of individual contributions. Synergy involves complementing and integrating differences to achieve outcomes greater than the mere aggregation of parts. The essential principles of synergy include a focus on positive results, mutual cooperation toward shared goals, and the pursuit of consensus as an effective foundation for collaboration (Covey, 2019; Jabeen, 2019).

In performance measurement systems, it is crucial to evaluate strategic factors that influence the value of synergy (Garzella & Fiorentino, 2019). Realizing synergy is a collective achievement that emerges from habitual and sustained collaboration. Importantly, achieving synergy does not mean compromising or settling for the middle ground, but rather, discovering a “third alternative” that elevates the potential of all parties involved. Synergy is founded on differences, not similarities. It fosters creative cooperation by respecting diversity, leveraging strengths, and compensating for weaknesses.

Leadership

Maheshwari and Yadav (2019) define leadership as a comprehensive pattern of a leader's actions, encompassing both visible and invisible behaviors as perceived by subordinates. Leadership style reflects a consistent combination of philosophy, skills, traits, and attitudes that shape an individual's behavior. Leadership is fundamentally an interactive process between leaders and employees, wherein the leader seeks to influence the actions and attitudes of employees to achieve the goals of the organization or institution (Northouse, Manning & Robertson, 2019; Maheshwari & Yadav, 2019; Chanpoom & Intrawong, 2019).

Performance

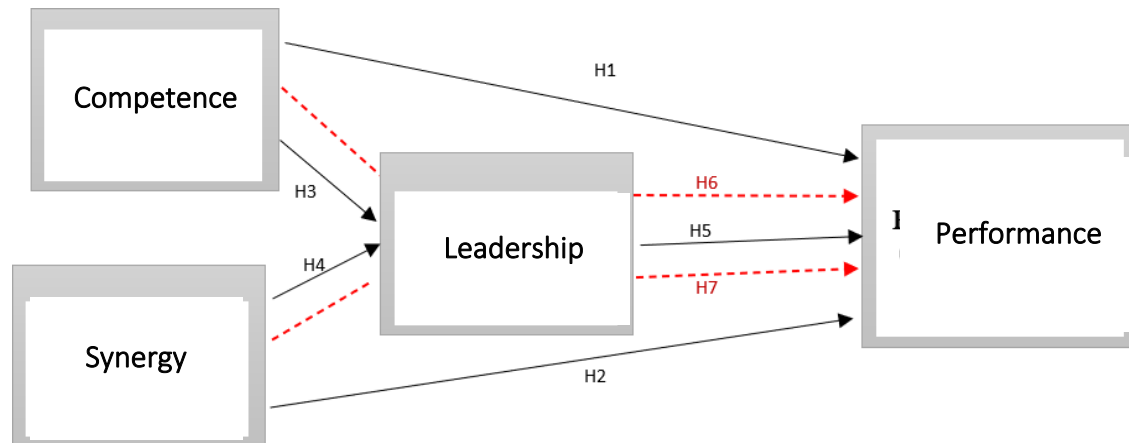
According to Liu et al. (2019), performance refers to an employee's achievement in carrying out assigned duties and responsibilities. Tarifa-Fernández et al. (2019) describe performance as the outcome of an employee's work over a specific period, assessed against various benchmarks such as predefined standards, targets, or mutually agreed-upon criteria.

Employee performance quality must be measurable. The indicators of high-quality employee performance can be evaluated based on five dimensions that serve as key measurement aspects, namely:

- a. **Quality of work** – the standard or excellence of the tasks completed;
- b. **Promptness** – timeliness and speed in task execution;

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- c. **Initiative** – the ability to act independently and resourcefully;
- d. **Capability** – the competence and proficiency in performing tasks;
- e. **Communication** – the effectiveness of conveying and exchanging information.



Picture 1.1 Research Paradigm

Based on the research paradigm outlined above, the researcher formulates the following research hypotheses:

Research Hypotheses

- H1: Competence has a positive influence on personnel performance at Kodam Jaya.
- H2: Synergy has a positive influence on personnel performance at Kodam Jaya.
- H3: Competence has a positive influence on leadership at Kodam Jaya.
- H4: Synergy has a positive influence on leadership at Kodam Jaya.
- H5: Leadership has a positive influence on personnel performance at Kodam Jaya.
- H6: Competence has a positive influence on personnel performance at Kodam Jaya, mediated by leadership.
- H7: Synergy has a positive influence on personnel performance at Kodam Jaya, mediated by leadership.

III. RESEARCH METHODOLOGY

The objects of this study are the variables of Competence (X1), Synergy (X2), and Leadership (Z) in relation to the Personnel Performance variable (Y) at Kodam Jaya. This research employs a survey technique, adopts a deductive approach, and is quantitative in nature (Yuliawan, 2021). The deductive approach aims to test theoretical frameworks by collecting data from respondents, followed by implementation and observation through statistical testing. The quantitative method focuses on data collection that aligns with the research problem, population size, and subsequent data analysis. This study is categorized as hypothesis testing, which aims to explain the nature of relationships between two or more variables.

Data Collection Technique

The data collection technique is considered the most strategic step in research, as the primary objective of any study is the acquisition of data. In this research, data were collected using a questionnaire. The questionnaire consisted of a set of written questions or statements distributed to selected respondents, namely the human resources personnel working at Kodam Jaya. The questionnaire is an efficient method of data collection, particularly when the researcher has a clear understanding of the variables to be measured.

Population and Sample

The population used in this study refers to the total group of individuals or objects relevant to the research. According to Sarstedt et al. (2020), a population encompasses all elements or individuals targeted in a study. When a researcher intends to investigate every characteristic and element within the research domain, the study is classified as a population study. Sugiyono (2017) defines population as a generalization area consisting of specific characteristics or qualities determined by the researcher to be studied and from which conclusions will be drawn.

The population in this research comprises military leaders at Kodam Jaya, including those holding the ranks of Brigadier General (Pati), Colonel, Lieutenant Colonel (Letkol), Major, and echelon II and III leadership positions who are involved in strategic policy-making. The lowest rank included in the population is Captain, with a total population of 130 personnel. A sample is a subset of the population that possesses the same characteristics as the overall group. Sampling involves selecting a representative group from the population to reflect the actual conditions and characteristics. Proper sampling ensures that the sample accurately represents the population—a condition referred to as representativeness (Hair et al., 2019). The determination of sample size is influenced by the analytical tools to be used. In this study, data analysis will employ Structural Equation Modeling (SEM) using the SmartPLS 3.0 software.

Primary data for this study were collected through a survey method. The survey utilized a structured questionnaire as the primary data collection instrument. Questionnaires are among the most widely used tools in business research (Zeng et al., 2021). To ensure objectivity, the questionnaire did not request the respondents' names or the names of their institutions. The accompanying cover letter assured respondents that their answers would be kept confidential and used solely for academic purposes.

Referring to Hennink & Kaiser (2022), a sample size greater than 30 and fewer than 500 is generally considered appropriate for academic research. Another widely referenced method for determining sample size is the Krejcie and Morgan table, which provides a statistical formula for calculating representative sample sizes in quantitative research.

$$S = \{ \lambda^2 \cdot N \cdot P \cdot Q \} / \{ d^2 (N-1) + \lambda^2 \cdot P \cdot Q \}$$

Explanation:

S = sample size

λ^2 = lambda (multiplication factor) with degrees of freedom (df) = 1;

error levels may be set at 1%, 5%, or 10%

N = population size

P (normally distributed population) = Q = 0.5

Based on the formula and the Krejcie and Morgan table, for a population size ranging from 100 to 180, the minimum required sample size is between 80 and 123 respondents.

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IV. HYPOTHESIS TESTING

Hypothesis testing is conducted to determine the significance of the influence among independent, mediating, and dependent variables. The aim is to assess whether the independent and mediating variables have a significant influence on the dependent variable, both partially and simultaneously. The results of these tests ultimately lead to conclusions regarding the acceptance or rejection of the proposed hypotheses.

To determine whether an instrument is suitable for use, a significance test of the correlation coefficient is conducted at a significance level of 0.05. An instrument is considered valid if it shows a significant correlation with the total instrument score.

Reliability testing is used to assess the measurement tool—in this case, the questionnaire—as an indicator of a variable or construct. A questionnaire is deemed reliable if respondents' answers are consistent or stable over time (Sekaran & Bougie, 2016). In this study, instrument reliability is evaluated using SmartPLS version 3.29. The reliability criterion is based on Cronbach's Alpha. According to Sekaran & Bougie (2016), a measurement tool is considered reliable if the reliability coefficient exceeds 0.70, which is the standard reliability threshold.

Furthermore, the factor loading value for each indicator should exceed 0.5, and the Average Variance Extracted (AVE) must also be greater than 0.5 to indicate convergent validity.

1. Outer Loading Test

Outer loading refers to the value of an indicator within a variable, indicating the degree to which the indicator reflects its underlying construct. This value serves as a measure of validity in the researcher's questionnaire. The minimum requirement for outer loading is > 0.5 (Shandyastini et al., 2016). There are three key criteria in measurement analysis: convergent validity, discriminant validity, and composite reliability (Mia & Mirwan, 2012).

2. Average Variance Extracted (AVE) Test

Validity can also be tested using the Average Variance Extracted (AVE), which confirms discriminant validity. AVE measures the proportion of variance captured by the construct relative to the variance due to measurement error. An AVE value greater than 0.5 indicates acceptable validity (Shandyastini et al., 2016). If the AVE requirement is met, the statement or indicator is deemed valid.

3. Cronbach's Alpha Test

The Cronbach's Alpha coefficient indicates the reliability of each variable. A variable is considered reliable if its Cronbach's Alpha value is greater than 0.5 (Imam Ghazali, 2015). This method is widely used to evaluate the dependability of questionnaires and helps detect inconsistent indicators.

4. Composite Reliability Test

Another method for measuring reliability is composite reliability, which may yield more conservative results. This method is recommended because it provides a more accurate estimation of parameter reliability. A construct is considered reliable if the composite reliability value exceeds 0.70 (Imam Ghazali, 2015).

Structural Model (Inner Model)

The inner model analysis is used to predict the relationships among variables, including both direct effects and indirect effects (Shandyastini et al., 2016).

1. Path Coefficients Test

Path coefficients represent the direct effect of one variable (considered a cause) on another variable (considered an effect). These coefficients are standardized as they are estimated based on correlations (i.e., unstandardized regression path coefficients). Path coefficients are typically denoted with two subscripts. The significance of a relationship can be observed in the *Path Coefficients* table, particularly under the *T-statistics* column (Imam Ghazali, 2015). A relationship is considered statistically significant at the 5% level if the T-statistic exceeds 1.96 or if the P-value is less than 0.05 (Imam Ghazali, 2015).

2. Indirect Effect Test

The indirect effect test is conducted to determine the role of a mediating variable—in this case, leadership—between competence and synergy. A relationship is considered statistically significant at the 5% level if the T-statistic exceeds 1.96 or if the P-value is less than 0.05 (Imam Ghazali, 2015).

3. Research Findings and Discussion

Research Results

Respondents' Responses

The average score for the *competence* variable was 4.122, indicating that respondents' answers fell within the interval of 3.40–4.19, which corresponds to the category *Good (G)* or *High (H)*. This result suggests that the respondents' perception of competence can be considered good. The highest average score was recorded for statement number 3: "Personnel at Kodam Jaya understand the regulations that have been implemented," with a mean score of 4.382 and a standard deviation of 0.967. The lowest score was found in statement number 7: "Many personnel have above-average capabilities," with a mean of 3.240 and a standard deviation of 1.255.

The average score for the *synergy* variable was 3.870, also within the interval of 3.40–4.19, indicating *Good* or *High* responses. Therefore, the respondents' perception of synergy can be interpreted as good. The highest average scores were 4.008, both in statement number 8: "Quickly understand when a task is assigned by the organization," and statement number 9: "Always attend meetings organized by Kodam Jaya," with standard deviations of 1.272 and 1.213 respectively. These statements received consistent responses reflecting good or high perceptions. The lowest average score was 3.455 with a standard deviation of 1.599, found in statement number 7: "All personnel are involved in organizational activities." This lower score suggests that many respondents may be less responsive or attentive when instructed to participate in organizational activities by leadership.

The average score for the *leadership* variable was 4.266, placing it in the interval of 4.20–5.00, which corresponds to *Very Good (VG)* or *Very High (VH)*. Thus, respondents' perception of leadership at Kodam Jaya is considered very good. The highest score was 4.553 with a standard deviation of 0.665, observed in statement number 5: "Leaders always utilize available potential to improve the welfare of personnel." The lowest score, 3.878 with a standard deviation of 1.412, was recorded in statement number 1: "All leaders always dress neatly." Although this score still falls within an acceptable range, it highlights the importance of leaders maintaining a professional appearance to foster a productive and motivating work environment.

The average score for the *performance* variable was 4.349, also within the *Very Good* or *Very High* category (4.20–5.00). This result indicates that respondents' perceptions of personnel performance are highly favorable. The highest average score

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was 4.496, with a standard deviation of 0.758, for the statement: "Demonstrates a work method design to be used." Based on descriptive statistics for all performance variables, respondents' answers were consistently very good. This demonstrates a high level of engagement and a positive attitude from personnel toward improving the performance of Kodam Jaya. It is evident that nearly all response averages exceeded 4.20, indicating consistently high perceptions across the board.

4. Data Validity Test

This validity test was conducted to determine the accuracy and appropriateness of the questionnaire items. According to Shandyastini et al. (2016), the Average Variance Extracted (AVE) value must exceed 0.5. As shown in Table 1, the output meets the required criteria, indicating that the AVE values in this study are acceptable and the constructs are considered valid.

Table 1. Results of Average Variance Extracted (AVE) Test

Variable	AVE	Description
Competence	0.688	Valid
Synergy	0.647	Valid
Leadership	0.663	Valid
Performance	0.618	Valid

Source: PLS 3.0 Output (2022)

a. Validity Test of the Competence Variable (X1)

The validity test results based on PLS 3.0-SEM output for the competence variable are presented in the table below:

Table 2. Validity Test Results of the Competence Variable

Statement	o-sample	t-statistic	Description
KO1	0.900	24.081	Valid
KO2	0.947	92.435	Valid
KO3	0.721	9.722	Valid
KO4	0.762	12.985	Valid
KO5	0.723	10.514	Valid
KO6	0.774	15.976	Valid
KO7	0.706	13.251	Valid
KO8	0.943	81.906	Valid
KO9	0.935	76.869	Valid

Source: PLS 3.0 Output (2022)

As shown in Table 2, all indicators for the competence variable have values above 0.5, indicating that the items are valid and suitable for measuring the competence construct.

b. Validity Test of the Synergy Variable

The validity test results based on PLS 3.0-SEM output for the synergy variable are presented in the table below:

Table 3. Validity Test Results of the Synergy Variable

Statement	o-sample	t-statistic	Description
SI1	0.777	15.132	Valid
SI2	0.800	21.099	Valid
SI3	0.886	49.892	Valid
SI4	0.747	10.206	Valid
SI5	0.729	13.336	Valid
SI6	0.750	9.372	Valid
SI7	0.804	18.552	Valid
SI8	0.849	18.979	Valid
SI9	0.880	41.756	Valid

Source: PLS 3.0 Output (2022)

As shown in Table 3, all indicators for the synergy variable have values above 0.5, indicating that the items are valid and can be used to measure the synergy construct.

c. **Validity Test of the Leadership Variable**

The validity test results based on PLS 3.0-SEM output for the leadership variable are presented in the table below:

Table 4. Validity Test Results of the Leadership Variable

Statement	o-sample	t-statistic	Description
KEP1	0.715	13.953	Valid
KEP2	0.792	14.447	Valid
KEP3	0.824	16.671	Valid
KEP4	0.802	15.895	Valid
KEP5	0.873	34.497	Valid
KEP6	0.783	15.779	Valid
KEP7	0.872	25.287	Valid
KEP8	0.876	32.582	Valid
KEP9	0.779	12.639	Valid

Source: PLS 3.0 Output (2022)

As shown in Table 4, all indicators for the leadership variable have values above 0.5, indicating that the items are valid and appropriate for measuring the leadership construct.

d. **Validity Test of the Performance Variable**

The validity test results based on PLS 3.0-SEM output for the performance variable are presented in the table below:

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Table 5. Validity Test Results of the Performance Variable

Statement	o-sample	t-statistic	Description
KI1	0.745	15.387	Valid
KI2	0.869	40.129	Valid
KI3	0.763	11.094	Valid
KI4	0.773	16.295	Valid
KI5	0.817	20.296	Valid
KI6	0.744	14.347	Valid

Source: PLS 3.0 Output (2022)

As shown in Table 5, all indicators for the performance variable have values above 0.5, confirming the validity of the performance questionnaire items.

5. Reliability Test

The reliability test aims to determine the extent to which a measurement result is consistent when applied repeatedly under the same conditions. A set of questionnaire items is considered reliable if the reliability coefficient is greater than or equal to 0.7.

Table 6. Reliability Test Results

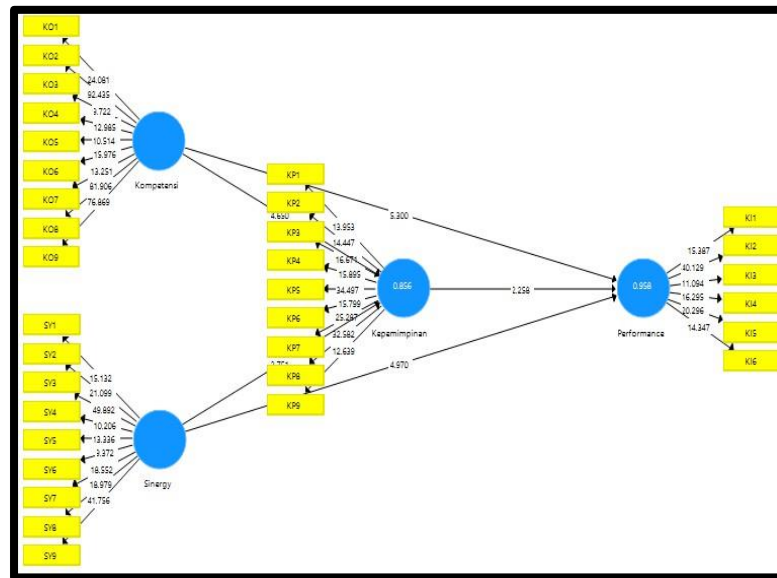
Variable	Cronbach's Alpha	Composite Reliability
Competence	0.941	0.951
Synergy	0.931	0.943
Leadership	0.936	0.946
Performance	0.907	0.876

Source: PLS 3.0 Output (2022)

As shown in Table 6, the values of both Cronbach's Alpha and Composite Reliability exceed 0.7, indicating that all variables are considered reliable.

Structural Model Evaluation (Inner Model) Path Coefficient Test Results

The structural model can be evaluated by examining the R-square values for each endogenous latent variable, which reflect the predictive power of the model. The path coefficient values for the endogenous variables are assessed for significance based on the T-statistic or P-value. If all these criteria are met, then the model can be considered to have satisfactory predictive validity. The results of the PLS Bootstrapping test. The outcomes of the structural model evaluation can be observed in Figure 1 below.



Source: PLS 3.0 Output (2022)

Figure 1. PLS Bootstrapping Results Display

Significance can be observed in the *Path Coefficients* table, specifically through the T-statistics output values (Imam Ghazali, 2015). At the 5% significance level, the requirement is met if the T-statistic exceeds 1.96 or the P-value is below 0.05 (Imam Ghazali, 2015). Table 7 presents the results of the path coefficient test.

Table 7. Path Coefficient Test Results

Hypothesis	$\alpha \rightarrow \beta$ (Direct)	T-statistic	P-value	Conclusion
H1	Competence $\rightarrow$ Performance	5.300	0.000	Significant / Accepted
H2	Synergy $\rightarrow$ Performance	4.970	0.000	Significant / Accepted
H3	Competence $\rightarrow$ Leadership	4.650	0.000	Significant / Accepted
H4	Synergy $\rightarrow$ Leadership	2.751	0.006	Significant / Accepted
H5	Leadership $\rightarrow$ Performance	2.258	0.024	Significant / Accepted

Source: PLS 3.0 Output (2022)

Explanation of Hypothesis Testing Results:

- **H1:** Competence has a T-statistic value of $5.300 > 1.96$ and a P-value of $0.000 < 0.050$. This indicates that competence has a significant influence on performance.
- **H2:** Synergy has a T-statistic value of $4.970 > 1.96$ and a P-value of $0.000 < 0.050$. This shows that synergy has a significant positive influence on performance.
- **H3:** Competence has a T-statistic value of $4.650 > 1.96$ and a P-value of $0.000 < 0.050$. This confirms that competence significantly influences leadership.
- **H4:** Synergy has a T-statistic value of $2.751 > 1.96$ and a P-value of $0.006 < 0.050$. This result indicates that synergy has a significant positive effect on leadership.
- **H5:** Leadership has a T-statistic value of $2.258 > 1.96$ and a P-value of $0.024 < 0.050$. This demonstrates that leadership has a significant positive impact on performance.

Indirect Effect Test Results

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The significance of the indirect effect is assessed using the T-statistics value (Imam Ghozali, 2015). At the 5% significance level, a relationship is considered statistically significant if the T-statistic exceeds 1.96 or the P-value is less than 0.05 (Imam Ghozali, 2015). The results of the indirect effect test are shown in Table 8.

Table 8. Indirect Effect Test Results

Hypothesis	X → M → Y / With Mediator	T-statistic	P-value	Result
H6	Competence → Leadership → Performance	2.102	0.023	Significant / Accepted
H7	Synergy → Leadership → Performance	2.651	0.000	Significant / Accepted

Source: PLS 3.0 Output (2022)

- **H6:** Competence has a T-statistic value of $2.102 > 1.96$ and a P-value of $0.023 < 0.050$. This indicates that competence significantly influences performance when mediated by leadership.
- **H7:** Synergy has a T-statistic value of $2.651 > 1.96$ and a P-value of $0.000 < 0.050$. This shows that synergy significantly influences performance when mediated by leadership.
- Structural model evaluation begins with assessing model fit by examining the R-square value. The results of the model's goodness of fit test are presented in Table 9.
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Table 9. Coefficient of Determination (R^2) Test Results

Variable	R^2	Adjusted R^2
Performance	0.958	0.856
Leadership	0.957	0.853

Source: PLS 3.0 Output (2022)

Based on Table 9, the **leadership** variable acts as a **mediating variable**, as indicated by an adjusted R-square value of 0.853. This suggests that leadership successfully serves as a mediator for performance. The result demonstrates that the variables **competence** and **synergy** collectively explain **85.30%** of the variance in performance. Furthermore, the **R-square value for performance** is 0.958, which indicates a strong model, as it exceeds the threshold of 0.70. This means that **95.80% of the variance in performance can be explained by leadership**. In addition to R-square values, further testing is conducted by examining the influence of endogenous variables on exogenous variables using the **effect size (f^2)**, as shown in Table 10.

Table 10. Effect Size f^2 Test Results for the Leadership Variable

Variable	Effect Size	Description
Competence	0.093	Weak
Synergy	0.053	Weak

Source: PLS 3.0 Output (2022)

The effect size (f^2) value for the **competence** variable is 0.093, indicating a notable influence. Likewise, **synergy** shows an effect size of 0.053. Although both values fall under the "weak" category by conventional standards, they still indicate meaningful structural effects. The **effect size (f^2)** values for both **competence** and **synergy** exceed the threshold of 0.02,

demonstrating structural influence that is acceptable in research involving smaller sample sizes. Therefore, both variables meet the required standards, suggesting that competence and synergy contribute structurally to the leadership variable. The results regarding the influence of **leadership on performance** are presented in Table 11.

Table 11. Effect Size f^2 Test Results for the Performance Variable

Variable	Effect Size	Description
Leadership	2.102	Large

Source: PLS 3.0 Output (2022)

The effect size (f^2) value for the **performance** variable, with **leadership** as the endogenous variable, is **2.102**. This value indicates that **performance** has a **large structural effect** within the model.

V. DISCUSSION

1. The Influence of Competence on the Performance of Kodam Jaya Personnel

The effect of competence on performance is statistically significant. This means that the higher the level of competence, the higher the level of performance. The findings of this study support previous research conducted by Tang (2018) and Andrades & Dimanche (2019). The results demonstrate that when personnel's motivation aligns with organizational expectations—namely, to develop themselves in support of the organization's goals through the achievement of individual performance—then the personnel will have formed a self-concept consistent with being an effective team member at Kodam Jaya.

This outcome can be attributed to personnel possessing adequate capabilities in their work. They demonstrate openness to all forms of feedback and criticism, have good knowledge of their tasks, maintain a high level of focus, and are adaptable to various job assignments. These characteristics are consistent with key indicators of high performance. Consequently, it can be concluded that the better the personnel's competence, the higher their performance at Kodam Jaya.

The soldiers and military staff exhibit thought patterns and behaviors that align with the values upheld by the organization, such as bravery, self-sacrifice, hard work, and willingness to help others. Additionally, they possess strong knowledge and skills related to their duties, as well as receive ongoing professional development from the institution. As a result, high performance can be achieved, enabling the organization to provide high-quality, timely services that meet public expectations.

Furthermore, personnel become more trained and qualified, institutional operations become more effective and efficient, and the development of required facilities and infrastructure becomes more comprehensive and well-equipped for Kodam Jaya. These findings are consistent with previous studies conducted by Tang (2018) and Andrades & Dimanche (2019).

2. The Influence of Synergy on the Performance of Kodam Jaya Personnel

Based on the results obtained, it was found that **synergy has a direct effect on performance**, with a T-statistic value of 4.970 (t-value > 1.96), indicating that the second hypothesis is accepted. The partial influence of synergy on performance was found to be statistically significant with a p-value of 0.000.

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The influence of synergy on performance is significant, meaning that the higher the synergy, the greater the performance. These findings support previous studies by Garzella & Fiorentino (2019) and Deckers & Deckers (2020), which define synergy as a behavior that reflects personnel performance and represents an ongoing process by which organizational members express their concern for the success and well-being of the organization. Therefore, organizations must strive to improve internal synergy, one way of which is by developing leadership styles that are well-suited to the organization's specific conditions. Organizational success is ultimately the result of the collective efforts of its members.

This result can be attributed to the strong influence of interdepartmental synergy in work processes. Personnel are receptive and open to various types of criticism and feedback. Their knowledge of job responsibilities is considered adequate, they demonstrate good levels of focus, and they are capable of adapting to assigned tasks. Furthermore, they receive proper compensation, and indicators of high performance are consistently demonstrated by personnel. Based on these findings, it can be concluded that improved synergy contributes to enhanced performance among Kodam Jaya personnel.

3. The Influence of Competence on Leadership Among Kodam Jaya Personnel

Based on the results obtained, it is evident that **competence has a direct effect on leadership**, with a T-statistic value of 4.650 ($t\text{-value} > 1.96$), indicating that the third hypothesis is accepted. The partial effect of competence on leadership was statistically significant, with a p-value of 0.000.

The influence of competence on leadership is significant, meaning that the higher the level of competence, the stronger the leadership. These findings support the research conducted by Maheshwari & Yadav (2019), who state that leadership is a comprehensive pattern of a leader's actions, whether visible or not to subordinates.

Leadership style reflects a consistent combination of philosophy, skills, traits, and attitudes that underlie a person's behavior. The test results show that employees demonstrate adequate job satisfaction, are open to receiving all types of feedback and criticism, possess sound knowledge of their responsibilities, exhibit good focus, are adaptable to various tasks, and receive fair compensation. These are all indicators of strong individual performance.

These outcomes may also be attributed to the fact that leaders are able to effectively manage and guide employees, motivate themselves in their work, and show empathy toward Kodam Jaya personnel. Additionally, they foster positive relationships through appropriate attitudes and behavior toward their subordinates.

Therefore, it can be concluded that stronger leadership enhances employee competence, which in turn contributes to improved organizational performance at Kodam Jaya.

4. The Influence of Synergy on Leadership Among Kodam Jaya Personnel

Based on the results obtained, it was found that **synergy has a direct effect on leadership**, with a T-statistic value of 2.751 ($t\text{-value} > 1.96$), indicating that the fourth hypothesis is accepted. The partial effect of synergy on leadership was statistically significant, with a p-value of 0.006. The influence of synergy on leadership is significant, meaning that the higher the level of synergy, the stronger the leadership. These findings are in line with research by Jabeen (2019), who defines synergy as "a combination or integration of elements or components that yields better or greater output." The indicators used to assess synergy in this study refer to Xuebing Dong et al. (2019), who stated that the essential elements of an ideal synergy system include effective communication and timely feedback.

This relationship is attributed to leaders' improved ability to guide personnel. Leaders demonstrate verbal comprehension, are able to quickly perceive matters related to their duties, possess strong memory, and are capable of reasoning through their roles and responsibilities.

In conclusion, the better the synergy established between personnel and leadership, the greater the potential to enhance the overall performance of Kodam Jaya staff.

5. The Influence of Leadership on the Performance of Kodam Jaya Personnel

Based on the results obtained, **leadership has a direct influence on performance**, with a T-statistic value of 2.258 (t-value > 1.96), indicating that the fifth hypothesis is accepted. The partial effect of leadership on performance is statistically significant, with a p-value of 0.024. The influence of leadership on performance is significant. This means that the higher the level of leadership, the higher the level of performance. These findings support previous research by Manning & Robertson (2019), who define leadership as the ability of an individual to influence a group toward the achievement of goals. According to Berson et al. (2019), no leader can be truly successful by applying only one leadership style in all situations.

This is due to the ability of leaders at Kodam Jaya to effectively manage and guide personnel. Leaders are capable of self-motivation, demonstrate empathy toward their subordinates, and foster strong relationships through appropriate attitudes and behavior. As a result, the conclusion can be drawn that the more wise and effective the leadership at Kodam Jaya, the greater the improvement in personnel performance.

6. The Influence of Competence on the Performance of Kodam Jaya Personnel Mediated by Leadership

Based on the results obtained, **competence has a direct effect on performance mediated by leadership**, with a T-statistic value of 2.102 (t-value > 1.96), indicating that the sixth hypothesis is accepted. The partial effect of competence on performance through the mediation of leadership was statistically significant, with a p-value of 0.023. The influence of competence on performance mediated by leadership is significant, meaning that higher competence leads to higher performance when leadership acts as a mediating variable. These findings are in line with the studies conducted by Tang (2018) and Andrades & Dimanche (2019). The test results show that **competence has a positive and significant influence on personnel performance at Kodam Jaya**.

This can be attributed to the personnel's adequate capabilities in performing their duties. They are open to receiving various forms of feedback and criticism, possess sound knowledge of their work, demonstrate strong focus, and are able to adapt well to assigned tasks. These attributes have already been reflected in their performance indicators. Leaders must serve as good role models for Kodam Jaya personnel—individuals who command respect and trust. Indicators of effective leadership include respect from subordinates, trust, and the ability to inspire and serve as an example. Therefore, it can be concluded that improved competence among personnel not only enhances performance but also strengthens leadership within Kodam Jaya.

7. The Influence of Synergy on the Performance of Kodam Jaya Personnel Mediated by Leadership

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Based on the results obtained, **synergy has a direct effect on performance mediated by leadership**, with a T-statistic value of 2.651 (t-value > 1.96), indicating that the seventh hypothesis is accepted. The partial effect of synergy on performance through leadership mediation is statistically significant, with a p-value of 0.000.

The influence of synergy on performance mediated by leadership is significant, meaning that higher synergy leads to higher performance when leadership serves as a mediating variable. These findings support previous studies conducted by Garzella & Fiorentino (2019) and Deckers & Deckers (2020), who describe synergy as a new concept formed through the integration of diverse ideas contributed by multiple parties, resulting in a unified new concept built on innovative thinking and perspectives.

In every organizational workgroup, the quality of synergy—specifically effective synergy—is essentially the outcome of a process that blends different approaches to problem-solving and ideas, driven by mutual trust and support among the involved parties. This collaboration leads to the creation of new ideas that generate intrinsic satisfaction for all participants.

Therefore, it can be concluded that enhanced synergy not only improves performance but also contributes to strengthening leadership at Kodam Jaya.

VI. CONCLUSION

1. The condition of all independent variables in this study is categorized as good. The *competence* variable has an average score of 4.122, and the *synergy* variable has an average score of 3.870. The mediating variable, *leadership*, has a score of 4.266, placing it in the "very good" category. Meanwhile, the dependent variable, *performance* of Kodam Jaya personnel, has an average score of 4.349, also categorized as "very good."
2. The influence of **competence on the performance** of Kodam Jaya personnel is statistically significant. This suggests that competence contributes directly to improving Kodam Jaya's performance. Facilities and infrastructure support work productivity, personnel are allowed to pursue higher education, and they are committed to their jobs in order to advance their careers.
3. The influence of **synergy on performance** is significant. This indicates that synergy among Kodam Jaya personnel enhances task execution, as personnel take ownership of decisions, are responsive to feedback and information across departments, and experience improved job satisfaction, which in turn boosts performance.
4. The influence of **competence on leadership** is significant. This is attributed to the role of competence in shaping leadership satisfaction at Kodam Jaya. Competence includes understanding leadership principles, providing space for critical input, having above-average skills, and demonstrating expertise beyond one's formal discipline.
5. The influence of **synergy on leadership** at Kodam Jaya is significant. This reflects the integration of synergy into leadership satisfaction. Leaders are expected to act wisely, and personnel collaborate to solve problems. They are also encouraged to contribute suggestions during deliberations to support Kodam Jaya's development.
6. The influence of **leadership on performance** at Kodam Jaya is significant. Leadership plays a vital role in personnel performance, particularly in operational execution. For example, leaders consistently utilize available potential to enhance personnel welfare.
7. The influence of **competence on performance mediated by leadership** is significant. Leadership is integrated into Kodam Jaya's performance systems and contributes directly to personnel performance. Leaders are committed to optimizing potential,

fostering creativity, prioritizing public over personal interests, and especially prioritizing the needs of Kodam Jaya personnel.

8. The influence of **synergy on performance mediated by leadership** is significant. Leadership is viewed as part of the synergy mechanism at Kodam Jaya and positively influences personnel performance. Leaders coordinate with personnel during visits or official duties, emphasize quality execution, prepare work plans according to established procedures, recognize exemplary performance as reference, design effective work methods, conduct evaluations, and use briefings and debriefings for professional development. They consistently utilize available potential to enhance personnel welfare.

VII. RECOMMENDATIONS

Based on the conclusions above, in order to further enhance the competence, synergy, and performance of Kodam Jaya personnel—mediated by leadership—for the achievement of improved personnel performance, the following recommendations are proposed:

1. **For Competence:** It is recommended that superiors provide recognition or appreciation to personnel for their work performance. This will help foster commitment and motivation among Kodam Jaya personnel to meet targets and continuously improve the quality of performance within the organization.
2. **For Synergy:** Leaders at Kodam Jaya are encouraged to understand and properly communicate collaborative instructions while also providing opportunities for all personnel to express their opinions. This will help build positive working relationships and support better performance, especially within each unit at Kodam Jaya.
3. **For Leadership:** Leaders at Kodam Jaya should maintain clear and consistent communication patterns to avoid confusion among personnel. It is important to deliver clear and constructive instructions so that assigned targets are completed as planned. This approach will contribute to the overall improvement of Kodam Jaya's quality and help sustain the motivation of all personnel involved.
4. **For Performance:** It is recommended that both leaders and personnel at Kodam Jaya work together in providing encouragement to advance the organization. Leaders should offer career advancement opportunities to personnel, especially those who demonstrate superior capabilities, to maximize performance and innovation in pursuit of a better future—particularly for those serving as Kodam Jaya personnel.

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