The Effect of Human Resource Competency Strategy, Work Ethics and Organizational Commitment on Personnel Performance in Indonesian National Armed Forces Peace Keeping Mission Centers Moderated by Teamwork

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Abstract

This study was conducted with the aim of examining the effect of Human Resource Competency Strategy, Work Ethics, Organizational Commitment on Personnel Performance of Indonesian National Armed Forces P eacekeeping M ission Centers moderated by teamwork. The research design used causality research which aims to examine the effect of the independent variable on the dependent variable. The sampling method used is purposive sampling, namely the sample is taken using certain criteria, namely respondents are members of the TNI who are still actively serving at the TNI Peacekeeping Mission Center and members of the TNI who have been sent by the TNI Peacekeeping Mission Center . The number of samples collected was 344 respondents. The analytical tool used is SEM-PLS. The findings showed that Human Resource Competency Strategy, Work Ethics, Organizational Commitment and Teamwork proved to have a significant positive effect on Personnel Performance of the TNI Peacekeeping Mission Center and Teamwork only moderated the effect of Human Resource Competency, on Personnel Performance of the TNI Peacekeeping Mission Center and did not apply to Work Ethic and Organizational Commitment. The implications of these findings indicate that to improve the Person ne l Performance of the World P eace keeping Mission Forces, strategic policies need to be carried out, including conducting competency-based and psychological person nel selection, conducting standardized and competency-based pre-mission training, conducting continuous performance evaluation and coaching, mastering a culture of discipline and integrity by applying and adjusting SOPs to national ethical standards, conducting training on ethics and moral decision-making, evaluating ethics and performance based on reward-punishment, internalizing mission values and identity through pre-mission coaching programs, strengthen transformative leadership during mission implementation, monitor and appreciate personnel loyalty and

dedication, build team harmony through integrated pre-mission training, implement adaptive command based on collaboration.

Keywords: Human Resource Competency Strategy, Work Ethics, Organizational Commitment, Teamwork, Personnel Performance

1. Introduction

In social life, peace is the primary foundation underlying social harmony and human interaction. As social beings, humans fundamentally desire a peaceful, secure, and secure life. However, peace does not come instantly or naturally. It is the result of a long process involving mutual respect, tolerance, and a commitment to resolving differences peacefully. Tolerance itself is a crucial pillar in creating peace because it can minimize conflict and encourage dialogue between conflicting parties (Attaulloh et al., 2022). In a global context, peacekeeping missions are not solely the responsibility of one country but rather a shared responsibility of the international community, facilitated by institutions such as the United Nations (UN).

As an international organization, the UN has a primary mandate to maintain global peace and security. One of its strategic instruments is the United Nations Peacekeeping Operations (UNMPP), which have involved tens of thousands of personnel from various countries in operations in conflict zones. As of May 2024, more than 62,000 personnel from 119 countries were involved in 21 UN MPP missions with a budget of USD 5.6 billion (Kemlu.go.id, 2024). These missions are not intended for combat, but rather to maintain stability, support political processes, and create peaceful spaces for conflict resolution. The shift from traditional to multidimensional missions post-Cold War also reinforces the importance of integrating military and civilian approaches in carrying out peacekeeping missions (Pradhana et al., 2023).

As a UN member state, Indonesia has a strong commitment to world peace, which is stated in various national legal instruments, such as the 1945 Constitution, Law No. 37 of 1999 concerning Foreign Relations, Law No. 34 of 2004 concerning the Indonesian National Armed Forces (TNI), and Law No. 2 of 2002 concerning the Indonesian National Police (Handoyo & Muslim, 2004). This commitment is realized through the establishment of the TNI Peacekeeping Mission Center (PMPP), which serves as a training and preparation center for peacekeeping troops. The TNI PMPP was officially established through a number of decisions by the TNI Commander in Chief in 2017 and has a legal mandate to carry out world peacekeeping missions (Suparman, 2023).

Indonesia's contribution to global peacekeeping missions cannot be underestimated. According to United Nations data (2024), Indonesia ranks fifth in terms of the number of personnel deployed on peacekeeping missions, with a total of 2,741 personnel deployed across various missions. This demonstrates that Indonesia is not only consistent in its diplomatic contributions but also physically active in helping resolve global conflicts. In this context, the performance of Indonesian National Armed Forces (TNI) personnel participating in peacekeeping missions is

crucial, as it not only impacts the success of the mission but also reflects Indonesia's image and reputation globally (Sipahuar, 2022).

To carry out missions in conflict zones, TNI personnel are required to possess high competency standards. Previous studies have shown that human resource competency significantly influences individual performance (Mahmoud et al., 2024; Mahfouz et al., 2024). However, competency alone is not enough. Organizational commitment and work ethic are also important variables that underlie loyalty and professionalism in carrying out duties. A competent soldier who lacks a strong commitment to their duties has the potential to fail in maintaining mission stability. Research by Berberoglu (2018), Voung and Hasanuzaman (2021), and Naidoo (2022) indicates that organizational commitment has a direct influence on improving personal performance.

On the other hand, work ethics is also a crucial factor in shaping the professionalism of TNI personnel. Work ethics are not merely moral values but also serve as a guideline for actions in carrying out duties responsibly. Studies by Ashari et al. (2023) and Widyarini & Muafi (2021) demonstrate that a strong work ethic can significantly improve employee performance. In the context of peacekeeping missions, TNI personnel must demonstrate integrity, discipline, and a strong sense of responsibility to ensure successful assignments in a high-risk and stressful environment.

In addition to competence, commitment, and work ethic, teamwork is a crucial element in supporting individual performance. In peacekeeping missions, teamwork is essential because all tasks are carried out collectively and synergistically. Effective teamwork enables mutual support, smooth communication, and solid coordination, ultimately impacting the overall success of the mission (Najati & Susanto, 2022; Yaqin et al., 2023). A cohesive team not only increases efficiency but also strengthens the influence of other variables, such as competence and commitment, on individual performance.

Given the complexity of tasks in world peacekeeping missions, it is important to scientifically examine the extent to which human resource competency strategies, work ethics, and organizational commitment influence the performance of Indonesian National Armed Forces (TNI) personnel, and how teamwork can strengthen these relationships. This research will contribute to providing a deeper understanding of the factors influencing the success of TNI personnel in carrying out world peacekeeping missions. The results of this study are expected to provide strategic input for the TNI PMPP in designing more effective training policies and strategies, as well as strengthening the capacity of personnel assigned to international missions.

2. Literature review

2.1. Personnel Performance

Personal performance *is* a fundamental concept in human resource management that indicates the extent to which individuals are able to complete tasks according to their assigned responsibilities. According to Armstrong (2010), performance is a work result closely related to the organization's

strategic goals, customer satisfaction, and contribution to the economy. Mangkunegara (2017) also emphasized that employee performance encompasses both the quality and quantity of work performed. Factors influencing individual performance include education, experience, motivation, and initiative (Masrukin & Waridin, 2006). Several theories underlie the understanding of personal performance, such as *Goal-Setting Theory* by Locke and Latham (2017), which emphasizes the importance of specific and challenging goals to improve performance. Furthermore, Vroom's *Expectancy Theory* (Van Eerde & Thierry, 2017) explains that an individual's perception of the relationship between effort, performance, and rewards also influences work outcomes. *Equity Theory* (Colquitt & Zipay, 2017) highlights the importance of fairness in input-output comparisons between individuals. Other theories such as *Job Engagement* (Bakker & Albrecht, 2018), *Self-Regulation* (Carver & Scheier, 2017), and *Emotional Intelligence* (Mayer & Salovey, 2017) also show that psychological aspects, emotional involvement, and self-regulation skills play a significant role in improving personal performance. Performance assessments are needed to measure the conformity between work results and established standards (Mathis, 2012; Dessler, 2006). Work discipline is also an important factor because disciplined employees tend to have higher performance (Sutrisno, 2011; Suwondo & Sutanto, 2015). Performance indicators such as quantity, quality, punctuality, and cooperation are often used as evaluation benchmarks (Mangkunegara, 2015; Sedarmayanti, 2013).

2.2. Teamwork

Teamwork *is* a vital aspect of the modern workplace because it can create positive synergy among team members to achieve common goals. Bachtiar (2004) emphasized that cooperation is the synergy of individual strengths united within a team. Effective teams rely not only on individual expertise, but also on intensive communication, shared responsibilities, and a spirit of complementarity (Buchholz, 2000). Participative leadership is also important in supporting collaboration and team member involvement (Bass, 1990 in Zhang, 2005). Good teamwork can increase work efficiency and effectiveness compared to individual work (West, 2002). Indicators of teamwork include cooperative attitudes, mutual respect, group spirit, and providing mutual support (Dewi Sandra). Meanwhile, Mangkuprawira (2009, 2014) emphasized the importance of shared vision, team interaction, individual contributions, and the quality and quantity of output as measures of team success. Sopiah (2008) identified six characteristics of a successful team: commitment to goals, specific objectives, clear structure, individual accountability, an evaluation system, and mutual trust. Overall, effective teamwork plays a direct role in improving overall organizational performance.

2.3. Human Resource Competency Strategy

Resource Competency Strategy (HRM) is an approach that emphasizes the importance of developing human resource capabilities in line with the organization's strategic direction. Chakraborty & Biswas (2021) state that modern HRM focuses on managing and empowering employees to achieve organizational goals. In the context of strategic management, Mahoney et al. (1986) and Wright (1992) emphasize that HRM not only performs administrative functions

but also plays a strategic partner in decision-making. The main difference between conventional and strategic HRM lies in the scope and time orientation, where the strategic approach is broader, integrated, and focuses on the long term (Lim et al., 2017). This strategy requires continuous employee competency management through training, development, and alignment between individual and organizational goals. Alfawaire & Atan (2021) add that HRM strategy must be able to create added value through practices such as workforce planning, competency assessment, and career development. The appropriate implementation of HRM competency strategy is believed to increase organizational effectiveness, strengthen competitive advantage, and support the achievement of the company's long-term goals efficiently and adaptively to changes in the business environment.

2.4. Organizational Commitment

Organizational commitment is an employee's psychological attitude that demonstrates attachment, loyalty, and a desire to continue being part of the organization. According to Samsuddin (2018), organizational commitment is a state when an employee sides with an organization and has a desire to maintain their membership in the organization. This opinion is supported by Utaminingsih (2014) who states that commitment is a promise or determination within an individual to remain loyal and actively involved in the organization, which arises from a person's intrinsic recognition and attitude. Priansa (2018) views organizational commitment as a form of individual identification with the organization's mission and goals, which ultimately influences work behavior, loyalty, and employee turnover rates. Darmadi (2018) identifies three main factors that influence organizational commitment, namely personal factors (age, education, experience), organizational factors (job security, incentives), and relational factors (interpersonal relationships and trust). Furthermore, Busro (2018) classifies organizational commitment into three dimensions: *affective commitment* (emotional attachment), *continuance commitment* (awareness of the consequences of leaving the organization), and *normative commitment* (a feeling of obligation to remain). By understanding the dimensions and factors influencing organizational commitment, organizations can develop appropriate strategies to retain quality employees and improve collective performance.

2.5. Work Ethic

Work ethics is a set of moral values and principles that serve as the foundation for employees' professional behavior in carrying out their duties. Robbins (2014) defines ethics as good living habits, encompassing the values and moral character that shape individual behavior patterns within a social group. Simorangkir (2013) adds that work ethics is a normative value system that serves as a guideline for behavior in carrying out work professionally, including an attitude of responsibility, integrity, and commitment to work results. Work ethics is not only normative but also descriptive, serving to provide facts and a framework for thinking to determine appropriate actions (Simorangkir, 2013). According to Ernawan (2012), work ethics encourages individual and collective work enthusiasm, increases motivation, and creates synergy in achieving organizational targets. Robbins (2014) identifies key indicators of work ethics as responsibility, hard work, thrift, and respect for time. These principles form the basis of professional behavior

that supports organizational productivity and efficiency. In addition, other aspects such as creativity, consistency, and awareness of work values are also integral to building a superior work ethic. Thus, work ethics is not just about compliance with rules, but reflects personal qualities and professional commitment in supporting the achievement of organizational goals.

3. Framework

This study aims to develop an understanding of the relationship between strategic human resource competencies, work ethics, and organizational commitment on personnel performance at the Indonesian Peacekeeping Mission Center, with teamwork as a moderating variable. Based on literature reviews and empirical studies, strategic human resource competencies have a significant positive influence on employee performance, as shown by research by Maake (2024), Mahfouz et al. (2024), Mahmood et al. (2024), and Alkharabsheh et al. (2023). In addition, work ethics has also been shown to contribute positively to improving employee performance, according to Ashari et al. (2023), Elliethey et al. (2024), Widyarini and Muafi (2021), and Pardiman et al. (2017). Organizational commitment is also an important factor influencing employee performance achievement, as revealed by Gencer et al. (2021), Voung and Hasanuzaman (2021), Setiawan (2020), Geetanjali and Siddarth (2020), and Berberoglu (2018). The conceptual framework in this study was developed to explore the interaction between these three main variables, with the role of teamwork as a moderating variable, in order to provide a comprehensive picture of the factors influencing personnel performance at the Peacekeeping Mission Center. The conceptual framework is shown below.
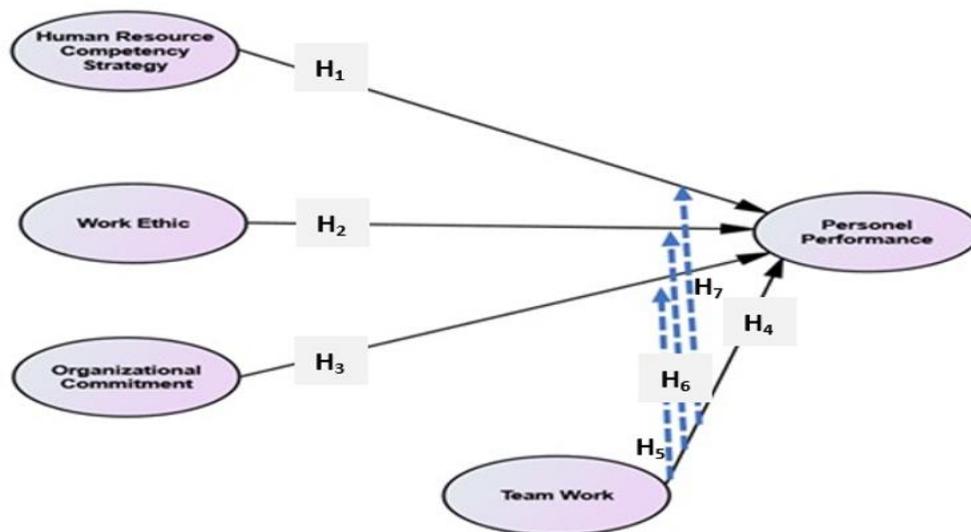
4. Research methodology

4.1. Research Design

This research was designed using a quantitative and causal approach (causality research), which aims to test the cause-and-effect relationship between the variables studied. This design allows researchers to analyze the extent to which the independent variables, namely *Human Resource Competency Strategy*, *Work Ethic*, and *Organizational Commitment,* have a direct influence on the dependent variable, namely *Personnel Performance* , as well as an indirect influence mediated by the intervening variable *Teamwork* (Sekaran & Bougie, 2016). Because the variables used are latent variables or not directly observed, the data analysis was carried out using a covariance-based *Structural Equation Modeling approach* or *Covariance-Based SEM (CB-SEM)* with the help of SEM-AMOS software.

In terms of time, this study used a *cross-sectional design*, meaning data collection was conducted over a period of time without repeated observations. The study also applied a hypothesis testing method as a basis for decision-making, where testing was conducted on the null hypothesis (H₀) based on the principle that a result can be considered significant if the probability of it occurring by chance is very small (Cramer & Howitt, 2004). A quantitative approach was used to measure and analyze the numerical data obtained from respondents, allowing for generalization of findings through reliable statistical techniques (Rumengan, 2013).

4.2. Operational Definition of Variables

This study examines five main variables, consisting of one dependent variable (*Personnel Performance*), one mediating variable (*Teamwork*), and three independent variables (*Human Resource Competency Strategy* , *Organizational Commitment*, and *Work Ethic*). All variables are measured using a questionnaire instrument with a 5-point Likert scale, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5).

Dependent Variable – Personnel Performance
This variable is measured based on five performance dimensions developed by Chien et al. (2020): *job performance*, *career advancement*, *innovation*, *team participation*, and *organizational contribution*. Each dimension consists of several indicators, such as work quality, career achievement, new ideas, team collaboration, and contribution to the organization.

Mediating Variable – Teamwork
Teamwork is measured based on the concept of team effectiveness from Ellis et al. (2022), which includes aspects of communication, role clarity, management support, regular evaluation, relationship harmony, and team adaptability.

Independent Variables
- *Human Resource Competency Strategy* refers to seven dimensions of HR strategy adopted from Alfawaire and Atan (2021), namely: HR planning, strategic recruitment, training and

development, performance management, reward systems, staff participation in management, and staff retention.

- *Organizational Commitment* refers to affective, continuance, and normative commitment, with indicators from Murray and Holmes (2021).
- *Work Ethic* is measured through the dimensions of responsibility, positive work attitude, discipline, perseverance, and work values, according to the indicators developed by Nurhasanah et al. (2022).

4.3. Method of collecting data

This study uses primary data collected through an online questionnaire. Population The sample in this study were all Indonesian National Armed Forces (TNI) personnel who had been sent to world peacekeeping missions under the coordination of the Peacekeeping Mission Center. The sampling technique used *purposive sampling*, namely sample selection based on certain criteria (Hair et al., 2019), namely: (1) TNI personnel who are still active in the Peacekeeping Mission Center, and (2) TNI personnel who have served abroad in the context of peacekeeping missions.

In determining the sample size, the researchers referred to Hair et al. (2021), who recommend a minimum sample size of 100–200 respondents for SEM analysis. This study used 344 respondents as a sample, in accordance with the number of valid questionnaires that met the criteria.

4.4 Data Analysis Methods

Data analysis in this study was conducted through two main stages, namely descriptive statistical analysis and inferential analysis using SEM-AMOS. used to describe the respondent profile (gender, age, education, length of service, and assignment status) as well as the respondents' perceptions of each research variable. This analysis is presented in the form of average values, standard deviations, minimum and maximum values, to describe the response tendencies of each indicator. Inferential analysis was conducted using covariance-based *Structural Equation Modeling (SEM)* . SEM is used to test the structural relationship model between latent variables, both direct and indirect relationships. The use of CB-SEM through AMOS allows researchers to test model fit , reliability, construct validity, and the influence between variables simultaneously and comprehensively.

5. Research Results and Discussion

5.1. Analysis of Research Results

The processing results for testing the research hypothesis are shown in the Hypothesis Testing table which consists of 7 hypothesis tests.

Hypothesis Testing Table

Hypothesis		Coefficient	T statistics	P-value	Decision
H 1	*Human Resource Competency Strategy* Has a Positive Influence on *Personnel Performance*	0.247	3,943	0.000**	Hypothesis Supported
H2	*Work Ethic* Has a Positive Influence on *Personnel Performance*	0.224	3,504	0.000**	Hypothesis Supported
H3	*Organizational Commitment* Has a Positive Influence on *Personnel Performance*	0.071	1,666	0.048**	Hypothesis Supported
H4	*Teamwork* Has a Positive Influence on *Personnel Performance*	0.330	5,920	0.000**	Hypothesis Supported
H5	*There is a positive influence of Human Resource Competency Strategy on Personnel Performance* moderated by *TeamWork*	0.083	1,366	0.086*	Hypothesis Not Supported
H 6	*There is a positive influence of Work Ethics on Personnel Performance* moderated by *Teamwork*	-0.139	2,788	0.003	Hypothesis Not Supported
H 7	*There is a positive influence of Organizational Commitment on Personnel Performance* moderated by *Teamwork*	0.024	0.706	0.240	Hypothesis Not Supported

*=alpha 10% **=alpha 5%. Source: Processed Research Data 2025*

Hypothesis 1

The first hypothesis test shows that Human Resource Competency Strategy has a positive effect on Personnel Performance of personnel sent to the TNI Peacekeeping Mission Center. The coefficient value of 0.247 and p-value of 0.000 (<0.05) indicate that the higher the HR competency management strategy implemented, the better the performance of personnel involved in peacekeeping missions. Thus, the first hypothesis is proven significant, and the role of HR development strategy is very important in supporting the performance of the tasks carried out.

Hypothesis 2

The test results for Work Ethic also showed a positive and significant influence on Personnel Performance. With a coefficient value of 0.224 and a p-value of 0.000 (<0.05), it was found that the higher the work ethic of personnel, the higher their performance. This second hypothesis proves that work ethic is a crucial factor in determining the quality of task implementation within the TNI Peacekeeping Mission Center.

Hypothesis 3

In the third hypothesis, the Organizational Commitment variable was also proven to have a positive effect on Personnel Performance. Although the coefficient value was relatively small (0.000) and the p-value was 0.048, it remained significant below 0.05. This means that the organizational commitment of personnel to their tasks and institutions still makes a positive contribution to improving performance, although not as strong as the influence of the other variables.

Hypothesis 4

The fourth hypothesis states that Teamwork has a positive and significant influence on Personnel Performance, with an estimated coefficient of 0.330 and a p-value of 0.000. This finding indicates that solid and effectively coordinated teamwork is crucial for the success of task implementation, especially in the context of collective missions such as those carried out by TNI personnel in peacekeeping.

Hypothesis 5

The results of testing the moderating effect of Teamwork on the relationship between Human Resource Competency Strategy and Personnel Performance indicate a positive but not statistically significant relationship, with a p-value of 0.086 (> 0.05). Although this hypothesis shows a trend consistent with the theory, the results are only weakly supported. This means that the role of teamwork has not been fully able to strengthen the relationship between HR competency and personnel performance. This could be caused by an imbalance in team contributions, a lack of integration, or suboptimal work dynamics.

Hypothesis 6

Different results were found in testing the sixth hypothesis, namely the moderation of teamwork on the relationship between Work Ethic and Personnel Performance. Although the result was statistically significant (p-value 0.003), the direction of the relationship was actually negative with a coefficient of -0.139. This indicates that in a non-ideal teamwork context, a high individual work ethic does not always contribute to increased performance, and may even decrease it. This demonstrates the importance of synergy and harmony within a team so that individual work ethic can be translated into optimal collective performance.

Hypothesis 7

Finally, in the seventh hypothesis, the test of teamwork moderation on the relationship between Organizational Commitment and Personnel Performance showed insignificant results. The coefficient value of 0.024 and p-value of 0.240 (> 0.05) indicate that teamwork is unable to strengthen the relationship between organizational commitment and personnel performance. These results suggest that even though individuals have a high commitment to the organization, without strong teamwork support, its effect on performance remains limited.

6. Discussion of Research Results

6.1 *The Influence of Human Resource Competency Strategy on Personnel Performance of Peacekeeping Mission Centers*

The results of the study indicate that Human Resource Competency Strategy (HRC) has a positive and significant influence on Personnel Performance at the Peacekeeping Mission Center. With a coefficient value of 0.247 and a significance level of 0.000 (<0.05), these results confirm that human resource competency strategy is a key factor in improving personnel performance. This finding is supported by various previous studies (Alfawaire & Atan, 2021; Hermawan et al., 2023; Ami et al., 2023; Alharbi et al., 2022) which also show a direct link between HR competency and improved individual performance within the organization.

Theoretically, this aligns with the Resource-Based View (RBV), which states that organizational excellence stems from valuable, unique, and difficult-to-imitate internal assets. In the military context, individual competencies include technical expertise, leadership skills, and strategic decision-making skills, which directly support operational readiness and effectiveness (Hendi et al., 2024). Competency enhancement is also driven through relevant training, as demonstrated by Amri et al. (2024), who highlight the importance of training in improving work efficiency in the defense sector.

Of the seven dimensions that make up the HRC Strategy, six significantly contribute to the strategy's formation, with an average contribution coefficient above 0.9. However, the Staff Retention/Keeping dimension displays the lowest contribution, at 0.560. Low personnel retention indicates a high turnover rate within the Peace Mission Center's assigned environment. This indicates that HR management is not yet optimal in retaining competent, trained personnel.

These findings collectively demonstrate that improving human resource competency is not merely an administrative necessity, but rather a key pillar in supporting the successful execution of military duties, particularly in international assignments that demand high levels of physical, technical, and mental readiness. Therefore, human resource development strategies within military institutions need to focus not only on improving competency through training, but also on strengthening retention systems and long-term career development.

6.2 *The Influence of Work Ethics on Personnel Performance at the Peacekeeping Mission Center*

Research findings reveal that work ethics also has a significant positive influence on personnel performance in personnel sent on peacekeeping missions. With a coefficient value of 0.224 and a significance level of 0.000 (<0.05), it can be concluded that work ethics is an important element that influences the quality and productivity of individual performance. These results are supported by empirical studies by Elliethey et al. (2024), Widyarini & Muafi (2021), Ashari et al. (2023), and Pardiman et al. (2017), which state that work ethics can motivate individuals to work more optimally.

Conceptually, work ethic encompasses elements of responsibility, discipline, perseverance, and professionalism. Individuals with a strong work ethic typically demonstrate dedication, commitment, and integrity in carrying out their duties. This attitude is particularly important in a military environment, which demands discipline and the ability to work under pressure. The results of this study indicate that the positive work dimension contributes the most to shaping work ethic, with a contribution coefficient of 0.982, followed by the responsibility dimension at 0.977.

A strong work ethic not only enhances individual performance but also creates a harmonious work environment, enhances teamwork, and minimizes conflict in the field. In the context of peacekeeping missions, where intercultural interactions and high emotional stress are common, a work ethic is a fundamental force in maintaining collective stability and effectiveness.

Thus, establishing and strengthening a work ethic from the outset needs to be an integral part of personnel training and development programs. Instilling values such as honesty, responsibility, and a spirit of service will create military personnel who are not only professional but also resilient in facing the complex dynamics of the international battlefield.

6.3 *The Influence of Organizational Commitment on Personnel Performance of Peacekeeping Mission Centers*.

The results of this study indicate that *organizational commitment* has a positive effect on *personnel performance* in personnel sent to the Peacekeeping Mission Center, as evidenced by a coefficient value of 0.071 and a significance level of 0.048 (<0.05). Although the effect is

relatively smaller compared to other variables, it remains significant. This finding confirms the results of previous studies by Gencer et al. (2021), Voung and Hasanuzaman (2021), Setiawan (2020), Geetanjali & Siddarth (2020), and Berberoglu (2018), which showed that organizational commitment has a direct relationship to improving individual performance.

Organizational commitment is defined as the level of emotional attachment, loyalty, and sense of belonging to an organization. In a military context, especially for personnel assigned to international missions, commitment to the organization plays a crucial role in maintaining integrity, morale, and work enthusiasm. Hidayat's (2024) research also found that organizational commitment significantly impacted the performance of Marines in the Taifib 2 Battalion. High commitment encourages personnel to work more consistently, enthusiastically, and dedicatedly, even under challenging and high-risk conditions.

The Continuance Commitment dimension was recorded as the dimension with the highest contribution in shaping organizational commitment, with a contribution coefficient of 0.982. This indicates that personnel perceive leaving the organization as a significant loss, both professionally and personally. They tend to retain their membership because they have invested significant time, energy, and resources in the institution. This commitment indirectly creates stability and readiness to carry out their duties sustainably.

Therefore, organizations need to strengthen strategies to foster a sense of belonging among their personnel, such as by recognizing their contributions, creating clear career development paths, and ensuring their well-being and security while on duty. This way, commitment to the organization goes beyond administrative boundaries and becomes an internal force that drives personnel performance in navigating complex global dynamics and cross-border assignments.

6.4 The Influence of Teamwork on Personnel Performance of the Peacekeeping Mission Center

The results of the study indicate that *Teamwork* has a positive and significant influence on *Personnel Performance*, as indicated by a coefficient value of 0.330 with a significance of 0.000 (<0.05). This makes teamwork the variable that provides the greatest contribution compared to other variables in improving personnel performance. This finding is supported by various empirical studies such as Najati & Susanto (2022), Ibrahim et al. (2021), Setyawan et al. (2021), Siagian (2020), and Sinuhaji (2020), which confirm that effective team collaboration is the main foundation in increasing efficiency, productivity, and mission success.

In a military environment, particularly in the context of international deployments such as peacekeeping missions, teamwork is a crucial element. Tasks such as patrols, combat operations, and medical evacuations require strong coordination, accurate communication, and mutual understanding among team members. Failure to build team synergy can have fatal consequences, both for personnel safety and the success of the mission itself.

This study reveals three main reasons why teamwork positively impacts personnel performance. First, teamwork encourages learning and adaptation within the team, as explained by Stothard et al. (2021), who stated that a strong team creates a space for members to learn from each other and be better prepared to face challenges in the field. Second, teamwork strengthens social connections and communication between personnel, as found by Collen et al. (2024), who explained that close social relationships can increase trust and coordination efficiency. Third, teamwork helps reduce feelings of isolation and loneliness, especially during long-term overseas assignments, which directly impact personnel's mental and emotional stability.

Overall, effective teamwork not only improves the technical quality of task execution but also provides crucial psychological and social support for personnel. Therefore, fostering teamwork should be a priority in the training and development of military personnel. Investment in collaborative skills, team leadership, and effective communication will be key determinants of the success of challenging international missions.

6.5 The Influence of Human Resource Competency Strategy on Personnel Performance Moderated by Teamwork

The results of the study indicate that Human Resource Competency Strategy does not have a significant positive effect on Personnel Performance at the Peacekeeping Mission Center, even when moderated by Teamwork. This means that human resource competency, which includes knowledge, skills, and abilities, does not directly improve individual performance in carrying out tasks. Furthermore, the existence of solid teamwork is not enough to strengthen this relationship. This finding is interesting because in general, HR competency and teamwork are often considered crucial factors in improving organizational and individual performance.

Theoretically, Human Resource Competency Strategy refers to an individual's capacity to complete tasks through mastery of technical, managerial, and behavioral aspects (Spencer & Spencer, 1993). Meanwhile, Personnel Performance includes indicators of effectiveness, efficiency, discipline, and achievement of work targets. Research by Boyatzis (2008) confirms that high competence is usually associated with optimal performance. However, in the context of the Indonesian National Armed Forces (TNI) PMPP, this relationship is not significantly confirmed. This could be due to several factors, including a mismatch between competence and task roles, limited space for independent application of abilities, and a highly structured military work system that relies on formal instructions.

Furthermore, the Teamwork variable, as a moderator, also showed no significant effect in strengthening the relationship between competence and performance. The hierarchical and rigid structure of military organizations can limit flexible teamwork dynamics. However, according to Salas et al. (2008), teamwork effectiveness is strongly influenced by open communication and participatory leadership. In the military environment, individual roles tend to be standardized and space for personal initiative is very limited, which makes it difficult for individual competence to manifest in actual performance even within a team.

This finding is consistent with a study by Luthans (2011), which stated that competence will not produce high performance without the support of a supportive work system, organizational culture, and leadership. Robbins and Judge (2017) also stated that competence must be channeled in a work environment that allows individuals to express their abilities. Therefore, improving personnel performance cannot rely solely on competence or teamwork, but requires alignment between competence and task roles and a work system that provides space for self-actualization.

Although Handono and Widodo (2022) emphasized that synergy between competence and teamwork can improve work effectiveness within military organizations, the results of this study suggest otherwise. This could be due to various factors, such as the diverse backgrounds of personnel within each branch, limited coordination time, and the potential for sectoral egos. Esmoyo (2022) also highlighted that the success of teamwork in supporting competence is highly dependent on harmony within the team, which may not be optimally developed in peacekeeping missions involving many elements across branches.

6.6 The Influence of Work Ethics on Personnel Performance Moderated by Teamwork

In contrast to previous findings, the results of this study indicate that work ethic has a positive and significant influence on personnel performance**,** and teamwork is proven to be a moderator that strengthens this relationship. This means that the higher the individual's work ethic and the stronger the teamwork formed, the higher the performance of personnel in the world peacekeeping mission environment.

Work ethic theoretically reflects values such as discipline, responsibility, perseverance, and dedication to duty (Robbins & Judge, 2017). Individuals with a strong work ethic tend to have a strong intrinsic motivation to complete tasks professionally, even under difficult conditions. However, this dedication will not reach its optimal potential without the support of a conducive work environment. In the context of military organizations, teamwork plays a crucial role as a link between individual work ethic and the team's collective goals.

Empirically, the Teamwork moderation coefficient value in this study was significant, indicating that personnel with a strong work ethic who work in teams with effective communication, clear coordination, and mutual trust will demonstrate significantly better performance. This aligns with studies by Esmoyo (2022) and Handono & Widodo (2022), which stated that solid teamwork allows personnel to optimally apply their work ethic in complex and stressful operations such as peacekeeping missions.

Furthermore, teamwork also helps reduce the risk of burnout, which is often experienced by personnel with a strong work ethic. In a good team, evenly distributing the workload prevents burnout and ensures consistent individual contributions. Teamwork serves as a support system that enables personnel to maintain high performance over the long term, especially in high-pressure environments such as conflict zones.

A military organizational culture that prioritizes discipline and loyalty to the mission also strengthens the synergy between work ethic and teamwork. When personal values align with collective team norms, work harmony is created, which directly impacts improved individual and team performance. Luthans (2011) also emphasized that teamwork can strengthen the relationship between psychological factors such as motivation and work ethic and actual performance outcomes.

The practical implications of these findings are crucial for PMPP. Organizations need to develop their personnel's work ethic through discipline training, character building, and the establishment of a professional work culture. However, this will not be sufficient without fostering solid teamwork. Therefore, strategies for improving personal performance must be twofold: fostering individual work ethics and strengthening team solidarity through cross-functional training, open communication, and fostering trust between personnel.

6.7 The Influence of Organizational Commitment on Personnel Performance of the Indonesian National Armed Forces Peacekeeping Mission Center Moderated by Teamwork

The results of this study indicate that Organizational Commitment does not have a positive and significant influence on Personnel Performance in Peacekeeping Mission Centers, even when moderated by the Teamwork variable. This means that personnel loyalty and emotional attachment to the organization do not necessarily improve individual performance, and the existence of solid teamwork is not able to strengthen the relationship significantly. This finding indicates that in the context of military or semi-military peacekeeping missions, commitment to the organization is not necessarily the main driver of individual performance.

Theoretically, organizational commitment is defined as the level of emotional attachment, loyalty, and involvement of an individual to the organization where they work (Mowday, Steers, & Porter, 1979). This commitment is generally believed to encourage individuals to work harder and more consistently to achieve organizational goals. However, in a highly hierarchical and command-centered military structure, such as the Indonesian National Armed Forces Peacekeeping Mission Center, personnel performance is more influenced by discipline, superior orders, and formal responsibilities than by affective motivation toward the organization. This explains why organizational commitment does not have a significant impact on improving personal performance.

Furthermore, the Teamwork variable, which is assumed to strengthen the relationship between Organizational Commitment and Personnel Performance, also did not show a significant moderating effect. This is despite previous literature suggesting that teamwork can strengthen the influence of psychological factors on performance (Salas et al., 2008; Luthans, 2011). However, in the operational context of the military, autonomy in teamwork is often limited, the dominance of a rigid command structure makes team roles less flexible, and performance achievement is more emphasized on collective results than individual contributions. This results in individual

loyalty to the organization not being optimally manifested in the form of personal performance, especially if the teamwork dynamics are not conducive.

This finding is consistent with the opinion of Meyer and Allen (1997)**,** which states that the influence of organizational commitment on performance is highly dependent on the organizational context and work culture. In military organizations, where obedience and formal structures are the primary reference points, emotional and affective commitment is often replaced by task and command orientation. Even when personnel demonstrate high levels of commitment, their contribution to individual performance can be hampered by teamwork issues such as role ambiguity, lack of trust between members, and internal conflict (Yusra & Setiawan, 2022).

In particular, teamwork dynamics in world peacekeeping missions often face additional challenges. Personnel from different branches or units bring different work cultures, communication styles, and problem-solving styles. If team roles are not clearly defined, even highly committed personnel will struggle to channel their dedication. Yusuf and Rahman (2020) emphasized that unclear roles within a team can undermine the positive effects of organizational commitment on work performance. In such circumstances, work success depends more on task management systems, functional leadership, and a clear work structure than on collective spirit or loyalty alone.

This finding is further supported by a study by Tampubolon (2023) **,** which showed that in military organizations, performance achievement is more often measured collectively than individually. Therefore, personal contributions do not always reflect an individual's level of commitment to the organization. Even when personnel demonstrate high levels of loyalty, their dedication may not be fully realized if task allocation within the team is inefficient and internal communication is ineffective. Therefore, the role of teamwork as a moderator is insignificant in strengthening the influence of organizational commitment on personnel performance.

Based on this analysis, it can be concluded that the seventh hypothesis in this study is not empirically supported. Organizational commitment was shown to have no significant direct influence on individual performance, and teamwork did not act as a moderator that strengthens the relationship. This suggests that to improve personal performance within the TNI Peacekeeping Mission Center, a more effective approach is through the development of a competency-based work system, role clarity, intrinsic motivation towards tasks, and leadership that encourages active personnel involvement.

7. Conclusion

Based on the research results, it can be concluded that Human Resource Competency Strategy, Work Ethic, Organizational Commitment, and Teamwork significantly influence personnel performance at the Peacekeeping Mission Center. Specifically, a good human resource management strategy, a strong work ethic, and strong organizational commitment can improve the quality and effectiveness of personnel performance in carrying out peacekeeping mission tasks. In addition, solid teamwork also plays an important role in strengthening individual

performance through effective communication and coordination. However, this study also found that Teamwork does not moderate the relationship between Human Resource Competency Strategy and Organizational Commitment on personnel performance. Conversely, Teamwork is proven to moderate the effect of Work Ethic on performance, indicating that team collaboration can strengthen the positive impact of work ethic on personnel performance.

Based on the research objectives, it can be concluded that: 1. Human Resource Competency Strategy has a positive effect on Personnel Performance, meaning the more effective the HR management strategy including training, skills development, and personnel placement, the higher the quality of work demonstrated by personnel. 2. Work Ethic has a positive effect on Personnel Performance, meaning a high work ethic, such as discipline, responsibility, and dedication, directly improves personnel performance in carrying out peacekeeping missions. 3. Organizational Commitment has a positive effect on Personnel Performance, meaning the level of loyalty and attachment of personnel to the organization increases dedication and work optimization in supporting mission success. 4. Teamwork has a positive effect on Personnel Performance, meaning effective and solid teamwork creates a conducive work environment that strengthens communication and task efficiency, thereby improving individual performance. 5. Teamwork does not moderate the effect of Human Resource Competency Strategy on Personnel Performance, meaning teamwork does not strengthen or change the impact of competency strategy on personal performance, meaning the effectiveness of the strategy is independent of the quality of teamwork. 6. Teamwork moderates the effect of Work Ethic on Personnel Performance, meaning good team collaboration strengthens the positive impact of work ethic on performance, so the combination of the two is important. for optimal performance 7. Teamwork does not moderate the influence of Organizational Commitment on Personnel Performance, meaning that even though there is good teamwork, loyalty and attachment to the organization are not significantly strengthened by teamwork in improving individual performance.

Acknowledgments

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