



Competency and Leadership Towards Work Commitment Through Loyalty in the Detachment of Indonesian Navy Force Headquarters

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Abstract

The Indonesian Navy is responsible for guarding Indonesia's territorial waters and protecting the country from threats coming from the sea. A strong work commitment ensures TNI AL personnel are always ready, on guard, and highly dedicated. This research examines the Navy members' work commitment, influenced by Competence and Leadership as an intermediary with the Navy members' Loyalty. This research method is quantitative research that utilizes primary data. Based on sample calculations using the Slovin formula, 136 respondents were obtained who were members of the Indonesian Navy who served in the Headquarters Detachment. The research results show that Competency and Leadership do not directly affect Work Commitment but rather affect Loyalty. Furthermore, Loyalty is proven to mediate Competence in Work Commitment, mediating the relationship between Leadership and Work Commitment. The results of this research can be used as material to highlight the performance of the TNI Navy and as a reference for determining TNI Navy human resource policies.

Keywords— Work Commitment; Loyalty; management; Competence; Leadership

Abstrak

TNI AL bertanggung jawab menjaga kedaulatan wilayah perairan Indonesia dan melindungi negara dari ancaman yang datang dari laut. Komitmen kerja yang kuat memastikan bahwa personel TNI AL selalu siap siaga, terlatih, dan memiliki dedikasi tinggi dalam menjalankan tugasnya. Penelitian ini bertujuan untuk menguji komitmen kerja anggota angkatan laut yang dipengaruhi oleh Kompetensi dan Kepemimpinan dengan perantara Loyalitas anggota angkatan laut. Metode Penelitian ini merupakan penelitian kuantitatif yang memanfaatkan data primer. Berdasarkan penghitungan sampel dengan menggunakan rumus Slovin diperoleh responden sejumlah 136 responden yang merupakan anggota TNI Angkatan Laut Indonesia yang bertugas di Detasemen Markas Besar. Hasil penelitian menunjukkan bahwa Kompetensi dan Kepemimpinan tidak berpengaruh secara langsung terhadap Komitmen Kerja, melainkan berpengaruh terhadap Loyalitas. Selanjutnya loyalitas terbukti memediasi Kompetensi terhadap Komitmen Kerja, dan loyalitas juga memediasi hubungan Kepemimpinan terhadap Komitmen Kerja. Hasil penelitian ini diharapkan dapat menjadi bahan pertimbangan untuk mengevaluasi kinerja TNI angkatan laut sekaligus menjadi referensi pertimbangan dalam menentukan kebijakan sumber daya manusia TNI angkatan laut.

Kata kunci— Komitmen Kerja; Loyalitas; Kompetensi; Kepemimpinan.

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I. INTRODUCTION

Indonesia is the largest archipelagic country in the world, with a coastline of around 81,000 km. Indonesia's geographical condition, open from all directions, causes potential negative influences and threats that threaten or disrupt national life. Geographical constellations, strategic environmental situations, patterns of relations between nations and states and domestic development dynamics determine potential threats to the country. Therefore, the Indonesian Navy, as the primary defense force at sea, must be ready to face and overcome every form of threat

that could disrupt the sovereignty of the Unitary State of the Republic of Indonesia, abbreviated as NKRI, as well as national interests at sea and national development that have been determined. Likewise, with the Indonesian Navy, especially at the Naval Headquarters Detachment, the optimization of human resources still needs to be improved to support work commitments and ensure that they run well.

The Loyalty of the Indonesian Navy is a factor that supports high work strength or Commitment. An individual's experience can influence Loyalty in the organization. Increasing Loyalty requires a holistic approach that considers competence (Adeline, 2022; Rudiyanto et al., 2019). However, other research results show that Loyalty and competence do not correlate (Tamba et al., 2018; Subejo et al., 2013). Good Leadership is considered a key factor influencing Loyalty. Previous research shows that a transformational or participative leadership style can increase member loyalty and, in turn, work commitment (Mufarrohah & Sumartik, 2022). Leadership in the military often requires a firm and authoritative approach, which can conflict with participative or transformational leadership theories (Rahmi & Mulyadi, 2018).

Many previous studies have shown that high competence contributes directly to increasing work commitment through increasing individual self-confidence and abilities. However, other research results show that competence does not impact work commitment. Research recognizes Leadership as an effective style for increasing work loyalty and Commitment. However, this kind of Leadership may be challenging to implement in the military's strict hierarchical and bureaucratic structure (Nur & Hidayat, 2023). Loyalty is a key factor mediating the relationship between various variables, work commitment, and Leadership (Sara et al., 2022; Kurniawam, 2019). However, the phenomenon that occurs is that member loyalty is influenced not only by internal factors such as training and Leadership but also by the personal factors of each Indonesian Navy member.

In this research, empirical or practical research is prioritized with the main topic of work commitment. In identifying this problem, the researcher tries to provide an overview of the situation or conditions of work commitment in the object under study. Based on phenomena and various research results, we want to explore the work commitment of the Indonesian Navy. Loyalty in research conducted on military research objects is still little to be studied, thus encouraging researchers to deepen this study. The objectives of this research include: 1.) Does Competency influence Commitment? 2.) Does Leadership affect Commitment? 3.) Does Competence Affect Loyalty? 4.) Does Leadership Affect Loyalty? 5.) Does Loyalty affect Work Commitment? 6.) Does Competency influence Commitment through Loyalty? 7.) Does Leadership influence Commitment through Loyalty?

It is hoped that the results of this research will contribute to a new understanding and meaningful contributions to science, especially in human resource management, focusing on the influence of character, competence, training, and Leadership on work commitment through Loyalty. This research opens opportunities for future researchers to develop knowledge and expand their understanding of human resource management, especially regarding the role of work commitment, and can be used as material for consideration of TNI Navy policy in evaluating the performance of its members.

II. LITERATURE REVIEW

Competence and work commitment are interrelated concepts in the context of a person's professional development in the workplace (Apriliana & Nawangsari, 2021). When people have competencies that match their duties and responsibilities, they feel more competent and successful in their work. This can increase job satisfaction because they can achieve the desired results. High competence is often recognized and appreciated by superiors and colleagues. This recognition can strengthen individuals' sense of ownership of their work and increase their Commitment to the organization (Krisna & Adnyani, 2021). Good competencies often open the door to better career opportunities, including promotions and further career development. This hope can encourage individuals to remain committed to their organization (Anggraini & Fauzan., 2023; Arif & Fauzan, 2022; Shaputra & Hendriani, 2015).

H1. Competency influences work commitment.

Leadership has a significant influence on employee commitment in an organization. A good leader must clearly articulate the organization's vision and mission and be attractive to employees (Mufarrohah & Sumartik, 2022). This will give employees a sense of purpose and direction and make them feel that their work has more significant meaning. Leaders must support and appreciate employees' hard work and dedication (Bela et al., 2022). This can be done in various ways, such as providing praise, bonuses, or opportunities for professional development (Lubis & Abadi, 2022). Support and appreciation will make employees feel valued and appreciated, increasing their motivation to work hard. Transformational leaders inspire and motivate employees to achieve high goals. They are often charismatic and visionary and can build strong relationships with employees. Transformational Leadership has been proven to increase employee commitment significantly (Fauzi et al., 2022). Leadership is one of the most critical factors influencing employee commitment. Influential leaders can create a positive and

supportive work environment, increasing employee job satisfaction and organizational Commitment (Efendi et al., 2022; Rahmi & Mulyadi, 2018).

H2. Leadership improves commitment.

Competent naval military personnel feel more confident and capable in carrying out their duties. This increases their job satisfaction because they feel able to make a meaningful contribution to the organization (Rahardjo, 2022). High job satisfaction is associated with higher loyalty because satisfied military members are less likely to seek another deployment (Juliawati et al., 2024). There is an opinion that competent navy members are more likely to feel secure in their jobs (Darmawan et al., 2023). This is because they know that they have the skills and experience needed to be successful in their organization, so it can be said that good competency can increase Loyalty (Hamisah & Nawawi, 2023; Sriwati & Siswani, 2023; Zulkifli et al., 2023)

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H3. Competence improves Loyalty.

Leadership does have a significant influence on employee loyalty to the organization. Leadership forms an organizational culture that reflects values, norms and expectations (Faturrahman, 2018). Suppose Leadership emphasizes integrity, transparency, and fairness; a positive and supportive work environment can increase employee loyalty (Kurniawan, 2019). Leadership that shows trust and fairness in decision-making and treatment of all team members can build a strong foundation for Loyalty (Rini, 2006). Employees who feel they are treated relatively tend to be more loyal to the organization. Being responsive to employee needs and handling problems quickly and appropriately can also strengthen Loyalty. This shows that leaders care about the welfare and comfort of their employees (Nawawi, 2024). Thus, effective Leadership is not only about managing tasks and achieving targets but also about forming deep relationships with the team, facilitating their development, and creating a positive and inclusive work environment, so increasingly effective Leadership can increase Loyalty. (Marwanto & Hasyim, 2023; Citra & Fahmi, 2019; Ang & Edalmen, 2021). Leadership styles in the military context are usually highly structured and have certain characteristics that differ from many civilian environments (Stănculescu & Beldiman, 2019). The leadership styles that exist in the military environment include: Autocratic Leadership, Transactional Leadership, Situational Leadership, Participative Leadership, Charismatic Leadership, Transformational Leadership, and Service Leadership (Thanh & Quang, 2022).

H4. Leadership influences Loyalty.

Employee loyalty to the organization plays a vital role in forming and maintaining their Commitment to the job and the company. Loyalty creates an emotional bond between employees and the organization (Nisa et al., 2023). Employees who feel emotionally connected to the company tend to be more committed to contributing optimally. Loyal employees strongly desire to remain in the organization and invest in its future (Gunari et al., 2024). Marines see their work as a mere source of income and an integral part of their identity. Loyalty supports Commitment to the values and goals of the organization (Suindrawan et al., 2021). Employees who feel connected to the company's values are more enthusiastic about achieving the vision and mission set. Thus, employee loyalty not only provides the emotional foundation for high Commitment to work and the organization but also strengthens the sustainability and growth of the organization in the long term. Creating a work environment that supports and promotes Loyalty can be an effective strategy for companies in building a committed and high-performing workforce (Kurniawa, 2019). So, it can be said that the higher the Loyalty, the higher the Commitment expressed by employees (Mandiangan et al., 2023; Tahniah et al., 2022; Khairunnisa & Inayatillah, 2023).

H5. Loyalty influences work commitment.

In organizational psychology, mediation is a process in which a variable explains or bridges the relationship between two other variables (Yousaf et al., 2013; Inam et al., 2023). In this case, we discuss how Loyalty can mediate between competence (individual skills and abilities) and work commitment. Loyalty to the organization can mediate the relationship between competence and work commitment (Yudiani et al., 2023; Rossiandy & Indradewa, 2023; Maan et al., 2020). This means that a high level of Competency can increase employee loyalty to the organization, increasing their Commitment to the job and the organization as a whole. Loyalty is vital in influencing employee commitment to the Organization (Özdemir et al., 2024). Loyal workers tend to have a stronger attachment to the company's vision, mission and values. Worker members are likelier to persist in the long term, contribute actively, and work hard to achieve organizational goals (Naz et al., 2020). Loyalty reflects the level of an individual's commitment to the organization. Loyal employees tend to show higher involvement in their work, which can have a positive impact on work commitment. In addition, researchers argue that loyal employees are not only more engaged but also more productive. They tend to put in extra effort and contribute more to organizational goals (Suardi et al., 2022). Loyalty can serve as a mediator linking job satisfaction to work competence. For example, job satisfaction can increase loyalty, which in turn increases work commitment. This suggests that loyalty plays a central role in this relationship (Kevin & Indriyani, n.d.). Loyalty plays a major role as a stronger mediating variable in the context of work competence compared to other variables such as job

H6. Competence influences work commitment through Loyalty

Leadership is crucial in forming employee commitment to the organization through Loyalty (Pulido-Martos et al., 2023). Good Leadership creates strong relationships between leaders and subordinates (Qin et al., 2023). By building trust and openness in communication, leaders can influence employees to feel connected and loyal to the organization's vision and goals. Leadership that is consistent in their attitudes and decisions and fair treatment of all team members helps create a stable and fair work climate. This can increase feelings of fairness and trust, which supports higher Loyalty (Al-Twal et al., 2024). Thus, employee loyalty to their leaders often becomes a bridge to increase their Commitment to the organization (Inam et al., 2023; Lee et al., 2023; Gedera et al., 2023). Effective Leadership can utilize this Loyalty as a tool to strengthen employee involvement and Commitment, which ultimately positively impacts performance and achievement of organizational goals (Januar & Santoso, 2022). Loyalty reflects a deeper emotional attachment between employees and the organization. Although good leadership can influence work commitment, loyalty indicates the extent to which employees are emotionally committed to the goals and values of the organization (C. C. Lee et al., 2022). Loyalty can strengthen cooperation among team members, improving collective performance. Leadership can influence, but loyalty between team members can create bonds that support work commitment more effectively (M. Lee & Kim, 2023). With this justification, it can be seen that loyalty functions as a mediating variable that has a significant role in supporting work commitment, although leadership also has an influence. Loyalty reflects a deeper and broader long-term relationship between employees and the organization (Ye et al., 2022).

H7. Leadership influences work commitment through Loyalty

III. RESEARCH METHODOLOGY

This research will use quantitative methods to test specific theories by examining the relationships between variables using research instruments and statistical procedures. The type of research carried out was a survey with descriptive-analytical methods. In simple terms, the population in this study consists of all personnel in the Naval Headquarters Detachment. At the same time, the sample to be taken is part of the population represented by elements of the Naval Headquarters Detachment unit. Using a total population of 206 personnel, researchers used Slovin's calculations to obtain an appropriate sample size of 136 respondents. The research variables are measured using a Likert Scale, described as an indicator variable. The independent variable consists of Competence (X1) and Leadership (X2), the intervening variable is Loyalty (Z), and the endogenous variable is the dependent variable, namely Work Commitment (Y). Data was analyzed using the Structural Equation Model (SEM) method. The software used for structural analysis is AMOS from Arbuckle. AMOS is a commonly used software for structural model analysis, especially in the context of path analysis and structural equation modeling (SEM). AMOS enables clear and systematic path analysis, helping researchers understand the causal relationships between variables. AMOS allows users to build complex models, including models involving latent variables, making it suitable for research that requires in-depth analysis.

IV. RESULTS/FINDING

This research will use quantitative methods to test specific theories by examining the relationships between variables using research instruments and statistical procedures. The type of research carried out was a survey with descriptive-analytical methods. In simple terms, the population in this study consists of all personnel in the Naval Headquarters Detachment. At the same time, the sample to be taken is part of the population represented by elements of the Naval Headquarters Detachment unit. Using a total population of 206 personnel, researchers used Slovin's calculations to obtain an appropriate sample size of 136 respondents. The research variables are measured using a Likert Scale, described as an indicator variable. The independent variable consists of Competence (X1) and Leadership (X2), the intervening variable is Loyalty (Z), and the endogenous variable is the dependent variable, namely Work Commitment (Y). Data was analyzed using the Structural Equation Model (SEM) method. The software used for structural analysis is AMOS from Arbuckle.

Table 1. Regression Weights: (Group number 1 - Default model)

			Estimate	S.E	C.R.	P	Label
COMPETENCE	→	WORK COMMITMENT	,652	,266	2,452	,014	par_33
LEADERSHIP WORK	→	COMMITMENT	,164	,098	1,673	,094	par_37
COMPETENCE	→	LOYALTY	,485	,168	2,884	,004	par_34
LEADERSHIP	→	LOYALTY	,182	,067	2,726	,006	par_38
LOYALTY	→	WORK COMMITMENT	,438	,220	1,991	,046	par_39

Source: Output AMOS (2024)

Table 2. Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
COMPETENCE	→	WORK COMMITMENT	,309
LEADERSHIP WORK	→	COMMITMENT	,152
COMPETENCE	→	LOYALTY	,349
LEADERSHIP	→	LOYALTY	,257
LOYALTY	→	WORK COMMITMENT	,288

Source: Output AMOS (2024)

From the two tables above, several latent variable indicators have standardized estimates (regression weights) in the form of factor loadings or lambda (λ) > 0.50, the critical value of C.R. > 2,000 and a probability smaller than 0.05 (***). The results of calculating the regression coefficient (regression weight), which can be seen in the output table, are presented below.

Table 3. Standardized Direct Effects (Group number 1 - Default model)

	COMPETENCE	LEADERSHIP	LOYALTY	WORK COMMITMENT
LOYALTY	,349	,257	,000	,000
WORK COMMITMENT	,309	,152	,288	,000

Source: Output AMOS (2024)

Based on the three tables above, it can be seen:

1) The influence of the competency latent variable on work commitment.

Has a standardized estimate (regression weight) of 0.652 with C.R. (Critical Ratio = identical to the t-calculated value) of 2.452 at probability = 0.014. C.R. Value amounting to 2.452 > 2.000 and probability = 0.014 > 0.05, indicating that the influence of the competency latent variable on the work commitment latent variable is positive and not significant, or H1 is rejected.

2) The influence of Leadership on work commitment.

Has a standardized estimate (regression weight) of 0.164 with C.R. (Critical Ratio = identical to the t-calculated value) of 1.673 at probability = 0.094. C.R. Value amounting to 1.673 < 2.000 and Probability = 0.094 > 0.05, indicating that the influence of the leadership latent variable on the work commitment latent variable is positive and not significant or H2 is rejected.

3) The influence of Loyalty on work commitment

Has a standardized estimate (regression weight) of 0.485 with C.R. (Critical Ratio = identical to the t-calculated value) of 2.884 at probability = 0.004. C.R. Value amounting to 2.884 > 2.00 and Probability = 0.004 < 0.05, indicating that the influence of the competency latent variable on the loyalty latent variable is significantly positive. So, H3 is accepted

4) The influence of Leadership on Loyalty

Has a standardized estimate (regression weight) of 0.182 with C.R. (Critical Ratio = identical to the t-calculated value) of 2.726 at probability = 0.006. C.R. Value amounting to 2.726 > 2.000 and Probability = 0.006 < 0.05, indicating that the influence of the leadership latent variable on the loyalty latent variable is significantly positive so that H4 is accepted.

5) The influence of Loyalty on work commitment.

Has a standardized estimate (regression weight) of 0.438 with C.R. (Critical Ratio = identical to the t-calculated value) of 0.907 at probability = 0.075. C.R. Value amounting to 1.991 < 2.000 and Probability = 0.046 < 0.05, indicating that the influence of the loyalty latent variable on the work commitment latent variable is significantly positive, so H5 is accepted. Based on the Chi-square, Relative Chi-square, RMSEA, GFI, AGFI, TLI, and CFI test criteria above, as well as the Goodness of Fit values resulting from processing Amos for Windows version 24.0 as seen in the image above, a table can be created as follows.

Table 3. Evaluation of Goodness of Fit

Goodness of Fit Index	Cut-off Value	Model Results	Information
Chi-square(χ^2)	Expected to be Small	497,322	Marginal
Relative Chi-square(χ^2/pdf)	□3.00	1,316	Good
Probability	□0.05	0,000	Marginal
RMSEA	□0.08	0,048	Good
GFI	□0.90	0,816	Marginal
AGFI	□0.90	0,774	Marginal
TAG	□0.95	0,925	Marginal
CFI	> 0.95	0,935	Marginal

Note: *) Meets Goodness of fit

+) Marginal

The cut-of-value and goodness-of-fit model results in Table 3 above show two good and six marginal of the eight criteria used. Because two good criteria and six marginal out of eight criteria are required, the model above can be stated as the appropriate mode (Solimun, 2002:80 and Solimun, 2004:71). Below is the model

analysis. Measurement model analysis with determination is used to determine the magnitude of the contribution of exogenous variables to endogenous variables. For this analysis, Quadratic Multiple Correlation is used. The size of the Squared Multiple Correlation can be seen in the following table.

Table 4. Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
LOYALTY	,580
WORK COMMITMENT	,638

Squared Multiple Correlation, the respective values for Loyalty = 0.580 and work commitment = 0.638, as shown in Table 4.22. on. According to (Ferdinand, 2002, p. 114), the Square Multiple Correlation value for the loyalty variable $R^2 = 0.580$ is identical to R^2 in SPSS of 0.580, so the magnitude of the determination is the Square Multiple Correlation value for the loyalty variable multiplied by 100% = $0.580 \times 100\% = 58\%$. Thus, changes in Loyalty are influenced by competence and Leadership by 58%. Meanwhile, the Square Multiple Correlation value on the work commitment variable, $R^2 = 0.638$, is identical to R^2 on SPSS of 0.580, so the magnitude of the determination is the Square Multiple Correlation value on the work commitment variable multiplied by 100% = $0.638 \times 100\% = 63.8\%$. Thus, changes in work commitment are influenced by Loyalty, competence and Leadership by 63.8%.

Overall, the analysis above shows that all indicators of competence and Leadership toward work commitment through Loyalty as an intervening variable are significant. From the Goodness of Fit Evaluation results, there are two good and six marginal out of the eight required criteria, so the model above can be declared a good model (meets Goodness of Fit). The Square Multiple Correlation results show that the respective loyalty values = 0.580 and work commitment = 0.638. The value of the square multiple correlation determination on the loyalty variable is multiplied by 100% = $0.580 \times 100\% = 58\%$, and changes in Loyalty are influenced by competence and Leadership by 58%. The Square Multiple Correlation determination values on the work commitment variable = $0.638 \times 100\% = 63.8\%$; changes in work commitment are influenced by competence, Leadership and Loyalty by 63.8%. Naval Competency plays an essential role in increasing personnel work commitment. By developing competencies, providing self-development opportunities, and creating a positive work culture (Krisna & Adnyani, 2021), the Navy can encourage its personnel to make their best contribution and achieve organizational goals. High Competency in maritime, navigation, strategy and combat increases the ability of Navy personnel to complete their tasks well (Anggraini & Fauzan., 2023). Success in carrying out their duties and responsibilities fosters a sense of pride and satisfaction with their profession. This pride drives a more substantial commitment to serving the nation and the Navy.

On the other hand, Navy soldiers often have to work in difficult and dangerous conditions, such as on the high seas or in war zones. This can lead to stress, exhaustion and frustration, affecting their Commitment regardless of competence. Limited promotional opportunities in the Navy can leave Navy soldiers feeling frustrated and unmotivated, even though they have high levels of competence. This may cause them to look for opportunities outside the organization. Disagreements between Navy soldiers and leaders led to confusion and frustration. This can affect their Commitment even though they have high competence. The results of this research support previous research conducted by Asnora and Indra (2020).

Influential leaders can motivate and inspire their personnel to work hard and achieve common goals (Efendi et al., 2022). Transparent, fair and accountable Leadership builds personnel trust and respect for their leaders. Effective Leadership can improve personnel performance and productivity by providing clear direction, adequate support, and development opportunities. Lack of support and appreciation from leaders can prevent personnel from feeling unappreciated and uncared for, which can reduce their Commitment (Mufarrohah & Sumartik, 2022). On the other hand, limited promotional opportunities in the Navy can make Navy soldiers feel frustrated and unmotivated, even if they have good leaders. Disagreements between Marines and their leaders about effective work direction can lead to confusion and frustration. Various factors influencing working conditions, such as social support, promotional opportunities, individual motivation, self-confidence, organizational culture, perceptions of Leadership, communication, and recognition, can also have a significant influence. Therefore, the Navy needs to focus on developing influential leaders and address other external and internal factors that may impact the Commitment of Navy soldiers. The results of this research support previous research conducted by Raharja (2017).

High Competency in maritime, navigation, strategy and combat enhances the ability of Navy personnel to complete their tasks well. Marines tend to have a strong work culture emphasizing discipline, cooperation, and service. This culture fosters a sense of togetherness and family among personnel, which increases the sense of belonging and Loyalty to the organization. Personnel feel part of a larger team with a common goal, encouraging them to give their best and remain loyal to the organization. Setyowati and Hariyadi (2017) found that competency and work loyalty positively influence the career development of Indonesian Navy personnel.

Mahfud et al. (2018) show that competence and Loyalty mutually contribute to the professionalism of Republic of Korea Navy personnel.

Influential leaders can motivate and inspire individuals to work hard and achieve common goals. This increases Loyalty because individuals feel compelled to contribute and be part of something bigger. Leaders who can create a sense of belonging and togetherness among individuals will encourage stronger Loyalty to the organization. Individuals feel part of a larger team with a shared goal, encouraging them to remain loyal and work together. Setyowati and Hariyadi (2017) found that transformational Leadership positively affected the affective Loyalty of Indonesian Navy personnel. Mahfud et al. (2018) showed that transformational leadership and servant leadership increased the organizational Loyalty of Republic of Korea Navy personnel. Leadership plays a vital role in determining an individual's level of Loyalty. Effective Leadership can increase individual motivation, enthusiasm, sense of ownership, performance, and willingness to make sacrifices. On the other hand, weak, ineffective and inappropriate Leadership can hurt Loyalty and lead to various negative consequences for the organization. Therefore, organizations need to develop effective and competent leaders who can motivate and inspire individuals to achieve common goals and increase their Loyalty to the organization.

High Competency can increase the self-confidence of naval members in carrying out their duties and responsibilities (Kurniawa et al., 2021). This makes members feel more confident in their abilities and can complete tasks well. This self-confidence helps build a sense of Loyalty to the Navy. When marines feel competent and able to make meaningful contributions to the organization, they will feel more valued. This sense of worth increases their motivation and Commitment to working at their best. High Competency can improve the performance of Navy members (Hersh, 2022). This makes them more effective and efficient in completing tasks and ultimately improves the positive image of the Navy. This good performance increases a sense of pride and Loyalty towards the organization. High work loyalty increases the motivation of Navy members to work diligently and with high dedication (Sypniewska et al., 2023). Members are more motivated to achieve organizational goals and provide the best contribution. Competence and work loyalty are two critical factors that are interrelated and have a positive influence on naval work commitment. Competence can increase work loyalty, and work loyalty can increase work commitment. Therefore, the Navy must develop its members' competence and work loyalty to achieve optimal performance. The results of this research are in line with previous research conducted by Yudiani et al. (2023), Rossiandy & Indradewa (2023), and Maan et al. (2020).

Leadership is essential to marine work commitment (Inam et al., 2023). Effective Leadership can increase work loyalty, and work loyalty can increase work commitment. Effective Leadership can improve the quality of relationships between marines and their leaders and co-workers (Clack, 2021). This creates a positive and conducive work environment, ultimately increasing work commitment. Leadership is an essential factor influencing marine work commitment through work loyalty. (Van Zyl et al., 2023) Effective Leadership can build trust, increase a sense of belonging, and improve the quality of relationships between leaders and their members. This can ultimately increase work loyalty and work commitment. The results of this research support previous research by Inam et al. (2023; Lee et al. (2023; Gerahan et al. (2023).

V. CONCLUSION AND RECOMMENDATION

Based on the research object, where there is a gap between theory and empirical facts, and a framework of thinking based on existing theory is prepared, an Operational Variable definition is drawn up. The questionnaires responded to by respondents from the Naval Headquarters Detachment personnel were processed using the Amos Statistical Program for Windows version 24.0 for Normality test, CFA and influence test with SEM based on assumptions in Structural Equation Modeling (SEM) to test the feasibility of the model, hence the research results This can be concluded as follows: 1.) Competence does not affect commitment, 2.) Leadership does not affect commitment; 3.) Loyalty affects work competency, 4.) Competency affects Loyalty, 5.) Leadership affects Loyalty, 6.) Competence influences work commitment through Loyalty, 7.) Leadership influences work commitment through Loyalty. The results of this research can be used as material for consideration in human resource management to increase work commitment among the Navy. Apart from that, the results of this research can be used as material for consideration in determining the direction of defense policy for naval members to increase work commitment through Loyalty. This research has practical implications related to, for example, continuous training to improve members' skills and knowledge. This not only improves performance, but also shows that the organization cares about individual development, mentoring programs where senior members guide junior ones, build a sense of togetherness and loyalty. In addition, it can be a consideration for leaders to apply a servant leadership style, which focuses on the needs and development of members. This research has related policy implications, for example being a consideration in formulating policies to provide ongoing training and professional development programs for members, ensuring that they have relevant and up-to-date skills. This research is limited to the Indonesian Navy; many other defense sectors still need to be improved, so future research requires comparative studies with the army or air force to obtain comprehensive and broader results.

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