Optimization of Babinsa Performance Improvement in Terms of Competence, Motivation, and Job Satisfaction (A Study on Babinsa Kodim 1207/Pontianak)

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Abstract

The active involvement of Babinsa in territorial development is a key factor in realizing a strong space, tools and conditions for defense to effectively support the main tasks of Kodim at the local level so that Babinsa has a very strategic role in maintaining regional stability and resilience, including Babinsa at Kodim 1207/PTK. In reality, the performance of Babinsa in Kodim 1207/PTK is relatively low. This is due to limitations in the education and training received, the lack of access to or quality of training, which negatively impacts skill development, and the uneven workload distribution, as each Babinsa is generally assigned to only one village. The purpose of this study is to determine the effect of competence, motivation, and job satisfaction on performance. The sampling technique used is simple random sampling. The results of the study show that competence, job satisfaction, and Babinsa's performance are categorized as sufficient, while motivation falls into the low category. The data analysis results indicate that competence, motivation, and job satisfaction have a significant positive effect on Babinsa's performance, both partially and simultaneously. These results suggest that to improve Babinsa's performance, efforts should be made to enhance competence through training and education, increase motivation through various incentive and reward programs, and create a supportive work environment. Thus, a holistic approach that includes the development of competence, motivation, and job satisfaction will have a positive impact on the performance of Babinsa in Kodim 1207/PTK.

***Keywords**: Job Satisfaction, Babinsa Performance, Competence, Motivation.*

I. INTRODUCTION

The Military District Command 1207/Pontianak (Kodim 1207/PTK) is a territorial command unit under the XII/Tanjungpura Military Area Command (Kodam XII/Tanjungpura), responsible for the areas covering Pontianak City and Kubu Raya Regency. Kodim 1207/PTK is classified as a Type A Kodim, which means it operates without a Military Resort Command (Korem) and functions independently. According to the Chief of Staff of the Army Regulation (Perkasad) No. 111/XII/2012, dated December 12, 2012, concerning the Organization and Duties of the Military District Command (Orgas Kodim), the primary mission of Kodim is to conduct capability building, force development, and territorial development to create robust space, tools, and conditions for land defense and maintain regional conduciveness in support of the main tasks of Kodam/Korem. In this context, the success of capability building, force

deployment, and territorial development is closely related to the strategic role of Village Supervisory Non-Commissioned Officers (Babinsa) (Fitra & Wahyuni, 2023).

Babinsa are members of the Indonesian Army stationed at the village level, primarily responsible for conducting territorial development in their respective areas (Fitra & Wahyuni, 2023). Their success in fulfilling their duties relies on their ability to establish effective communication and cooperation with the local community. The active involvement of Babinsa in territorial development is also a key factor in maintaining security, thereby supporting Korem's tasks. This makes Babinsa play a highly strategic role in maintaining regional stability and resilience. Thus, their performance is crucial in determining the effectiveness of their tasks. Although Babinsa holds a strategic role in maintaining regional stability and resilience, dissatisfaction in performing their duties and decreased motivation can lead to a decline in performance (Subagyo, 2021). Performance serves as a tool to enhance accountability and decision-making (Schleu & Huffmeier, 2021). Therefore, performance is defined as the evaluation of a series of actions performed by employees that contribute positively to the achievement of organizational goals (Donkor, 2021).

A common issue affecting Babinsa is low performance due to limitations in the education and training they receive. Insufficient access to or quality of training negatively impacts their skill and knowledge development, as well as the uneven distribution of workload, where typically each Babinsa is assigned to only one village. The low performance of Babinsa aligns with the research by Karyo (2017), which found that Babinsa's tasks have not been optimally executed due to human resource limitations. This is attributed to some Babinsa not fully understanding their assigned areas, some not being well-known by the local community, and some not being aware of the developments in their area.

Performance levels are influenced by various factors, including capability, personality, work interest, clarity and acceptance of roles, specific skills and knowledge, job design, working facilities, personality, work motivation, leadership, management style, organizational culture, job satisfaction, work climate, loyalty, commitment, and work discipline (Kasmir, 2019; Afandi, 2021). Thus, one factor contributing to the suboptimal performance of Babinsa is competence. In the context of Babinsa's competence, it is known that Babinsa Kodim 1207/PTK face (a) limitations in the education and training they receive due to insufficient access or quality of training for skill and knowledge development, (b) low initial education levels, which hinder their understanding of their duties and responsibilities due to inadequate education limiting their ability to grasp the complex context of their tasks, and (c) the rapid changes in social, political, and security environments, with the lack of updated knowledge making Babinsa Kodim 1207/PTK less prepared to face recent developments.

Besides competence, motivation also influences performance. People are motivated when they expect that an action will lead to the achievement of a goal and valuable rewards that can satisfy their needs and desires (Armstrong & Taylor, 2020). In the context of Babinsa Kodim 1207/PTK’s motivation, it is known that the Commander of Kodim 1207/PTK always provides directions for Babinsa to carry out their duties well, but these directions are not

accompanied by adequate financial or non-financial support. As a result, the willingness of Babinsa to perform their duties is low.

In addition to competence and work motivation, another factor affecting performance is job satisfaction. Job satisfaction has emerged as a primary focus that needs to be addressed to retain a superior workforce (Dodanwala et al., 2023). This is particularly important because highly satisfied employees tend to have high performance (Aung et al., 2023). In the context of Babinsa Kodim 1207/PTK's job satisfaction, it is known that their satisfaction is reduced due to (a) the uneven distribution of workload, where typically each Babinsa is assigned to only one village, but in reality, a Babinsa is tasked with more than one village with the same level of pay. Excessive workload leads to physical and mental exhaustion, which in turn reduces job satisfaction. Babinsa who feel overwhelmed struggle to achieve a balance between work and personal life, (b) lack of recognition and appreciation for their contributions, and (c) lack of support from superiors or organizational leaders, which can cause dissatisfaction among Babinsa. Insufficient support may include a lack of resources, adequate training, and recognition of their contributions.

Research and discussions on employee performance have been conducted by Paais & Pattiruhu (2020); Sinambela & Ernawati (2021); Hajiali et al. (2022); Nguyen et al. (2020); Carvalho et al. (2020); Al-kharabsheh et al. (2023); Camelie et al. (2023). Not only has employee performance been the subject of research, but military personnel performance, including Babinsa, plays a crucial role in improving security and welfare for both Babinsa personnel and the general public. Research on military personnel performance, including Babinsa, can provide deep insights into their contributions in carrying out critical tasks at the local level.

II. LITERATURE REVIEW

Performance appraisal is a system used to review and evaluate employee performance (Wang et al., 2022). The performance exhibited by an employee is influenced by various factors essential for enhancing specific activities to achieve the organization's goals within a given timeframe (Sabuhari et al., 2020). Thus, performance is a tool used to increase accountability in decision-making (Schleu & Huffmeier, 2021). Babinsa performance is the quality and quantity of work achieved by an employee in performing their duties according to the responsibilities assigned to them (Suparman et al., 2021). Therefore, employee performance is not only related to direct work outcomes but also involves behavioral aspects, contributions to organizational goals, and meeting the established performance expectations. Based on the above description, this study measures employee performance based on work quality, work quantity, timeliness, and the ability to work collaboratively (Suparman et al., 2021).

Spencer & Spencer (2008) define competence as a fundamental characteristic of an individual causally related to effective and/or superior performance, as referenced by criteria in a job or situation. Jo et al. (2016) state that employees with competence significantly impact organizational success. Thus, competence enables human resources within the organization to harness other resources not possessed by others. Armstrong & Taylor (2020) argue that the

level of performance is heavily influenced by employee characteristics because these can affect their behavior in the workplace. In this study, Babinsa Kodim 1207/PTK's competence is measured based on the indicators of motives, traits, self-concept, knowledge, and skill (Spencer & Spencer, 2008). Yuniarsih (2021) explains that motives are impulses that consistently influence an individual's thoughts to act or create desires that drive them to take action. Traits refer to physical characteristics and consistent responses to situations or information received by an individual. Self-concept relates to a person's attitudes, values, and self-image. Knowledge indicates the information a person understands in a specific context. Skill is the ability to perform tasks, whether related to physical or mental work.

Motivation is a self-driven force that can propel someone to engage in activities aimed at achieving targeted results (Yuniarsih, 2021). Furthermore, Luthans et al. (2021) explain that there are three key aspects to understanding the motivation process: the meaning and relationship between needs, drives, and incentives. (1) Needs are created whenever there is a physiological or psychological imbalance. (2) Drives are formed to meet needs. Physiological drives can be simply defined as deficiencies with direction. Physiological and psychological drives are action-oriented and provide the energy to achieve incentives, forming the core of the motivation process. (3) Incentives, at the end of the motivation cycle, are defined as anything that will relieve needs and reduce drives. Thus, obtaining incentives tends to restore physiological or psychological balance and reduce or cut off the drive. Based on this explanation, this study measures work motivation using indicators such as the desire to succeed, the perceived value of the job itself, responsibility, the desire for growth, policies and administration, interpersonal relationships, salary fulfillment, and recognition.

Job satisfaction is the level of happiness and contentment an individual feels towards their job or position. It involves a subjective evaluation of various aspects of the job, including the work environment, relationships with colleagues, company policies, job responsibilities, career development opportunities, and financial and non-financial rewards (Yoon, 2020). As Rivai (2016) suggests, satisfaction is an individual matter. Employees who feel satisfied will have a positive attitude towards the organization, be loyal, dedicated, and motivated to further improve their performance. This is consistent with Indrayani et al. (2023), who state that job satisfaction is an emotional condition that leads to a positive attitude in assessing issues and everything encountered in the workplace, which will impact individual performance. In this study, job satisfaction is measured using indicators adapted from Marbun & Jurfizen (2022), including satisfaction with the job itself, satisfaction with salary, satisfaction with promotion opportunities, satisfaction with superiors, and satisfaction with colleagues.

Based on the background, theoretical review, and conceptual framework presented, the research paradigm regarding the influence of competency, motivation, and job satisfaction on the performance of Babinsa (A Study on Babinsa at Kodim 1207/Pontianak) can be explained as follows:

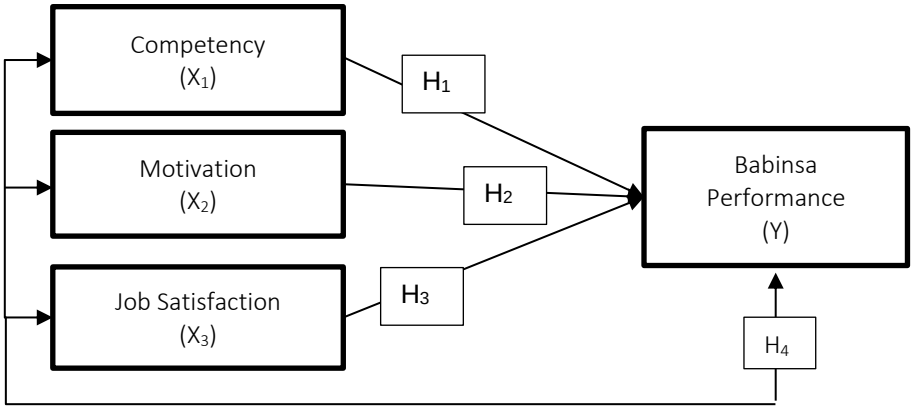

Figure 1. Research Paradigm
Source: Data Processing, 2024

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

H1 : Competency has a positive effect on the performance of Babinsa.

H2 : Motivation has a positive effect on the performance of Babinsa.

H3 : Job satisfaction has a positive effect on the performance of Babinsa.

H4 : Competency, motivation, and job satisfaction simultaneously influence the performance of Babinsa.

III. RESEARCH METHOD

The research method used in this study is descriptive-verificative with a quantitative approach. The descriptive method is used to describe or portray the data that has been collected through questionnaires without intending to make conclusions that are generally applicable or generalized (Sugiyono, 2018). The verificative method is research conducted on a specific population or sample with the aim of testing predetermined hypotheses (Sugiyono, 2018).

The population refers to the entire group of people, events, or interesting things that the researcher wants to investigate. It is a group of people, events, or things that the researcher aims to draw conclusions about based on sample statistics (Sekaran & Bougie, 2016). Based on this definition, the population in this study consists of the Babinsa personnel at Kodim 1207/PTK. The sampling technique used in this study is simple random sampling, a type of probability sampling. The sample size in this study is determined using the Slovin formula as follows.

$$n = \frac{N}{1 + N\,(d)^2}$$

n denotes sample size, N denotes population size and d denotes precision level set at 5%. Thus, the sample size for this study is calculated as follows:

$$n = \frac{150}{1 + 150\,(0.05)^2}$$

n =109,090

Based on the calculations above, the total sample size is 109 respondents. For data analysis in this study, multiple regression analysis was used with the assistance of SPSS 25 software. The research design includes validity testing, reliability testing, classical assumption testing, hypothesis testing both partially and simultaneously, as well as testing for the coefficient of determination.

IV. RESEARCH RESULTS AND DISCUSSION

Descriptive Analysis

The Babinsa personnel at Kodim 1207/PTK exhibit a fairly good level of competency, as illustrated by the continuum line below.

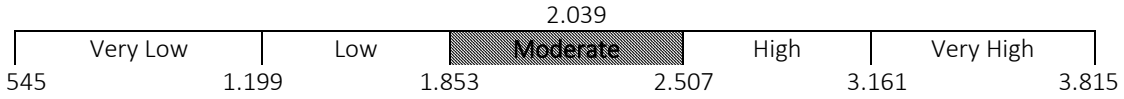

Figure 2. Continuum Line of Competency Variable

Source: Data Processing, 2024

Based on the above calculations, it can be observed that the continuum value of the competency variable is 2.039, indicating that the competency level of Babinsa at Kodim 1207/PTK falls within the moderate category. This means that the competency level of Babinsa at Kodim 1207/PTK is adequate. Although it is not categorized as high, their competency is sufficient to fulfill the tasks assigned to them. The "Moderate" category suggests that there is still room for improvement and development in Babinsa's competency, enabling them to reach a higher and more optimal level of performance. This moderate competency level indicates that while the Babinsa of Kodim 1207/PTK are capable of meeting the basic performance standards required for their duties, further enhancement is needed to achieve more maximal and efficient results. On the other hand, the motivation level of Babinsa at Kodim 1207/PTK is categorized as low, as illustrated by the continuum line below.

Figure 3. Continuum Line of Motivation Variable

Source: Data Processing, 2024

Based on the calculations, the continuum value of the motivation variable is 2.833, indicating that the motivation level of Babinsa at Kodim 1207/PTK falls within the "Low" category. This means that Babinsa at Kodim 1207/PTK exhibit a low level of motivation in performing their duties. This suggests that they may be less enthusiastic or less driven in carrying out their responsibilities. The job satisfaction level of Babinsa is categorized as moderate, as illustrated by the continuum line below.

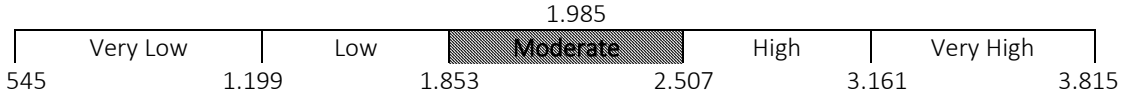

Figure 4. Continuum Line of Job Satisfaction Variable

Source: Data Processing, 2024

Based on the calculations, the continuum value for the job satisfaction variable is 1.985, indicating that the job satisfaction level of Babinsa at Kodim 1207/PTK falls within the "Moderate" category. Although their job satisfaction is not categorized as high, the Babinsa are reasonably satisfied with their work. This suggests that most of their needs and expectations are met within the current work environment. The moderate level of job satisfaction ensures that Babinsa are able to perform their duties effectively without significant dissatisfaction that could disrupt their performance. The performance level of Babinsa is categorized as moderate, as illustrated by the continuum line below.

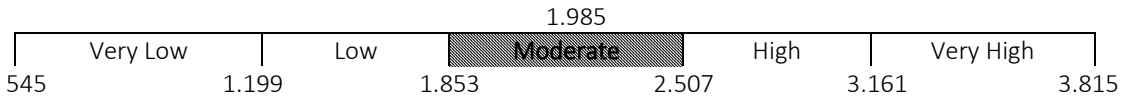

Figure 5. Continuum Line of Babinsa Performance Variable
Source: Data Processing, 2024

Based on the calculations, the continuum value for the performance variable is 1.595, indicating that the performance level of Babinsa at Kodim 1207/PTK falls within the "Moderate" category. This means that Babinsa demonstrate adequate performance in carrying out their duties. Although their performance is not at a very high level, they are able to meet most of the established standards and expectations. The moderate category indicates that there is room for improvement in various aspects of performance. Management can design more focused training and development programs to help Babinsa enhance their performance. Despite their performance being only adequate, Babinsa are still able to carry out their duties and responsibilities consistently without significant deficiencies.

Classical Assumption Test

After being conducted testing descriptive analysis, then next step is a classical assumption testing is conducted to assess whether there are issues with the assumptions in an Ordinary Least Squares (OLS) linear regression model. The classical assumptions tested in this study include normality, multicollinearity, and heteroscedasticity.

Tabel 1.
Classical Assumption Testing

No	Classical Assumption	Criteria	Result	Interpretation
1	Normality Test	> 0.05	0.200	The data is normally distributed.
2	Multicollinearity Test:	VIF < 10	X_1 : 1.001	There is no indication of multicollinearity
			X_2 : 1.040	
			X_3 : 1.041	
3	Heteroscedasticity Test	> 0.05	X_1 : 0.672	There is no indication of heteroscedasticity
			X_2 : 0.993	
			X_3 : 0.223	

Source: Data Processing, 2024

Based on Table 1 of the classical assumption test results, the following conclusions can be drawn as follows:

1. The normality test results indicate that the data is normally distributed, as the significance value in the multiple regression equation is 0.200, which is greater than 0.05. This indicates that the residual values are normally distributed across the dataset or variable.
2. The multicollinearity test results for the multiple regression equation show VIF values of 1.001, 1.040, and 1.041, all of which are less than 10. This means that there is no perfect correlation among the independent variables or the data is free from multicollinearity issues.
3. The heteroscedasticity test results for the multiple regression equation show values of 0.672, 0.993, and 0.223, all of which are greater than 0.05. This indicates that there is no issue with the variance of residuals in the regression model or no heteroscedasticity is present.

After confirming that all classical assumption tests have been met, the regression analysis will proceed to evaluate the effects of competence, motivation, and job satisfaction on the performance of Babinsa. The next step is to test the validity of the hypotheses used in this study through partial t-tests. The t-test (partial) is necessary to determine the extent of the relationship between one variable and another, and whether these relationships influence each other. The hypothesis test is formulated with a null hypothesis (H0) and an alternative hypothesis (Ha) by comparing the calculated t-value to the critical t-value, as outlined by Sugiyono (2018). The results of the hypothesis testing in this study are presented in table 2 as follows:

Table 2.
Results of Partial Hypothesis Testing

Hypothesis	Relation between Variables	B	t Stat	t table	Sig.	Description
H_1	Competency (X_1) → Babinsa Performance (Y)	0.149	2.020	1.655	0.046	Hypothesis Accepted
H_2	Motivation (X_2) → Babinsa Performance (Y)	0.298	8.748	1.655	0.000	Hypothesis Accepted
H_3	Job satisfaction (X_3) → Babinsa Performance (Y)	0.120	2.222	1.655	0.028	Hypothesis Accepted

Source: Data Processing, 2024

Based on Table 2 above, the conclusions of the hypothesis testing in this study are as follows. First, competency (X1) has a positive and significant effect on the performance of Babinsa (Y) with a beta coefficient of 0.149, a t-stat value of 2.020 > 1.655, and a significance level of 0.046 < 0.05. Therefore, the first hypothesis (H1) in this study is accepted (Ha is accepted and Ho is rejected). This means that increasing motivation will significantly improve Babinsa's performance. In other words, more motivated Babinsa are likely to perform better in their tasks. This indicates that steps to enhance motivation, such as incentives, recognition, and a supportive work environment, can positively contribute to Babinsa's performance. High motivation encourages Babinsa to work more efficiently and effectively, leading to better achievement of their goals and responsibilities. These results are consistent with research conducted by Jnaneswar & Ranjit (2022); Nababan et al. (2020); Rivaldo & Ratnasari (2020); Hendra (2020), which states that motivation positively affects employee performance.

Next, motivation (X2) has a positive and significant effect on the performance of Babinsa (Y) with a beta coefficient of 0.298, a t-stat value of 8.748 > 1.655, and a significance level of 0.000 < 0.05. Therefore, the second hypothesis (H2) in this study is accepted (Ha is accepted and Ho is rejected). This means that increasing job satisfaction will significantly improve Babinsa's performance. More motivated Babinsa are likely to perform better in their tasks. This suggests

that steps to enhance motivation, such as incentives, recognition, and a supportive work environment, can positively contribute to Babinsa's performance. High motivation drives Babinsa to work more efficiently and effectively, thus achieving their goals and responsibilities better. These results align with research by Jnaneswar & Ranjit (2022); Nababan et al. (2020); Rivaldo & Ratnasari (2020); Hendra (2020), which states that motivation positively affects employee performance.

Last, job satisfaction (X3) has a positive and significant effect on the performance of Babinsa (Y) with a beta coefficient of 0.120, a t-stat value of 2.222 > 1.655, and a significance level of 0.028 < 0.05. Therefore, the third hypothesis (H3) in this study is accepted (Ha is accepted and Ho is rejected). This means that Babinsa who are satisfied with their work are likely to perform better in their tasks. This suggests that efforts to enhance job satisfaction, such as improving working conditions, recognizing achievements, and providing promotion opportunities, can positively contribute to Babinsa's performance. High job satisfaction encourages Babinsa to work with more enthusiasm and productivity. These results are consistent with research conducted by Indryani et al. (2023); Mardanov (2020); Nababan et al. (2020), which states that job satisfaction positively affects employee performance.

Table 3.
Results of Simultaneous Hypothesis Testing

Hypothesis	Relation between Variables	f Count	f table	Sig.	Description
H_4	Competency (X_1), Motivation (X_2), Job Satiscaftion (X_3) → Babinsa Performance (Y)	32.365	2.49	0.000	Hypothesis Accepted

Source: Data Processing, 2024

Based on Table 3, the result of the simultaneous hypothesis testing indicates that the calculated F-value is 32.365 > 2.49 with a significance level of 0.000 < 0.05. This means that the hypothesis test supports the research hypothesis. This suggests that competency, motivation, and job satisfaction collectively have a significant impact on the performance of Babinsa at Kodim 1207/PTK. Therefore, efforts to enhance competency, motivation, and job satisfaction together will positively contribute to improving Babinsa's performance. Effective management of these three aspects can significantly enhance the effectiveness and productivity of Babinsa in performing their duties. Management should focus on developing comprehensive strategies to improve these three factors to achieve optimal performance results. These findings are consistent with research conducted by Paais & Pattiruhu (2020); Sinambela & Ernawati (2021); Hajiali et al. (2022); Nguyen et al. (2020); Carvalho et al. (2020); Al-Kharabsheh et al. (2023); Camelie et al. (2023).

To assess the extent of the simultaneous influence of competency, motivation, and job satisfaction on the performance of Babinsa at Kodim 1207/PTK, we can examine the coefficient of determination (R Square) presented in the following table.

Table 4.
Results of Coefficient of Determination Test

Variable Relationss	R Square
Competency, Motivation, Job Satiscaftion on Babinsa Performance	0.693

Source: Data Processing, 2024

Based on Table 4 above, the coefficient of determination is 0.693 or 69.30%. This value indicates that 69.30% of Babinsa's performance is explained by the variables of competency, motivation, and job satisfaction. The remaining 30.70% is explained by other variables outside

the independent variables in this study. This means that the elements of competency, motivation, and job satisfaction have a significant influence on the performance of Babinsa at Kodim 1207/PTK.

V. CONCLUSION AND RECOMMENDATIONS

Competence, motivation, and job satisfaction have a significant positive impact on the performance of Babinsa at Kodim 1207/PTK. This finding indicates that higher levels of competence, stronger motivation, and greater job satisfaction contribute positively to the improvement of Babinsa's performance. When Babinsa possess good competency, they have the necessary skills and abilities to perform their duties effectively. High motivation helps them stay focused, enthusiastic, and eager in fulfilling their daily responsibilities. Meanwhile, high job satisfaction creates a positive and supportive work environment, encouraging them to do their best in their jobs. These three factors are interrelated and mutually reinforcing. High competency can enhance confidence and efficiency in task performance, which in turn can boost motivation and job satisfaction. High motivation, on the other hand, can lead to increased productivity and work quality, thereby improving job satisfaction. Additionally, high job satisfaction creates a positive and supportive work environment, which can sustain motivation and overall performance.

The significant positive influence of competency, motivation, and job satisfaction on the performance of Babinsa at Kodim 1207/PTK, both partially and simultaneously, suggests that policymakers at Kodim 1207/PTK and within the Mabesad should design more intensive and focused training programs to enhance the technical and managerial competencies of Babinsa. This should include training in territorial development capabilities, the use of the latest technology, and effective communication strategies to develop Babinsa's competencies. Furthermore, leaders at Kodim 1207/PTK should conduct a thorough evaluation of factors affecting Babinsa's low motivation, such as performance recognition, career development, and working conditions. Implementing supportive, transparent, and fair policies could positively impact the motivation of Babinsa.

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