# The Effect of Work Motivation, Workload and Job Training on the Performance of Army and Civil Servants of the V/Brw Finance of Military Regional Command

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*Abstract*

*Every month, Finance Officer of Rank II - IV of Kudam V/Brw get assessment results as a form of job evaluation. During January 2023 to March 2024, the phenomenon of Paku Satker's performance appraisal showed results that were not optimal so it was necessary to analyze the indicators that influenced this performance. The purpose of this study was to determine the effect of Work Motivation* $(X_1)$*, Workload* $(X_2)$ *and Job Training* $(X_3)$ *on Performance* $(Y)$ *of Soldiers and Civil Servants of Kudam V / Brw. This research uses quantitative methods. The object of research amounted to 175 respondents. The results of statistical analysis on partial tests show that Work Motivation and Job Training have a positive effect while Workload has no effect on Performance. Furthermore, the simultaneous test shows that Work Motivation, Workload and Job Training affect performance. It can be concluded that increasing Work Motivation and Job Training and decreasing Workload can improve the Performance of Soldiers and Civil Servants of Kudam V / Brw.*

***Keywords:*** *Work Motivation, Workload, Job Training, Performance*

Abstrak

Setiap bulan, Paku Satker Tk II – IV Jajaran Kudam V/Brw mendapatkan hasil penilaian sebagai bentuk evaluasi pekerjaan. Selama Januari 2023 sampai Maret 2024, fenomena penilaian kinerja Paku Satker menunjukkan hasil yang belum optimal sehingga perlu dilakukan analisis terhadap indikator yang mempengaruhi kinerja tersebut. Tujuan penelitian ini untuk mengetahui pengaruh Motivasi Kerja $(X_1)$, Beban Kerja $(X_2)$ dan Pelatihan Kerja $(X_3)$ terhadap Kinerja $(Y)$ Prajurit dan PNS Kudam V/Brw. Penelitian ini menggunakan metode kuantitatif. Objek penelitian berjumlah 175 reseponden. Hasil analisis statistik pada uji parsial menunjukkan bahwa Motivasi Kerja dan Pelatihan Kerja berpengaruh positif sedangkan Beban Kerja tidak berpengaruh terhadap Kinerja. Selanjutnya, pada uji simultan menunjukkan bahwa Motivasi Kerja, Beban Kerja dan Pelatihan Kerja berpengaruh terhadap Kinerja. Dapat disimpulkan bahwa dengan meningkatnya Motivasi Kerja dan Pelatihan Kerja serta menurunnya Beban Kerja dapat meningkatkan Kinerja Prajurit dan PNS Kudam V/Brw.

Kata Kunci: Motivasi Kerja, Beban Kerja, Pelatihan Kerja, Kinerja

## I. INTRODUCTION

During the period of January 2023 to March 2024, researchers found a phenomenon that occurred in Soldiers and Civil Servants of Kudam V/Brw. The phenomenon is a decrease in work motivation, a lot of workload and a lack of job training for Army and Civil Servants of Kudam V/Brw. This certainly has an impact on their performance appraisal. Indirectly, researchers have observed the phenomenon and tried to analyze it.

Table 1. Ku Satker Assessment Data January 2023 - March 2024

| No | Ku Satker | 2023 | | | | | | | | | | | | 2024 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Jan | Feb | Mar | Apr | Mei | Jun | Jul | Ags | Sep | Okt | Nov | Des | Jan | Feb | Mar |
| 1 | Ku Makodam V/Brw | 67.62 | 63.77 | 62.79 | 67.26 | 67.31 | 62.50 | 65.45 | 65.53 | 65.02 | 64.02 | 64.73 | 64.24 | 66.57 | 65.66 | 62.72 |
| 2 | Ku Korem 081/DSJ | 68.01 | 63.95 | 63.44 | 65.72 | 66.42 | 62.34 | 66.95 | 66.46 | 63.36 | 65.20 | 63.12 | 68.30 | 65.98 | 63.11 | 66.17 |
| 3 | Ku Korem 082/CPYJ | 67.07 | 64.89 | 67.16 | 66.78 | 67.13 | 67.08 | 61.51 | 63.49 | 64.36 | 66.06 | 65.73 | 67.14 | 66.08 | 63.76 | 65.83 |
| 4 | Ku Korem 083/BDJ | 63.63 | 65.08 | 66.83 | 64.64 | 64.14 | 68.88 | 65.66 | 64.22 | 64.48 | 67.21 | 64.37 | 65.97 | 64.92 | 68.28 | 64.46 |
| 5 | Ku Korem 084/BJ | 68.36 | 63.44 | 68.48 | 66.55 | 70.47 | 66.26 | 67.45 | 64.69 | 66.41 | 64.01 | 64.90 | 65.64 | 66.24 | 61.94 | 66.79 |
| 6 | Ku Kesdam V/Brw | 65.53 | 62.97 | 63.96 | 64.41 | 66.13 | 68.93 | 66.28 | 65.05 | 67.66 | 63.55 | 65.73 | 64.95 | 62.93 | 67.24 | 66.11 |
| 7 | Ku Rindam V/Brw | 64.25 | 63.35 | 64.47 | 67.69 | 67.71 | 64.48 | 65.72 | 66.85 | 64.02 | 65.73 | 63.45 | 63.15 | 66.18 | 66.87 | 67.59 |
| 8 | Ku Rumkit Tk II dr. Soepraoen | 66.55 | 65.08 | 64.33 | 63.28 | 67.87 | 62.56 | 67.21 | 61.90 | 62.09 | 65.94 | 64.38 | 65.85 | 68.48 | 66.38 | 65.88 |
| 9 | Ku Hubdam V/Brw | 65.13 | 66.17 | 64.96 | 62.30 | 64.09 | 66.59 | 68.41 | 66.70 | 66.67 | 66.26 | 66.43 | 63.59 | 65.86 | 65.86 | 64.51 |
| 10 | Ku Bekangdam V/Brw | 65.07 | 65.95 | 67.03 | 64.11 | 64.46 | 65.28 | 63.31 | 64.68 | 64.18 | 65.39 | 64.13 | 66.41 | 64.61 | 64.00 | 67.76 |
| 11 | Ku Zidam V/Brw | 66.69 | 68.07 | 63.52 | 62.76 | 62.97 | 64.31 | 63.28 | 62.06 | 64.30 | 65.03 | 65.83 | 65.88 | 64.30 | 68.79 | 65.13 |
| 12 | Ku Paldam V/Brw | 62.27 | 63.28 | 64.76 | 65.26 | 66.79 | 64.84 | 63.99 | 69.16 | 64.30 | 64.27 | 63.73 | 62.44 | 63.23 | 68.34 | 66.91 |
| 13 | Ku Kodim 0830/SU | 67.56 | 65.88 | 61.82 | 67.08 | 64.30 | 67.53 | 68.68 | 64.26 | 60.61 | 67.78 | 63.52 | 66.95 | 68.71 | 64.57 | 67.65 |
| 14 | Ku Kodim 0831/ST | 65.00 | 67.95 | 63.52 | 64.83 | 69.34 | 64.66 | 65.35 | 63.12 | 65.65 | 66.46 | 64.84 | 66.44 | 67.38 | 65.01 | 64.52 |
| 15 | Ku Kodim 0832/SS | 63.32 | 64.80 | 66.86 | 62.22 | 64.43 | 66.03 | 62.57 | 64.25 | 64.22 | 66.10 | 67.60 | 64.91 | 65.21 | 67.07 | 65.28 |
| 16 | Ku Rumkit Tk III Brawijaya | 65.46 | 64.31 | 67.56 | 63.98 | 64.28 | 63.53 | 63.78 | 65.29 | 67.35 | 65.51 | 69.42 | 64.76 | 66.84 | 65.47 | 67.89 |
| 17 | Ku Rumkit Tk III Baladhika Husada | 66.84 | 63.78 | 66.75 | 63.57 | 64.99 | 63.50 | 66.22 | 63.00 | 64.57 | 65.96 | 65.31 | 66.88 | 64.20 | 63.38 | 63.60 |
| 18 | Ku Rumkit Tk IV Kediri | 64.74 | 64.16 | 68.38 | 66.75 | 66.14 | 66.03 | 68.52 | 64.12 | 64.83 | 64.07 | 65.10 | 62.66 | 67.03 | 65.64 | 67.43 |
| 19 | Ku Brigif 16/WY | 65.81 | 67.19 | 63.94 | 68.58 | 64.82 | 62.42 | 64.53 | 65.41 | 66.98 | 65.41 | 64.75 | 62.99 | 66.49 | 67.99 | 63.66 |

Source: Processed by Researcher, 2024

An organization/agency has a different vision and mission depending on the policies of the current leadership. The policies set must be based on decision making by considering all aspects. To determine this decision making, a leader must pay attention to the objectives of HRM in the organization. Good HR management aims to improve productivity levels, improve the quality of work life and ensure the organization has fulfilled legal aspects. Improving productivity levels means that a manager must be able to improve employee performance which of course has implications for the resulting work productivity. Improving the quality of work life means that a manager is able to pay attention and improve the welfare of his employees both in terms of income, working hours, and forms of attention between superiors and subordinates. Finally, HRM objectives must prioritize the achievement of organizational legal aspects such as company regulations from the government that have been implemented properly (Armstrong, 2014).

Work motivation is a key element in influencing performance appraisal in an organization. In a constantly evolving work environment, organizations need managers who are able to shape effective work motivation to achieve the goals that have been set. The role of work motivation is becoming increasingly important because organizational goals, such as achieving the organization's vision and mission, are highly dependent on productive and quality employee performance. Through the provision of appropriate work motivation, organizations provide opportunities for employees to develop their potential, which in turn can improve their enthusiasm and performance. Thus, providing work motivation to employees should be a priority in human resource management strategies in order to improve better performance appraisals (Kouzes & Posner, 2017).

To determine the level of workload of each individual, it can be measured through workload measurement. There are 3 categories in measuring the workload of each individual. One, subjective measurement that can be measured based on the number of tasks that can be completed in a timely manner according to each jobdesk. Two, performance measurement

which is based on the behavior of workers in responding to the work given. And finally, physiological measurements that can be seen in the physical changes of each worker such as exhausted pupil reflexes, body muscle activity that is no longer strong, weakened eye movements and other physical responses (Swenson, 2017).

Job training can be applied through various methods. The selection of job training methods can be adjusted to the situation and conditions that exist in the agency. Some types of vocational training methods that can be used include: lecture, question and answer, discussion, brain stroming, demonstration, assignment, group work, role play, games, case studies. In addition to these methods, job training also has several types of job training. Commonly used types of job training include: On the Job Training (OJT), Vestibule Training, Skill Level Training, Orientation Training, Job Training, Safety Training, Apprentiship Training, Internship Training, Refresher Training and Remedial Training (Hasan & Imsiyah, 2018).

To ensure the success of performance appraisal, it is necessary to consider several factors that can affect it. Some of these factors are: (1) Job related criteria where performance criteria must be related to the employee's job, (2) Performance expectation which emphasizes the expectation of results prepared before or during the appraisal process, (3) Standardization which requires that performance appraisals meet general standardization even though there are still uniqueness, (4) Trained appraisers which aim to minimize errors or assessment bias, (5) Continous open communication which intends that the appraisal still creates continuous communication due to the dynamic human behavior factor, (6) Conduct performance reviews means studying in advance what will be assessed, if necessary equipped with documentation that supports the review, (7) Due process, the implementation of performance appraisals must follow good procedures. This factor can be measured through the object of performance appraisal. The object of performance appraisal is separated between management staff and non-management staff. For management staff, it usually contains objects of managerial competence, interpersonal skills, results, leadership and output. Whereas for non-management staff, it contains objects of work standards, work habits, work knowledge, behavior and personal characteristics (Wahjono & Marina, 2023).

Based on the introduction, the problems to be solved can be determined to Army and Civil Servants Kudam V / Brw as follows.

1. Analyzing the description of work motivation, workload, job training, and performance.
2. Analyzing the effect of work motivation on the performance.
3. Analyzing the workload on the performance.
4. Analyzing the effect of job training on the performance.
5. Analyzing the effect of work motivation, workload and job training simultaneously on the performance.

## II. LITERATURE REVIEW

### Human Resource Management

Human Resource Management is an activity of planning, procurement, development, maintenance and use of human resources to achieve goals according to vision and mission, both individually and organizationally. In addition, it should also be understood that good Human Resource Management certainly has certain goals that must be achieved. Sutrisno (2015) states several objectives of human resource management which include:

1. Provide management considerations in making HR policies to ensure that the organization has motivated and high-performing jobs, has workers who are always ready to cope with change and meet legal obligations.

2. Implement all HR policies and procedures that enable the organization to get its goals.
3. Assist in the development of the organization's overall direction and strategy, particularly with regard to HR implications.
4. Provide support and conditions that will help line managers achieve their objectives.
5. Handle crises and difficult situations in employee relations to ensure that they do not hamper the organization in achieving its goals.
6. Provide communication between workers and management of the organization.
7. Act as a custodian of organizational standards and values in HR management.

## Work Motivation

Work motivation is a condition within a person that encourages the individual's desire to carry out certain activities in order to achieve a desired goal or target. It is a psychological process that determines the choice between several alternatives of voluntary activities, both influenced by extrinsic intrinsic factors that affect individual attitudes, needs, perceptions, and decisions. There is Maslow's Hierarchy of Needs in work motivation according to Rahardjo (2022). This theory states that every individual has life needs that must be met. The hierarchy of needs is categorized into 5 categories below:

1. Physiological. These needs refer to the basic human needs that must be met to survive.
2. Safety. This need is in the form of protection and security from various threats that can endanger self and property.
3. Belongingness and Love. Humans as social creatures need the presence of other people around them to socialize.
4. Self-esteem. Proper recognition from others is also a need so that human self-esteem is more recognized.
5. Self Actualization. Self-actualization is a need for self-development that humans need in order to be ready to face future problems.

## Workload

Workload is a collection or a number of activities that must be completed by individuals as holders of responsibility in a job within a certain time frame (Mahawati, et al., 2021). Workload includes not only physical activities, but also mental activities that must be carried out by workers. The level of workload can vary from one individual to another, depending on the type of work and position held. Therefore, a clear understanding of the definition of workload is essential for managers to efficiently manage tasks and responsibilities and ensure employee well-being and productivity (Rino, 2020). Here are some factors and indicators to measure a person's workload.

1. Deadlines, busy working hours, role conflict, workplace noise, information overload, health problems, repetitive work and responsibility Chandra & D Adriansyah (2017).
2. Effective working hours, educational background and type of work Gozali (2016).
3. Time load, mental effort load and psychological stress loadTjibrata and Lucky (2017).
4. Physical demand, effort, mental demand, temporal demand, frustration level and performance Angwen (2017).

## Job Training

The main objectives of job training in human resource management are to increase productivity, product or service quality, reduce employee turnover, and reduce costs and errors. Through on-the-job training, employees are provided with the new skills and knowledge needed to improve efficiency and effectiveness in performing their duties, thereby impacting the overall productivity of the company. Thus, the purpose of job training is to create a

productive, quality, stable, and efficient work environment for the company as well as employees. According to Prasodjo (2022), the job training process can be carried out in stages:

1. Determining the need for a vocational training program is necessary to evaluate whether the program is necessary or not, taking into account its relation to the allocation of funds.
2. The objectives of the vocational training program are set based on the needs analysis, with a focus on improving technical, managerial or conceptual skills appropriate to the demands of the job and the employee's position.
3. Determining the content of the vocational training program is based on the needs and objectives previously identified. The program content should reflect the objectives to be achieved, by systematically adjusting the curriculum, learning methods and evaluation.
4. Learning principles are important for managers and supervisors in analyzing employee performance to improve productivity, by understanding how employees learn, the skills required and the areas that need improvement.
5. Learning is considered an active process in today's workplace, where employees are expected to understand and internalize concepts rather than simply memorize information. The use of retrieval methods, both oral and written, is an effective way to facilitate learning.
6. Understanding the impact of past knowledge and experience is an important principle in training and development, where prior experience and knowledge can be an advantage or a hindrance depending on how the employee deals with it.
7. Detailed and constructive feedback from trainers and educators is important to help employees evaluate and develop their skills, ensuring that they can improve and develop on an ongoing basis.

## Performance

Performance is defined as a systematic process of evaluating the achievement of individuals or teams in achieving the goals and standards set by the organization. Performance can provide benefits in the form of improving performance, managing a fair reward system, providing employee recommendations as needed, counseling employees, making promotion decisions, motivating employees, assessing employee potential, identifying training needs, building better working relationships, helping employees set career goals, making more efficient assignments, making employee transfer or rotation decisions, making Termination of Employment (PHK) and early retirement decisions, assisting in long-term planning, validating employee recruitment procedures, justifying other managerial actions (Haryono, 2018). Performance appraisal is carried out with specific objectives. It is hoped that the achievement of this performance appraisal goal can provide benefits for both the company and the employees themselves. Some of the objectives of performance appraisal, including:

1. Performance Improvement refers to efforts to enable employees to take actions related to performance evaluation, with the aim of improving overall performance.
2. Compensation Adjustment is a process that helps decision-makers determine criteria for granting raises or other compensation adjustments to employees.
3. Placement Decision is decision-making regarding promotion, transfer, or demotion for employees based on performance evaluation.
4. Training and Development Needs involves an evaluation to identify the training and development needs of individuals in the organization.
5. Career Planning and Development assists individuals in determining career paths and developing their potential in accordance with their career goals.

6. Staffing Process Deficiencies corrects or addresses deficiencies in employee recruitment procedures to ensure proper placement.
7. Informational Inaccuracies and Job Design Errors help identify and explain errors that occur in job information or design.
8. Equal Employment Opportunity indicates that the hiring process is not based on discrimination and ensures equal opportunity for all individuals.
9. External Challenges refers to external factors such as family or personal financial problems that can affect employee performance.
10. Feedback is the process of providing information back to individuals about their performance, both from a management perspective and from the individual themselves.

### Army and Civil Servants of Kudam V/Brw

The Finance Division of the Regional Military Command V/Brawijaya (Kudam V/Brw) is one of the executive echelon units at the level of Kodam V/Brw, directly under the command of Pangdam V/Brw. Kudam V/Brw carries out its main duties in the administration of state financial management to support the primary mission of Kodam V/Brw. The main duties of Kudam V/Brw include core functions (accounting, financing, and financial control) as well as the organic functions of the Indonesian Army (intelligence, operations, personnel, logistics, and territorial) (Perkasad No. 68 of 2016). In the execution of their duties and responsibilities, Soldiers and Civil Servants of Kudam V/Brw must uphold the Kartika Eka Paksi Doctrine for Indonesian Army soldiers and the Bhinneka Karya Abdi Negara Doctrine for the Indonesian Army civil servants. The Kartika Eka Paksi Doctrine is implemented through the Sapta Marga, the Soldier's Oath, and the Eight Mandatory Obligations of the Indonesian Army (Kep Panglima TNI No Kep/1024/XII/2020). Meanwhile, the Bhinneka Karya Abdi Negara Doctrine is embodied in the Panca Prasetya Korpri (Permenhan RI No 41 Tahun 2012).

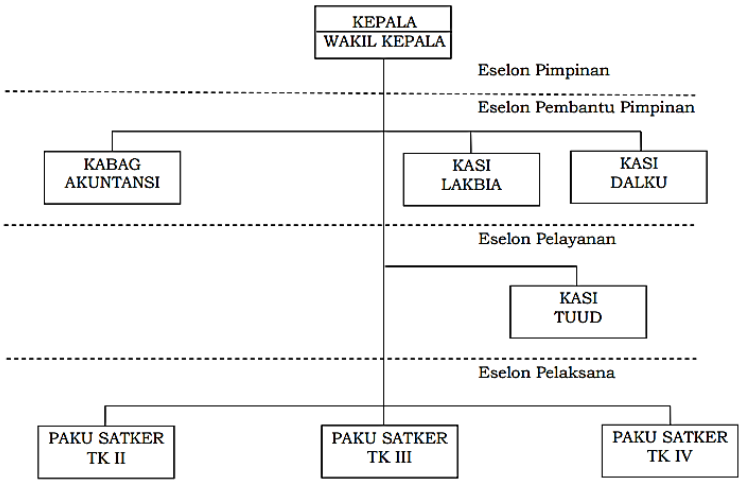



Figure 2. Kudam Organization Structure
Source: Perkasad No 68 Tahun 2016

## III. METHODS

### Research Design

This research design begins with the following steps: 1) Compiling interview data into Microsoft Excel; 2) Transferring the interview data from Microsoft Excel to SPSS 16.0; 3) Formulating research hypotheses; 4) Conducting data analysis, and 5) Drawing conclusions and interpreting the research findings. The hypotheses to be analyzed in this research include:

1. The effect of Work Motivation $(X_1)$ on Performance $(Y)$
2. The effect of Workload $(X_2)$ on Performance $(Y)$

3. The effect of Job Training $(X_3)$ on Performance $(Y)$
4. The effect of Work Motivation, Workload $(X_2)$ and Job Training $(X_3)$ on Performance $(Y)$

Hypothesis testing is conducted using the method described by Sugiyono (2018):

1. Partial– t-Test
   - If $t_{calculate} \geq t_{table}$, $H_0$ is rejected, and $H_a$ is accepted (the independent variable affects the dependent variable partially)..
   - If $t_{calculate} < t_{table}$, $H_0$ is accepted, and $H_a$ is rejected (the independent variable does not affect the dependent variable partially).
2. Simultaneous– F-Test
   - If $t_{calculate} \geq t_{table}$, $H_0$ is rejected, and $H_a$ is accepted (the independent variables affect the dependent variable simultaneously).
   - If $t_{calculate} < t_{table}$, $H_0$ is accepted, and $H_a$ is rejected (the independent variables do not affect the dependent variable simultaneously).

## Population and Sample

The population in this study consists of all Army and Civil Servants in Kudam V/Brw with 195 persons. Meanwhile, the sample used is determined based on the following formula:

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

with: $n$ ≔ Sample size; $N$ ≔ Population size; $e$ ≔ The error rate in sample selection. Other criteria for determining the sample are based on the following categories: Gender: Male and female; Age: 18 - 57 years; Marital status: Single, married, widow/widower; Number of children: 0 - 4 children; Rank: Colonel – Prada for military personnel and Grade III/d – II/a for civil servants; Education: High school – Master's degree; Income: Rp4,000,000.00 – Rp8,500,000.00; and attended or not attended courses.

Table 6. Recapitulation of the Personnel List of Kudam V/Brw

| PANGKAT | ESELON | | | | | | | | TOTAL |
|---|---|---|---|---|---|---|---|---|---|
| | PIMP | PEMBANTU PIMP | | | PELAYANAN | PELAKSANA | | | |
| | POKPIMP | BAG AKUN | SI LAKBIA | SI DALKU | SI TUUD | KU TK. II | KU TK. III | KU TK. IV | |
| Kolonel | 1 | - | - | - | - | - | - | - | 1 |
| Letkol | 1 | - | - | - | - | 1 | - | - | 2 |
| Mayor | - | - | 1 | - | - | - | 7 | - | 8 |
| Kapten | - | 1 | - | 2 | 2 | - | 2 | 8 | 15 |
| Letnan | - | 1 | - | 1 | 4 | 1 | 10 | 12 | 29 |
| Pemb Letnan | - | 1 | 1 | 1 | 1 | 1 | 6 | 9 | 20 |
| Serma | - | - | - | - | - | - | 6 | 2 | 8 |
| Serka | - | 1 | - | 1 | 2 | 1 | 5 | 10 | 20 |
| Sersan | - | 2 | 1 | 3 | 11 | 2 | 6 | 10 | 35 |
| Kopka | - | - | - | - | 1 | - | - | - | 1 |
| Kopral | - | - | - | - | - | - | - | 1 | 1 |
| Praka | - | - | - | - | 1 | - | 1 | - | 2 |
| Prajurit | - | - | - | - | 4 | - | 2 | 1 | 7 |
| III/c-d | - | 2 | 3 | 5 | 4 | - | 5 | 5 | 24 |
| III/b | - | - | - | 1 | 1 | - | 4 | - | 6 |
| III/a | - | - | - | 1 | 2 | 2 | 1 | 2 | 8 |
| II/c-d | - | - | 1 | - | 3 | - | 1 | 3 | 8 |
| II/a-b | - | - | - | - | - | - | - | - | - |
| TOTAL | 2 | 8 | 7 | 15 | 36 | 8 | 56 | 63 | 195 |
| | 2 | | | 30 | 36 | | | 127 | |

Source: Processed by Authors, 2024

## Data Collection Techniques and Instrument Development

In quantitative research, several aspects are considered: objectivity, replication, generalizability, time, cost, and labor efficiency, predictability, and identifiability. Quantitative data collection is based on a research design that includes several steps, (1) starting from

determining the research idea, (2) analyzing phenomena, (3) conducting a literature review, (4) developing interview guidelines, (5) identifying the research object, (6) collecting data, (7) analyzing data, and (8) finally drawing conclusions and interpreting the results (Pane et al., 2021). The instruments developed in this study are measured using an interval scale of 1 to 5. These instruments are part of the variables of Work Motivation, Workload, Job Training, and Performance, which consist of:

Table 3. Research Instruments

| Variable | Instruments |
|---|---|
| Work Motivation $(X_1)$ | Attendance $(X_{1_1})$ |
| | Achievement of Performance $(X_{1_2})$ |
| | Staff cooperation $(X_{1_3})$ |
| | Economic condition $(X_{1_4})$ |
| | Family status $(X_{1_5})$ |
| Workload $(X_2)$ | Timeliness of monthly reports $(X_{2_1})$ |
| | Response time to letters $(X_{2_2})$ |
| | Health condition $(X_{2_3})$ |
| Job Training $(X_3)$ | Understanding of Lakbia material $(X_{3_1})$ |
| | Understanding of Dalku material $(X_{3_2})$ |
| | Understanding of Accounting material $(X_{3_3})$ |
| Performance $(Y)$ | Performance assessment from the supervisor $(Y_1)$ |
| | Accuracy of financial accountability report (LPJ) assessment from KPPN $(Y_2)$ |
| | No Zero Return assessment from KPPN (External Factor) $(Y_3)$ |
| | IKPA assessment from KPPN (External Factor) $(Y_4)$ |

Source: Processed by Researcher, 2024

## Data Analysis Techniques

In the data analysis section, various statistical testing methods used in the research will be presented. A strong understanding of data analysis techniques is key to gaining deep insights and making meaningful contributions to the advancement of knowledge (Bryman, 2016).

1. Descriptive Test: Used to analyze the values of Min, Max, Sum, Mean, Standard Deviation, Variance, Skewness, and Kurtosis.
2. Normality Test: Used to test whether the data is normally distributed, with the following criteria: if the significance value $\text{Sig} > 0{,}05$ the data is normally distributed.
3. Linearity Test: Used to test whether there is a linear relationship between the independent and dependent variables, with the following criteria: if the Deviation from Linearity significance value $\text{Sig} > 0{,}05$ there is a linear relationship between the independent and dependent variables.
4. Multicollinearity Test: Used to test whether multicollinearity does not occur in the regression model, with the following criteria: if the Variance Inflation Factor $\text{VIF} < 10{,}00$ there is no multicollinearity in the regression model.
5. Heteroscedasticity Test: Used to test whether heteroscedasticity does not occur in the regression model, with the following criteria: if the significance value $\text{Sig} > 0{,}05$ there is no heteroscedasticity in the regression model.

6. Autocorrelation Test: Used to test whether there is no autocorrelation, with the following criteria: if the Durbin – Watson value is $\mathrm{dU} < d < 4 - dU$ there is no autocorrelation.
7. Validity Test: Used to test whether the research instrument is valid, with the following criteria: if the calculated $\mathrm{r_{value}} > \mathrm{r_{table}}$ the research instrumen tis considered valid.
8. Reliability Test: Used to test whether the research instrument is considered reliable, with the following criteria: if the value of $\mathrm{Cronbach's\ Alpha\ (CA)} > \mathrm{r_{table}}$ the research instrument is considered reliable.
9. Regression, Correlation, and Determination Test: Used to determine the regression equation, correlation coefficient, and determination coefficient using the regression equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

with Correlation coefficient:

$$r = \frac{\sum_{i=1}^{n}(X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum_{i=1}^{n}(X_i - \bar{X})\sqrt{\sum_{i=1}^{n}(Y_i - \bar{Y})^2}}}$$

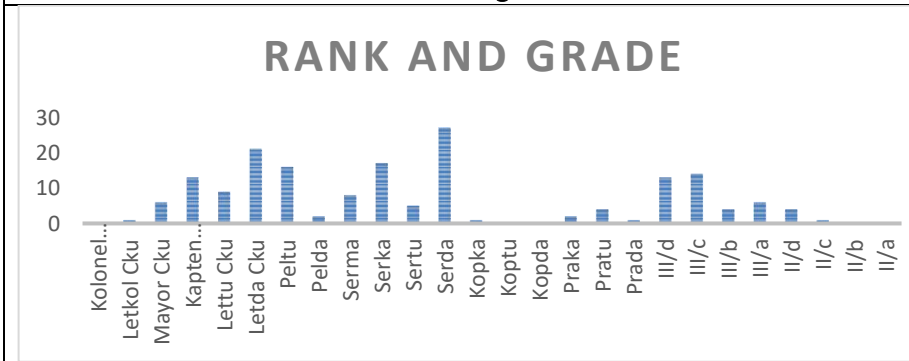
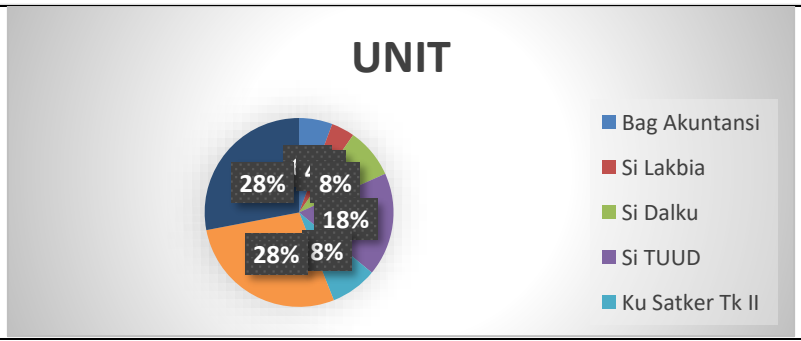
and determination coefficient $r^2$.

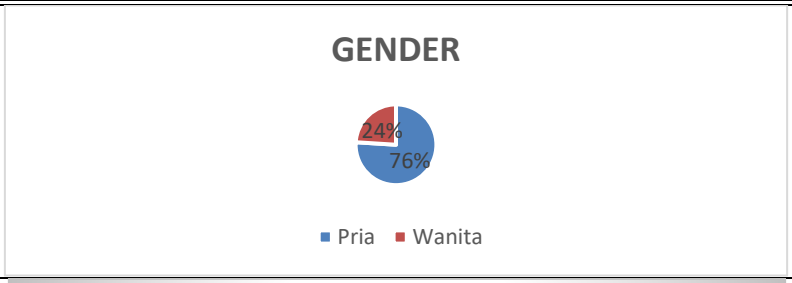
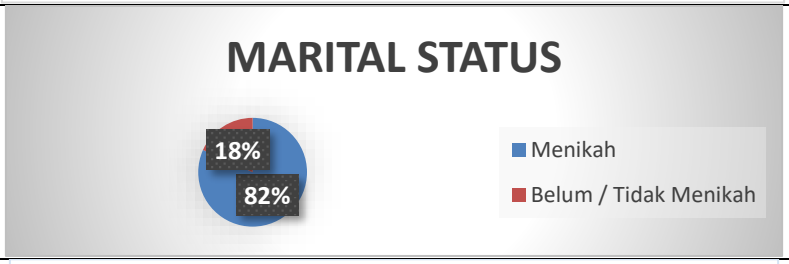
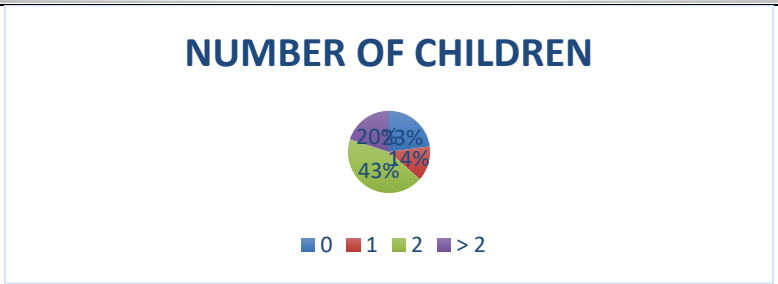
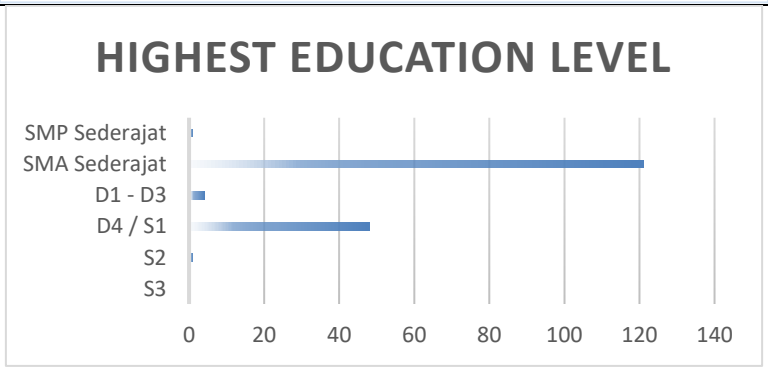
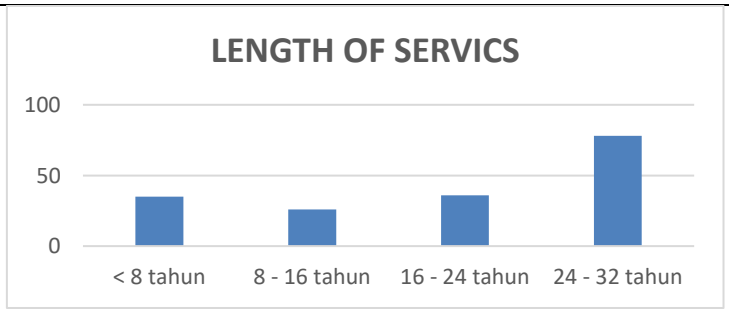
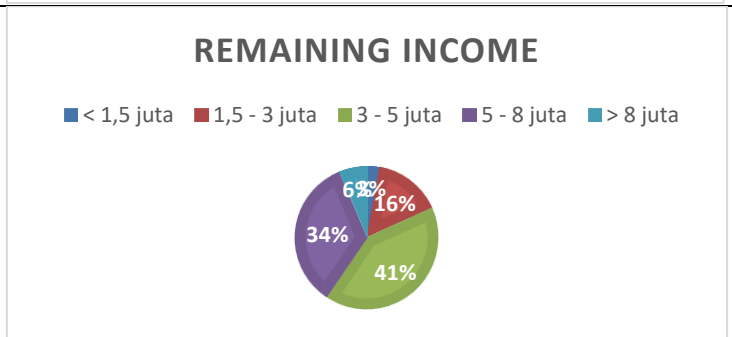
## IV. RESULTS AND DISCUSSIONS

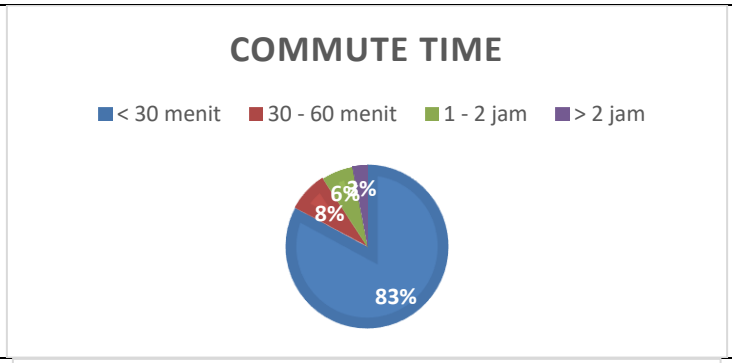
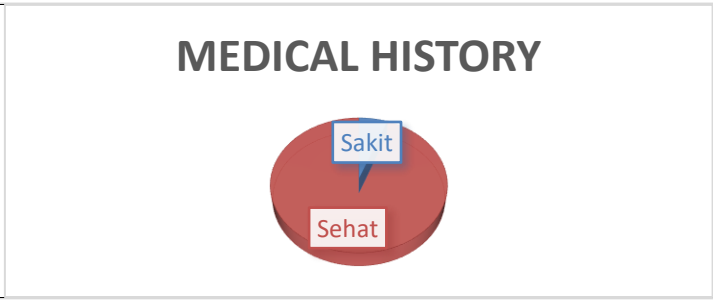
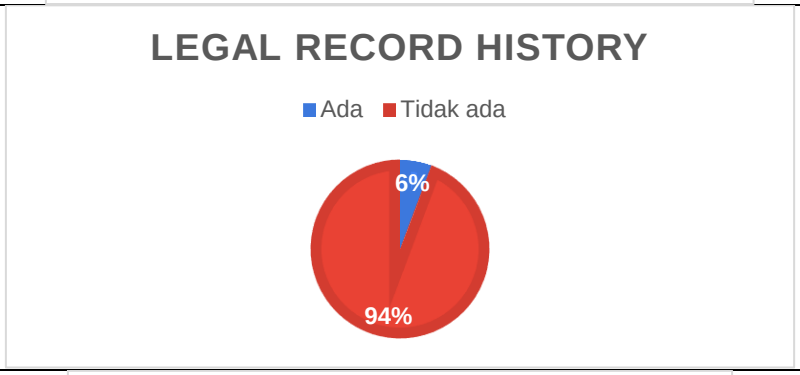
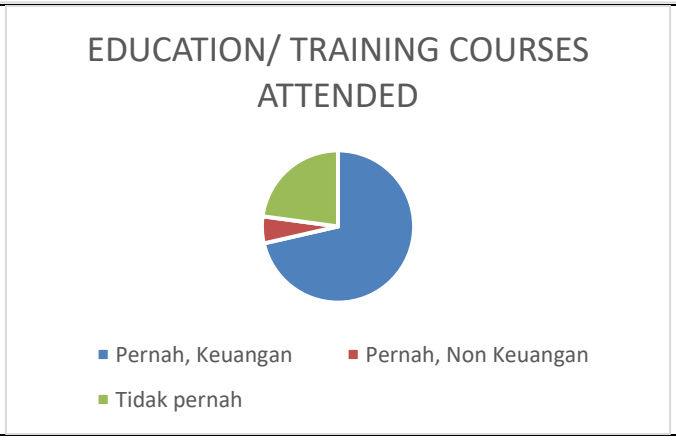
### Results

From 175 respondents, data on the characteristics of Soldiers and Civil Servants of Kudam V/Brw were obtained. The characteristics data were measured based on factors such as rank and grade, unit, gender, marital status, number of children, highest education level, length of service, remaining income, commute time, history of chronic illness, legal records, and education/courses attended. The results of this study show the following respondent characteristics:

Table 4. Results

| Results Diagram | Explanation |
|---|---|
|  | Kolonel Cku: 0; Letkol Cku: 1, Mayor Cku: 6, Kapten Cku: 13, Lettu Cku: 9, Letda Cku: 21, Peltu: 16, Pelda: 2, Serma: 8, Serka: 17, Sertu: 5, Kopka 1:, Koptu: 0, Kopda: 0, Praka: 2, Pratu: 4, Prada: 1, III/d: 13, III/c: 14, III/b: 4, III/a: 6, II/d: 4, II/c: 1, II/b: 0 and II/a: 0. |
|  | Bag Akuntansi 10 persons, Si Lakbia 7 persons, Si Dalku 15 persons, Si TUUD 31 persons, Ku Satker Tk II 14 persons, Ku Satker Tk III 49 persons and Ku Satker Tk IV 49 persons. |

| | |
|---|---|
|  | The Soldiers and Civil Servants (PNS) of Kudam V/Brw consist of 133 men and 42 women. |
|  | The Soldiers and Civil Servants of Kudam V/Brw include 143 married individuals and 32 who are unmarried or not married. |
|  | The number of children based on previous marital status, consists of: 0 children (40 persons), 1 child (24 persons), 2 children (76 persons), and more than 2 children (35 persons). |
|  | The highest level of education completed includes: Doctorate (S3) 0 persons, Master's degree (S2) 1 person, Bachelor's degree (D4/S1) 48 persons, Diploma (D1-D3) 4 persons, High School or equivalent 121 persons, and Junior High School or equivalent 1 person. |
|  | Army and Civil Servants of have served with the following categories: < 8 years (35 persons), 8 - 16 years (26 persons), 16 - 24 years (36 persons), and 24 - 32 years (78 persons). |
|  | The remaining income as follows: less than 1.5 million (5 persons), between 1.5 – 3 million (27 persons), between 3 – 5 million (72 persons), between 5 – 8 million (60 persons), and more than 8 million (11 persons). |

| | |
|---|---|
|  | The commute time from residence to the office as follows: less than 30 minutes (145 persons), between 30 – 60 minutes (14 persons), between 1 – 2 hours (11 persons), and more than 2 hours (5 persons). |
|  | A total of 165 are in good health, while 10 individuals have a history of chronic illnesses such as diabetes, vertigo, knee surgery, hypertension, heart disease, gastric acid, and HBs Ag. |
|  | A total of 10 Army and Civil Servants of Kudam V/Brw have a history of legal records, while the remaining 165 have never been involved in legal issues. |
|  | A total of 125 Soldiers and Civil Servants of Kudam V/Brw have attended education or training courses, 10 individuals have also attended but in non-financial fields, while the remaining 40 individuals stated that they have never attended any education or training courses. |

Source: Processed by Author, 2024

Results Analysis

a. Descriptive test

Table 5. Descriptive test results

**Descriptive Statistics**

| | N | Range | Minimum | Maximum | Sum | Mean | Std. Deviation | Variance | Skewness | | Kurtosis | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic | Std. Error | Statistic | Std. Error |
| Motivasi Kerja (X1) | 175 | 3.20 | 1.80 | 5.00 | 780.40 | 4.4594 | .51874 | .269 | -1.749 | .184 | 5.749 | .365 |
| Beban Kerja (X2) | 175 | 4.00 | 1.00 | 5.00 | 325.98 | 1.8627 | .80399 | .646 | 1.010 | .184 | 1.382 | .365 |
| Pelatihan Kerja (X3) | 175 | 4.00 | 1.00 | 5.00 | 741.00 | 4.2343 | .75851 | .575 | -.937 | .184 | 1.075 | .365 |
| Kinerja (Y) | 175 | 3.00 | 2.00 | 5.00 | 750.50 | 4.2886 | .62538 | .391 | -.882 | .184 | .944 | .365 |
| Valid N (listwise) | 175 | | | | | | | | | | | |

Source: SPSS, 2024

Based on the table, the results of the Descriptive Test are explained below:

1. Work Motivation $(X_1)$ consists of a data set of $n = 175$ with a Min value of $Min = 1{,}8$ and a Max value of $Max = 5$. Furthermore, the total value is $\sum X_1 = 780{,}40$ with a mean $\overline{X_1} = 4{,}4594$. The standard deviation is $s_{X_1} = 0{,}51874$ and the variance is $s_{X_1}^2 = 0{,}269$. Additionally, the skewness $(\alpha_3)$ and kurtosis $(\alpha_4)$ values obtained are $\alpha_{3_{X_1}} = -1{,}749$ and $\alpha_{4_{X_1}} = 0{,}5749$.
2. Workload $(X_2)$ consists of a data set of $n = 175$ with a Min value of $Min = 1{,}0$ and a Max value of $Max = 5$. Furthermore, the total value is $\sum X_2 = 325{,}98$ with a mean $\overline{X_2} = 1{,}8627$. The standard deviation is $s_{X_2} = 0{,}80399$ and the variance is $s_{X_2}^2 = 0{,}646$. Additionally, the skewness $(\alpha_3)$ and kurtosis $(\alpha_4)$ values obtained are $\alpha_{3_{X_2}} = 1{,}010$ and $\alpha_{4_{X_2}} = 1{,}382$.
3. Job Training $(X_3)$ consists of a data set of $n = 175$ with a Min value of $Min = 1{,}0$ and a Max value of $Max = 5$. Furthermore, the total value is $\sum X_3 = 741{,}00$ with a mean $\overline{X_3} = 4{,}2343$. The standard deviation is $s_{X_3} = 0{,}75851$ and the variance is $s_{X_3}^2 = 0{,}575$. Additionally, the skewness $(\alpha_3)$ and kurtosis$(\alpha_4)$ values obtained are $\alpha_{3_{X_3}} = -0{,}937$ and $\alpha_{4_{X_3}} = 1{,}075$.
4. Performance $(Y)$ consists of a data set of $n = 175$ with a Min value of $Min = 2{,}0$ and a Max value of $Max = 5$. Furthermore, the total value is $\sum Y = 750{,}50$ with a mean $\bar{Y} = 4{,}2886$. The standard deviation is $s_Y = 0{,}62538$ and the variance is $s_Y^2 = 0{,}391$. Additionally, the skewness $(\alpha_3)$ and kurtosis $(\alpha_4)$ values obtained are $\alpha_{3_Y} = -0{,}882$ and $\alpha_{4_Y} = 0{,}944$.

b. Normality test

Table 6. Normality test result

**One-Sample Kolmogorov-Smirnov Test**

| | | Unstandardized Residual |
|---|---|---|
| N | | 175 |
| Normal Parameters[a] | Mean | .0000000 |
| | Std. Deviation | .44796970 |
| Most Extreme Differences | Absolute | .084 |
| | Positive | .049 |
| | Negative | -.084 |
| Kolmogorov-Smirnov Z | | 1.109 |
| Asymp. Sig. (2-tailed) | | .170 |

a. Test distribution is Normal.

Source: SPSS, 2024

Since the significance value $Sig = 0{,}170 > 0{,}05$ it can be concluded that the data is normally distributed.

c. Linearity Test

Table 7. Linearity test result

**ANOVA Table**

| | | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|---|
| Kinerja (Y) * Motivasi Kerja (X1) | Between Groups | (Combined) | 28.087 | 11 | 2.553 | 10.414 | .000 |
| | | Linearity | 26.311 | 1 | 26.311 | 107.311 | .000 |
| | | Deviation from Linearity | 1.776 | 10 | .178 | .724 | .701 |
| | Within Groups | | 39.965 | 163 | .245 | | |
| | Total | | 68.052 | 174 | | | |

**ANOVA Table**

| | | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|---|
| Kinerja (Y) * Beban Kerja (X2) | Between Groups | (Combined) | 15.130 | 12 | 1.261 | 3.860 | .000 |
| | | Linearity | 5.109 | 1 | 5.109 | 15.639 | .000 |
| | | Deviation from Linearity | 10.021 | 11 | .911 | 2.789 | .002 |
| | Within Groups | | 52.922 | 162 | .327 | | |
| | Total | | 68.052 | 174 | | | |

**ANOVA Table**

| | | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|---|
| Kinerja (Y) * Pelatihan Kerja (X3) | Between Groups | (Combined) | 27.905 | 9 | 3.101 | 12.743 | .000 |
| | | Linearity | 26.349 | 1 | 26.349 | 108.289 | .000 |
| | | Deviation from Linearity | 1.556 | 8 | .195 | .800 | .604 |
| | Within Groups | | 40.147 | 165 | .243 | | |
| | Total | | 68.052 | 174 | | | |

Source: SPSS, 2024

Because the significance values are $Sig_{X_1} = 0{,}701 > 0{,}05$ and $Sig_{X_3} = 0{,}604 > 0{,}05$. it can be concluded that there is a linear relationship between the variables Work Motivation and Job Training with the Performance variable. Meanwhile, the significance value $Sig_{X_2} = 0{,}002 < 0{,}05$ indicates that there is no linear relationship between the Workload variable and the Performance variable.

d. Multicollinearity Test

Table 8. Multicollinearity test result

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 1.065 | .337 | | 3.158 | .002 | | |
| | Motivasi Kerja (X1) | .457 | .083 | .379 | 5.491 | .000 | .628 | 1.591 |
| | Beban Kerja (X2) | -.059 | .045 | -.075 | -1.309 | .192 | .909 | 1.101 |
| | Pelatihan Kerja (X3) | .305 | .058 | .370 | 5.275 | .000 | .609 | 1.641 |

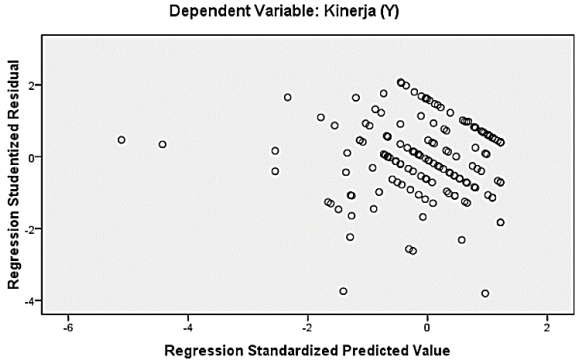
a. Dependent Variable: Kinerja (Y)

Sumber: SPSS, 2024

Because the VIF values for each variable are $VIF_{X_1} = 1{,}591 < 10{,}00; VIF_{X_2} = 1{,}101 < 10{,}00$ and $VIF_{X_3} = 1{,}641 < 10{,}00$ t can be concluded that multicollinearity does not occur in the regression model.

e. Heteroscedasticity Test

Table 9. Heteroscedasticity test results




Source: SPSS, 2024

Based on the diagram above, it can be seen that all the data is scattered above, below, and around the X-axis, and the data distribution shows no pattern. Therefore, it can be concluded that there is no indication of heteroscedasticity in the regression model.

f. Autocorrelation Test

Table 10. Autocorrelation test result

**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|---|---|---|---|---|---|
| 1 | .698[a] | .487 | .478 | .45188 | 1.872 |

a. Predictors: (Constant), Pelatihan Kerja (X3), Beban Kerja (X2), Motivasi Kerja (X1)

b. Dependent Variable: Kinerja (Y)

Source: SPSS, 2024

Based on the Durbin-Watson Table, it is known that for $\alpha = 5\%, k = 3$ and $n = 175$ the values are $dU = 1{,}7877$ and $dL = 1{,}7180$. Since the Durbin-Watson value satisfies $dU = 1{,}7877 < d = 1{,}872 < 4 - dU = 2{,}2123$ it can be concluded that there is no autocorrelation.

g. Validity Test

Table 11. Validity test results

**Correlations**

| | | P1 | P2 | P3 | P4 | P5 | P6 | P7 | P8 | P9 | P10 | P11 | P12 | P13 | P14 | P15 | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| P1 | Pearson Correlation | 1 | .362** | .529** | .406** | .516** | -.120 | -.145 | -.163* | .475** | .432** | .507** | .389** | .455** | .377** | .484** | .669** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 | .113 | .056 | .031 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 |
| | N | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 |
| P2 | Pearson Correlation | .362** | 1 | .344** | .254** | .265** | -.014 | -.082 | -.072 | .263** | .429** | .412** | .316** | .400** | .361** | .297** | .589** |
| | Sig. (2-tailed) | .000 | | .000 | .001 | .000 | .858 | .283 | .344 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 |
| | N | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 |
| P3 | Pearson Correlation | .529** | .344** | 1 | .413** | .547** | -.158* | -.243** | -.197** | .397** | .398** | .350** | .463** | .500** | .372** | .450** | .608** |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .000 | .036 | .001 | .009 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 |
| | N | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 |
| P4 | Pearson Correlation | .406** | .254** | .413** | 1 | .376** | -.197** | -.254** | -.161* | .370** | .334** | .335** | .352** | .335** | .229** | .340** | .490** |
| | Sig. (2-tailed) | .000 | .001 | .000 | | .000 | .009 | .001 | .034 | .000 | .000 | .000 | .000 | .000 | .002 | .000 | .000 |
| | N | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 |
| P5 | Pearson Correlation | .516** | .265** | .547** | .376** | 1 | -.115 | -.158* | -.175* | .397** | .442** | .344** | .308** | .361** | .284** | .370** | .566** |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | | .131 | .037 | .021 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .000 |
| | N | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 |
| P6 | Pearson Correlation | -.120 | -.014 | -.158* | -.197** | -.115 | 1 | .568** | .391** | -.323** | -.284** | -.278** | -.196** | -.174* | -.233** | -.341** | .005 |
| | Sig. (2-tailed) | .113 | .858 | .036 | .009 | .131 | | .000 | .000 | .000 | .000 | .000 | .009 | .022 | .002 | .000 | .947 |
| | N | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 |
| P7 | Pearson Correlation | -.145 | -.082 | -.243** | -.254** | -.158* | .568** | 1 | .671** | -.260** | -.303** | -.211** | -.260** | -.187* | -.149* | -.235** | .044 |
| | Sig. (2-tailed) | .056 | .283 | .001 | .001 | .037 | .000 | | .000 | .000 | .000 | .005 | .001 | .013 | .048 | .002 | .566 |
| | N | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 |
| P8 | Pearson Correlation | -.163* | -.072 | -.197** | -.161* | -.175* | .391** | .671** | 1 | -.089 | -.120 | -.102 | -.120 | -.125 | -.102 | -.142 | .135 |
| | Sig. (2-tailed) | .031 | .344 | .009 | .034 | .021 | .000 | .000 | | .241 | .113 | .180 | .113 | .098 | .180 | .062 | .075 |
| | N | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 |
| P9 | Pearson Correlation | .475** | .263** | .397** | .370** | .397** | -.323** | -.260** | -.089 | 1 | .696** | .754** | .372** | .424** | .506** | .501** | .681** |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .241 | | .000 | .000 | .000 | .000 | .000 | .000 | .000 |
| | N | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 |
| P10 | Pearson Correlation | .432** | .429** | .398** | .334** | .442** | -.284** | -.303** | -.120 | .696** | 1 | .699** | .402** | .564** | .482** | .379** | .691** |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .113 | .000 | | .000 | .000 | .000 | .000 | .000 | .000 |
| | N | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 |
| P11 | Pearson Correlation | .507** | .412** | .350** | .335** | .344** | -.278** | -.211** | -.102 | .754** | .699** | 1 | .337** | .532** | .576** | .478** | .721** |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .005 | .180 | .000 | .000 | | .000 | .000 | .000 | .000 | .000 |
| | N | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 |
| P12 | Pearson Correlation | .389** | .316** | .463** | .352** | .308** | -.196** | -.260** | -.120 | .372** | .402** | .337** | 1 | .521** | .460** | .473** | .583** |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .009 | .001 | .113 | .000 | .000 | .000 | | .000 | .000 | .000 | .000 |
| | N | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 |
| P13 | Pearson Correlation | .455** | .400** | .500** | .335** | .361** | -.174* | -.187* | -.125 | .424** | .564** | .532** | .521** | 1 | .713** | .623** | .733** |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .022 | .013 | .098 | .000 | .000 | .000 | .000 | | .000 | .000 | .000 |
| | N | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 |
| P14 | Pearson Correlation | .377** | .361** | .372** | .229** | .284** | -.233** | -.149* | -.102 | .506** | .482** | .576** | .460** | .713** | 1 | .677** | .692** |
| | Sig. (2-tailed) | .000 | .000 | .000 | .002 | .000 | .002 | .048 | .180 | .000 | .000 | .000 | .000 | .000 | | .000 | .000 |
| | N | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 |
| P15 | Pearson Correlation | .484** | .297** | .450** | .340** | .370** | -.341** | -.235** | -.142 | .501** | .379** | .478** | .473** | .623** | .677** | 1 | .648** |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | .002 | .062 | .000 | .000 | .000 | .000 | .000 | .000 | | .000 |
| | N | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 |
| Total | Pearson Correlation | .669** | .589** | .608** | .490** | .566** | .005 | .044 | .135 | .681** | .691** | .721** | .583** | .733** | .692** | .648** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .947 | .566 | .075 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | |
| | N | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 |

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS, 2024

Based on the Pearson r Table, it is known that for $\alpha = 5\%$ and $n = 175; df = n - 2 = 173$ the the value of $r_{table} = 0{,}1484$. Since the calculated $r_{value}$ meet the following conditions: $r_{P_1} = 0{,}669 r_{table} = 0{,}1484$; $r_{P_2} = 0{,}589 > r_{table} = 0{,}1484$; $r_{P_3} = 0{,}608 > r_{table} = 0{,}1484$; $r_{P_4} = 0{,}490 > r_{table} = 0{,}1484$; $r_{P_5} = 0{,}566 > r_{table} = 0{,}1484$; $r_{P_9} =$

$0{,}681 > r_{table} = 0{,}1484$; $r_{P_{10}} = 0{,}691 > r_{table} = 0{,}1484$; $r_{P_{11}} = 0{,}721 > r_{table} = 0{,}1484$; $r_{P_{12}} = 0{,}583 > r_{table} = 0{,}1484$; $r_{P_{13}} = 0{,}733 > r_{table} = 0{,}1484$; $r_{P_{14}} = 0{,}692 > r_{table} = 0{,}1484$ and $r_{P_{15}} = 0{,}648 > r_{table} = 0{,}1484$ it can be concluded that the research instruments $P_1, P_2, P_3, P_4, P_5, P_9, P_{10}, P_{11}, P_{12}, P_{13}, P_{14}$ and $P_{15}$ are valid. However, $r_{P_6} = 0{,}005 < r_{table} = 1{,}484$; $r_{P_7} = 0{,}044 < r_{table} = 1{,}484$ and $r_{P_8} = 0{,}135 < r_{table} = 1{,}484$ indicating that the research instruments $P_6, P_7$ and $P_8$ are not valid. This may be due to a lack of understanding on the part of the respondents when answering the questions.

h. Reliability Test

Table 12. Reliability test results

**Item-Total Statistics**

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
|---|---|---|---|---|
| P1 | 53.23 | 31.571 | .598 | .756 |
| P2 | 53.49 | 30.883 | .472 | .763 |
| P3 | 53.14 | 32.732 | .540 | .762 |
| P4 | 53.50 | 33.022 | .392 | .770 |
| P5 | 53.05 | 32.693 | .485 | .765 |
| P6 | 55.76 | 37.689 | -.156 | .821 |
| P7 | 55.86 | 37.181 | -.113 | .816 |
| P8 | 56.02 | 36.126 | -.023 | .809 |
| P9 | 53.59 | 30.426 | .593 | .752 |
| P10 | 53.47 | 30.538 | .608 | .751 |
| P11 | 53.46 | 30.124 | .644 | .748 |
| P12 | 53.46 | 32.043 | .492 | .763 |
| P13 | 53.38 | 30.778 | .668 | .749 |
| P14 | 53.57 | 30.799 | .615 | .752 |
| P15 | 53.41 | 31.427 | .566 | .757 |

Source SPSS, 2024

Since the values of each variable meet the following criteria: $CA_{P_1} = 0{,}756 > r_{table} = 0{,}1484$; $CA_{P_2} = 0{,}763 > r_{table} = 0{,}1484$; $CA_{P_3} = 0{,}762 > r_{table} = 0{,}1484$; $CA_{P_4} = 0{,}770 > r_{table} = 0{,}1484$; $CA_{P_5} = 0{,}765 > r_{table} = 0{,}1484$; $CA_{P_6} = 0{,}821 > r_{table} = 0{,}1484$; $CA_{P_7} = 0{,}816 > r_{table} = 0{,}1484$; $CA_{P_8} = 0{,}809 > r_{table} = 0{,}1484$; $CA_{P_9} = 0{,}752 > r_{table} = 0{,}1484$; $CA_{P_{10}} = 0{,}751 > r_{table} = 0{,}1484$; $CA_{P_{11}} = 0{,}748 > r_{table} = 0{,}1484$; $CA_{P_{12}} = 0{,}763 > r_{table} = 0{,}1484$; $CA_{P_{13}} = 0{,}749 > r_{table} = 0{,}1484$; $CA_{P_{14}} = 0{,}752 > r_{table} = 0{,}1484$; and $CA_{P_{15}} = 0{,}757 > r_{table} = 0{,}1484$ it can be concluded that the research instruments are considered reliable.

i. Regression Test

Table 13. Regression test result

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.065 | .337 | | 3.158 | .002 |
| | Motivasi Kerja (X1) | .457 | .083 | .379 | 5.491 | .000 |
| | Beban Kerja (X2) | -.059 | .045 | -.075 | -1.309 | .192 |
| | Pelatihan Kerja (X3) | .305 | .058 | .370 | 5.275 | .000 |

a. Dependent Variable: Kinerja (Y)

Source: SPSS, 2024

Based on the results of the Regression Test, the constant value was found to be $= 1{,}065$; the coefficient for $X_1 = 0{,}457$; coefficient for $X_2 = -0{,}059$ and the coefficient for $X_3 = 0{,}305$. Thus, the resulting multiple linear regression equation is $Y = 1{,}065 + 0{,}457X_1 - 0{,}059X_2 + 0{,}305X_3$. This value can be interpreted as follows:

- For every 1 point increase in Work Motivation, there is a positive effect on Performance, increasing the Performance score by 0.457.
- For every 1-point increase in Workload, there is a negative effect on Performance, decreasing the Performance score by 0.059.
- For every 1-point increase in Job Training, there is a positive effect on Performance, increasing the Performance score by 0.305.
- The values of Work Motivation, Workload, and Job Training are not equal to 0, because if they were, it would imply a Performance score of 1.065, which is not feasible.

### j. Determination Test

Table 14. Determination test result

**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .698[a] | .487 | .478 | .45188 |

a. Predictors: (Constant), Pelatihan Kerja (X3), Beban Kerja (X2), Motivasi Kerja (X1)

b. Dependent Variable: Kinerja (Y)

Source: SPSS, 2024

Based on the results of the Correlation Test, the value of $R = 0{,}698$ indicates that the Work Motivation, Workload, and Job Training variables simultaneously affect the Performance variable with a percentage of $69{,}8\%$. Based on the results of the Determination Test, the value of Adjusted $R^2 = 0{,}478$. This value indicates that the Performance variable can be explained by the Work Motivation, Workload, and Job Training variables with a percentage of $47{,}8\%$. The remaining $1 - Adjusted\ R^2 = 52{,}2\%$ is explained by other variables not included in the study.

### k. Partial – t-test

Table 15. Parsial – t-test result

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.065 | .337 | | 3.158 | .002 |
| | Motivasi Kerja (X1) | .457 | .083 | .379 | 5.491 | .000 |
| | Beban Kerja (X2) | -.059 | .045 | -.075 | -1.309 | .192 |
| | Pelatihan Kerja (X3) | .305 | .058 | .370 | 5.275 | .000 |

a. Dependent Variable: Kinerja (Y)

Source: SPSS, 2024

Based on the table above, the results of the Partial Test show that $Sig_{X_1} = 0 < 0{,}05$ which can be interpreted as the Work Motivation variable having a partial effect on the Performance variable. Furthermore, the value of $Sig_{X_3} = 0 < 0{,}05$ indicates that the Job Training variable partially affects the Performance variable. Lastly, the value of $Sig_{X_2} = 0{,}192 > 0{,}05$ indicates that the Workload variable does not have a partial effect on the Performance variable.

### l. Simultaneous – F-test

Table 16. Simultaneous – F-test result

**ANOVA[b]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 33.134 | 3 | 11.045 | 54.089 | .000[a] |
| | Residual | 34.918 | 171 | .204 | | |
| | Total | 68.052 | 174 | | | |

a. Predictors: (Constant), Pelatihan Kerja (X3), Beban Kerja (X2), Motivasi Kerja (X1)

b. Dependent Variable: Kinerja (Y)

Source: SPSS, 2024

Based on Table F, it is noted that for $\alpha = 5\%$ and $n = 175;\ df1 = 3; df2 = 171$ then the value of $F_{tabel} = 2{,}66$. Since the calculated $F_{hitung} = 54{,}089 > F_{tabel} = 2{,}66$ it can be concluded that Work Motivation, Workload, and Job Training simultaneously have a significant impact on the performance of soldiers and civil servants in Kudam V/Brw.

Discussions

**a.** Overview of Work Motivation, Workload, Job Training, and Performance of Army and Civil Servants in Kudam V/Brw

- A total of 175 respondents answered the questions. The independent variables used in this study are Work Motivation $(X_1)$, Workload $(X_2)$ and Job Training $(X_3)$. The dependent variable in this study is Performance $(Y)$.
- This research has met the requirements of Classical Assumption Testing, which includes: the research data follows a normal distribution; there is a linear relationship among the variables; multicollinearity does not occur; heteroscedasticity is absent; and autocorrelation is not present in the regression model.
- The research instrument used indicates that the questionnaire is valid for questions 1–5 and 9–15, while questions 6–8 are not valid. On the other hand, all 15 questions demonstrate reliability.
- Once the requirements for Classical Assumption Testing were met, the regression model was derived as follows $Y = 1{,}065 + 0{,}457X_1 - 0{,}059X_2 + 0{,}305X_3$. In this regression model, the correlation between Work Motivation $(X_1)$, Workload $(X_2)$ and Job Training $(X_3)$ with Performance $(Y)$ is $R = 69{,}8\%$. Additionally, the coefficient of determination is $Adjusted\ R^2 = 47{,}8\%$. Furthermore, the difference value of $1 - R^2 = 52{,}2\%$ is attributable to other variables not included in the study.

**b.** The Influence of Work Motivation on the Performance of Army and Civil Servants in Kudam V/Brw on a Partial Basis

The research findings indicate that Work Motivation has a positive partial effect on Performance. Factors influencing the Work Motivation of Army and Civil Servants in Kudam V/Brw include: attendance in accordance with applicable regulations, leadership appreciation that enhances work enthusiasm, effective teamwork among staff members, sufficient income to meet family economic needs, and harmonious communication within the family. With the increase in Work Motivation, the Performance of soldiers and civil servants in Kudam V/Brw can also improve. Performance enhancements may include: performance evaluations from leadership, assessments of the accuracy of financial reports (LPJ), evaluations of zero returns, and assessments of the Performance Accountability Index (IKPA) within the Kudam V/Brw environment.

**c.** The Influence of Workload on the Performance of Army and Civil Servants in Kudam V/Brw on a Partial Basis

This study examines factors affecting the Workload of Army and Civil Servants in Kudam V/Brw, including: an excessive volume of work leading to poor task execution, difficulties in understanding tasks that hinder timely completion, and health issues that prevent optimal work performance. The research findings indicate that Workload does not have a partial effect on Performance. This is attributed to the fact that the volume of work received by the soldiers and civil servants in Kudam V/Brw is not excessive, they have a good understanding of their tasks, and their health conditions are generally satisfactory. Consequently, these factors do not

impact the assessment, leading to the conclusion that Workload does not influence the Performance of soldiers and civil servants in Kudam V/Brw.

**d.** The Influence of Job Training on the Performance of Army and Civil Servants in Kudam V/Brw on a Partial Basis

The research findings indicate that Job Training has a positive partial effect on Performance. Factors influencing Job Training for Army and Civil Servants in Kudam V/Brw in their roles include: financing administration (minbia), financial control (dalku), and accounting. With the enhancement of Job Training, the Performance of soldiers and civil servants in Kudam V/Brw can also improve. The areas of Performance that can be enhanced include: performance evaluations from leadership, assessments of the accuracy of financial reports (LPJ), evaluations of zero returns, and assessments of the Performance Accountability Index (IKPA) within the Kudam V/Brw environment.

**e.** The Simultaneous Influence of Work Motivation, Workload, and Job Training on the Performance of Army and Civil Servants in Kudam V/Brw

The influence of Work Motivation, Workload, and Job Training on Performance was measured through questions presented in a questionnaire to the soldiers and civil servants of Kudam V/Brw. To achieve optimal performance, it is necessary to reconsider improvements in Work Motivation, reductions in Workload, and enhancements in Job Training for the soldiers and civil servants in Kudam V/Brw. Thus, it can be concluded that Work Motivation, Workload, and Job Training simultaneously affect the Performance of Army and Civil Servants in Kudam V/Brw.

## V. CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

1. The depiction of Work Motivation $(X_1)$, Workload $(X_2)$, Job Training $(X_3)$, and Performance $(Y)$ of Army and Civil Servants in Kudam V/Brw can be explained through Regression Testing, Determination Testing, Validity and Reliability Testing, Normality Testing, Linearity Testing, Multicollinearity Testing, Heteroscedasticity Testing, and Autocorrelation Testing. Here is an overview of the variables used in this research.
   a. Work Motivation that needs to be improved, ranked from the lowest to highest scores, includes the following indicators: economic conditions (4.24), achievement (4.26), attendance (4.51), staff collaboration (4.60), and family status (4.69).
   b. Workload that should be reduced, ranked from the highest to lowest average scores, includes the following indicators: timeliness of monthly reports (1.98), response speed to correspondence (1.89), and health conditions (1.72).
   c. Job Training that needs to be enhanced, ranked from the lowest to highest average scores, includes the following indicators: understanding of materials (lakbia) (4.15), financial control (dalku) (4.27), and accounting (4.28).
   d. Performance that needs to be improved, ranked from the lowest to highest average scores, includes the following indicators: no zero return evaluation from KPPN (4.18), performance evaluation from leadership (4.29), IKPA evaluation from KPPN (4.33), and accuracy of financial report evaluation (LPJ) from KPPN (4.36).
2. Motivation $(X_1)$ has a positive partial effect on the Performance $(Y)$ of Army and Civil Servants in Kudam V/Brw.
3. Workload $(X_2)$ does not have a partial effect on the Performance $(Y)$ of Army and Civil Servants in Kudam V/Brw.

4. Job Training $(X_3)$ has a positive partial effect on the Performance $(Y)$ of Army and Civil Servants in Kudam V/Brw.
5. Work Motivation$(X_1)$, Workload $(X_2)$ and Job Training $(X_3)$ collectively influence the Performance (Y) of Army and Civil Servants in Kudam V/Brw.

## Recommendations

1. To maximize Work Motivation $(X_1)$ among the soldiers and civil servants of Kudam V/Brw, the following actions can be taken: provide guidance on managing finances, recognize and appreciate achievements, conduct daily roll calls, foster strong and caring staff collaboration, and pay attention to the families of staff as a form of support.
2. To minimize Workload$(X_2)$ for the soldiers and civil servants of Kudam V/Brw, the following measures can be implemented: monitor the timeliness of monthly report submissions, check the speed of responses to incoming correspondence, and consider staff health conditions during work.
3. To enhance Job Training $(X_3)$ for the soldiers and civil servants of Kudam V/Brw, the following approaches can be adopted: provide technical guidance in financial management (lakbia), financial control (dalku), and accounting.
4. To achieve the desired Performance $(Y)$ for the soldiers and civil servants of Kudam V/Brw, monitoring and evaluating the assessments of no zero return, leadership evaluations, IKPA assessments, and LPJ evaluations are essential.

These recommendations can be implemented through various activities at Kudam V/Brw, such as: an IKPA competition among work units to identify the best performance; legal education sessions by Kumdam V/Brw to boost work motivation; mental conditioning by Bintaldam V/Brw to alleviate workload pressure; technical guidance in financial control, financial management, and accounting to enhance knowledge; budget management training by KPPN Malang to increase understanding; modernization of work facilities in Kudam V/Brw to optimize performance; and group sports activities to foster camaraderie, among others.

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