

The Effect of Workload, Competence, and Motivation on the Performance of Apkowil Kodim 0502 / North Jakarta

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Abstract

The Indonesian Army (TNI AD) is the main pillar in the defense of the country in the land area, with main tasks including enforcing state sovereignty and protecting the integrity of the territory from various threats. One of the important efforts of TNI AD is Territorial Development (Binter) which aims to manage regional potential into a formidable strength. Kodim 0502/North Jakarta, as a territorial unit under Korem 052/Wijayakrama, plays a role in the development of capability, strength, and territorial development in its area. This study aims to examine the influence of workload, competence, and motivation on the performance of Apkowil in Kodim 0502/North Jakarta. Based on the results of the study, it was found that workload, competence, and motivation have a positive influence on the performance of Apkowil, both partially and simultaneously. This study provides suggestions for the leadership of Apkowil Kodim 0502/North Jakarta to improve training, monitoring, and evaluation to optimize the performance of soldiers.

Keywords: Workload, Competence, Motivation, Apkowil Performance, Kodim 0502/North Jakarta, Territorial Development

I. INTRODUCTION

The Indonesian Army (TNI AD), as an integral part of the Indonesian National Armed Forces (TNI), serves as the main pillar in the defense of the country on land. Its primary duties involve upholding the sovereignty of the nation and protecting the territorial integrity of the Republic of Indonesia from threats originating both externally and internally. In addition, the TNI AD is also responsible for carrying out various military operations, both in wartime and in operations other than war. The success of these tasks is highly dependent on the effectiveness and performance of the TNI AD soldiers as the human resources that form the backbone of this strength.

The TNI AD, as one of the main components in national defense, plays a significant role in implementing various efforts through Territorial Development. Territorial Development is a mandate and elaboration of Law No. 34 of 2004 concerning the primary duties of the TNI, which states that one of the TNI's tasks, particularly the TNI AD, in Non-War Military Operations (OMSP) is to empower defense areas and assist government duties in regions, implemented through Territorial Development activities. The TNI AD conducts Territorial Development to manage the potential of Geography (natural and artificial resources), Demography (human

resources), and Social Conditions into strong Space, Tools, and Conditions (RAK) in the context of national defense (Kartini and Zohrah, 2018). In carrying out its primary tasks and other duties, the TNI AD conducts several functions, including the main functions, which comprise combat functions, force development functions, and territorial development functions (Binter).

Kodim 0502/Jakarta Utara is a territorial unit under the command of Korem 052/Wijayakrama. Kodim 0502/Jakarta Utara is a Type A Kodim led by an officer with the rank of Colonel, and its territorial area covers North Jakarta City and the Seribu Islands Administrative District. Kodim 0502/Jakarta Utara performs the functions of capability development, force development, and force deployment, as well as conducting territorial development to prepare land defense areas and maintain security within its region in support of the main tasks of the Kodam. In carrying out its duties and functions, Kodim 0502/Jakarta Utara is required to always have optimal organizational performance. Therefore, it needs human resources with high professionalism and competence to support the performance enhancement of Kodim 0502/Jakarta Utara.

To achieve good performance, it is necessary to optimize work and make the best use of the human resources possessed by Kodim 0502/Jakarta Utara. The issue that often arises concerning the performance of the Territorial Apparatus (Apkowil) at Kodim 0502/Jakarta Utara is the still low achievement of soldier performance in territorial development. Based on preliminary interviews conducted by the author with Pasipers Kodim 0502/Jakarta Utara, it was found that the territorial development performance of Apkowil at Kodim 0502/Jakarta Utara has not fully met the Binter targets. The Territorial Command Apparatus (Apkowil), as the spearhead in executing Territorial Development (Binter) tasks in the field, must have adequate knowledge and skills to face increasingly complex future challenges.

The current problem is that the performance achievement of Apkowil in territorial development within Kodim 0502/Jakarta Utara is not yet optimal. The achievement of the Binter program at Kodim 0502/Jakarta Utara is the result of the organization's performance, which is influenced by the behavior of its members. Therefore, the performance achievement of the Binter program at Kodim 0502/Jakarta Utara is closely related to the individual performance of Apkowil. An individual's performance affects how much they contribute to the organization, including the quantity of output, quality of output, work attendance, and cooperative attitude. Additionally, the limitations of equipment and facilities needed to support territorial development activities and the tasks of Apkowil in the field add to the workload of Apkowil. This situation may cause them to face obstacles and seek alternative solutions to carry out tasks effectively. If Apkowil feels that their workload is too heavy, it will impact their performance. Research by Lestari et al. (2023) states that workload affects performance. Other studies by Billik et al. (2023) and Dunan & Tasri (2022) also state that workload affects performance.

Apkowil with a low educational background may face difficulties in convincing the public to participate in territorial development activities, especially if the public has high expectations regarding education levels. Therefore, Apkowil's competence, especially in social

communication, is key to building good relations with the community and successfully implementing territorial development activities. Competence is crucial to support an individual in completing the responsibilities assigned by the organization. This statement is supported by research according to Ali et al. (2023), Sulistiawati et al. (2023), and Wandami & Anhar (2023), which state that competence has a positive and significant influence on performance.

Moreover, motivation is also a factor that influences performance. Work motivation is essential to inspire the Apkowil to perform their duties, leading to personnel loyalty to the main tasks of the Kodim. High morale and motivation of Apkowil will positively contribute to improving the quality of territorial duties and achieving optimal results in supporting regional defense. Research by Sulistiawati et al. (2023) and Langoday et al. (2023) states that work motivation has a positive and significant influence on performance. This means that an individual with good motivation can work maximally and optimally, ensuring that the targets they are responsible for are achieved.

II. LITERATURE REVIEW

Human resources are a central factor that significantly determines the success of an organization. Therefore, the importance of human resources requires organizations to select employees with good performance to carry out the tasks assigned to them. Employee performance is the quality and quantity of work results achieved by an employee in performing their duties according to the responsibilities assigned to them (Mangkunegara, 2017). Meanwhile, Hasibuan, as cited in Lestari et al. (2023a), states that employee performance is the outcome achieved by an individual in carrying out the tasks entrusted to them. Performance indicators to measure a person's performance include the accuracy of work, adherence to working hours, attendance, cooperation among employees, and job satisfaction.

Workload is one of the important factors that influence employee performance. Workload is one of the sources of stress that arises due to excessive work demands. This condition requires employees to exert more energy to complete their tasks, but it all depends on the individual. The outcome of each task depends on how one experiences the workload. According to Dhanias, as cited in Idayanti et al. (2020), workload is defined as the collection or amount of activity that must be completed by an organizational unit or employee within a certain period. Insufficient workload can lead to decreased productivity as it can trigger boredom and reduced performance.

Boredom in routine work due to a lack of tasks can cause employees to lose focus on their work, potentially harming the workforce and leading to a decline in employee performance. This also poses a risk to the organization as a whole. Conversely, employees with a relatively heavy workload can still achieve good performance. This success is supported by a conducive work atmosphere and environment, with workloads adjusted to individual tasks. Thus, even with a high workload, employees can manage their tasks to achieve the best results. Moekijat, as cited in Lestari et al. (2020), mentions the dimensions of workload by classifying it into intrinsic factors in the job, namely task demands and physical demands.

Competence is defined as the fundamental characteristics that an individual possesses, which have a direct impact on or can explain outstanding performance. This means that competence includes the basic traits or abilities that an individual possesses and plays a crucial role in achieving excellent performance. According to Mulyasa, as cited in Sulistiawati et al. (2023), competence is a combination of knowledge, skills, and values, as well as attitudes that are reflected in habitual thinking and acting. Competence according to Ruky, as cited in Masruroh et al. (2023), includes personal traits, self-concept, knowledge, skills, and work motivation.

Motivation plays a very important role in various aspects of life. High motivation can increase a person's productivity level. Motivated individuals tend to work more efficiently and focus on achieving their goals. Good motivation contributes to improving the performance of both individuals and groups. Motivated individuals tend to deliver better results in their tasks and responsibilities.

According to Robbins, as cited in Langoday et al. (2023), motivation is described as a process that involves determining the intensity, direction, and persistence of effort to achieve a goal. Motivation is very important for companies because, with motivation, it is hoped that every employee will work hard and enthusiastically to achieve high work productivity to sustain the business (Sulistiawati et al., 2023). Flippo, as cited in Hasibuan (2017), mentions that motivation is "a skill in directing employees and organizations to work successfully, so that both the employees and organizational goals are achieved."

Sutrisno, as cited in Masruroh et al. (2023), outlines several factors that influence motivation, including external factors (originating from outside the employee) that can influence motivation, such as a pleasant work environment, adequate compensation, good supervision, job security, status and responsibility, flexible regulations, and internal factors (originating from within the employee) that influence personal motivation, such as the desire to live, the desire to belong, the desire for recognition, and the desire for power.

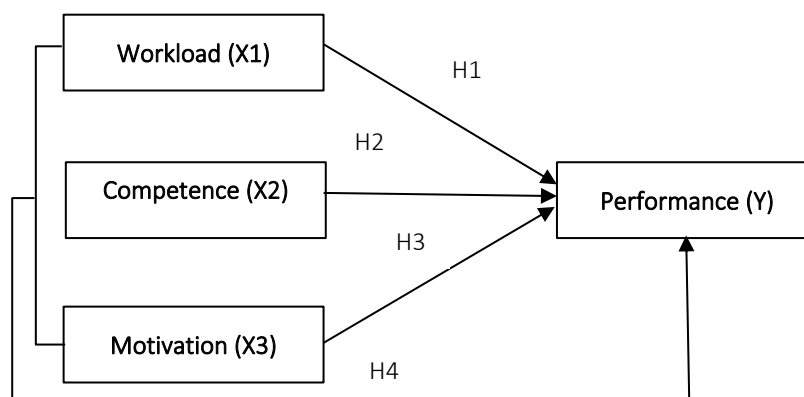


Figure 1. Research Paradigm

The research conceptual model presented above serves as the foundation for the hypothesis of this study:

1. H1: Workload has a positive effect on the performance of Apkowil Kodim 0502/Jakarta Utara.

2. H2: Competence has a positive effect on the performance of Apkowil Kodim 0502/Jakarta Utara.
3. H3: Work motivation has a positive effect on the performance of Apkowil Kodim 0502/Jakarta Utara.
4. H4: Workload, competence, and work motivation simultaneously affect the performance of Apkowil Kodim 0502/Jakarta Utara.

III. RESEARCH METHODOLOGY

In this study, the author uses a type of research with a quantitative research method. Descriptive analysis is used to analyze data by describing or illustrating the data collected as it is. The choice of a quantitative approach is due to the data collected in this study being in the form of numbers. The purpose of this research is to obtain facts related to the influence of workload, competence, and work motivation on the performance of Apkowil Kodim 0502/Jakarta Utara. The data collection method used in this study is through electronic media. According to Sekaran and Bougie (2017), electronic questionnaires are considered effective because they are easy to design and distribute. The statements that will be used in the research questionnaire will be designed based on certain indicators and then tested for validity and reliability. The population in this study consists of 214 personnel from Apkowil Kodim 0502/Jakarta Utara. The data analysis methods used in this research include validity and reliability tests, classical assumption tests, multiple linear regression tests, hypothesis testing, and the coefficient of determination test.

IV. RESULT AND DISCUSSION

Descriptive Test

The results of the descriptive analysis of the workload, competence, motivation, and personnel performance variables in this study show that the average total score can be categorized as high and very high. Overall, the high average scores on each variable indicate that the respondents have a significant workload, feel competent, are highly motivated, and perform well in their jobs.

Table 1.

Descriptive Test Result of Research Variable

Variable	Average Score
Work Load	4.51
Competence	4.49
Motivation	4.99
Peformance	4.91

Source: Data Processed, 2024

Validity and Reliability Test

In the validity and reliability tests, a valid instrument is one that has an r -value greater than the r -table with a determined degree of freedom, which is $df = n-2$, where n is the minimum sample size. Therefore, $df = 30-2 = 28$, with a significance level of 0.05, resulting in a critical r -value of 0.3061. The reliability test in this study was conducted by measuring the Cronbach's alpha coefficient. The criteria used to determine the reliability of the instrument are as follows: if the reliability is less than 0.60, it is categorized as poor; if the reliability is around 0.70, it is categorized as acceptable; and if the reliability reaches or exceeds 0.80, it is categorized as good. The validity test results show that the measurement indicators for the workload, competence, motivation, and performance variables are valid because they have an r -value greater than the r -table and can be used as a research questionnaire. Meanwhile, the reliability test results show that the Reliability Statistic for all statement items is reliable, as the workload variable has a Cronbach's Alpha value above 0.60, specifically 0.775; the competence variable has a Cronbach's Alpha value above 0.60, specifically 0.773; the motivation variable has a Cronbach's Alpha value above 0.60, specifically 0.724; and the performance variable has a Cronbach's Alpha value above 0.60, specifically 0.742.

Classical Assumption Test

Based on the normality test calculations, the significant value from the Kolmogorov-Smirnov test for workload, competence, and motivation on the performance of Apkowil Kodim 0502/North Jakarta was 0.053, meaning the significant value is $0.200 > 0.05$, indicating that the population data in this study is normally distributed. The multicollinearity test results showed that the VIF value for the workload variable (X_1) was 1.003 with a Tolerance value of 0.997, the competence variable (X_2) had a VIF value of 1.004 with a Tolerance value of 0.996, and the motivation variable (X_3) had a VIF value of 1.003 with a Tolerance value of 0.997. Since the VIF values for workload (X_1), competence (X_2), and motivation (X_3) are all less than 10 and the Tolerance values are less than 1, it can be concluded that there is no multicollinearity among the independent variables.

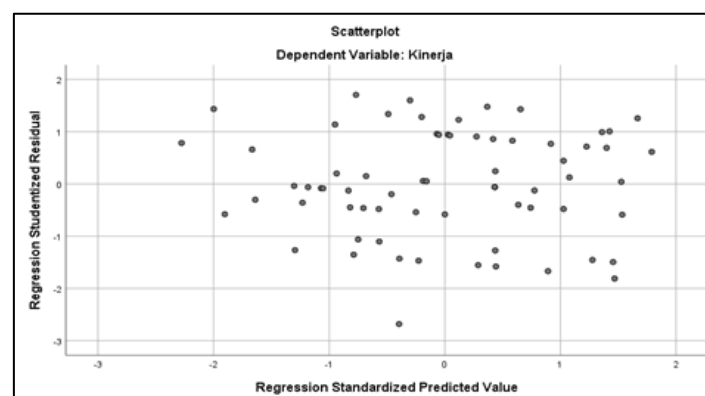


Figure 2. Heteroskedasticity
Source: Data Processed, 2024

Through the scatterplot, it can be observed whether a regression model experiences heteroskedasticity or not. From the above figure, it is evident that the points are scattered randomly and spread both above and below the value of 0 on the Y-axis. Thus, it can be concluded that there is no heteroskedasticity in the regression model in this study.

Hypothesis Testing

The formula for simple linear regression is $Y = a + b_1X_1 + b_2X_2 + b_3X_3$. Y represents the dependent variable, a is the constant, b represents the regression coefficients, and X1, X2, and X3 are the independent variables. Based on the regression test results in Table 4.11, Y is the performance variable, $a = 30.230$, $b_1 = 0.133$, $b_2 = 0.069$, $b_3 = 0.132$, X1 is the workload variable, X2 is the competence variable, and X3 is the motivation variable. Thus, the form of the multiple linear regression equation is $Y = 30.230 + 0.133 \text{ workload} + 0.069 \text{ competence} + 0.132 \text{ motivation}$. Based on the above equation, if the workload (X1), competence (X2), and motivation (X3) variables have a value of 0, the performance value would be 30.230.

Table 2.
Results of Multiple Linear Regression Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	30.230	1.891		15.990	.000
	Workload	.133	.027	.395	4.887	.000
	Competence	.069	.015	.386	4.774	.000
	Motivation	.132	.022	.485	6.000	.000

Source: 2024 Processed data by researcher using SPSS, 2024.

Based on the research findings, the first hypothesis indicates that the workload variable (X1) has a strong and positive relationship with performance (Y) of 4.887. Hypothesis testing results show that there is a direct and significant influence between workload (X1) and performance (Y) of Apkowil, as indicated by the result of $t\text{-value} = 4.887 > t\text{-table} = 1.997$. This means that workload has a direct positive effect on the performance of Apkowil in Kodim 0502 North Jakarta. According to Dhania in Idayanti and Partini (2020), workload is defined as the set or amount of activities that must be completed by an organizational unit or employee within a certain period. Workload is one of the important factors affecting the performance of an organization or employee. Insufficient workload can lead to a decline in productivity because it triggers boredom and reduced performance. This research supports other studies by Billik et al. (2023) and Dunan & Tasri (2022), which also state that workload affects performance.

The second hypothesis shows that the competence variable (X2) has a strong and positive relationship with performance (Y) of 4.774. Hypothesis testing results indicate that there is a direct, positive, and significant influence between competence (X2) and performance

(Y) of Apkowil, as shown by the result of $t\text{-value} = 4.774 > t\text{-table} = 1.997$. This means that competence has a direct positive effect on the performance of Apkowil in Kodim 0502 North Jakarta. These findings are supported by research from Ali et al. (2023) and Sulistiawati et al. (2023), which state that competence has a positive and significant impact on performance.

The third hypothesis shows that the motivation variable (X3) has a strong and positive relationship with performance (Y) of 6.000. Hypothesis testing results indicate that there is a direct, positive, and significant influence between motivation (X3) and performance (Y) of Apkowil, as indicated by the result of $t\text{-value} = 6.000 > t\text{-table} = 1.997$. This means that motivation has a direct positive effect on the performance of Apkowil in Kodim 0502 North Jakarta. This result aligns with the research conducted by Sulistiawati et al. (2023) and Langoday et al. (2023), which states that work motivation has a positive and significant impact on performance. In other words, an individual who has good motivation will be able to work maximally and optimally, ensuring that the targets for which they are responsible will be achieved.

Tabel 3.
F-Test Results

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	29.356	3	9.785	29.942	.000 ^b
	Residual	20.916	64	.327		
	Total	50.272	67			
a. Dependent Variable: Kinerja						
b. Predictors: (Constant), Workload, Competense, Motivation						

Source: Processed data by researcher using SPSS, 2024.

The fourth hypothesis testing also shows that there is a direct and significant influence between workload (X1), competence (X2), and motivation (X3) on the performance (Y) of soldiers, as indicated by the result of $F\text{-value} = 29.942 > F\text{-table} = 2.52$. This means that discipline and education and training have a direct positive effect on the performance of Apkowil in Kodim 0502/North Jakarta. This research is in line with the study conducted by Kusuma et al (2022), which found that workload, competence, and motivation have a positive and significant impact on employee performance. The better the workload, the higher the competence, and the greater the employee motivation, the more likely the employee performance will improve. These results highlight the importance of workload management, competence development, and motivation provision as strategies to enhance employee performance in the context of the organization.

V. CONCLUSIONS AND RECOMENDATION

Conclusions

Based on the research findings and discussions related to workload, competence, and motivation on the performance of Apkowil soldiers in Kodim 0502/North Jakarta, the conclusions of this study are as follows:

- a. Based on the descriptive analysis of the data obtained from the research results, it can be concluded that the workload falls into the very high category, competence into the high category, motivation into the very high category, and the performance of Apkowil Kodim 0502/North Jakarta also falls into the very high category. Therefore, it can be concluded that all variables are considered good, as the majority of respondents agreed with the statements provided.
- b. The research results show that workload has a positive partial effect on the performance of Apkowil soldiers in Kodim 0502/North Jakarta (first hypothesis accepted). This means that the higher the workload of soldiers, the better the performance of Apkowil soldiers in Kodim 0502/North Jakarta will be. This is evidenced by the research results showing a t-value of 4.887, which is greater than the t-table value of 1.997, with an influence contribution of 16.9%.
- c. The research results show that competence has a positive partial effect on the performance of Apkowil soldiers in Kodim 0502/North Jakarta (second hypothesis accepted). This means that the higher the competence of all soldiers, the better the performance of Apkowil soldiers in Kodim 0502/North Jakarta will be. This is evidenced by the research results showing a t-value of 4.774, which is greater than the t-table value of 1.997, with an influence contribution of 16.4%.
- d. The research results show that motivation has a positive partial effect on the performance of Apkowil soldiers in Kodim 0502/North Jakarta (third hypothesis accepted). This means that the higher the motivation of soldiers in improving performance quality, the better the performance of Apkowil soldiers in Kodim 0502/North Jakarta will be. This is evidenced by the research results showing a t-value of 6.000, which is greater than the t-table value of 1.997, with an influence contribution of 25.1%.
- e. The research results show that workload, competence, and motivation simultaneously have a direct positive effect on the performance of Apkowil soldiers in Kodim 0502/North Jakarta (fourth hypothesis accepted). This is evidenced by the research results showing a simultaneous F-value of 29.942, which is greater than the F-table value of 2.748, with an influence contribution of 58.4%.

Recomendations

Based on the research conducted, the researcher proposes the following recommendations:

- a. The research results show that workload has a significant impact on the performance of soldiers in Apkowil Kodim 0502/Jakarta Utara. Considering that the "workload" sub-variable received the lowest response, it is recommended that the leadership of Kodim 0502/Jakarta Utara review the distribution of workloads. Additionally, it is important to conduct time management and stress management skills training to ensure that soldiers can carry out their duties effectively without feeling overly burdened. A more

- proportional workload adjustment supported by relevant training is expected to improve the overall performance of the soldiers.
- b. This research also shows that competence affects the performance of soldiers. The "positive attitude" sub-variable received the lowest response, indicating a need for special attention in this aspect. Therefore, it is recommended that the unit leadership organize training and mentoring programs focused on developing a positive attitude and professionalism. These activities could include simulations of field situations that require decision-making with a positive attitude, as well as the provision of regular constructive feedback.
 - c. Motivation is also proven to influence the performance of soldiers, with the "motivator support" sub-variable receiving the lowest response. Therefore, it is important to enhance the reward and recognition programs for outstanding soldiers and provide a clear career development path. The unit leadership can also hold regular dialogue sessions between soldiers and leaders to discuss their needs and aspirations, so that soldiers feel supported and motivated to give their best.

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