The Influence of Training, Competence, and Work Motivation on the Performance of Yonzikon 14/SWS Soldiers

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Abstract

Yonzikon 14/SWS is a military technical unit responsible for providing support in the area of permanent construction. It is of the utmost importance for this unit to maintain a high level of operational readiness and meet demanding duties in a prompt and efficient manner. However, the issue at Yonzikon 14/SWS lies in the subpar performance of troops in providing assistance to engineer combat operations, which is a cause for concern in terms of human resources. The objective of this study is to ascertain the description and impact of training, competency, and job motivation on performance. This research methodology employs quantitative techniques and utilizes descriptive analysis. The study utilized a sample size of 91 respondents, selected by the basic random sampling technique. The results of the descriptive analysis indicate that the levels of training, competence, work motivation, and performance are classified as extremely high. The findings of the study indicate that training, competence, and work motivation exert a partial or simultaneous impact on performance.

Keywords: Training, Competence, Work Motivation, Performance

I.   INTRODUCTION

The Indonesian Army, as an integral part of the TNI, serves as the primary land-based defense force of the country. It fulfills several essential roles, including military organic functions, coaching organic functions, general military technical functions, special military technical functions, and special functions. Zeni is a military technical duty that involves organizing Zeni combat assistance, known as Banpurzi, and Zeni administrative help, known as Banminzi. As a division responsible for coordinating construction assistance, the Construction Zeni Regiment prioritizes high-quality and permanent construction projects. This requires careful planning, adequate time, and a skilled workforce. Therefore, Yonzikon 14 / SWS must be prepared and operate at a high performance level to meet any task demands that arise.

However, the empirical evidence in the field indicates that the issue of human resources at Yonzikon 14/SWS is the subpar performance of personnel in providing Zeni combat assistance. Interviews with Lieutenant Agung Widodo, the Personnel Section Officer, revealed that the Yonzikon 14/SWS personnel exhibited a below-

average performance value, with an average performance achievement falling within the sufficient category. This highlights the importance of the unit's attention to variables that could potentially diminish the effectiveness of soldiers.

Training is a crucial factor that affects the performance of personnel. The training provided at Yonzikon 14/SWS is expected to improve the proficiency of troops in carrying out tasks and fostering behavioral modifications that are reflected in their attitude, discipline, and work ethic. Training is essential for enhancing the performance of soldiers and achieving positive outcomes within an organization or agency.

In addition to training elements, the performance of Yonzikon 14/SWS soldiers is also influenced by their competency. The lack of soldiers' understanding in knowledge and military science, as well as their lack of militancy, are the main factors hindering their competency in Yonzikon 14/SWS. These shortcomings contribute to the current low level of competence, which is crucial for achieving soldier professionalism and improving performance.

The enhancement of the performance of Yonzikon 14/SWS soldiers necessitates not only the demonstration of work competence but also the provision of appropriate motivation tailored to their performance. This will contribute to the development of high-quality staff. Given the highly demanding schedule in Yonzikon 14/SWS, soldiers may experience a decline in their morale and motivation. It is therefore of paramount importance for the leadership to address this issue by providing positive motivation in order to ensure that members fulfill their duties effectively and prioritize professionalism as soldiers.

Prior research has indicated that training has a favorable and substantial impact on performance (Guterresa et al., 2020). However, a recent study conducted by Pardosi et al. (2021) has challenged this finding, suggesting that training does not have any influence on performance. Additionally, Fata et al. (2022) have asserted that competence has a favorable and substantial impact on performance. However, Hasibuan et al. (2022) found in their study that competence does not influence performance. Pratomo et al. (2022) found that motivation has a favorable and significant impact on performance. However, Pardosi et al. (2021) concluded that work motivation does not affect performance. Maulana and Nurwarti (2021) posit that the simultaneous development of training, competence, and job motivation has a favorable and substantial impact on performance.

The preceding research yielded several advantages. Firstly, certain journals had numerous pertinent factors related to the phenomena under investigation. Additionally, the utilized data was comprehensive and lucid. However, several journals mentioned above have not provided comprehensive explanations regarding the study process and methodologies employed. Based on the observed occurrence and existing study, the researcher intends to investigate the impact of training, competence, and work motivation on the performance of Yonzikon 14/SWS soldiers.

II.   LITERATURE REVIEW

II.1   Human Resource Management

The role of human resources in a company is of paramount importance, as they are responsible for planning, executing, and controlling activities that contribute to the achievement of the organization's goals (Suaiba, 2021). It is imperative for every firm to establish objectives in order to succeed. In order to attain these objectives, it is essential for the company to ensure its survival in the competitive business environment. Relying solely on advanced technology and infrastructure is insufficient; the company must also have a dependable workforce.

II.2   Training

Training is a methodical procedure that aims to modify employee behavior in a way that aligns with organizational objectives. It is a process that enhances employees' skills and abilities, enabling them to successfully perform their work. Hasibuan (2017) defines training as a deliberate endeavor that seeks to enhance an employee's knowledge and abilities in order to perform specific job tasks. The efficacy of a company's training program can be evaluated using the metrics identified by Sofyandi in Elizar & Tanjung's (2018) study. The critical elements to be considered in training are: (a) the substance of the training, (b) the methods utilized for training, (c) the attitudes and skills of the instructor, (d) the duration of the training, and (e) the facilities available for training.

II.3   Competence

High-quality human resources are defined as individuals who possess exceptional competence and skills that enable them to contribute significantly to the progress and success of their organization. A company's operational efficiency is contingent upon the presence of competent human resources who are capable of effectively executing their assigned tasks (Arifin, Putra, & Hartanto, 2019). Consequently, the company's growth is contingent upon the exceptional competence and performance of its human resources (Bagus et al., 2019). Dunggio & Gobel (2021) posit that competence can be measured by indicators such as job-related knowledge, individual work skills, and work attitudes.

II.4   Work Motivation

Motivation is the cognitive process that stimulates and guides goal-oriented activity within an organization. Understanding motivation is challenging because it is not directly observable or knowable in others; it can only be deduced from a person's actions. However, it is crucial for a leader to comprehend the process of motivation in order to effectively advise subordinates in attaining corporate objectives. As per Robbins, Coulter, and De Cenzo (2020), motivation is defined as the process by which an individual's endeavors are stimulated, guided, and maintained in order to

accomplish a specific objective. Additionally, Robin, Coulter & De Cenzo (2020) discuss motivation indicators based on Maslow's Hierarchy of Needs theory, which includes physiological needs, safety needs, social needs, esteem needs, and self-actualization needs.

II.5   Performance

Performance appraisal is the systematic observation and evaluation of an employee's job performance, followed by the documentation of the assessment and the provision of feedback to the employee. Skilled managers offer feedback and appreciation to employees during performance reviews, specifically regarding the aspects of their performance that meet the required standards. Additionally, they elucidate the specific aspects of performance that require enhancement. The performance of employees plays a pivotal role in the organization's endeavors to optimize the productivity of its individual and collective workforce, whether through intentional design or effective employee management. Employee performance is of paramount importance in assessing the quality and impact of a company, ultimately contributing to its success and long-term viability (Nankervis et al., 2020). Riyanto, Endri, and Herlisha (2021) propose several indicators for measuring employee performance, including diligent work, adherence to company quality standards, proficiency in job-related skills, comprehension of assigned tasks, and accountability for work outcomes.

II.6   Effect Training on Performance

The existing literature indicates that training has a positive impact on performance. This assertion is supported by the findings of Gutterresa et al. (2020), Haryono et al. (2020), Reformasi et al. (2020), Nugroho & Paradifa (2020), Hidayat & Agustina (2020), and Yafi et al. (2021), Harsono & Khasanah (2021), Maulana & Nurwati (2021), Soedarsono (2021), Ardiana et al. (2022), Mahendra et al. (2022), Pardosi et al. (2022), and Prabowo (2022). In light of the aforementioned rationale, the following hypothesis is proposed for investigation:
Hypothesis 1: Training has a beneficial impact on the performance of Yonzikon 14 / SWS Personnel

II.7   Effect Competence on Performance

Previous research has demonstrated that competence has a significant impact on performance (Hartati, 2020; Reformasi et al., 2020; Nugroho & Paradifa, 2020; Hidayat & Agustina, 2020; Mulang, 2021; H). Arsono & Khasanah (2021), Maulana & Nurwati (2021), Alie et al. (2022), Fata et al. (2022), and Prabowo (2022) have also contributed to this field of study. According to the aforementioned reasoning, the hypothesis of this investigation can be stated as follows:

Hypothesis 2: Competence has a beneficial impact on the performance of Yonzikon 14 / SWS Personnel.

II.7 Effect Work Motivation on Performance

Previous research has demonstrated that motivation has a significant impact on performance (Hartati, 2020; Reformasi et al., 2020; Nugroho & Paradifa, 2020; Hidayat & Agustina, 2020; Mulang, 2021; Harsono & Khasanah, 2021). 1. Maulana & Nurwati (2021), Soedarsono (2021), Alie et al. (2022), Ardiana et al. (2022), Mahendra et al. (2022), and Fata et al. (2022). The following hypothesis is proposed in accordance with the aforementioned explanation:

Hypothesis 3: Work Motivation has a beneficial impact on the performance of Yonzikon 14 / SWS Personnel.

II.8 Effect Training, Competence, and Work Motivation on Performance

Previous studies have indicated that performance is influenced by training, competence, and job motivation (Reformasi et al., 2020; Nugroho & Paradifa, 2020; Harsono & Khasanah, 2021; Maulana & Nurwati, 2021; Prabowo, 2022). Based on this reasoning, the hypothesis of this investigation is as follows.

H4 : Training, competence and motivation simultaneously have a positive effect on the performance of Yonzikon 14/SWS personnel.

So that with the relationship between literature review and previous research, it is made in the research model as follows
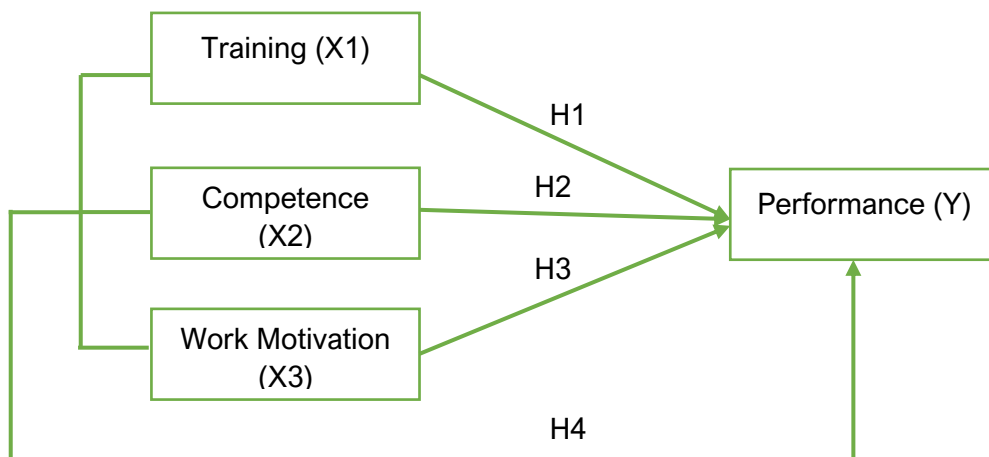

Figure 1. Research Paradigm

III. RESEARCH METHOD

This section discusses how the research was conducted. The main topics of this section are: (1) study design; (2) population and sample (research objectives); (3) data collection techniques and instrument development; and (4) data analysis procedures.

III.1 Research Design

In this study, using a quantitative method with a survey design. The survey design was carried out by distributing questionnaire.

III.2 Population and Sample

Furthermore, researchers conducted a study on Yonzikon 14/SWS, taking into account the constraints of time and energy, which precluded the possibility of obtaining a larger sample. The determination of the sample size in this study is based on the formula provided by Slovin. A sample of 91 respondents was selected for the purpose of conducting hypothesis testing, which aims to represent the population of this study. The study employed a simple random sampling technique.

III.3 Data Collection Techniques and Instrument Development

Furthermore, the data collection techniques employed in this study included the use of questionnaires, interviews, and observations. The acquired data is subsequently subjected to statistical analysis using the SPSS software.

III.4 Data Analysis Technique

The statistical data results are employed to ascertain the presence of any influence between the variables in question. Survey design entails the quantitative description of trends, behaviors, or attitudes within a population by means of the analysis of a representative sample.

IV. RESULT AND DISCUSSION

IV.1 Descriptive Analysis of Training Variable

The analysis of the acquired and processed data reveals that the training variable (X1) has an average value of 4.38, indicating a classification of "very high." The statement "all equipment and supplies required for training implementation are fully available" has the highest average rating of 4.69. Therefore, this statement is considered the primary factor influencing the success of training activities when they are carried out.

IV.2 Descriptive Analysis of Competence Variable\

A review of the collected and processed data indicates that the competency variable (X2) has an average value of 4.30, which is indicative of a classification of "very high." The three statements with the highest average are "With the knowledge possessed, one can get the job done well," "Giving a good explanation to superiors about the information needed," and "The attitude at work always obeys the rules at Yonzikon 14/SWS," with an average score of 4.38. These statements are considered the main factors in determining competence.

IV.3 Descriptive Analysis of Work Motivation Variable

The analysis of the collected and processed data reveals that the work motivation variable (X3) has an average score of 4.33, indicating a classification of

"very high." The statement "the motivation provided by the leadership enhances workplace discipline" has the highest average score of 4.42, indicating that it is the primary factor in work motivation.

IV.4 Descriptive Analysis of Performance Variable

A statistical analysis of the collected and processed data indicates that the performance variable (Y) has an average value of 4.31, which is indicative of a "very high" classification. The phrase "working hand in hand" has the highest average of 4.64, and thus may be considered the primary factor influencing performance.

IV.5 Validity and Reliability Test

Table 1. Results of Validity Test

Statement Items	r count (X1)	r count (X2)	r count (X3)	r count (Y)	r table (α = 0,05)	Result
1	0,491	0,530	0,620	0,456		Valid
2	0,273	0,281	0,424	0,662		Valid
3	0,402	0,577	0,363	0,457		Valid
4	0,491	0,447	0,550	0,310		Valid
5	0,092	0,222	0,548	0,425		Invalid
6	0,322	0,370		0,456		Valid
7	0,324	0,195		0,662		Invalid
8	0,521	0,596		0,457	0,206	Valid
9	0,306	0,529		0,288		Valid
10	0,543			0,425		Valid
11	0,463			0,156		Invalid
12	0,313			0,198		Invalid
13	0,543					
14	0,257					

Source: Primary data processed, 2022

The results of the validity test are indicated by the value of r count in Table 1, which is derived from the product moment correlation coefficient. Based on the table, it is evident that certain values are deemed invalid since r count is less than r table, and therefore, they are eliminated from the analysis.

Table 2. Results of Reliability Test

Case Processing Summary			
		N	%
Cases	Valid	91	100,0
	Excluded[a]	0	0,0
	Total		
a. Listwise deletion based on all variables in the procedures			
Reliability Statistics			
Cronbach's Alpha		N of items	
0,809		36	

Source: Primary data processed, 2022

The results of the reliability test, which included 36 statement items, yielded a reliability coefficient of 0.809, indicating that all items are reliable.

IV.3   Classical Assumption Test

Table 3. Results of Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		91
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.57874488
Most Extreme Differences	Absolute	.069
	Positive	.034
	Negative	-.069
Test Statistic		.069
Asymp. Sig. (2-tailed)		.200[c, d]

a. Test distribution is Normal
b. Calculated from data
c. Liliefors Significance Correction
d. This is a lower bound of the true significance

Source: Primary data processed, 2022

As indicated in the provided table, the significance value (sig.) of 0.200 is greater than 0.05, thereby indicating that the data in this study follows a normal distribution.

Table 4. Results of Multicollinearity Test

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Training	.869	1.151
	Competence	.842	1.188
	Work Motivation	.763	1.310

a. Dependent Variable: Total Y

Source: Primary data processed, 2022

The table above indicates that each variable's tolerance value exceeds 0.10. In particular, the training variable exhibits a tolerance value of 0.869, the competency variable displays a tolerance value of 0.842, and the work motivation variable demonstrates a tolerance value of 0.763. Meanwhile, the VIF (Variance Inflation Factor) values for the training variable, the competency variable, and the job motivation variable are 1.151, 1.188, and 1.310, respectively, all of which are less than 10. Thus, there is no association between the independent variables in the regression model..

Table 5. Results of Heteroscedasticity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coeffiecients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.490	2.362		0.631	.530
	Training	-.011	.037	-.034	-.297	.767
	Competence	-.041	.058	-.081	-.697	.488
	Work Motivation	.074	.081	.111	.911	.365

a. Dependent Variables: Abs_Res

Source: Primary data processed, 2022

As indicated in the provided table, the significance values exceed 0.05 for the training variable (0.767), the competency variable (0.488), and work motivation (0.365). This suggests that heteroscedasticity is not a concern, as there is no evidence of disparity in variability or residuals between observations.

IV.4   Multiple Linear Regression Test

Table 6. Results of Multiple Linear Regression Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coeffiecients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-7.371	3.916		-1.882	.063
	Training	.147	.061	.150	2.418	.018
	Competence	.702	.096	.460	7.277	.000
	Work Motivation	.955	.134	.473	7.130	.000

b. Dependent Variables: totally

Source: Primary data processed, 2022

IV.5   Hypothesis Test

Table 7. Results of F Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	542.252	3	190.751	70.102	.000[b]
	Residual	224.319	87	2.578		
	Total	766.571	90			

a. Dependent Variable: Performance

b. Predictors: (Constant), Work Motivation, Training, Competence

Source: Primary data processed, 2022

Table 8. Results of Coefficient Determination Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.841[a]	.707	.697	1.606

a. Predictors: (Constant), Work Motivation, Training, Competence

Source: Primary data processed, 2022

IV.6 The Effect of Training on Performance

The findings of the research indicate that, with a t-count of 2.418 and a t-table value of 1.988, the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted. The significant value of 0.018, which is less than 0.05, suggests that there is a positive and significant influence of training on performance. The training conducted by Yonzikon 14/SWS is anticipated to enhance the proficiency of employees in task execution and induce behavioral changes that manifest in improved attitude, discipline, and work ethic. Consequently, the performance of soldiers in Yonzikon 14/SWS is expected to elevate, leading to commendable accomplishments within the organization or agency.

IV.7 The Effect of Competence on Performance

The findings of the research indicate that, with a t-value of 7.277 and a t-table of 1.988, the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted. The significant value of 0.000, which is less than 0.05, indicates a positive and substantial influence of competence on military performance. Competence plays a pivotal role in fostering professionalism among soldiers and is a pivotal factor in the degree of success achieved by units in supporting the primary mission of the TNI. Consequently, the competence of soldiers has a significant impact on their performance in Yonzikon 14/SWS.

IV.8 The Effect of Work Motivation on Performance

The findings of the research indicate that, with a t-value of 7.130 and a t-table of 1.988, the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted. The significant value of 0.000, which is less than 0.05, indicates a positive and substantial influence of work motivation on military performance. At Yonzikon 14/SWS, ensuring the appropriate motivation is crucial throughout daily routine activities in cultivating a high-quality soldier persona, which in turn enhances overall soldier performance.

IV.9 The Effect of Training, Competence, and Work Motivation on Performance

The calculated Fcount value is 70.102, which exceeds the FTabel value of 2.71 with a significance level of 0.000, which is less than 0.005. Therefore, it can be inferred that the independent variables of training (X1), competence (X2), and work motivation (X3) collectively have a positive and statistically significant impact on the dependent variable performance (Y). The research's accuracy is substantiated by the coefficient of determination (R^2) results, which indicate a value of 0.707. This indicates that 70.7% of the variability in the performance variable (Y) can be accounted for by the training

variable (X1), competence (X2), and job incentive (X3). However, the remaining 14.8% is affected by additional variables that were not considered in this study.

Table 9. Summary of Hypothesis Testing Results

No.	Relationship	Hypothesis	t / F	Sig.	Result
1	X1 to Y	H1	2.418	0.018	Accepted
2	X2 to Y	H2	7.277	0.000	Accepted
3	X3 to Y	H3	7.130	0.000	Accepted
4	X1, X2, and X3 to Y	H4	70.102	0.000	Accepted

Source: Primary data processed, 2022

V. CONCLUTION AND SUGGESTION

V.1 Conclution

In light of the findings and deliberations stemming from the research conducted on the impact of training, competence, and job motivation on the performance of Yonzikon 14/SWS soldiers, the following conclusions can be drawn:

1. The descriptive analysis of the data indicates that the factors of training, competence, work motivation, and overall performance are at a notably high level.

2. The preliminary findings of the research indicate that training has a favorable and substantial impact on the performance of soldiers at Yonzikon 14/SWS. Consequently, the greater the number of employees who engage in training initiatives and execute them effectively, the more it will enhance their performance.

3. The study's findings indicate that competence has a partially favorable and considerable impact on the performance of soldiers at Yonzikon 14/SWS. This implies that the extent to which an employee achieves optimal performance is contingent upon the proficiency of the employee.

4. The study's findings indicate that job motivation has a partially favorable and considerable impact on the performance of troops at Yonzikon 14/SWS. Work motivation is of paramount importance to employees, as it drives their desire to work diligently and enthusiastically, which in turn results in increased job productivity.

5. The study's findings demonstrate that the performance of troops at Yonzikon 14 / SWS is influenced by their training, competency, and job motivation. These findings demonstrate that the training, competence, and work motivation at Yonzikon 14 / SWS have the potential to enhance the performance of soldiers.

V.2 Suggestion

In light of the findings of the data analysis and subsequent discussion, the researcher proposes the following recommendations:

1. When conducting training activities, Yonzikon 14 / SWS must focus on the selection of trainers, the execution of training, and the choice of training venue. The indications that receive a low reaction are training instructors, scheduled training implementation, and the cleanliness and comfort of the training facility. It is therefore recommended that agencies give priority to the supervision of participants during training sessions, adhere to a pre-established timetable for conducting training

activities, and ensure a comfortable and hygienic environment throughout the training sessions.

2. In order to enhance competency, Yonzikon 14 / SWS should give priority to the promotion of cooperation among soldiers, as this aspect has received the lowest rating. It is imperative that Yonzikon 14 / SWS prioritizes the troops' demeanor to foster effective teamwork in carrying out their duties.

3. To motivate soldiers, it would be beneficial for Yonzikon 14 / SWS to express appreciation towards soldiers who demonstrate exceptional performance, as this particular indicator receives the least amount of positive feedback. Therefore, it is advisable for Yonzikon 14 / SWS to promote the idea of rewarding exceptional soldiers in order to foster motivation in the workplace.

4. Yonzikon 14/SWS places greater emphasis on other factors than the relationship between troops and superiors when enhancing soldier performance, as this aspect receives the least amount of attention. Therefore, it is imperative for Yonzikon 14/SWS to regularly oversee the progress of communication between soldiers and their commanders.

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