

The Influence of Competence and Motivation on the Performance of Military Personnel at Bengpuspal Pusalad

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Abstract

There are still many obstacles in carrying out the main tasks of the Bengpuspal Pusalad. The Aims of this research are determined how much the average degree of the competency and the motivation well as the performance of the army in Bengpuspal Pusalad whether determined the influence of the competency to the performance of the army, determined the influences of the motivation to the performance of the army, and also determined the influences of both the competency and the motivation to the performance of the army in the Bengpuspal Pusalad. The research is conducted by using descriptive research with quantitative approach with disstratified random sample. The data collection techniques used were questionnaires, interviews, and documentation with 67 of sample if the army in Bengpuspal Pusalad. The results indicated that the competency, the motivation and the performance of the army in Bengpuspal Pusalad included in good categories. The statistical test showed that the competency and the motivation of the army partially and simultaneously have an influenced to the performance of the army in Bengpuspal Pusalad.

Keywords: Army, competence, motivation, performance, Bengpuspal Pusalad

I. INTRODUCTION

Bengpuspal Pusalad plays a highly vital role in supporting the achievement of objectives and the execution of the main duties of the Indonesian Army (TNI AD) as a land-based national defense force and as a guardian of the sovereignty of the Republic of Indonesia. To fulfill these core responsibilities, Bengpuspal is supported by human resources consisting of military personnel and civil servants. The personnel within the Bengpuspal Pusalad environment—particularly the military personnel—must be managed in such a way that they can deliver optimal performance outcomes, thereby facilitating the accomplishment of the organization's primary duties. In this regard, military personnel at Bengpuspal Pusalad must possess strong qualifications as mechanics specializing in vehicles, weaponry, and mechanical technology tools, as well as a high level of motivation. This will ultimately enable them to adapt to the rapid and sophisticated advancements in workshop and maintenance technology.

Based on the author's observations while serving at Bengpuspal Pusalad, it appears that the military personnel there have yet to achieve optimal performance. This is evident

The Influence of Competence and Motivation on the Performance of Military Personnel at Bengpuspal Puspaland

from several issues observed within the organization, such as military personnel who are unaware of their job descriptions, those who lack understanding of task execution standards, and individuals who, despite having served for over ten years, are still unable to analyze problems related to the maintenance of defense equipment—both in the vehicle and weaponry sectors. There are also personnel who struggle to carry out the duties and responsibilities of their assigned positions, and instances where individuals are unable to foster a harmonious working environment with their colleagues. Moreover, complaints or dissatisfaction from user units are still being voiced regarding the quality of products resulting from repairs or manufacturing performed by the military personnel. Delays in the completion of core duties by Bengpuspal Puspaland military personnel are also still occurring.

With the continuous advancement of technology leading to increasingly complex demands on the duties of Bengpuspal Puspaland, the aforementioned phenomena may potentially become the root causes of more serious issues, which in turn could further deteriorate the overall performance of the organization. Given the urgency of addressing these challenges, it is necessary to conduct research on the personnel management system that has been implemented within Bengpuspal Puspaland. However, there has been limited prior research focusing on the personnel management system applied in Bengpuspal Puspaland, particularly in relation to military personnel. The scarcity of such studies, when considered alongside the emerging issues, provides a strong rationale for the author to undertake a study on the military personnel management system, with a specific focus on competence, motivation, and performance. In line with this, the author has chosen the research title: “The Influence of Competence and Motivation on the Performance of Military Personnel at Bengpuspal Puspaland.”

II. LITERATURE REVIEW

Competence

The term competence refers to areas of personal capability that enable employees to successfully carry out their jobs by achieving desired outcomes or completing tasks. In this context, competence may consist of knowledge, skills, attitudes, values, or personal characteristics, as stated by Noe (2017:144): “A competency refers to an area of personal capability that enables employees to successfully perform their jobs by achieving outcomes or accomplishing tasks. A competency can be knowledge, skills, attitudes, values, or personal characteristics”. The dimensions of competence include knowledge, skills, and behavior or personal characteristics, as further explained by Noe (2017:204): “Knowledge refers to what individuals or teams of employees know or know how to do (human and social knowledge) as well as company rules, processes, tools, and routines (structured knowledge)”.

Motivation

Motivation is an essential aspect that must be considered by any organization aiming to achieve its goals successfully. In relation to this, Dilapanga and Mantiri (2021:91) state that “Motivation is a condition within an individual that drives the desire to engage in certain activities or behaviors in order to achieve a desired goal (internal/intrinsic theory)”. Regarding motivation theory, Dilapanga and Mantiri (2021:101) explain that Alderfer (1972) identified three categories of needs: (a) Existence (E), refers to physiological needs such as hunger,

thirst, sex, material needs, and a comfortable working environment; (b) Relatedness (R), relates to the need for meaningful relationships with important individuals, such as family members, friends, and supervisors; and (c) Growth (G), refers to the desire to be productive and creative by utilizing one's full potential.

Performance

Performance within an organization is a crucial element that cannot be separated from the execution of duties and the achievement of organizational goals. This applies to both public and private institutions. Performance is closely related to the responsibilities carried out by individuals within the organization as well as by the organization as a whole. Masram and Mu'ah (2017:138) state that "Performance (work achievement) is the result of work, both in terms of quality and quantity, achieved by an employee in carrying out their function in accordance with the responsibilities assigned to them". Furthermore, Miner, as cited in Fahmi (2017:134), outlines several dimensions used to measure performance: (a) Quality, refers to the level of errors, damage, and accuracy in performing tasks; (b) Quantity, refers to the volume of work produced; (c) Use of time at work, includes absenteeism rates, tardiness, effective working hours, and lost working time; and (d) Teamwork, refers to the ability to collaborate effectively with others in the workplace.

In relation to competence, motivation, and performance, Anggraeny and Andi (2017) conducted a study at the Department of Energy and Mineral Resources in Donggala and found that competence, motivation, and work environment have a positive influence on employee performance. Another study was carried out by Danila (2019) at the Department of Public Works (PU) for Highways in South Sumatra Province, which concluded that the dimensions of competence significantly affect the improvement of employee performance within that department.

Based on the theoretical foundation regarding the research variables as previously described, it can be stated that competence and motivation have a positive influence on performance. In line with this, the conceptual model developed for this study is as follows:

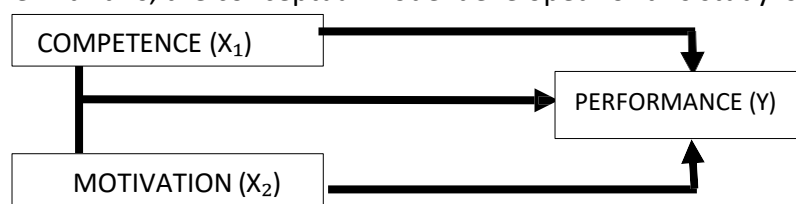


Figure 1. Research Model

Based on the conceptual research model above, the research hypotheses can be formulated as follows:

Hypothesis 1 (H1) : Competence has a positive influence on performance.

Hypothesis 2 (H2) : Motivation has a positive influence on performance.

Hypothesis 3 (H3) : Competence and motivation together have a positive influence on performance.

III. RESEARCH METHOD

The research method selected for this study is a survey method. The researcher developed a questionnaire consisting of closed-ended questions, followed by structured interviews with predetermined respondents, as well as observations of the subjects selected as the research sample. This study employs a quantitative approach, which allows for in-depth data recording and analysis using survey methods through the distribution of questionnaires and literature review. The study focuses on examining three variables as reflected in the research title. The variables include the influence of competence (X1) and motivation (X2) on performance (Y), where competence (X1) and motivation (X2) serve as independent variables, and performance (Y) serves as the dependent variable, particularly in the context of carrying out the core duties of Bengpuspal Puspaland.

The population in this study consists of 84 military personnel at Bengpuspal Puspaland, including officers (Perwira), non-commissioned officers (Bintara), and enlisted personnel (Tamtama). In relation to sampling, Sugiyono (2018:81) states that: "A sample is a subset of the population that possesses the same characteristics." Furthermore, regarding sampling technique, Sugiyono (2018:81) also explains: "Sampling technique refers to the method used to select the sample for research purposes". Based on this, the sampling technique used in this study is random sampling, specifically using stratified proportional random sampling, which allows for proportional representation of each rank group in the population. With a 5% margin of error, the appropriate sample size from a population of 84 personnel, according to Isaac and Michael (as cited in Sugiyono, 2018:86), is 67 respondents, consist of 19 of Perwira respondents, 27 of Bintara respondents and 21 of Tamtama respondents.

Before addressing the descriptive hypotheses, the researcher conducted a validity test and reliability test on the responses collected from questionnaires distributed to 67 military personnel at Bengpuspal Puspaland. The descriptive hypothesis was then calculated following the steps outlined by Sugiyono (2018:134) as follows:

The results obtained were then compared with a reference table to interpret the correlation coefficient, as shown below:

Table 1.
Guidelines for Interpreting the Correlation Coefficient

Coefficient Interval	Level of Relationship
0.00 – 0.199	Very Weak
0.20 – 0.399	Weak
0.40 – 0.599	Moderate
0.60 – 0.799	Strong
0.80 – 1.000	Very Strong

To test the statistical hypotheses, the researcher first transformed the data from an ordinal scale to an interval scale based on the questionnaire results. This was followed by conducting classical assumption tests, including residual normality, multicollinearity, autocorrelation, and heteroscedasticity tests. For data analysis, the researcher employed multiple regression analysis techniques using SPSS version 22 and the Successive Interval method available in Excel 2022.

IV. RESULTS AND DISCUSSIONS

Classical Assumption Test

Based on the results of the normality test using the Kolmogorov-Smirnov method, the significance value obtained was 0.200, which is greater than the significance level of 0.05. Therefore, it can be concluded that the data in this study are normally distributed.

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		67
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.01271464
Most Extreme Differences	Absolute	.068
	Positive	.068
	Negative	-.046
Test Statistic		.068
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Figure 2. Normality Test

The multicollinearity test is conducted to determine whether the independent variables in a regression model have a perfect or near-perfect linear relationship (i.e., a high or even perfect correlation coefficient). A good regression model should not exhibit perfect or near-perfect correlation among its independent variables. The results of the multicollinearity test are presented in Figure 3, the Variance Inflation Factor (VIF) value obtained is 1.779, which is less than 10. This indicates that there is no multicollinearity among the variables tested.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-6.935	3.419		-2.029	.047		
	X1_Kompetensi	.482	.151	.304	3.181	.002	.562	1.779
	X2_Motivasi	.923	.151	.585	6.119	.000	.562	1.779

a. Dependent Variable: Y_Kinerja

Figure 3. Multicollinearity Test

The autocorrelation test is conducted to measure the correlation between observation units arranged by time or location. In a good regression model, autocorrelation should not be present. The test was carried out using the Durbin-Watson (DW) method. The results of the autocorrelation test using SPSS version 22 are presented in the following table:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.819 ^a	.671	.660	3.05943	1.768

a. Predictors: (Constant), X2_Motivasi, X1_Kompetensi

b. Dependent Variable: Y_Kinerja

Figure 4. Autocorrelation Test

The Influence of Competence and Motivation on the Performance of Military Personnel at Bengpuspal Puspallad

Based on the results presented in the autocorrelation test table, the Durbin-Watson (DW) value is 1.768. Referring to the significance table at the 5% level (0.05) with a sample size of 67 and 2 independent variables ($K = 2$), the dU value is 1.6660. Since the DW value is greater than dU and less than $(4 - dU) = 4 - 1.6660 = 2.334$, it can be concluded that there is no autocorrelation in the model.

The heteroscedasticity test is conducted to determine whether the residual variance is unequal across all observations in the regression model. A good regression model should not exhibit heteroscedasticity. In this study, the heteroscedasticity test was performed using the Glejser test, with calculations carried out using SPSS version 22. As shown in Figure 5, the significance value (sig.) for the independent variable X_1 is 0.266, and for X_2 is 0.385. Both values are above the standard significance level of 0.05, indicating that there is no heteroscedasticity problem in the regression model used in this study.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.751	2.091		-1.315	.193
	X1_Kompetensi	.104	.093	.179	1.122	.266
	X2_Motivasi	.081	.092	.139	.874	.385

a. Dependent Variable: res_2

Figure 5. Heteroscedasticity Test

Based on the results of the classical assumption tests described above, it can be concluded that all statement items within the independent variables (X_1 and X_2) and the dependent variable (Y) are valid for measuring the hypotheses formulated in this research.

Descriptive Statistics

As shown in Table 2, the highest average score in this study is for the motivation variable, with an average value of 3.90 or 78%, while the lowest average score is for the competence variable, with a value of 3.87 or 77.39%. In relation to this, it can be concluded that, in general, the levels of competence, motivation, and performance among military personnel at Bengpuspal Puspallad are in good condition. However, there are still aspects that need improvement in order to achieve an overall average score of 100%.

Table 2.
Descriptive Statistic Test

No.	Variable	Average	Percentage (%)	Interpretation
1	Competence (X_1)	3,87	77,39%	Good
2	Motivation (X_2)	3,90	78,00%	Good
3	Performance (Y)	3,89	77,80%	Good
Average		3,89	77,73%	Good

Hypothesis Statistic

The output of the multiple linear regression analysis using SPSS 22 software is presented in Figure 6 as follows:

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-6.935	3.419		-2.029	.047
	Kompetensi	.482	.151	.304	3.181	.002
	Motivasi	.923	.151	.585	6.119	.000

a. Dependent Variable: Kinerja

Figure 6. Linear regression analysis results

From Figure 6, it can be seen that the constant value is -6.935, the coefficient for competence (X_1) is 0.482, and the coefficient for motivation (X_2) is 0.923, resulting in the following regression equation:

$$Y = -6.935 + 0.482X_1 + 0.923X_2 + \varepsilon$$

The constant value of performance (Y) is -6.935. This means that if both X_1 (competence) and X_2 (motivation) are equal to zero, the performance value of military personnel would be -6.935. The coefficient β_1 for competence is 0.482, which is positive, indicating that competence has a positive influence on performance. If X_1 (competence) increases by 1 unit, Y (performance) will increase on average by 0.482. Conversely, if X_1 decreases by 1 unit, Y will decrease on average by 0.482. The coefficient β_2 for motivation is 0.923, which means that if X_2 (motivation) increases by 1 unit, Y (performance) will increase on average by 0.923. Conversely, if X_2 decreases by 1 unit, Y will decrease on average by 0.923.

The significance value for competence is 0.002, which is less than 0.05 ($0.002 < 0.05$), indicating that competence has a significant effect on performance. The significance value for motivation is 0.000, which is less than 0.05 ($0.000 < 0.05$), indicating that motivation also has a significant effect on performance. The summary of hypothesis testing results based on SPSS 22 calculations, can be seen in Table 3 below:

Table 3.
Hypothesis Test

No.	Effect	Hypothesis	t-value	t-table	Prob.	Sig.	Decision
1	$X_1 \rightarrow Y$	H_1	3,181	1,668	0,002	0,05	Accepted
2	$X_2 \rightarrow Y$	H_2	6,119	1,668	0,000	0,05	Accepted
3	$X_1 \text{ and } X_2 \rightarrow Y$	H_3	65,195	3,14	0,000	0,05	Accepted

Based on Table 3, the hypothesis testing results show that the t-value for variable X_1 (competence) is 3.181, while the t-table value for a sample size of $n = 67$ is 1.668. Since t-count ($3.181 > 1.668$), it can be concluded that variable X_1 (competence) has a partial effect on Y (performance). Furthermore, the significance level (Sig.) from the hypothesis testing summary table is 0.002, which is less than 0.05. Therefore, it can be concluded that there is a significant effect of competence on performance, meaning that H_a is accepted and H_o is rejected. Next, the t-value for variable X_2 (motivation) based on Table 1.7 is 6.119, while the t-table value remains 1.668 for $n = 67$. Since t-value ($6.119 > 1.668$), it can be concluded that X_2 (motivation) also has a partial effect on Y (performance). The significance

The Influence of Competence and Motivation on the Performance of Military Personnel at Bengpuspal Puspallad

value for motivation is 0.000, which is also less than 0.05, indicating that the effect of motivation on performance is significant.

To assess whether X_1 (competence) and X_2 (motivation) have a simultaneous effect on Y (performance), the F-test is used by comparing the F-count and F-table values. The F-count from the SPSS 22 output is shown in Figure 7 below:

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1220.459	2	610.229	65.195	.000 ^b
	Residual	599.046	64	9.360		
	Total	1819.504	66			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Motivasi, Kompetensi

Figure 7. F-test

Based on the F-test results, the significance value (Sig.) obtained is 0.000, which is less than 0.05 ($0.000 < 0.05$). This result indicates that variables X_1 (competence) and X_2 (motivation) jointly have a significant effect on Y (performance). Furthermore, the F-value value from the F-test output table is 65.195, while the F-table value is 3.14. Since F-value ($65.195 > 3.14$), it can be concluded that the variables X_1 (competence) and X_2 (motivation) simultaneously influence the performance variable (Y). Therefore, based on this comparison, the conclusion is that H_a is accepted and H_o is rejected.

The coefficient of determination (R^2) representing the combined influence of competence and motivation on performance can be seen in Figure 8 as follows:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819 ^a	.671	.660	3.05943

a. Predictors: (Constant), Motivasi, Kompetensi

Figure 8. Coefficient Determination

The Adjusted R Square value is 0.660, which is close to 1. This indicates that competence and motivation are able to explain almost all of the variation in the performance variable, suggesting that the regression model used is a good fit. Based on the Adjusted R Square value, it can also be interpreted that competence and motivation influence performance by 66%.

V. CONCLUSIONS DAN SUGGESTIONS

Conclusions

Based on the data analysis and discussion in this study regarding the influence of competence and motivation on the performance of military personnel at Bengpuspal Puspallad, the average levels of competence, motivation, and performance of military personnel are generally categorized as good, although there is still room for improvement to

achieve optimal results. Partially, there is a significant and positive influence of competence on the performance of military personnel. This means that the higher the level of competence, the better the performance achieved. Partially, there is also a significant and positive influence of motivation on performance. This indicates that high motivation has a real effect in improving individual performance. Simultaneously, competence and motivation have a significant and positive influence on the performance of military personnel. In other words, improving both competence and motivation can jointly lead to enhanced performance outcomes.

Suggestions

In order for the competence and motivation of each military personnel to become more optimal and thereby result in optimal performance, the author provides the following suggestions. First, the Head of Bengpuspal Puspalam (Kabengpuspal) is advised to establish collaboration with institutions that are certified in vehicle repair and spare parts manufacturing, in order to guide military personnel. This would help them learn effective methods to produce error-free outputs, such as collaborating with PT Pindad, PT Astra, and LIPI. Then, the Kabengpuspal Puspalam should assign military personnel to attend military instructor training programs and then share the knowledge gained with all military personnel. This ensures that every individual has equal capabilities in providing training to incoming personnel for field work practice. Next, the Kabengpuspal Puspalam should initiate career development programs that are directly related to their job fields, such as vehicle and weapon maintenance training. This training should be mandatory for all members of Bengpuspal Puspalam without exception. Next, the Kabengpuspal Puspalam should formulate a program that provides appreciation and recognition for the work achievements of personnel. For instance, implementing a monthly reward program for the best-performing personnel, and ensuring fair disciplinary measures for any violations regardless of rank or status. Finally, the Kabengpuspal Puspalam is advised to create programs that foster a sense of camaraderie and togetherness among all military personnel, such as weekly group sports activities.

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The Influence of Competence and Motivation on the Performance of Military Personnel at Bengpuspal Puspallad

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