



The Influence of State Defense Training and Motivation on The Performance of The Civil Apparatus in The Tni Spers

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Abstract: Aims - This study aims to determine the effect of State Defense training and motivation on Employee Performance in State Civil Apparatus (ASN) at Indonesian National Armed Forces (TNI) Headquarters Personnel Staff. **Design/methodology/approach** - The study population were employees at SPERS TNI, where 71 samples were determined through the Slovin formula, by using a proportional random sampling technique. A total of 71 distributed questionnaires were also returned appropriately, accompanied by data processing and analysis performances. In addition, descriptive statistics and multiple linear regression analysis methods were used with SPSS 22 software. **Result** – The results showed that training and motivation positively and significantly affected performance. For simultaneous measurements, both variables also influenced performance positively and significantly. **Originality/Value** – Based on the results, the role of developing TNI personnel was one of the functions of the Organizational Staff. This emphasized the development of both TNI and ASN personnel capabilities, through increased education, training, and motivation. Therefore, performance is unachievable without elevated competence and motivation.

Keywords: Training, Motivation, Employee Performance

INTRODUCTION

The responsibility of non-governmental state institutions is to carry out assigned tasks and social services toward realizing national development, according to the mandate of the 1945 Constitution of the Republic of Indonesia. Therefore, the performance of institutional personnel and employees should be aimed at accomplishing these objectives. The office administration activities carried out by state civil servants typically involve various tasks, including obtaining, recording, managing, duplicating, and storing all necessary information for the organization. These tasks are deemed essential for the survival and continued

existence of the organizational unit to which the personnel is devoted, and are thus categorized as technical administrative duties of the civil servants.

The Indonesian National Armed Forces (TNI) must maintain a dynamic and competitive organization to effectively manage information and technology developments. As an element with the task of maintaining the sovereignty and territorial integrity of the Unitary State of the Republic of Indonesia, the possession of high preparedness is very necessary for handling all kinds of risky foreign disturbances. From this context, support from competent TNI personnel often leads to high preparedness during threat dispositions. The role of developing TNI personnel is also one of the functions of the Organizational Staff, by increasing the capabilities of both TNI and ASN employees through education and training. Therefore, this study aims to determine the effect of State Defense Training and Motivation on Employee Performance in ASN at TNI Personnel Staff Headquarters. This experiment emphasizes the employees' organizational efficiency, aggressive achievement competition, and innovative attitude. The study was conducted by hierarchically obtaining Civil Servants from the lowest to highest grade within the TNI Headquarters. Besides the provision of additional information through the hypothetical analysis, the results are also expected to be sources of managerial and operational contributions to the TNI Spers.

REVIEW OF LITERATURE

Training

Based on several literature reviews, various answerable questions were clarified. These reviews included Dessler, Garry, and Malayu (2008), where the understanding and theory of training produced various elements, such as Knowledge, Skills, and Worthy Behaviour, according to the dimensions of State Defense Training. This showed that training was vital for developing people's abilities and increasing work productivity for organizational benefit outputs. From the result, both new and experienced employees with high potential for success should be comprehensively educated or trained before being employed or promoted to new and specific positions.

According to Law Number 3 of 2002, the national defense system universally involved all citizens, territories and other resources. This was prepared early by the government and implemented in a total, integrated, and direct pattern. It also continuously upheld state sovereignty, territorial integrity, and the safety of the entire nation from various threats, especially in border areas. This led to the efforts of the Ministry of Defense to defend the Unitary State of the Republic of Indonesia, which prioritized people's national participation through adequate training. From this context, the efforts were conducted by increasing the awareness of the nation and state, instilling love for the motherland, and actively advancing the country. Besides the increasing security efforts, all components within the Command of the Ministry of Defense were also provided with adequate insights into defending the state. The provision of this understanding did not exempt the military and state civil personnel, which were under the authority of the Defense Category. The efforts provided to the civil servants were also observed as state defense training, which fostered a greater love for the motherland and promoted the advancement of the nation and state through professional development.

At the Upgrading of Core Staff in the Office of the Directorate General of Pothan Kemhan, Murgiyanto (2001) stated that the defense of the country should not be understood as an effort to bear arms or "militarism", as citizens' activities need to be highly considered in all aspects of national life. In this case, a vehicle was anticipated for exchanging information and clear thinking, as well as adding insight and equalizing perceptions. This was to develop the awareness of defending the country against national disintegration.

In Law Number 34 of 2004, State Defense Efforts were doctrines or people's participation in defending the unitary state of the Republic of Indonesia, by increasing national awareness, instilling love for the motherland, as well as actively advancing nation and state. Meanwhile, an effort to foster the potential of human resources emphasized the protection of the country through the national defense system of the universal people. This focused on the 1945 Constitution of the Republic of Indonesia in Articles 27 and 30 paragraphs (2), to guarantee the survival of the nation and state.

Motivation

Motivation is a variable that often questions the patterns of directing power and potential to job performance, toward the achievement of specified goals (Malay, 2006: 141). Since a person works to efficiently meet life needs, the drive and desires often differ from others, leading to variations in organizational human behaviour. In the Big Indonesian Dictionary (KBBI 2008), motivation was an impulse consciously or unconsciously arising in a person toward acting with a specific purpose. It was also the effort causing a person or specific group to desire something toward satisfaction or goal achievement. According to Vroom in Ngalim Purwanto (2006: 72), motivation was a process of influencing the individual choices of various desired activities. John P. Campbell, et. al also suggested that it included the direction or purpose of the behaviour, response strength, and behavioural persistence. In addition, motivation contained several concepts of drive, need, incentive, reward, reinforcement, goal setting, expectation, etc.

Motivation is a change in energy within a person, which is characterized by the emergence of affection and reactions to achieve goals. This formulation contains three interrelated elements, namely (1) A change in personal energy, (2) The emergence of feelings, and (3) The reactions to achieve goals. From this context, motivation has several functional properties, including (a) Driving the emergence of behaviour or action. This explains that various actions such as learning and teaching are unobservable without motivation, (b) Directing behaviour towards achieving the desired goal, and (c) Serving as an engine for the car, where the size of the motivation often determines job performance sooner or later. In Sumadi Suryabrata, motivation was a person's psychological condition, which encouraged the performance of specific activities toward goal achievements. Although the activities carried out by a person were not naturally observed, they still emerged due to internal force (Suryabrata, 2005: 70).

Motivation is the most dominant factor driving an individual toward job performance. This shows that many jobs are capable of being appropriately completed by highly-motivated people. Based on Stoner and Freeman, motivation was arguably a human psychological characteristic contributing to people's level of commitment. This factor caused the behavioural pattern and maintenance of an individual toward a specific direction or purpose. It was also a management process to influence human behaviour, regarding the knowledge of people's behavioural patterns (Stoner and Freeman 1992: 440). This was in line with the motivation theory of Frederick Herzberg in Siagian (2008: 180), leading to the formulation of Intrinsic and Extrinsic Factors, which are within and outside the employees' surroundings.

Performance

Performance is one of the real implementations produced by personnel in the form of work and employee efficiencies. This is an important part of the organizational outputs toward goal achievement. It is also a work outcome obtained by an employee in the accomplishment of expected objectives. In this case, the role of Aspers for the TNI Commander should be able to develop various factors for the success of government implementation, which are contributed by the reliability of its human resources (employees).

According to Vithzal in Jauvani (2009), performance was a real behaviour generally considered work efficiency produced by an employee, regarding their role in the agency or organization. These success factors need to be able to translate the government's vision, mission and strategy into the performance measures providing a framework for a strategic measurement system.

Gibson et al. (2000) argued that job performance emphasized the work related to organizational goals such as quality, efficiency, and other effectiveness criteria. This variable was the contribution provided by members of the organization toward the achievement of organizational goals. Based on Stoner, Bernadin and Rusell in Tika (2010), performance was defined as follows, (a) a function of motivation, skill, and role perception, (b) a record of the outcomes obtained from specific job functions or activities over a specified period, (c) a process where the organization evaluates or assesses employee performance, (d) the outputs achieved by a person or group of people within an organization, to achieve goals within a specific time. From these definitions, the elements contained in performance included the outcomes of job functions, organizational goal achievements, a specified time, and various influential factors, such as motivation, skills, role perceptions, etc (Tika, 2010). Moreover, performance standards are the benchmarks for the comparison between previous and future actions, regarding the job or position entrusted to someone. To determine the level of employee performance, a fair appraisal is required. This appraisal requires a standard as a benchmark, which is employed for the comparison of performance among employees. According to Flippo in Tika (2010), performance measurement standards included the following, (1) The quality of work outputs, which includes Job accuracy and time, Level of task Ability, and Capability to analyze data/information for improvement and archives, (2) The quantity of work outputs, including Work process and worker conditions, Number and type of service provision, Time required in task performance, as well as Regular and additional jobs completed, and (3) Attitude, containing Responsibility for work implementation and Level of cooperation with colleagues.

According to Mahmudi (2005), the factors influencing performance included the following, (1) Personal/individual factors, such as knowledge, skills, abilities, self-confidence, motivation and commitment, and (2) Leadership factors, containing the quality in providing encouragement, enthusiasm, direction, and support. Sedarmayanti (2011: 260), performance emphasized the achievement of legal goals through effective work output, respecting authority, and responsibility, as well as adhering to ethical and moral standards. The measurement of employee performance was also considered through various indicators, namely (a) Work performance, the work of employees in qualitatively and quantitatively carrying out tasks, (b) Expertise, the level of technical ability possessed by employees in conducting assigned tasks. This contains cooperation, communication, and initiative, (c) Behavior, the attitude of the employees recruited to perform specific tasks. This includes honesty, responsibility, and discipline, and (d) Leadership, an aspect of managerial ability and the art of influencing others to coordinate work precisely and quickly, including making decisions and setting priorities.

Performance appraisal is a process by which an organization seeks to obtain accurate information about the efficiency of its employees. This appraisal needs to be appropriately carried out for the direct superiors and employees concerned, due to being very beneficial for the organization. According to Gaol (2014), it was also defined as a procedure including Setting performance standards, Assessing employee job effectiveness in real terms, and Providing feedback to employees. This feedback provision was to motivate the workers toward abandoning bad performance, as well as maintaining and improving good efficiency. Meanwhile, Dessler in Gaol (2014) mentioned several factors related to performance appraisal, namely Providing Information provision for promotion and salary decisions and

Opportunity Production for the employees and supervisors to review work-related behaviour. From this context, appraisal is important to the career planning process. Based on these descriptions, performance is the output achieved by a person or group of people. It is also the ability to carry out considered tasks and achievements while performing assigned activities. Since the performance theory of Sedarmayanti (2010) is in line with the object of this present study, the dimensions of efficiency are then determined through the Quantity and Quality of work outputs, Cooperation, Attendance, and Time.

Mind Framework

Based on the theoretical description, 2 independent and 1 dependent variable were examined. In this case, the independent variables included State Defense Training (X1) and Motivation (X2), while the dependent factor was Employee Performance (Y).

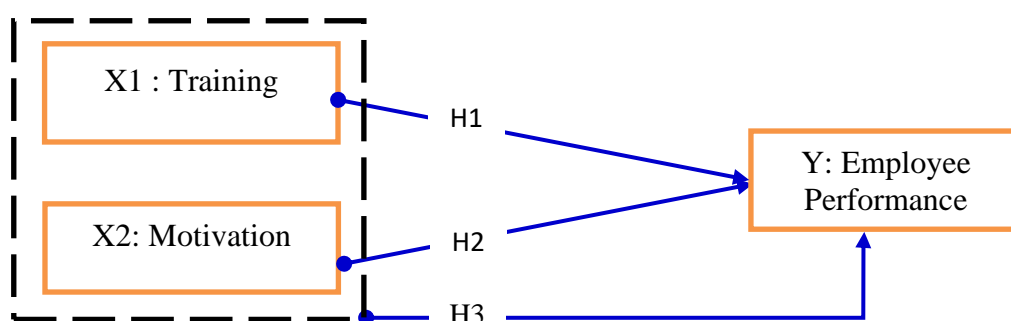


Figure 1. Mind Framework

Study Hypothesis

From the theoretical study and mind framework, the following hypotheses were formulated,

H1: State Defense Training influence Employee Performance in the Civil Servants Spers TNI environment.

H2: Motivation affects Employee Performance in the Civil Servants Spers TNI environment.

H3: State Defense Training and Motivation jointly impact Employee Performance in the Civil Servants Spers TNI environment.

METHOD

Study Design

According to Silaen (2013), a study design was employed by experts for the performance of experimental activities. In this study, a quantitative procedure producing numerical data was employed through a descriptive design, to provide factual overviews and the relationship between the phenomena studied. This was carried out through a survey, using the probability sampling method to select the samples capable of participating in the experiment. Statistical analysis was also conducted by using SPSS software, to examine various conditions and determine the impact of the analyzed variables.

Study Variable

Concepts in terms and definitions were used to abstractly describe the events, circumstances, and groups/individuals mainly emphasized by science (Martono, 2011). In this study, the employed concepts and variables included training, motivation and performance. Training is an activity used to increase and adjust knowledge, skills, and attitudes toward assigned tasks. Besides this, it also emphasizes accurate and highly effective work skills, which are capable of being immediately implemented. Motivation is an encouragement related to the patterns by which several activities are carried out better, faster,

and more efficiently than previous tasks. This was focused on achieving success or competitiveness with a specific size. The following emphasizes the variables, dimensions, and indicators used in this study,

Table 1. Study Variable

Variable	Dimensions	Indicator
Training (X1) Dessler in Siregar (2010)	1. Knowledge (X1.1) 2. Skills (X1.2) 3. Fighting Behavior (X1.3)	a. Mastery of duties b. Concept mastery c. Educational relevance d. Formal with position a. Supporting equipment operation skills b. Computer skills a. Leadership b. Discipline
Motivation (X2) Herzberg in Sedamayanti (2012)	1. Intrinsic Factors (Internal Factors) (X2.1) 2. Extrinsic Factor (X2.2) 3. (External Factors) (X2.3)	a. Incentive b. Award for achievement a. Wages b. Relations with colleagues b. Work environment c. Fair treatment
Performance (Y) Mathis in Jakson (2006)	1. Quantity of work 2. Quality of work 3. Time 4. Presence 5. Cooperation	a. The number of tasks according to work targets b. Speed of performing tasks a. Understand the job nature b. Work outputs according to the plan a. Execution of tasks regarding schedule b. Follow existing schedule a. Be on time b. Absence presence a. Able to work with superiors b. Able to work with colleagues

Based on Table 1, a total of 24 indicators were observed for the three constructs, namely 8 state defense training, 6 motivational, and 10 performance variables.

Population and Study Sample

In this study, the analyzed population were 71 Civil Servants in the TNI Spers, consisting of 50 men and 21 women. Furthermore, a quantitative procedure producing numerical data was employed through a descriptive study design, to provide factual overviews and the relationship between the phenomena studied. This analysis was through a survey, using the probability sampling method to select the samples capable of participating in the experiment. Statistical analysis was also conducted by using SPSS software, to examine various conditions and determine the impact of the analyzed variables.

RESULT AND DISCUSSION

Result

a. Characteristics of Participants

Based on the results, the number of male and female participants was 50 and 21, indicating a total value of 70.4% and 29.6%, respectively. This was due to the greater role of men in more task mobilization in a military institution.

For the educational background, 2, 7, 3, 54, and 5 participants were Masters degree, S1, D-3, SMA, and Junior High School Graduates at 2.8%, 9.9%, 4.2%, 76.1%, and 7.0%, respectively. This was because TNI Spers greatly accepted employees with a high school level education, whose dominance is still observed within every unit of the organization.

b. Test the Validity and Reliability of Study Instruments

The instruments used to measure training, motivation, and performance were tested for validity through an empirical approach. Based on the results, all these instruments were declared valid and had met the established standards, where the r-count was greater than the r-table. For the reliability test, the following outputs are shown,

Table 2. Study Instrument Reliability Test Results

Variable	Cronbach Alpha Value	Ket
Training	,769	Reliable
Motivation	,732	Reliable
Performance	,807	Reliable

Based on Table 2, all the instruments were declared reliable due to Cronbach's Alpha (α) values being greater than 0.60. This indicated that Cronbach's Alpha values of Training (X1), Motivation (X2), and Performance (Y) were 0.769, 0.732, and 0.807, respectively.

c. Normality Test

The normality test aims to measure the normal distribution level of the independent and dependent variables in a regression model, through the Normal Probability Plot (P-Plot). When the residual data distribution is normal, the trace describing the actual data then follows the diagonal line, indicating that the regression model meets the normality assumption (Ghozali, 2013).

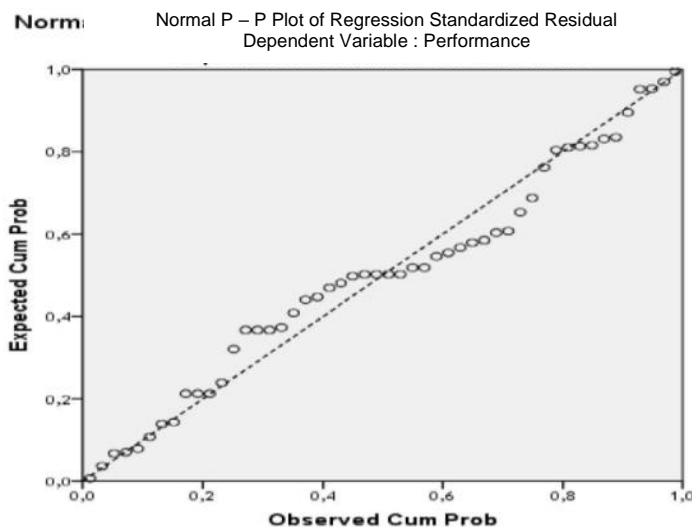


Figure 2. Normality Test

d. Multicollinearity Test

This multicollinearity test aims to measure the correlation level between the independent variables in the regression model. When these variables are correlated, they are declared not orthogonal. Meanwhile, multicollinearity is not observed when the VIF value for each variable is <10. To observe the VIF value for each independent variable, the steps are almost similar to the acquisition of the Durbin-Watson coefficient. Based on the results, the regression model did not experience multicollinearity symptoms, as observed in the tolerance values for both variables at 0.979, which was greater than 0.1. Meanwhile, the VIF (Variance Infloating Factor) value was 1.021 and less than 10, indicating that no multicollinearity was between the independent variables in the regression model.

e. Heteroscedasticity Test

The heteroscedasticity test aims to measure the variance inequality levels from various residual observations in the regression model. This measurement is declared good when no heteroscedasticity is detected from the graphical representation plotted between the predicted value of the dependent variable (ZPRED) and the residual (SRESID) (Ghozali, 2013).

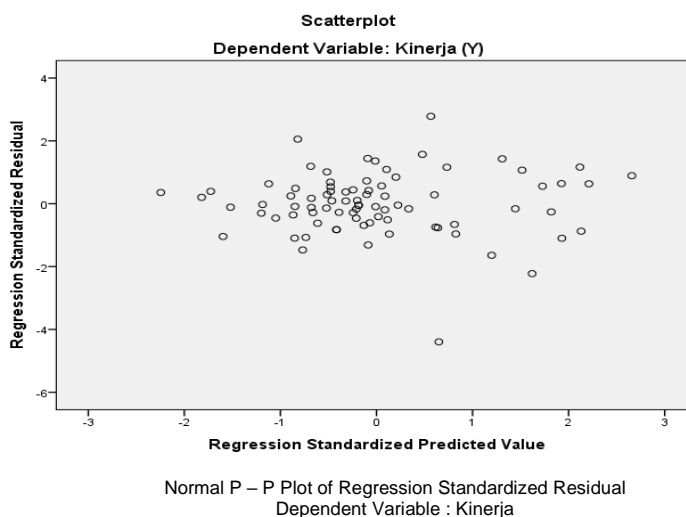


Figure 3. Heteroscedasticity Test

From Figure 3, the scatterplot diagram showed that the dots did not form a specific regular pattern. However, they were scattered above and below 0 on the Y-axis. This indicated that no heteroscedasticity was observed in the regression model.

f. Multiple Linear Regression Analysis

Multiple linear regression analysis is often used to predict the condition (rise and fall) of the dependent variable when two or more independent determinants are manipulated (increased or decreased value) (Sugiyono, 2010).

Table 3. Partial Test Results of Dependent Variables on Independent Variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	,688	,816		4,245	,000
Variable Training	,208	,129	,191	1,612	,012
Variable Motivation	,144	,126	,136	1,142	,025

Dependent Variable: Variable Training and Motivation

Based on Table 3, the sig values for the training and motivation variables were 0.012 and 0.025. This proved that training and motivation partially affected the performance of SPERS TNI employees because the significant value (sig) was smaller than the degree of confidence (<0.05). The results also showed that the regression equation is obtained as follows,

$$Y = 0,688 + 0,208* X1 + 0,144*X2$$

where: Y = Performance
 Constant = 0,688
 Regression Coefficient = 0,208 and 0,144
 X1 = Training
 X2 = Motivation

From the multiple regression equation, the following explanations are observed,

- 1) The value of training (X1) was 0.208, indicating that the performance of TNI Spers personnel (Y) increased by 0.208 with improved discipline, assuming the motivation coefficient was fixed.
- 2) The value of motivation (X2) was 0.144, proving that employee performance (Y) improved by 0.144 with increased drive, assuming the training coefficient was fixed.

g. F Test

The F-test is used to determine the simultaneous significance level of the independent variables on the dependent determinant, with the degree of confidence at 0.05. When the calculated F-value is greater than the F-table value (F-count > F-table), the alternative hypothesis then states that all independent variables simultaneously and significantly affected the dependent determinant. For the SPSS analysis, the following outputs are shown,

Table 4. Simultaneous Test Results (F Test)
 ANOVA ^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	136,688	2	68,473	43,815	,000 ^a
	Residual	2056,969	68	30,368		
	Total	1036,836	71			

a Predictors: (Constant), Variable Training, Variable Motivation

b Dependent Variable: Variable Performance

Based on Table 4, the calculated F-value of 43,815 was greater than the F-table, showing that all independent variables simultaneously and significantly influenced the dependent determinant. At a significant level of 5% where the sig value < degree of confidence (0.000 < 0.05), the H0 and H1 were accepted and rejected, respectively. This proved that training, motivation and organizational commitment simultaneously affected performance.

h. Test the coefficient of determination

The R² declared strong when the value is between 0 and 1 during the explanation of various independent variables on the dependent determinant.

Table 5. Result Coefficient of Determination (R²)
Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.250 ^a	.628	.557	5,49996	2,066

a Predictors: (Constant), Variable Training, Variable Motivation

b Dependent Variable: Variable Performance

Based on Table 5, the R² value was 0.628 or 62.8%, indicating that training (X1) and motivation (X2) variables were strongly related to performance (Y). Meanwhile, the Adjusted R² value of 0.557 or 55.7% showed that both independent variables jointly explained the performance (Y), with the remaining 44.3% demonstrated by other undescribed factors.

i. Correlation Matrix Between Dimensions

Correlation analysis is needed to determine the relationship strength between two variables, with a very strong association often observed above 0.5. By using Pearson Correlation analysis, the following outputs are observed,

Table 6. Results of Dimensional Correlation Matrix Between Variables

Variable (X)	Dimension	Performance Dimension (Y)				
		Quality of Work (Y1)	Quantity of Work (Y2)	Punctuality (Y3)	Presence (Y4)	Cooperation (Y5)
Training (X1)	Knowledge (X1.1)	,301	,055	,204	,122	,143
	Skill (X1.2)	,281	,334	,316	,288	,214
	Attitude (X1.3)	,191	,229	,309	,157	,324
Motivation (X2)	Award (X2.1)	,324	,455	,433	,532	,467
	Self-confident (X2.2)	,145	,289	,305	,431	,515
	Responsibility (X2.3)	,281	,334	,316	,288	,235
	Working Conditions (X2.4)	,309*	,324	,191	,229	,196

From Table 6 the correlation matrix between training (X) and performance (Y) dimensions focused on the strong relationship amid skills (X1.2) and work quantity (Y2) at 0.334. This explained that the higher skills possessed by each TNI SPERS personnel led to greater work performance quantity. Meanwhile, the strongest correlation between motivation and performance emphasized the association amid awards (X2.2) and presence (Y5) at 0.532. This confirmed that the higher attendance level of each ASN personnel in motivationally carrying out duties led to the acquisition of greater awards. These awards were often provided as promotions, salary elevations or incentives. Therefore, the provision of awards encouraged the frequent presence of this personnel toward organizational performance improvement.

DISCUSSION

The Effect of Training on Performance

Based on the results, training positively and significantly affected the performance of SPERS TNI employees. These results were in line with Akhira (2008), Perluda (2003), Sihite (2012), Schuller et al (2007), Dermol et al (2013), and Dabale (2014). From the relationship and influence explanations, training was used to acquire knowledge and skills, as well as the work attitudes obtained from formal and informal educational institutions. This indicated that the results were capable of being developed in the TNI Spers. In this case, training is capable of helping ASN employees by imparting knowledge, resolving job problems based on their abilities, and promoting a positive work attitude that emphatically impacts their work units at the TNI Spers office. From these results, the role of training was very supportive in career advancement and employee performance, leading to the professional improvement of Special Force services within the TNI Headquarters. This shows that the performance of ASN employees in the TNI Spers environment is capable of increasing when adequate training is provided and improved.

The Effect of Motivation on Performance

Based on the results, motivation positively and significantly influenced the performance of ASN personnel in the TNI Spers, indicating that a higher drive led to a better efficiency level. These were supported by Akhira (2008), Perluda (2003), Sari (2008), Roos (2006), Muogbo (2013), and Liu and Yun (2007). Therefore, the role of motivation was very supportive in career advancement and employee performance, leading to the professional improvement of Special Force services within the TNI Headquarters. In the TNI Spers environment, the motivation of the ASN employees needs to be optimized by providing rewards and punishments, which subsequently increase job performance. This shows that the performance of TNI Spers employees is capable of being improved with the combination of internal and external motivation, as well as adequate support for each job task. Motivation is also crucial to effective leadership and employee performance improvement, as insufficient encouragement and drive often lead to inadequate job efficiency.

The Effect of Training and Motivation on Performance

From the simultaneous test, training and motivation positively, and significantly impacted performance, confirming that state defense discipline and encouragement jointly and relevantly contributed to the efficiency of ASN Spers TNI employees. Based on these results, the performance of the personnel increased with improved training and motivation optimization for high productivity. These were in line with Usman (2005), Du (2007), Kalit (2009), and Jakfar (2014). It also supported Perluda (2003), which was conducted at PT PDAN Surakarta City.

CONCLUSION AND SUGGESTION

Conclusion

- Based on these results, the following conclusions were obtained,
- a. State Defense Training positively and significantly affected the performance of ASN personnel in the TNI Specialist environment, especially between the skills and work quantity dimensions. This proved that the quantity of work outputs increased when the skills of ASN Special Forces were improved through education, learning, or appropriate courses.
 - b. State Defense Motivation positively and significantly influenced the performance of ASN personnel in the TNI Spers, indicating that higher motivation led to better job efficiency.

In this case, the appreciation and attendance dimensions were dominant and greatly related to the correlation between motivation and performance.

- c. State Defense training and motivation jointly, significantly, and positively impacted the performance of ASN personnel in the TNI Spers. This confirmed that increased training and high motivational encouragement led to improved employee performance. Therefore, the improvement of State Defense training and motivation, as well as their characteristics increased the performance of ASN Spers TNI personnel.

Suggestion

Suggestions for the Management

From these conclusions, some suggestions are provided as a reference for ASN personnel in SPERS TNI. Firstly, training activities should be developed and enhanced through formal and non-formal education, accompanied by the improvement of knowledge, skills, and work attitude dimensions. To improve performance more quickly, training variables need to be emphasized with the dimensions of employee skills, which are greatly related to the quantity of work.

Secondly, the leadership in ASN Spers TNI should improve performance through adequate motivation, by highly considering respect, confidence, responsibility, and working conditions. The correlation between the dimensions of appreciation and presence needs to be greatly considered for employees at ASN Spers TNI, due to being dominant motivation indicators.

Suggestion for Subsequent Analysis

For subsequent analysis, other undescribed influential variables including work discipline, leadership, payroll, etc, should be developed. The performance of analytical activities with other government and private companies is also necessary, by implementing similar or different variables. These subsequent analyses in the field of human resource management are expected to be more beneficial for practitioners, academics, and the wider community.

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