



DOI: <https://doi.org/10.38035/dijms.v6i4.4360>.
<https://creativecommons.org/licenses/by/4.0/>

Analysis of Competence Factors, Teamwork, and Work Motivation on the Optimization of Performance of Yonko 462 Kopasgat Enlisted Personnel

Muhammad Iqbal Fahriyansyah¹, Theresia Oktavia Sadipung²

¹ The Air Chief Marshall Suryadarma University, Jakarta, Indonesia, email. 241173091@students.unsurya.ac.id

² The Air Chief Marshall Suryadarma University, Jakarta, Indonesia, email. theresia@unsurya.ac.id

Corresponding Author: 241173091@students.unsurya.ac.id

Abstract: Military personnel performance plays a vital role in supporting an organization's success in achieving strategic goals. Initial observations at Tamtama Kompi B Yonko 462 Kopasgat identified challenges such as inadequate competence, ineffective teamwork, and low work motivation, which hinder optimal performance. Therefore, an in-depth analysis is required to understand how these factors influence personnel performance. This study aims to examine the impact of competence, teamwork, and work motivation on personnel performance at Tamtama Kompi B Yonko 462 Kopasgat. The research uses a quantitative method with a descriptive approach. Data were collected through performance assessments, competence evaluations, teamwork analyses, and motivation surveys between 2021 and 2023. The results show that competence significantly improves individual performance quality, as well as teamwork, which fosters synergy and enhances task execution. Furthermore, high work motivation plays a key role in encouraging personnel to contribute their best efforts. These findings emphasize the importance of strengthening competencies, improving teamwork, and maintaining high motivation levels to enhance overall organizational performance. The study highlights the need for focused interventions to address these key factors to ensure optimal personnel performance in the military organization.

Keyword: Competence, Teamwork, Work Motivation, Performance, & Military Personnel.

INTRODUCTION

The Indonesian National Armed Forces (TNI) are comprised of the Army (AD), Navy (AL), and Air Force ("AU"). The primary responsibility of the Indonesian National Armed Forces (TNI) is to defend the territory of the Unitary State of the Republic of Indonesia (NKRI) and uphold the sovereignty of the state, as outlined in Pancasila and the 1945 Constitution. These primary responsibilities are executed through Military Operations for War (OMP) and Military Operations Other Than War (OMSP) (Article 7 paragraph (2) of Law No. 34 of 2004 concerning the TNI). The TNI is designated operational tasks, trained for readiness, equipped, and organized. (Marsiningsih et al., 2020).

The TNI is the primary component of the national defense system, occupying a strategic position as a state instrument in the field of defense. The TNI is responsible for the following functions in the performance of its duties, as per Article 6 paragraph (1) of Law Number 34 of 2004, namely: (1) deterrent against any form of military threats and armed threats from both abroad and domestically against the sovereignty, territorial integrity, and safety of the nation; (2) respondent to any form of threats as referred to in paragraph (1) letter a; and (3) restorer of the state security conditions that have been disrupted due to security chaos (Marsiningsih et al., 2020).

Within the context of business, government, or military organizations, human resources are assets that serve as capital (non-material/non-financial) that can be converted into tangible potential, both physically and non-physically, to sustain the organization's existence. Human resources are a critical component in the organization's pursuit of its objectives. Therefore, despite the sophistication and modernity of an organization's technology-based apparatus, humans are the primary driving force, as an organization would be unable to operate without them. (Zaenuri, 2019). Organizational activities can be effectively executed by human resources. A systematic, incremental, and continuous evaluation is necessary for the dynamic improvement of human resource performance within an organization. In order to achieve optimal outcomes, it is imperative that the organization optimizes the utilization of all human resources.

The researcher's observations regarding the performance of the enlisted personnel as a component of human resources in Yonko 462 Kopasgat have not yet yielded optimal results. The 462nd Command Battalion of the Quick Reaction Corps, named Yonko 462 Kopasgat, is a combat unit that is directly under the Commander of Wing 3 Kopasgat. It is responsible for the security and defense of TNI AU bases/equipment/installations, the control of forward air bases, combat control, combat SAR, and other responsibilities in accordance with the policies of the TNI Commander. The unit is based in Pekanbaru.

The current phenomenon suggests that the enlisted personnel of Company B Yonko 462 Kopasgat are not yet operating at their optimal level. The personnel's work results in terms of quantity and quality have not yet met expectations. The quality of the work results does not meet the standards, and some tasks are still being completed in a manner that does not adhere to the predetermined work plan. The work procedures are not being followed. According to performance evaluation data, 52.60% of personnel are classified as "good," 6.30% as "poor," and 12.50% as "satisfactory." This suggests that personnel performance must be enhanced in order to achieve the "very good" category standard.

The enlisted personnel of Company B Yonko 462 Kopasgat are expected to possess competencies that are consistent with their respective professions in order to attain optimal performance. Competence is defined as the fundamental characteristics of an individual that contribute to organizational performance and job success. (Konopaske & Ivancevich). The phenomenon demonstrates that personnel competencies have not yet met the necessary standards, including a lack of knowledge in decision-making, insufficient skills in conducting routine tasks, and an inability to work in groups, which has an impact on performance. The personnel competency assessment data from 2021 to 2023 demonstrates fluctuations, with an average of 81.28% in 2021, a rise to 83.45% in 2022, and a decline to 82.76% in 2023.

Teamwork is an additional concern associated with personnel performance. If the organization's members do not collaborate harmoniously, organizational tasks will not be well executed. The occurrence of this phenomenon indicates a lack of collaboration in task execution, which frequently leads to work being incomplete. Additionally, certain personnel are not actively engaged in the work team, relying on other members to complete the duties. The team's work data indicates an average rating of 80.90% in 2021, which increased to 83.10% in 2022 before declining again to 82.76% in 2023.

It is widely believed that personnel performance is influenced by work motivation. Work motivation refers to the drive, effort, and desire that an individual possesses to guide their conduct during the completion of tasks. The work motivation of personnel is not optimal, as only 66% of them fall into the "high" category, 26.83% are in the "medium" category, and 7.17% are in the "low" category, according to interviews with the Commander of Company B Yonko 462 Kopasgat.

The variables of competence, collaboration, and work motivation are suspected to be factors that influence the performance of the enlisted personnel of Company B Yonko 462 Kopasgat, as determined by the description of the phenomena and issues related to their performance.

METHOD

The quantitative methodology employed in this investigation is descriptive in nature. Data was acquired through document analysis, interviews, and observation. The enlisted personnel of Company B Yonko 462 Kopasgat are the research subjects. Data analysis was performed using multiple linear regression to determine the impact of independent variables (competence, collaboration, and work motivation) on the dependent variable (kinerja personnel). personnel training.

RESULTS AND DISCUSSION

The Impact of Competence on Personnel Performance

Competence is a critical factor in the success of both individual and organizational endeavors. The knowledge, skills, and behaviors that are required to effectively complete specific duties are collectively referred to as competence. In the context of the personnel of Tamtama Kompi B Yonko 462 Kopasgat, competencies that encompass the capacity to execute routine duties and make decisions still necessitate special consideration.

The competencies assessment indicates that the personnel's level of knowledge is not yet completely sufficient to support the intricate tasks they are assigned. The average competency of personnel has only experienced a minor increase from year to year, as indicated by the available data. Consequently, it is imperative to implement more focused training and development programs. (Zaenuri, 2019). In addition, technical abilities that are required to complete routine duties frequently encounter challenges, such as a lack of comprehension of standard operating procedures.

It is essential to possess a comprehensive comprehension of work tasks, which includes technical and tactical proficiency, in order to enhance the performance of personnel. This aligns with the findings of Utomo and Widodo's (2024) research, which demonstrates that work efficacy and productivity can be improved in military organizations through the implementation of effective competencies.

Working in accordance with established protocols frequently poses an obstacle in terms of conduct. The quality of work is ultimately impacted by the inconsistent adherence of certain personnel to work protocols. This is also the result of a dearth of understanding regarding the long-term consequences of procedural violations, as evidenced by observations. (Marsiningsih et al., 2020).

Periodic competency evaluations are necessary to guarantee that all personnel adhere to the established standards. Furthermore, competency-based training may serve as an effective approach to improve the technical and managerial capabilities of personnel. (Ivancevich & Konopaske, 2020).

Personnel competence can be enhanced through training programs that are specifically tailored to operational requirements. For instance, scenario-based simulation training that replicates actual field scenarios can be an effective approach to improve decision-making

abilities. Technology, such as digital-based learning systems, can facilitate this by enabling personnel to access materials at any time.

Furthermore, it is crucial to establish a learning culture that is sustainable within the organization. The competencies of personnel are significantly improved by the support of leadership in providing opportunities for them to participate in formal education or training. Personnel will be more inclined to advance themselves by establishing an environment that is conducive to learning.

Additionally, the enhancement of competence necessitates the reinforcement of the performance appraisal system. Processes and behaviors during task execution are also included in a comprehensive assessment, in addition to aspects of work results. The data obtained from this assessment can be used to develop development programs that are tailored to the requirements of both individuals and groups.

Mentoring from senior personnel who have extensive experience can also be an effective method of exchanging knowledge and skills, in addition to standard training. Personnel can acquire knowledge from authentic experiences that are pertinent to the obstacles they encounter by employing this methodology. Mentoring can also contribute to the organization's commitment to professionalism and discipline.

Finally, the enhancement of competencies must be accompanied by sufficient resources and facilities. For instance, personnel may execute their obligations more efficiently when they possess tools and equipment that satisfy operational standards. The efficacy of training and competency development can be enhanced through the implementation of supportive resources.

In summary, the enhancement of the personnel's competence at Tamtama Kompi B Yonko 462 Kopasgat necessitates a comprehensive strategy that includes the development of a learning culture, evaluation, and training. Furthermore, the provision of sufficient resources and the backing of leadership are critical components of attaining the anticipated competency standards. With this approach, it is anticipated that personnel will be able to perform their duties more efficiently and professionally, thereby contributing to the organization's overall objectives.

The Impact of Work Teams on Personnel Performance.

In a military organization, a strong and efficient work team serves as a critical foundation. Success in duties that necessitate coordination and collaboration is contingent upon the team's capacity to function in harmony. According to the research results, the work team in Kompi B Yonko 462 Kopasgat still has several vulnerabilities that require attention according to the findings.

One of the primary challenges in attaining shared objectives is the absence of active participation from team members. The overall productivity of the team is ultimately impacted by the tendency of certain personnel to depend on other members to complete duties. The significance of more intensive team cooperation development is reflected in this phenomenon. (Prisatya et al., 2023).

Effective communication is also an essential component of a work collaboration. The results of the observation indicate that misunderstandings in task execution are frequently the result of a lack of communication. Zaenuri's (2019) research underscores the potential of effective communication to improve the efficacy and effectiveness of a team in the completion of tasks.

Additionally, there is a necessity to enhance the level of dedication to shared responsibilities. There are indications that certain team members are not demonstrating a strong commitment to the designated tasks, as indicated by the data. By rewarding team performance and adopting a more participative leadership style, this issue can be resolved. (Marsiningsih et al., 2020).

Training programs that emphasize interpersonal skills, conflict management, and cross-functional collaboration can enhance team cooperation. Furthermore, team-based task simulations may be implemented to improve the effectiveness and cohesiveness of a team.

Constructive feedback is a critical component of enhancing team performance. Team members can identify areas that require development and devise strategies to mitigate those deficiencies by conducting routine evaluations subsequent to task completion. This is consistent with the results of Ivancevich & Konopaske (2020), who assert that positive feedback can enhance team engagement and foster collaboration.

In addition, it is crucial to fortify the sense of mutual trust among team members. According to the research conducted by Putra and Kurniawan (2021), the establishment of harmonious working relationships is contingent upon trust. This endeavor can be accomplished by engaging in team-building exercises that underscore the significance of empathy and comprehension of the responsibilities of each team member.

Additionally, the utilization of communication technology can improve team coordination. Information can be communicated more efficiently and effectively by employing communication applications or platforms that are readily accessible. This will mitigate the likelihood of misinformation that could impede the team's performance.

Additionally, the assignment of distinct responsibilities to each team member will facilitate the development of individual accountability for their responsibilities. The research conducted by Santoso and Wahyuni (2023) underscores the importance of structured role distribution in order to enhance team performance and mitigate internal conflicts.

In summary, the impact of collaboration on the performance of personnel in Kompi B Yonko 462 Kopasgat is substantial. Good communication, trust, a clear division of responsibilities, and a commitment to shared responsibilities are all essential components of an effective team. A strong work team can improve the organization's overall efficiency and productivity by implementing a comprehensive strategy that encompasses training and supporting technology.

The Impact of Work Motivation on Personnel Performance

The character and quantity of an individual's work output are significantly influenced by their work motivation. The work motivation level of the Tamtama personnel of Company B Yonko 462 Kopasgat requires further improvement, as indicated by the results of interviews and observations.

One of the indicators of low work motivation is the unwillingness to complete duties on time. This underscores the necessity of the implementation of more targeted motivation programs, including performance-based incentives. (Utomo & Widodo, 2024).

Also, it is imperative to take into account regulatory compliance. The disregard of established regulations by certain personnel suggests a lack of understanding regarding the significance of discipline in fostering the organization's success. (Prisatya et al., 2023).

Additionally, there is still a comparatively low level of willingness to acquire new skills. Based on the data, only a small percentage of the personnel demonstrate an active interest in engaging in self-development and training. Zaenuri's (2019) research demonstrates that personnel participation in training programs can be enhanced by high work motivation, which in turn has a positive effect on performance.

A more personalized approach, such as mentoring and coaching, can be employed to enhance work motivation by assisting personnel in comprehending the significance of their duties within the organization. Furthermore, work motivation is substantially enhanced by an environment that is conducive to productivity. (Marsiningsih et al., 2020).

Table 1. Performance Data of Enlisted Personnel from Company B Yonko 462 Kopasgat.

No	Criteria	Value of Weight	Personnel Count (%)
1	Decreased	< 0,8	6,30
2	Sufficient	0,81-1,60	12,50
3	Good	1,61-2,40	52,60
4	Excellent	2,41-3,20	25,20
5	Special	3,21-4,00	3,40

Source: Data Kompi B Yonko 462 Kopasgat, 2024

Table 2. Personnel Competency Data

Year	Knowledge (%)	Proficiency (%)	Behavior (%)	Average (%)
2021	81,90	80,60	83,60	81,28
2022	83,45	83,70	84,50	83,45
2023	82,60	82,60	83,30	82,76

Source: Data Kompi B Yonko 462 Kopasgat, 2024

Table 3. Contains data regarding the personnel work team.

Year	Collaboration (%)	Average (%)	Percentage of Contribution	Percentage of Responsibility	Percentage of Commitment	Average (%)
2021	79,40	83,00	76,40	81,40	84,30	80,90
2022	82,50	85,70	78,10	83,30	85,90	83,10
2023	81,30	86,30	76,80	82,00	87,40	82,76

Source: Data Kompi B Yonko 462 Kopasgat, 2024

Table 4. Personnel work motivation data is presented

Aspect	High (%)	Medium (%)	Low (%)
Dedication to Completion of Tasks	66	31	3
Conformity to Regulations	63	29	8
Workplace Seriousness	71	25	4
Willingness to Enhance One's Skills	63	24	13
Job-Related Carefulness	72	25	3

Source: Data Kompi B Yonko 462 Kopasgat, 2024

It is imperative to enhance the work motivation of employees in Company B of Yonko 462 Kopasgat in order to achieve more optimal performance outcomes. The data available indicates that the level of commitment to task completion, adherence to regulations, and professionalism in the workplace is satisfactory. Nevertheless, there are numerous areas that require additional consideration, particularly in the areas of work perseverance and skill development. This suggests a discrepancy between performance outcomes and motivation, as evidenced by the timeliness of task completion and the absence of self-improvement initiative.

Although the personnel's willingness to complete tasks on time is quite high in the category of willingness to complete tasks, it still necessitates additional attention. A potential solution to motivate personnel to be more dedicated to the efficient completion of tasks is the implementation of a reward system that is based on individual and team performance achievements. Furthermore, the implementation of incentives to enhance performance will fortify a more optimistic motivational environment within the organization.

Organizational regulations necessitate significant consideration. Discipline can be compromised and the team's overall performance can be diminished by personnel who disregard established regulations. In order to resolve this issue, it is imperative to enhance communication regarding the significance of regulations and the potential repercussions of noncompliance. In order to cultivate superior discipline, it is imperative to implement more consistent supervision and prioritize a culture of discipline in all facets of the workplace.

Furthermore, the development of low skills among personnel can be mitigated by establishing a wider range of opportunities for training and further education. Additionally, individuals may experience a sense of appreciation and motivation to enhance their

qualifications through ongoing mentoring programs. Additionally, this has the capacity to enhance the overall efficacy of the team.

It is anticipated that a more productive environment can be established, which will contribute to the organization's overall success, by emphasizing these motivational factors, including the willingness to develop oneself, adherence to regulations, and the achievement of work objectives.

Overall, it is imperative to implement strategic measures to increase the motivation of the personnel at Tamtama Kompi B Yonko 462 Kopasgat in order to enhance their performance. The implementation of performance incentives, discipline, and self-development will enhance personnel commitment and lead to improved performance.

CONCLUSION

The performance of the personnel at Tamtama Kompi B Yonko 462 Kopasgat is significantly influenced by their competence, teamwork, and work motivation. The analysis indicates that personnel competence still requires significant improvement, particularly in the areas of knowledge, technical skills, and understanding of standard operating procedures. This can be accomplished through scenario-based training, periodic evaluations, the development of a continuous learning culture, and adequate support in facilities and resources. Interpersonal training, team-based task simulations, the use of communication technology, recognition, and participative leadership are strategic steps to enhance team efficiency and productivity, as team performance is influenced by effective communication, trust among team members, and clear task division. On the other hand, personnel work motivation necessitates additional attention, particularly in the areas of task dedication, adherence to regulations, and willingness to develop. This can be enhanced by the establishment of a supportive work environment, mentoring, and performance-based incentives, which can bolster motivation and commitment to tasks. The personnel of Tamtama Kompi B Yonko 462 Kopasgat are anticipated to be able to perform their duties more professionally and efficiently in order to support the organization's overall objectives by comprehensively integrating strategies for enhancing competence, teamwork, and motivation.

REFERENCE

- Ivancevich, J. M., & Konopaske, R. (2020). *Gestión de recursos humanos*. Nueva York: McGraw-Hill Education.
- Marsiningsih, D., Utomo, R., & Widodo, A. (2020). The influence of procedural compliance on military organizational performance. *Strategic Management Journal*, 12(2), 45-59.
- Prisatya, A., Putra, W. D., & Kurniawan, S. (2023). Improving team cooperation through interpersonal and communication training. *Journal of Psychology and Management*, 15(3), 123-140.
- Putra, W. D., & Kurniawan, S. (2021). Building trust within work teams: A military organization perspective. *Industrial Relations Journal*, 10(1), 34-48.
- Santoso, T., & Wahyuni, I. (2023). Clear role division in improving team performance. *Journal of Social and Political Sciences*, 20(1), 56-70.
- Utomo, R., & Widodo, A. (2024). The influence of work motivation on military personnel performance. *Journal of Human Resource Development*, 8(1), 78-95.
- Zaenuri, A. (2019). Competence and performance of military personnel: A case study on operational units. *Journal of Operations Management*, 14(2), 89-102.