

## The Influence of Education and Training on the Performance of Military Personnel Through Competencies at RSAU Dr. M. Munir



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**ABSTRACT:** The aim of this research is; 1) To describe the variables of education and training, competence and performance of military personnel at RSAU dr. M. Munir; 2) To analyze the effect of education and training on the competence of military personnel at RSAU dr. M. Munir; 3) To analyze the effect of education and training on the performance of military personnel at RSAU dr. M. Munir; 4) To analyze the influence of competence on the performance of military personnel at RSAU dr. M. Munir; 5) To analyze the effect of education and training on the performance of military personnel through competence at RSAU dr. M. Munir. The method used in this study is a quantitative method with multiple regression analysis designs. The population in this study were all military personnel dr. M. Munir, totaling 57 people. The analysis technique used is descriptive analysis and autocorrelation. The results of this study are; competency is able to mediate the effect of education and training on the performance of military personnel at RSAU dr. M. Munir. With good education and good training this can create competence for military personnel so that in the end it will trigger personnel morale so as to produce good performance.

**KEYWORDS:** Education and Training, Competence, Performance, Performance of military personnel.

### I. INTRODUCTION

Human resources who have the knowledge, expertise and ability to complete tasks are needed to support the process of achieving goals. Apart from that, human resources are a very important component in management because humans carry out management tasks to achieve goals. Therefore, human resources must be empowered to maximize their contribution to the organization.

The ability of an organization to achieve both short-term and long-term goals is measured as success. Human resources in an organization are a key factor for the running of an organization today and the development of an organization in the future, which is one of the operational factors in addition to technology and equipment, as well as materials and funds (Utama, 2020: 38). Human resource factors are very important, and an organization is responsible for maintaining the quality of work life and developing employees so they are willing to make their best contribution to achieving organizational goals. In other words, an organization is required to manage human resources as well as possible to achieve management goals. Organizations should invest in human resource development to help employees improve their knowledge, skills, and abilities in human resource management.

Human resource development is a process of developing the knowledge and potential of employees to achieve individual and organizational goals. This is in line with the opinion of (Walimah et al, 2021: 9) human resource development is a process for increasing human resource capabilities in helping to achieve organizational goals. The preparation of a person to take on a different or higher role in an organization is known as human resource development. Organizations that have good human resource development programs will have greater competitive strength and be able to compete competitively. Implementation of an effective human resource development program can make an organization competitive and have an advantage.

Education and training is one way to develop human resources. Education and training are efforts to improve, develop and shape employees in order to increase employees' abilities in dealing with their activities, which is intended to improve community services (Souhoka & Amin, 2021: 61). So developing human resources through education and training can help complete tasks better, which has an impact on improving performance. Based on previous research conducted by Nugraha, Firman, & Asri (2020), the results showed that there was a direct positive and significant influence of education and training on employee performance. That is, the quality of education and training is proportional to the quality of employee performance.

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In addition, education and training can affect the competency level of employees. Education and training are policy instruments that are considered the most effective for achieving the competencies required by a position (Darumurti et al, 2021: 41). So that education and training can improve employee competence, which has an impact on employee performance. This is in line with previous research conducted by Telaumbanua & Yeni Absah (2021), which showed that there was a positive and significant influence of education and training on performance through midwife competency.

Education and training that improves employee competency is also closely related to the success of an organization because it can produce good performance if it has employees who have the right knowledge, skills and attitudes. (Yusup, 2021: 5) competence is a characteristic that underlies a person and is related to the effectiveness of an individual's performance in their work. Therefore, education and training programs are expected to produce competent and productive employees.

Health services is a sector that is highly dependent on quality human resources. The existence of adequate and skilled human resources in the health sector is an important aspect in achieving sustainable development goals in the health sector (Lewis et al, 2023). This is in line with what was disclosed by the Head of the Indonesian Air Force Health Service (Kadiskesau) First Marshal TNI dr. Swasono Rahayu, Sp.THT KL.,M.KES in an article published on the official TNI website. According to him, military health personnel must have good qualities and be able to adapt to difficult terrain conditions in war situations (TNI AU, 2022).

Abdulrachman Saleh Malang Indonesian Air Force Base has a health service unit, namely RSAU dr. M. Munir involving military personnel. According to Air Force Chief of Staff Regulation Number 2 of 2020 Chapter II Article 3 as RSAU Tk II under the ranks of Air Force Abdulrachman Saleh has the task of providing the necessary health support in every TNI AU operations and training activities, providing health services for all TNI AU/PNS personnel along with their families and the general public, and conduct periodic health examinations for Indonesian Air Force personnel. Based on these duties, military personnel need to have competence and good performance in maintaining or improving the quality of carrying out their duties. To meet the demands for performance achievements, military personnel are given the opportunity to take part in various education and training facilities facilitated by the Indonesian Air Force according to their level of service and field of duty. Table 1 describes the education and training facilitated by the Indonesian Air Force.

**Table 1. Air Force Education and Training**

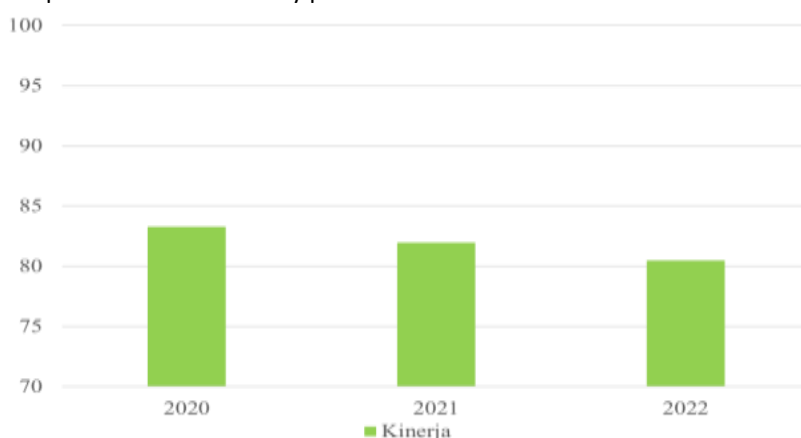
No	Name	Objective
1	Sejursarta (Enterprise Elementary Vocational School)	Basic vocational education and training is given to enlisted personnel after graduating from their first education, with the aim of providing basic knowledge and skills in accordance with their professional field.
2	Susjurlata (Enterprise Advanced Vocational Course)	Professional development education and training provided to enlisted personnel is carried out after Sejursarta education aims to provide knowledge and special skills according to their professional field.
3	All over (Non-Commissioned Officer Vocational School)	Vocational basic education and training provided to non-commissioned officers who have just completed basic military education, with the intent and purpose of providing special knowledge and skills.
4	Susbamenjur (Vocational Management NCO Course)	Special provision education and training provided to selected non-commissioned officers for improve the quality of the Indonesian Air Force's human resources to be more productive, reliable, and professional.
5	Suswatbangan (Flight Nurse Course)	The education and training provided to nurses is to provide flight nursing knowledge and skills as initial preparation for students in carrying out their duties in the unit, so that they can serve as professional flight nurses.
6	Sesarcab (Branch Elementary School)	Education and training are provided to first-time officers so that they can serve as officers who have the basic knowledge and skills of the branch profession.
7	Suskesbangan (Health Branch Course)	Education and training provided to Indonesian Air Force health personnel so that they can serve in accordance with the health personnel's field of expertise and have the skills to support health aspects of air operations.
8	Susdokbangan (Aviation Doctor Course)	Education and training provided to military doctors, so that they have knowledge and skills in the field of aviation medicine, basic knowledge of aerophysiology, flight safety, skills in maintaining flight crew readiness and skills in supporting

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		health aspects of air operations.
9	Suspa (Officer Course)	Education and training are provided specifically to officers to equip Indonesian Air Force officers to be able to serve as professional officers in their field of duty.

**Source:** Decree of the Chief of Staff of the Air Force Number Kep/143/VI/2020/ dated 17 June 2020 concerning the Doctrine of the General Functions of Personnel.

The performance of military personnel at RSAU dr. M. Munir was assessed based on the Decree of the Chief of Staff of the Air Force Number Kep/131/V/2019 dated 31 May 2019 concerning Guidelines for Individual Performance Assessment. RSAU dr. M. Munir has set targets for future work implementation in the Decree of Air Base Commander Abdurachman Saleh Number Kep/3/1/2020 dated 4 January 2020 concerning the Vision, Mission, Goals and Motto of RSAU dr. M. Munir Air Force Abdurachman Saleh. Even though the work targets have been set, the actual performance of military personnel has not yet achieved maximum results. It is known that the performance of military personnel from 2020 to 2022 will experience a decline. Figure 1 explains the decline in performance of military personnel.



**Figure 1. Military Personnel Performance Assessment 2020 to 2022**

**Source:** Processed from calculations of the RSAU Military Personnel Performance Assessment, dr. M. Munir by the Abdurachman Saleh Malang Air Base Personnel Service.

Based on the data above, it can be seen that the performance of military personnel in 2020 almost reached its maximum weight, namely at 83.3%, in 2021 the performance of military personnel decreased to a weight of 81.9% and in 2022 it again decreased to a weight of 80.4%. Determining factors for military personnel performance are measured from aspects of implementing activities/programs, implementing individual activities, and quality of assignments. These aspects can be fulfilled if military personnel have the competence to complete the work. According to Febrina (2015), the level of employee performance is closely related to the competence they have, so the higher the employee's competence, the more likely their performance will increase, and vice versa, if the employee's competence is low, their performance will tend to decrease. Competency is the ability of military personnel to complete work based on the knowledge, expertise/skills and behavior they possess so that they can work effectively and efficiently. So, the Indonesian Air Force needs to provide facilities to improve the competencies required by military personnel, namely through education and training.

Therefore, a study on the effect of education and training on the performance of military personnel through competence at RSAU dr. M. Munir can provide important insights and contributions in improving the quality of task implementation. The current condition is related to the performance of military personnel at RSAU dr. M. Munir is still not optimal because there are personnel who have not carried out education and training according to the level of service period and suitability of educational and training background to their field of work. This is the basis for conducting a study on "the influence of education and training on the performance of military personnel through competency at RSAU dr. M. Munir."

## II. LITERATURE REVIEW

### A. Education and Training Theory

Education is a planned effort, which is carried out to develop human potential (Sutianah, 2022: 21). The task of education is to produce cultured future generations. John S. Brubacher in (Wahab et al, 2021: 5) suggests that education can be interpreted

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as a process of mutual adjustment from a person to other humans and to their environment. Education hopes not only to transfer human values, but also to be internalized into human character and personality because humans are living beings with reason, the potential to continue to develop and socialize with their surroundings.

According to Kasmir (2016) training is a process to form and equip employees by increasing their skills, abilities, knowledge and behavior. Meanwhile, according to Suradinata (2015) education and training is a process of organizing teaching and learning in order to improve employee capabilities which include the knowledge, skills, attitudes and behavior needed to carry out their duties.

According to Tobari (2015) education and training is an effort made by an organization to direct its employees to master various skills and certain knowledge systematically in carrying out mandated tasks.

In this research, the indicators that will be used to measure education and training variables adapt the theory from Tobari (2015), namely:

### 1) Material

The material is arranged according to the objectives of the training, and the material delivered to employees is in accordance with the employee's field of work so that it is easy to understand and understand.

### 2) Instructor Ability

Trainer Instructors in improving the performance of personnel must have the ability to train and guide in order to achieve success.

### 3) Method used

The chosen method should be adjusted to the type of training to be carried out.

### 4) Implementation evaluation

After carrying out the implementation in improving employee performance, it is necessary to evaluate the results obtained, regarding employee productivity at work.

## **B. Competency Theory**

Competence is the ability to carry out a task or job based on the skills and knowledge possessed so as to produce effectiveness at work. Aspects included in competence are knowledge, skills and attitudes. Competence is an important thing for employees to have because by having competency, employees can work optimally and contribute to achieving organizational or company goals. Thus, competency shows skills or knowledge that are characterized by professionalism in completing assigned tasks or work.

According to Sutrisno (2016) competency is an ability that is based on skills and knowledge which is supported by work attitudes and their application in carrying out tasks and work that refers to the specified work requirements. Meanwhile, according to Wibowo (2016) competency is the ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. According to Sudarmanto (2009) competency is knowledge, skills, abilities or individual personal characteristics that directly influence job performance.

Based on the Decree of the Chief of Staff of the Air Force Number Kep/131/V/2019 dated 31 May 2019 concerning Instructions for Individual Performance Assessment, competency is a number of potentials that a person has to support the implementation of tasks which can be used as performance assessment indicators based on three things (Sutrisno 2009), that is:

- 1) Knowledge of task area.
- 2) Expertise/skills in the field of assignment.
- 3) Behavior.

Behavior is measured by the following indicators:

- a) Leadership to achieve work results.
- b) Commitment to work implementation.
- c) Orientation towards assignments.
- d) Self-development.
- e) Collaboration with synergy in achieving optimal performance.
- f) Discipline in implementing provisions related to the implementation of work.

## **C. Performance Theory**

Performance is a real result that is displayed according to its ability to complete the work given and within a certain time period. A company's performance can reach its maximum level if it is supported by the performance of its employees, so that employee performance is very important in the company's efforts to achieve its desired goals. Performance is also the extent to

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which a person has implemented strategies in the organization, either in achieving specific targets related to individual roles or related to organizational goals.

According to Simamora (2015) performance refers to the level of achievement of the tasks that make up an employee's job. Meanwhile, according to Setiawan & Dewi (2014) performance is behavior that each person has as a work achievement produced by employees in accordance with their role in the company. According to Mangkunegara (2009) performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

In general, performance is defined as the level of success of a person in carrying out his work. Performance is a result achieved by a job in his work according to certain criteria that apply to a job (Judge, 2015: 260). Performance (work achievement) is the result of work in quality and quantity achieved by someone in carrying out their duties in accordance with the responsibilities given to them. Performance management is a process of planning, organizing, implementing, and controlling performance achievements and is communicated continuously by leaders to employees, between employees and their direct superiors (Nurazizah, 2021: 9).

Performance can be measured and seen from indicators related to the performance of the employees themselves (Mangkunegara, 2014:57). Dimensions and performance indicators can be measured, namely as follows:

### **1) Work quality**

Quality of work is how well an employee does what he should do. The dimensions of work quality are measured using three indicators, namely: tidiness, thoroughness, work results.

### **2) Work Quantity**

The quantity of work is how long a person works in one day. The quantity of this work can be seen from the work speed of each employee respectively. The dimension of the quantity of work is measured by two indicators, namely: speed and ability.

### **3) Responsibility**

Responsibility for work is awareness of the employee's obligations to carry out the work assigned by the company. The responsibility dimension is measured using two indicators, namely: work results and decision making.

### **4) Cooperation**

Willingness of employees to participate with other employees or employees vertically and horizontally both inside and outside of work so that work results are getting better. The dimensions of cooperation are measured using two indicators, namely: cooperation and cohesiveness.

### **5) initiative**

Initiative from within company members to carry out work and overcome problems at work without waiting for orders from superiors or showing responsibility for work which has become the employee's or employee's obligation. The initiative dimension is measured using one indicator, namely the ability to solve problems without waiting for orders from superiors.

## **D. Hypothesis**

Based on theoretical sources and previous research, the hypothesis in this study is as follows:

H1 : It is suspected that education and training have a positive and significant effect on competency.

H2 : It is suspected that education and training have a positive and significant effect on the performance of military personnel at RSAU dr. M. Munir.

H3 : It is suspected that competency has a positive and significant effect on the performance of military personnel at RSAU dr. M Munir.

H4 : It is suspected that education and training have a positive and significant effect on the performance of military personnel through competence at RSAU dr. M Munir.

## **III. RESEARCH METHODOLOGY**

### **A. Population and Sampling Techniques**

Population is a generalization consisting of objects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn Sugiyono, (2015). The population is the entire research subject. The population in this study were all military personnel dr. M. Munir, totaling 57 people with the total composition of the military personnel of the RSAU dr. M. Munir according to the rank of Colonel, there are 1 person, Lieutenant Colonel 3 people, Major 8 people, Captain 3 people, First Lieutenant 5 people, Lieutenant 3 people, Peltu 2 people, Pelda 1 person, Serma 2 people, Serka 4 people, Sertu 2 people, 6 Serda, 2 Kopka, 3 Koptu, 4 Kopda, 1 Praka, 6 Pratu and 1 Prada.

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The sample to be used in this research is military personnel. At RSAU dr. M. Munir has 57 military personnel. So that the sample to be taken is the entire population of existing military personnel.

### **B. Variable Operational Definitions**

The operational definition of a variable according to Sugiyono (2012) is a definition given to a variable by giving meaning to specifying an activity or justifying an operation needed to measure that variable. In this study there are three kinds of variables, namely independent variables, intervening variables and dependent variables. The independent variables are education and training (diklat) using operational definitions and indicators from Tobari (2015). In the intervening variable, namely competency, this study uses the operational definition from Sutrisno (2016) and indicators from Sutrisno (2009), while the dependent variable, namely personnel performance, uses the operational definition and from Mangkunegara (2009).

#### **1) Education and training (X)**

Education and training is an effort made by an organization in accordance with the objectives of the training and the material delivered to participants in accordance with the field of Education and Training (X) directs its employees to master certain skills and knowledge systematically in carrying out the tasks entrusted (Tobari, 2015) Education and training are activities that aim to improve various skills and knowledge such as technical, theoretical, conceptual and moral abilities to carry out work as best as possible.

In this study, the indicators that will be used to measure education and training variables adapt the theory from Tobari (2015), namely:

##### **a. Material**

The material is prepared in accordance with the training objectives, and the material presented to employees is in accordance with the employee's field of work so that it is easy to understand and understand.

##### **b. Instructor Capability**

Instructor Trainers in improving personnel performance must have the ability to train and guide in order to achieve success.

##### **c. Method used**

The method chosen should be adapted to the type of training to be carried out.

##### **d. Implementation evaluation**

After carrying out implementation to improve employee performance, it is necessary to evaluate the results obtained regarding employee productivity at work.

#### **2) Competency (Y1)**

Competency is an ability based on skills and knowledge supported by work attitudes and their application in carrying out a. Work experience; a basis or reference for an employee to be able to face challenges with full responsibility and be able to communicate well, to improve mastery of tasks and work that refers to the established work requirements (Sutrisno, 2016) Competency is a form of ability based on skills, knowledge and work attitude that has an impact on performance. Competencies are several potentials that a person has to support the implementation of tasks which can be used as performance assessment indicators based on three things (Sutrisno 2009), namely:

##### **a. Knowledge of task area.**

##### **b. Field expertise/skills.**

#### **3) Performance (Y2)**

Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2009 ). Performance is the result achieved both in terms of quality and quantity in completing work in accordance with predetermined work standards and during a predetermined time period.

Performance can be measured and seen from indicators related to the employee's own performance (Mangkunegara, 2014:57). Dimensions and performance indicators that can be measured are as follows:

##### **a. Work quality**

Quality of work is how well an employee does what he should do. The dimensions of work quality are measured using three indicators, namely: tidiness, thoroughness, work results.

##### **b. Work Quantity**

The quantity of work is how long a person works in one day. The quantity of this work can be seen from the work speed of each employee respectively. The dimension of the quantity of work is measured by two indicators, namely: speed and ability.

##### **c. Responsibility**

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Responsibility for work is awareness of the employee's obligation to carry out the work given by the company. The dimension of responsibility is measured using two indicators, namely: work results and making decisions.

d. Cooperation

Employee willingness to participate with other employees or employees vertically and horizontally both inside and outside work so that work results improve. The dimensions of cooperation are measured using two indicators, namely: cooperation and cohesiveness.

e. initiative

Initiative from within company members to carry out work and overcome problems at work without waiting for orders from superiors or showing responsibility for work which has become the employee's or employee's obligation. The initiative dimension is measured using one indicator, namely the ability to solve problems without waiting for orders from superiors.

**C. Data analysis technique**

1) Quantitative Descriptive Analysis

Quantitative Descriptive Analysis Sugiyono (2017) defines descriptive statistics as analysis carried out to determine the existence of independent variables, either only on one variable or more without making comparisons of the variables themselves and looking for relationships with other variables. Data for each research variable presented are mean, standard deviation, median, mode, minimum score and maximum score.

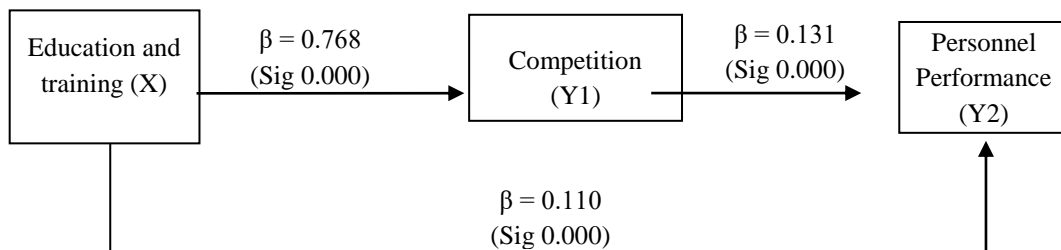
2) Path Analysis

Path analysis is an extension of linear regression analysis double on parts Which have connection direct Which can analyzed with analysis regression linear double.

**IV. RESEARCH RESULTS AND DISCUSSION**

**A. Path Diagram Model**

Path analysis trajectory model in this research can be presented in the following figure:



**Figure 2. Path Analysis Results**  
Source: Processed Data, 2023

**B. The Influence of Education and Training on Competence**

To test the effect of education and training on competence directly, and the magnitude of the direct effect using the linear regression method. The calculation results are presented in the table at below:

**Table 2. The Influence of Education and Training on Competence**

Variable	Coef. Regression	t value	Sig	Information
education and training	0.768	22,874	0.000	Significant
R	= 0.951			
R Square	= 0.905			
Adjusted R Squared	= 0.903			
F value	= 523,228			
Sig	= 0.000			
Endogenous variable	= Competence			

Source: Primary Data Processed 2023

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The effect of education and training on competency is significant at the  $\alpha$  level of 5% with a significant value of 0.000, a *t* value of 22,874 and a regression coefficient of 0.768. This shows that education and training influence competence, which means that the better the education and training, the more it can influence competence.

The magnitude of the coefficient of determination is shown by the summary model, where the Adjusted R Squared value is 0.903 or 90.3% and the magnitude of the influence of other variables is 9.7%. This shows that the contribution of the influence of education and training variables to the competency variable is 90.3%, while 9.7% of the competency variable is influenced by other variables in education and training.

Thus the first hypothesis which states that education and training has a significant effect on competence is tested statistically.

**C. The Influence of Education and Training on Personnel Performance**

To test the direct influence of education and training on personnel performance, and the magnitude of the direct influence using the linear regression method. The calculation results are presented in Table 3 below :

**Table 3. The Influence of Education and Training on Personnel Performance**

Variable	Coef. Regression	t value	Sig	Information
education and training	0.110	22,482	0.000	Significant
<i>R</i>	= 0.950			
<i>R Square</i>	= 0.902			
<i>Adjusted R Squared</i>	= 0.900			
F value	= 505.432			
Sig	= 0.000			
Endogenous variable	= Personnel Performance			

Source: Primary Data Processed 2023

The influence of education and training on personnel performance is significant at the  $\alpha$  level of 5% with a significant value of 0.000, a *t* value of 22,482 and a regression coefficient of 0.110. This shows that education and training influence personnel performance, which means that the better the education and training, the better the personnel performance.

The magnitude of the coefficient of determination is shown by *the summary model*, where the *Adjusted R Squared value* is 0.900 or 90.0% and the magnitude of the influence of other variables is 10.0%. This shows that the contribution of the influence of education and training variables to personnel performance variables is 10.0%, while 90.0% of personnel performance variables are influenced by other variables in education and training.

Thus, the second hypothesis which states that education and training have a significant effect on personnel performance is statistically tested.

**D. The Influence of Competency on Personnel Performance**

To test the influence of competence on personnel performance directly, and the magnitude of the direct influence using the linear regression method. The calculation results are presented in Table 4 below.

**Table 4. The Influence of Competency on Personnel Performance**

Variable	Coef. Regression	t value	Sig	Information
Competence	0.131	16,409	0.000	Significant
<i>R</i>	= 0.911			
<i>R Square</i>	= 0.830			
<i>Adjusted R Squared</i>	= 0.827			
F value	= 269.250			
Sig	= 0.000			
Endogenous variable	= Personnel Performance			

Source: Primary Data Processed 2023

The influence of education and training on personnel performance is significant at the  $\alpha$  level of 5% with a significant value of 0.000, a *t* value of 16,409 and a regression coefficient of 0.131. This shows that competency influences personnel performance, which means that the better the competency, the better the personnel performance.



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The magnitude of the coefficient of determination is shown by the summary model, where the Adjusted R Squared value is 0.827 or 82.7% and the magnitude of the influence of other variables is 17.3%. This shows that the contribution of the influence of competency variables to personnel performance variables is 17.3%, while 82.7% of personnel performance variables are influenced by other variables in competency.

Thus, the third hypothesis which states that competency has a significant effect on personnel performance is statistically tested.

**E. The Effect of Education and Training on Personnel Performance Through Competition**

Method Hypothesis testing is carried out using path analysis, namely by using multiple regression and then filtering based on statistical tests and significance. This statistical test can be carried out using the standardized beta coefficient ( standard  $\beta$  ). If the  $\beta$  value is significant, then the path coefficient is significant. The path coefficient which is not significant should be discarded. Significance test can be done by comparing the significance of these pathways. If the significance value of the path coefficient is  $<0.05$  then the coefficient is significant, but if the significance value of the coefficient is  $>0.05$  then it is considered not significant.

To see the effect of education and training on personnel performance through competency, it is presented in the following table.

**Table 5. Summary of Direct, Indirect, and Total Effect Analysis Results from Path Analysis**

Variable	Direct effect	Sig.	Indirect Effect	Total Effect
Education and Training on competence	0.768	0.000	-	-
Education and Training on personnel performance	0.110	0.000	-	-
Competence on personnel performance	0.131	0.000	-	-
Education and training on personnel performance through competency	0.405	0.000	$0.768 \times 0.131 = 0.100$	$0.110 + 0.100 = 0.21$

**Source:** Primary Data Processed 2023

Based on the data listed in the table above, it can be seen that the total influence of the education and training variables on the personnel performance variable (0.21) is greater than the direct influence (0.110). These results indicate that competency has the status of an intervening variable in the influence of education and job training on personnel performance, because the total value is greater than the direct influence.

Based on the data in Table 4, the results of the path analysis show that the education and training variables influence the military personnel performance variable through the competency variable, because the total influence value (0.21) is greater than the direct influence value (0.110). Thus, the fourth hypothesis which states that education and training have a significant effect on personnel performance through competency is also statistically tested.

**F. Discussion**

**1) Description of Education and Training, Competency and Performance of Personnel**

Training for employees or employees in an organization is usually grouped into two, namely training before carrying out tasks or work (pre-service training). Through training, new employees will know and understand the vision, mission, work culture (corporate culture) of the organization so that in the end it is hoped that employees can carry out duties or work well, loyally and dedicatedly. Training after carrying out duties ( in service training ) is to improve the performance concerned. Apart from being able to increase knowledge and improve attitudes, education and training programs must also be able to touch and influence the behavior, activities and views of employees in carrying out their daily tasks. This means that training aims to improve and familiarize employees to be able to work effectively.

Education and Training (Training) that has been carried out by RSAU dr. M. Munir is in the good category with material that is very interesting and easy for employees to understand, where the material presented and taught really influences the competency of HR Unit personnel is in the good category. And the performance of HR Unit personnel is in the good category. The relationship between education and training on performance is explained more directly than indirectly through personnel competence. Education and training are important factors in human resource development. Education and training not only increase knowledge, but can also improve personnel performance. With education and training, it is easier for someone to carry out their duties. The existence of education and training ensures the availability of skilled personnel within the company.

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Moreover, trained or educated people can use their minds critically and systematically. Apart from this, training helps the stability of employees and encourages them to provide their services for a longer time. Personnel develop faster and better and work more efficiently, if they receive training prior to work under the supervision of an expert instructor supervisor.

Education and training are factors which has a significant effect on personnel performance through competency. Apart from that, the influence of education and training variables on competence is classified as strong and positive. This means that education and training will influence the competence of personnel at work, so that they can improve personnel performance at work. This shows that the education and training carried out by military personnel at RSAU dr. M. Munir, the competency of personnel at work is also increasing, so companies must pay proper attention to the education and training provided to personnel.

Competency is the work ability of each individual which includes aspects of knowledge, skills and work attitudes that are in accordance with established standards. Competency is a combination of skills, knowledge and attitude that can be observed and applied in a crisis for the success of an organization and the work performance and personal contribution of employees to their organization. Personnel must also have the right abilities or competencies in carrying out their work to realize the performance and success of the personnel's work in the long term. Increasing the performance of individual personnel will encourage overall human resource performance, which is reflected in increased productivity. In performance management, competency plays a more important role in the dimensions of individual behavior in adapting a job well. Performance competency can be interpreted as the behaviors shown by employees who have perfect, consistent and effective performance compared to employees who have average performance.

Personnel performance is shaped by quantity, quality and timeliness. The main thing that can improve personnel performance is quantity, which is reflected in personnel taking full responsibility for work results. A personnel who is said to have good performance is of course fully responsible for the results of his work.

A personnel must be able to carry out or complete their duties and responsibilities well, where when a personnel is able to complete the tasks they carry out, the personnel must also be able to account for the results of their work to their superiors. On the other hand, personnel who perform poorly cannot complete their tasks well, or are often late in completing their duties and responsibilities, and it is not uncommon for these personnel to be unable to account for the results of their work to their superiors. As according to Mangkunegara (2017), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. By being able to take responsibility for their work results, the employee can be assessed as having a good quality of work.

### **2) The Influence of Education and Training on Competence**

Education and training have a significant effect on the competency of RSAU military personnel, dr. M Munir. Education and training have a direct influence on competence. This can be interpreted to mean that good education and training will have an influence on the competence of RSAU military personnel, dr. M Munir. As the conceptual basis shows, education and training consists of materials, abilities, methods, evaluation. So with good education and training it will have a positive influence on the competence of RSAU dr. M Munir. Afdal Zuhendri & Henmaidi (2021) in their research entitled The Influence of Education and training on the competence of agricultural instructors in Pasaman Regency showed results that are in line with this research, where the results show that there is a relationship between education and training and its components as well as employee competence and work.

The results of this research are in accordance with those conducted by Agung Silvia at all (2019), who stated that education and training will be able to improve the work competence of personnel within a company because with education and training that is appropriate to the workload, responsibilities and needs, it will provide more encouragement to personnel to be able to work better and achieve the company's goals.

### **3) The Effect of Education and Training on Personnel Performance**

Education and training have a significant effect on the performance of military personnel at RSAU dr. M Munir. Education and training have a direct influence on personnel performance. This can be interpreted to mean that good education and training will have an influence on the performance of RSAU military personnel, dr. M Munir. The conceptual basis shows that education and training consists of work quality, work quantity, responsibility, cooperation and initiative. So with good education and training it will have a positive influence on the performance of military personnel at RSAU Dr.. M. Munir. This research is supported by research conducted by Susi Hendriani at all (2013) in her research entitled The Influence of Education and training, competency on the performance of PT employees. Bank Riau KEPRI Pekanbaru Head Office shows results that are in line with

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this research, where the results show that there is a relationship between education and training and its components and employee competence and work.

The results of this research are in accordance with those conducted by Agung Nugraha at all (2020), who stated that education and training will be able to improve the performance of personnel within a company because with education and training that is appropriate to workload, responsibilities and needs, it will provide more encouragement to personnel. to be able to work better.

### **4) The Influence of Competency on Personnel Performance**

Competence has a significant effect on the performance of military personnel at RSAU dr. M. Munir. Competence has a direct influence on personnel performance. This can be interpreted as that with competency which is based on good education and training, it will have an influence on the performance of RSAU military personnel, dr. M. Munir. The conceptual basis shows that education and training consist of knowledge, skills and behavior. So with good competence it will have a positive effect on the performance of military personnel at RSAU Dr. M. Munir. This research is supported by research conducted by Rosmaini & Hasrudi Tanjung (2019) in their research entitled The Influence of Competency, Motivation and Job Satisfaction on Employee Performance, showing results that are in line with this research, where the results show that there is a relationship between education and training and its components. as well as employee competence and work.

Competency is the ability to carry out activities in a job or function in accordance with expected work standards. Competency means that each worker has skills and knowledge in accordance with what is needed to provide services, for example knowledge and skills in serving customers. Employee abilities will be reflected in training, experience and education.

### **5) The Effect of Education and Training on Personnel Performance Through Competency**

Competence is able to mediate the influence of education and training on the performance of military personnel at RSAU dr. M. Munir. This is in line with the conceptual basis where education and training will have an influence on personnel performance through competency. If education and training in an agency is carried out well, it will increase competency which can ultimately improve personnel performance. Personnel with high competence really like challenges, dare to take risks, are able to take on responsibility, like to work hard. This drive will give rise to a need for achievement in personnel who differentiate them from others, because they always want to do something better. Based on experience and anticipation of pleasant results and if previous achievements are considered good, personnel prefer to engage in achievement behavior. On the other hand, if personnel have been punished for experiencing failure, then feelings of fear of failure will develop and create an urge to avoid failure.

From the explanation above, it can be concluded that competency is able to mediate the influence of education and training on the performance of military personnel at RSAU dr. M. Munir. With good education and good training, this can create competence for military personnel so that in the end it will trigger personnel enthusiasm resulting in good performance.

## **V. CONCLUSION AND SUGGESTION**

### **A. Conclusion**

Based on the results of the research and discussion as described in the previous chapter, the conclusions of this research can be stated as follows:

- 1) The results of descriptive statistical analysis of education, training, competency and personnel performance provide an illustration that the military personnel of RSAU dr. M. Munir tends to be active in carrying out duties and work within the organization. Competence is one of the factors that can encourage personnel's enthusiasm for work to achieve good work results by relying on the size and level of personnel performance, and job satisfaction is one of the factors that can improve personnel.
- 2) Education and training have an influence on the competence of RSAU military personnel, dr. M.M unir. Therefore, it is hoped that management will improve existing education and training programs. This education and training program emphasizes the types, objectives, materials, methods used. The need for more regular education and training to increase the competency of RSAU military personnel, dr. M Munir.
- 3) Education and training have an influence on the performance of RSAU military personnel, dr. M. Munir. This means that increasing the level of education and training will affect the performance of e- mail personnel. Therefore, there is a need to improve the aspects of personnel knowledge insight. This insight into personal knowledge can be done by providing scholarships education and training for high - achieving personnel.

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- 4) Competency has an influence on the performance of RSAU military personnel, dr. M. Munir. These results show that as personnel competency increases, personnel performance also increases. Increasing competency can be done by increasing the knowledge of electronic personnel by providing opportunities for electronic personnel to take part in seminars and workshops that are appropriate to their field of work.
- 5) Education and training can improve personnel performance through competence. If the education and training of personnel is carried out well, it will increase competence which in the end can improve the performance of RSAU military personnel, dr. M. Munir.

### B. Suggestion

In connection with the results and conclusions of this study, the suggestions can be described as follows:

#### 1. Practically

RSAU dr. M. Munir should always prioritize personal competency by paying more attention to the supervision of work carried out by the hospital and needing to study more deeply regarding education and training, especially existing values, as well as education and work training, agencies need to pay more attention to relationships. between co-workers. This needs to be given maximum attention because these three aspects are very influential in improving personnel performance. On the other hand, it is necessary to carry out socialization which becomes the basis for personnel to work, so that it is hoped that personnel can easily complete work with better work results.

#### 2. For Further Researchers

For further researchers, it is recommended to develop this research by using other variables that can influence personnel performance and with a larger number of samples, so that they will get better and more up-to-date results in their research.

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