

The Effect of Educational Background, Work Ethic, Leadership, and Work Motivation on the Performance of Balakada Pusziad Personnel in Supporting the Construction of the Outer Island Territorial Unit of Rote NDAO

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ABSTRACT

Keywords:

Educational Background; Work Ethic; Leadership; Motivation; Personnel Performance

Personnel performance is a strategic factor in supporting the effective implementation of military organizational duties, especially in *Balakada Pusziad* as a technical implementing element under the Army *Zeni* Center, which is responsible for supporting engineering equipment and construction to enhance the unit's operational readiness. The increasing complexity of tasks and demands for professionalism require performance optimization through the strengthening of internal organizational factors. This study aims to analyze the influence of educational background, work ethic, leadership, and work motivation on the performance of *Balakada Pusziad* personnel. The research uses a quantitative approach with survey methods and a saturated sampling technique. Data were collected through questionnaires that had been tested for validity and reliability, then analyzed using descriptive statistics, classical assumption tests, multiple linear regression, and SWOT analysis with the help of SPSS. The results of the study show that educational background, work ethic, leadership, and work motivation, partially or simultaneously, have a positive and significant effect on personnel performance. The discussion indicates that work motivation strengthens the influence of independent variables in improving performance outcomes. It was concluded that the improvement of the performance of *Balakada Pusziad* personnel is determined by the synergy among the quality of education, the strengthening of work ethic, leadership effectiveness, and the optimization of work motivation as internal driving factors of the organization.

INTRODUCTION

State defense is the essential function of the state in ensuring the preservation of sovereignty, territorial integrity, and the safety of the entire nation from all forms of threats. From the perspective of state defense theory, defense power is not solely understood as military power in a narrow sense, but rather as an integrated system comprising main components, reserve components, and supporting components that are organized in a comprehensive, integrated, directed, and sustainable manner. This concept aligns with the doctrine of the Universal People's Defense and Security System (*Sishankamrata*), which is a defense system that involves all citizens, regions, and national resources as a unified defense entity. Within this framework, the Indonesian National Armed Forces, as the main component of national defense, play a central role in maintaining the sovereignty and territorial integrity of the Unitary State of the Republic of Indonesia (Bandura & Walters, 1977).

In modern defense theory, regional resilience is the foundation of national deterrence. Regional resilience is determined not only by the presence of troops and defense equipment but also by the readiness of infrastructure, logistical support, and the professionalism of personnel in the field. Defense infrastructure in border areas and outermost islands has strategic significance because it functions as a symbol of state presence as well as a basis for power projection. The East Nusa Tenggara (NTT) region, especially Rote Ndao Regency, has high geostrategic value because it shares a land border with Timor-Leste and maritime boundaries with Australia. This position makes the area one of the country's foremost frontiers that must be systematically strengthened.

In the context of strengthening regional resilience, the development and improvement of defense infrastructure and facilities is a necessity that cannot be postponed. The improvement of the Kodim 1627/Rote Ndao official housing (*Rumdis*) is not merely a physical development program but part of a regional defense strategy aimed at improving soldiers' welfare, strengthening morale and motivation, and ensuring the operational readiness of the unit. Proper and adequate infrastructure will enhance the effectiveness of task implementation, strengthen regional stability, and generate positive socioeconomic impacts on surrounding communities as part of the territorial approach within *Sishankamrata*.

As part of the main components of national defense, the Indonesian National Armed Forces have a strategic responsibility for fostering and developing land forces, including the development of military infrastructure. This function is carried out, among others, by the Army Engineer Center (*Pusat Zeni TNI AD*), which has technical authority in the field of military construction, facility development, and engineering support in Military Operations for War (*OMP*) and Military Operations Other Than War (*OMSP*), as mandated in Law Number 34 of 2004 concerning the TNI. The Central Procurement Implementing Agency (*Balakada*) of the Army Engineer Center (*Pusziad*), as a technical implementing element, has operational responsibility for planning, implementing, and supervising these development activities.

The success of implementing defense infrastructure improvement tasks is highly determined by the quality of personnel performance. From the perspective of defense management, personnel are the decisive factor that drives all organizational resources. (Michael Armstrong, 2006) states that organizational performance is a function of competence, commitment, and motivation managed through effective leadership. In line with this, (Stephen P. Robbins, 2015) emphasizes that individual performance is influenced by abilities and motivation within the organizational environment. In the military context, these abilities include not only technical aspects but also mental, moral, and disciplinary dimensions as the core characteristics of soldiers.

Normatively, the development of TNI personnel is directed toward creating professional, modern, and resilient soldiers. This professionalism is built through multilevel and continuous education and training. The Human Capital theory proposed by (Gary Becker, 1964) emphasizes that education is a strategic investment that enhances productivity and the quality of individual performance. In the context of *Balakada Pusziad*, educational backgrounds relevant to construction and project management are expected to improve technical competence and the effectiveness of task implementation.

In addition to educational background, work ethic is a fundamental factor in military organizations. The work ethic of soldiers is not only related to productivity but also encompasses values of honor, loyalty, and devotion to the nation and state. A work ethic grounded in *Sapta Marga*, the Soldier's Oath, and the Eight Mandatory TNI Principles should serve as the primary driver in the execution of duties, especially in areas with high levels of difficulty such as outermost islands. However, a strong work ethic requires continuous reinforcement through visionary leadership and consistent role modeling.

Leadership in military organizations has distinctive characteristics, namely being command-based, exemplary, and rooted in moral responsibility. Gary Yukl (2010) states that effective leadership is the ability to influence others to understand and agree on what needs to be done and how to do it effectively. In a military environment, leadership not only directs but also builds fighting spirit and unit cohesion. Effective leadership in Balakada Pusziad greatly determines the level of coordination, work discipline, and motivation of personnel in completing complex construction and infrastructure tasks.

Although, normatively, educational background, work ethic, and leadership are believed to influence performance, empirical realities show that these relationships are not always linear. In the implementation of tasks in outermost island areas, there are still variations in performance among personnel, differences in levels of initiative, and psychological challenges due to limited facilities and harsh geographical conditions. Not all personnel with a particular educational background demonstrate optimal performance. Similarly, a high work ethic does not necessarily produce maximum output if it is not accompanied by strong work motivation. This condition indicates a gap between ideal conditions (*das sollen*) and factual conditions (*das sein*) in personnel development and management.

From the perspective of motivation theory, Frederick Herzberg, (1959) explains that intrinsic motivation is the primary factor driving individuals to achieve superior performance. Work motivation functions as an internal mechanism that transforms competencies and values into productive work behaviors. Thus, work motivation is presumed to play a mediating role in the relationship between educational background, work ethic, leadership, and personnel performance.

Empirically, there is a research gap, as previous studies show inconsistent results regarding the direct influence of educational background, work ethic, and leadership on performance. In addition, research specifically examining the role of work motivation as an independent supporting variable in military organizational contexts remains very limited. In fact, the hierarchical, highly disciplined, and command-based nature of military organizations allows for relationship dynamics between variables that differ from those in civilian organizations. These limitations indicate the presence of theoretical and contextual gaps that need to be addressed through comprehensive research.

Although various human resource management and organizational behavior theories explain that educational background, work ethic, and leadership influence performance, these relationships are generally studied in civilian or corporate contexts. Gary S. Becker's, (1964) Human Capital theory emphasizes the importance of education in increasing individual productivity, while Frederick Herzberg's two-factor motivation theory and Gary Yukl's (2010) leadership theory explain the roles of motivation and leadership in shaping work behavior. However, the integration of these three variables into a comprehensive model, with work motivation as an independent supporting variable in the context of military organizations—especially engineering construction units in border areas—remains limited.

Empirically, previous research findings show inconsistencies regarding the direct influence of educational background, work ethic, and leadership on performance. Some studies report significant effects, while others indicate weak or indirect relationships. Furthermore, studies specifically testing the mediating role of work motivation in military organizations characterized by hierarchical, highly disciplined, and command-based structures are still rare. These theoretical and empirical gaps will be elaborated upon in the research questions and problem formulation of this study.

Based on this description, research on the influence of educational background, work ethic, and leadership on the performance of Balakada Pusziad personnel, with work motivation as an independent supporting variable, is both important and strategic. This research has direct relevance to strengthening regional resilience within the *Sishankamrata* framework, as

improving the performance of military construction personnel will contribute to accelerating the development of defense infrastructure in border areas and outermost islands. Organizationally, the results of this study are expected to serve as a basis for personnel development policies, education and training programs, and leadership quality improvement within Pusziad. Academically, this research contributes to the development of performance management models in military organizations, particularly in explaining the mediating role of work motivation.

Thus, this research is not only oriented toward statistically testing relationships between variables but also contributes to strengthening the national defense system through improving the quality of human resources as a determining factor in the success of the unit's primary tasks. Optimizing the performance of Balakada Pusziad personnel is ultimately part of broader efforts to enhance the deterrence and territorial resilience of the Unitary State of the Republic of Indonesia.

METHODS

This study used a quantitative research method with an explanatory approach. The quantitative method was applied because the study aimed to test causal relationships between independent variables and the dependent variable through numerical data measurement and inferential statistical analysis. The explanatory approach was selected because the study not only described the phenomenon but also explained the influence of educational background, work ethic, and leadership on personnel performance. Thus, this study tested hypotheses formulated based on previous theories and research.

Operationally, this study used survey techniques with a structured questionnaire as the primary data collection instrument. The data obtained were analyzed using statistical methods to determine the magnitude of the influence of each independent variable on the dependent variable.

The use of a quantitative explanatory method was based on several considerations: the research variables had been operationally defined and were measurable numerically; the study aimed to test hypotheses rather than develop new theories; the study sought to generalize findings to the population; and the approach aligned with the characteristics of defense management research, which requires empirical, data-driven decision-making.

The research design employed was a causal design with a cross-sectional approach. The causal design was used to examine the influence of independent variables (educational background, work ethic, and leadership) on the dependent variable (personnel performance). The relationships among variables were analyzed to determine whether changes in the independent variables significantly contributed to changes in performance.

The cross-sectional approach was chosen because data collection was conducted at a single point in time without repeated observations. This design was appropriate given the limited research timeframe and the operational dynamics of military organizations. It was also efficient in terms of time and resources and suitable for inferential statistical analysis, such as multiple linear regression. With this design, the relationships among variables were tested objectively and measurably to produce empirical conclusions.

The research stages were systematically organized to ensure scientific validity and procedural accuracy. First, the problem formulation stage involved identifying issues related to the performance of Balakada Pusziad personnel based on empirical observations and relevant doctrines. Second, the theoretical review and hypothesis development stage involved examining relevant literature to construct the conceptual framework and research hypotheses. Third, the instrument development stage involved designing the questionnaire based on predefined variable indicators and testing its validity and reliability. Fourth, the data collection stage involved distributing questionnaires to selected respondents from Balakada Pusziad

personnel. Fifth, the data processing and analysis stage involved analyzing the collected data using inferential statistical techniques, including classical assumption tests and regression analysis. Finally, conclusions were drawn and recommendations were formulated based on the research findings to support personnel development and improve unit performance.

Data collection in this study was conducted using several techniques. The primary method was a structured questionnaire designed to measure educational background, work ethic, leadership, work motivation, and personnel performance. Responses were recorded using a Likert scale to capture respondents' perceptions and experiences quantitatively.

In addition, documentation techniques were used to obtain supporting data from official unit records, including personnel structure, educational background, and job descriptions. These data served as complementary information to strengthen the findings obtained from the questionnaire. Literature review was also conducted by examining relevant textbooks, scientific journals, and policy documents related to human resource management, leadership, motivation, and performance.

The research instrument used in this study was a questionnaire based on a Likert scale, with response categories ranging from strongly disagree to strongly agree. This scale enabled the measurement of respondents' perceptions in a structured and quantifiable manner.

Data analysis was conducted using a quantitative statistical approach with the assistance of IBM SPSS Statistics software. The analysis followed established statistical procedures, including descriptive analysis, classical assumption testing, and regression analysis, to test the proposed hypotheses.

Data quality testing was performed to ensure the validity and reliability of the research instrument. Validity testing was conducted to assess whether each questionnaire item appropriately measured the intended variable. Items were considered valid if the calculated correlation coefficient exceeded the critical value at a 5% significance level. Reliability testing was conducted using Cronbach's alpha to evaluate the consistency of the instrument. A reliability coefficient exceeding the acceptable threshold indicated that the instrument produced consistent and dependable results.

RESULTS AND DISCUSSION

Data Collection Results

The results of data collection are presented as descriptive statistics in this study which is a variation of the answers of all variable statement items that have been filled in by 52 respondents through questionnaires that have been distributed. Then the variation of the results of the respondents' answers is processed using statistical methods and is clearly presented in the following table:

Description of the respondent's response to the influence of the award (x1)

The award influence variable (X1) in this study measures 5 indicators which are the result of respondents' answers. The results obtained are briefly explained in the following table:

Table 1. Respondents' Answers to Independent Variables (X1)

No	Variable Indicators	SS (5)	S (4)	RR (3)	TS (2)	STS (1)	N	Quantity Score
A. EDUCATIONAL BACKGROUND								
1	My educational background is in accordance with the duties and functions at BALAKADA PUSZIAD.	28	22	2	0	0	52	234

2	The education I have helps me understand official duties.	27	25	0	0	0	52	235
3	The knowledge from education supports the implementation of tasks and training.	29	22	1	0	0	52	236
4	Education made it easier for me to make work decisions.	31	21	0	0	0	52	239
5	I am able to apply educational knowledge in daily tasks.	32	20	0	0	0	52	240
B	WORK ETHOS							
1	I carry out my duties with discipline according to official rules.	39	13	0	0	0	52	247
2	I take full responsibility for the assigned tasks.	44	8	0	0	0	52	252
3	I work hard for the success of the organization.	43	9	0	0	0	52	251
4	I keep working optimally in demanding task conditions.	38	14	0	0	0	52	246
5	I uphold loyalty and integrity.	44	8	0	0	0	52	252
C	LEADERSHIP							
1	The leadership gives clear directions and work orders.	41	11	0	0	0	52	249
2	Leaders are firm, fair, and consistent.	41	11	0	0	0	52	249
3	Leaders are exemplary in discipline and work ethics.	42	10	0	0	0	52	250
4	Leaders provide support and motivation for work.	40	12	0	0	0	52	248
5	The leadership is open to suggestions for the performance of the unit.	39	13	0	0	0	52	247
D	WORK MOTIVATION							
1	I have a high spirit in carrying out my duties.	40	12	0	0	0	52	248
2	I am motivated to make the best contribution to the unit.	40	12	0	0	0	52	248
3	The recognition of the leadership increased my morale.	32	19	1	0	0	52	239
4	I am encouraged to improve my skills and professionalism.	36	16	0	0	0	52	244
5	I am proud to be part of BALAKADA PUSZIAD.	47	5	0	0	0	52	255

Source: Processed from primary data collected through questionnaires, 2026

Based on table 2, the accumulated data calculation shows that the average answer from the respondents to each question item for the independent variable (X) is 4.72 or if rounded to 5 which means that the average respondent answers strongly agree.

Description of Respondents' Answers to Personnel Performance (Y)

The personnel performance variable (Y) in this study is a bound variable that is influenced by two independent variables. The results obtained are briefly explained in the

following table:

Table 2. Respondents' Answers to Personnel Performance Variables (Y)

No	Variable Indicators	SS (5)	S (4)	RR (3)	TS (2)	STS (1)	N	Quantity Score
1	I complete tasks according to standards and targets.	34	18	0	0	0	52	242
2	My work is quality and accountable.	36	16	0	0	0	52	244
3	I work effectively and efficiently.	34	18	0	0	0	52	242
4	I get the job done on time.	35	17	0	0	0	52	243
5	I showed consistent and good performance.	35	17	0	0	0	52	243

Source: Processed from primary data collected through questionnaires, 2026

Data Processing Results

Validity Test

This statement uses Pearson's correlation. Specifically, it calculates the correlation between the scores for each item in the question and the overall score. If the correlation between the score of each question item and the overall score has a significance level of less than 0.05, then it can be said that the institution or question items have a significant correlation to the total score (valid). The validation test in this study was by distributing questionnaires that would be filled out by 52 respondents. Then it was processed using statistical data using the Pearson Correlation test. For questionnaires that are declared valid if the r-calculated value > r-table (0.273) and significance value, 0.05. The formula finds r table with a significant level of 5%, i.e., $df(\text{degree of freedom}) = n - 2 = 52 - 2 = 50$. Based on the distribution of the product moment table, the r table in this study is 0.273. From this validity test, the results described briefly are obtained in the following table.

From the results of the above validity, it can be concluded that all items in each variable have an r-calculated value greater than the r-table and a significance value of less than 0.05, so it can be concluded that all items in each variable are valid and suitable for use as research instruments.

Reality Test

A reality test is used to determine whether each statement in this case can be used multiple times by the same respondent. If *Cronbach's Alpha score* is above 0.60, the questionnaire is said to be reliable.

Based on the above reliability results, it can be seen that all variables have a cronbach's alpha value greater than 0.6 so that it can be concluded that all variables are reliable.

Classic Assumption Test

a. Normality Test

This test is carried out on each variable with the provision that if individually each of the variables meets the assumption of normality, then simultaneously the variable can be declared to meet the assumption of normality.

Based on Table 4.10 above, the results of the Kolmogorov Smirnov normality test were obtained with a value of 0.200 or greater than 0.05 so that it can be concluded that the data obtained in the regression model, independent variables (motivation, work environment, compensation), and dependent variables (employee performance) are normally distributed. A variable is said to be normally distributed if its significance is greater than or equal to 0.05.

b. Heteroscedasticity Test

The heteroscedasticity test is carried out with the aim of testing whether there is an

unevenness of *variance* from the residual of one observation to another observation in a regression model. Heteroscedasticity was tested using the Spearman Rank correlation coefficient test, which is the correlation between the residual absolutes of the regression result with all independent variables. If the significance of the correlation result is less than 0.05 (5%), then the regression equation contains heteroscedasticity and vice versa means non-heteroscedasticity or homoscedasticity. Based on the processing output, a significance value between independent variables with a significance value greater than 0.05 can be concluded that the data does not have a heteroscedasticity problem.

c. Multicollinearity Test

Multicollinearity test with the aim of testing whether there is a correlation between independent variables in a regression model. Based on the multicollinearity test above, it was obtained that the tolerance value of each variable was greater than 0.1 and the VIF value of each variable was smaller than 10 so that it can be concluded that the data is free from the problem of multicollinearity.

d. Multiple Linear Regression Analysis

Multiple linear regression analysis is a model in which the non-independent variable (Y) depends on two or more variables (X1,X2.). Multiple linear regression is used to predict the value of a dependent variable (Y) with more than one independent variable. The multiple linear regression analysis in this study analyzed the variables of the influence of motivation (X1), work environment (X2), compensation (X3) and employee performance (Y).

From the results of the calculation, the multiple regression equation is obtained as follows:

$$Y = 0.047 + 0.280 X1 + 0.457 X2 + 0.144 X_3 + 0.098 X4$$

Based on the table above, a constant value of 0.047 is obtained. This indicates that if the value of the independent variable is 0, then Y will be obtained as 0.047.

The regression coefficient of X1 of 0.282 has a positive value stating that every addition of one unit of X1 score will increase the Y score by 0.280 by keeping the value of other independent variables constant.

The regression coefficient of X2 of 0.457 has a positive value stating that every addition of one unit of X2 score will increase the Y score by 0.457 by keeping the value of other independent variables constant.

The regression coefficient of X3 of 0.144 has a positive value stating that every addition of one unit of X3 score will increase the Y score by 0.144 by keeping the value of other independent variables constant.

The regression coefficient of X4 of 0.098 has a positive value stating that every addition of one unit of X4 score will increase the Y score by 0.098 by keeping the value of other independent variables constant.

Hypothesis Testing Results

T test

This t-test is carried out to find out the extent of the influence of individual independent variables in explaining the dependent variables. This t-test can be done by comparing the t-count with the t table and the significance value < 0.05 or the calculation > table. In this study, the t table is:

Table 3. Partial Test (T Test)

		Coefficient				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Models		B	Std. Error	Beta		
1	(Constant)	.047	.556		.084	.933

X1bar	.280	.109	.309	2.569	.013
X2bar	.457	.219	.369	2.084	.043
X3bar	.144	.196	.129	2.736	.021
X4bar	.098	.221	.080	2.443	.032

a. Dependent Variable: Y

Source: Data processed using SPSS output, 2026

Test F

The F test is called *variance analysis*. The F test was performed to see the effect of the dependent variables together significantly. To find out the results of this F test, namely by comparing the value of the F calculation and the F table, if $F_{\text{calculate}} > F_{\text{table}}$, then H_0 is accepted H_a and vice versa.

Table 5. F Test Results

Models	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	5.946	4	1.487	19.169	.000b
	Residual	3.645	47	.078		
	Total	9.591	51			

a. Dependent Variable: Y

b. Predictors: (Constant), X1, X2

Source: Data processed using SPSS output, 2026

Coefficient Determination Test

**Table 6. Determination Coefficient Test Results
Model Summaryb**

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.787a	.620	.588	.2785

a. Predictors: (Constant), X1, X2

b. Dependent Variable: Y

Source: Data processed using SPSS output, 2026

The Influence of Educational Background on Personnel Performance on Balakada Pusziad

Comprehensively, the integration between the findings of this study and various theories and previous research shows strong consistency: educational background is a strategic variable in improving personnel performance. In the context of building the strength of the Indonesian Army, education must be seen as part of a long-term defense transformation strategy. Modernization of land power is not enough only through the procurement of defense equipment, but must be accompanied by strengthening the quality of professional, adaptive, and integrity human resources.

Thus, the results of this study not only have academic implications, but also strategic implications for personnel development policies. Education that is targeted, relevant to organizational needs, and oriented to the challenges of contemporary threats will strengthen military professionalism and support the success of national defense transformation in a sustainable manner.

The Influence of Work Ethic on Personnel Performance at Balakada Pusziad

From the perspective of the strength building of the Indonesian National Army, work ethic has strategic implications. The ongoing defense transformation demands soldiers who are not only technically skilled, but also have a high level of dedication and commitment to change. The modernization of defense equipment, the digitalization of the command system, and the integration of defense technology will face obstacles if it is not supported by an adaptive and progressive work ethic. A high work ethic encourages readiness to accept innovation, improves policy implementation discipline, and strengthens a performance-oriented organizational culture.

The dynamics of contemporary threats such as hybrid warfare, disinformation, cyberattacks, and asymmetric conflicts demand a response that is fast, precise, and consistent. In such situations, work ethic is the distinguishing factor between a responsive organization and a stagnant one. Soldiers with a high work ethic will demonstrate initiative, responsibility, and resilience in the face of operational pressures. This contributes to increasing the operational readiness of units in dealing with the spectrum of multidimensional threats.

Other studies in the field of organizational behavior have also shown that work ethic affects productivity, organizational commitment, and loyalty. Studies on organizational commitment state that individuals with a high work ethic tend to have a strong emotional attachment to the organization, thereby reducing the potential for disciplinary violations and increasing the effectiveness of collective work. In the military context, this is particularly relevant because unit cohesion and solidity are key factors in the success of operations.

Overall, the findings of this study show that work ethic is a strategic variable in improving personnel performance. In the perspective of National Resilience, work ethic strengthens the mental and moral dimensions of national defense. In the doctrine of military personnel development, work ethic is an integral part of the formation of soldiers' character and professionalism. In the framework of defense transformation and strength building of the Indonesian Army, work ethic is the foundation of an organizational culture that supports modernization and readiness to face contemporary threats.

Thus, improving work ethic is not only relevant at the individual level, but has strategic implications at the organizational and national levels. Strengthening the values of discipline, responsibility, loyalty, and dedication through a consistent coaching system will strengthen military professionalism and support the success of defense transformation in a sustainable manner and adaptive to the dynamics of the strategic environment.

The Influence of Leadership on Personnel Performance in Balakada Pusziad

Based on table 4.17, it can be known the level of significance of the influence of leadership on the performance of personnel in Balakada Pusziad. The significant level between these variables is 0.021. So it can be known that the significant value is $0.021 < 0.05$, which means that the influence of leadership has an effect on the performance of personnel in Balakada Pusziad. So it can be concluded that the hypothesis that states "the influence of leadership on the performance of personnel in Balakada Pusziad" is accepted.

The results of this study show that leadership has a positive and significant effect on personnel performance. These findings are in line with the research of (Dian Muzerika, 2018) which concluded that leadership has a positive influence on employee performance, as well as Moh's research. (Khoiri, 2019) on the South Jakarta Administrative City Election Supervisory Agency which also found that leadership has a positive and significant effect on performance. The consistency of these findings strengthens the argument that leadership is a determinant variable in shaping the effectiveness of individual and organizational work.

The empirical data of this study showed that respondents with a relatively high level of performance (average 4.67) also rated the leadership aspect relatively high (average 4.78). This

indicates a strong relationship between the perception of leadership quality and work performance. Good leadership creates a sense of security, certainty of direction, and psychological support that allows personnel to work optimally. From the perspective of organizational behavior, these conditions are related to increased motivation, job satisfaction, and commitment to the organization.

Theoretically, the influence of leadership on performance can be explained through a variety of approaches. The theory of transformational leadership developed by James MacGregor Burns and further developed by Bernard M. Bass emphasizes that leaders who are able to inspire, provide vision, and build collective commitment will increase the intrinsic motivation of subordinates. In the military context, transformational leadership is particularly relevant because the leader not only directs the task, but also shapes the morale, fighting spirit, and loyalty of the unit. Leaders who are able to be role models, provide intellectual stimulation, and individual attention will encourage continuous performance improvement.

In addition, the situational leadership theory of Paul Hersey and Ken Blanchard explains that leadership effectiveness is determined by the leader's ability to adapt his leadership style to the subordinate's readiness and maturity. In military organizations, this flexibility is important because personnel characteristics and the complexity of tasks can vary. Adaptive leaders will be better able to optimize the potential of unit members, thus having an impact on improving collective performance.

In the perspective of National Resilience, leadership has a strategic position because it functions as a driving force and unifying component of the nation's strength. National resilience is determined not only by material strength, but also by leadership qualities at every level. Effective leadership strengthens ideological, political, and defense resilience by creating internal stability, organizational cohesion, and high discipline. In the context of defense, strong leadership is a determining factor in maintaining national preparedness and deterrence.

When associated with the doctrine of military personnel development, leadership is the core of the formation of soldier professionalism. In the TNI coaching system, leadership is not only understood as a structural function, but as a moral responsibility and exemplary. Military leaders must be able to combine command *authority* with coaching and mentoring. Military professionalism as put forward by Samuel P. Huntington emphasizes the importance of responsibility and expertise in carrying out the military profession. However, such professionalism can only develop in an environment that is led effectively and with integrity.

Furthermore, the modern military concept put forward by Morris Janowitz emphasizes that military leadership must be able to manage the complexity of tasks outside of conventional warfare, including operations other than war, humanitarian assistance, and domestic security. This requires leaders who have managerial capacity, strategic communication, and social sensitivity. In this context, leadership is not only command-oriented, but also on the ability to build synergies across sectors.

In the perspective of the strength building of the Indonesian National Army, leadership has a central role in supporting defense transformation. Defense transformation characterized by the modernization of defense equipment, the digitization of command and control systems, and increased interoperability requires leaders who are visionary and adaptive to change. Without progressive leadership, modernization can be hampered by internal resistance or weak policy implementation.

The dynamics of contemporary threats such as hybrid warfare, cyber threats, radicalism, and asymmetric conflicts demand fast, precise, and measured decision-making. In such situations, leadership quality is a key factor in the success of the operation. Leaders who are able to read strategic situations, manage risks, and maintain unit morale will increase the effectiveness of responses to threats. Thus, leadership contributes directly to increasing operational readiness and deterrence capability.

Other research in the field of strategic management also shows that effective leadership increases organizational resilience, which is the ability of organizations to survive and adapt in crisis situations. In the military context, the resilience of this organization is critical given the dynamics of the uncertain strategic environment. Strong leadership builds a culture of discipline, loyalty, and solidarity of the corps, which is the foundation of a unit's combat power.

Overall, the results of this study confirm that leadership is a strategic variable in improving personnel performance. In the perspective of National Resilience, leadership strengthens the stability and cohesion of defense organizations. In the doctrine of military personnel development, leadership is the main instrument of character formation and professionalism of soldiers. In the framework of defense transformation and strength building of the Indonesian Army, visionary and adaptive leadership is a determining factor for the success of modernization and readiness to face multidimensional threats.

Thus, strengthening the quality of leadership through education, training, and continuous coaching is a strategic investment in building a professional, modern, and responsive military to contemporary threat dynamics, while strengthening National Resilience as a whole.

The Effect of Work Motivation on Personnel Performance in Balakada Pusziad

Based on table 4.18, it can be seen the significance of the influence of work motivation on personnel performance in Balakada Pusziad. The significant level between these variables is 0.032. So it can be known that the significant value is $0.032 < 0.05$, which means that the influence of work motivation affects the performance of personnel in Balakada Pusziad. So it can be concluded that the hypothesis that states "the influence of work motivation on personnel performance in Balakada Pusziad" is accepted.

The results of this study show that work motivation has a positive and significant effect on personnel performance. This finding is in line with research by Feby Indri Yani (2025) on employees of PT Arara Abadi who stated that work motivation has a positive effect on performance, and research by (Hendra Irawan, 2024) who also found that work motivation has a positive and significant effect on employee performance. The consistency of these results strengthens the conclusion that motivation is a fundamental variable in determining the level of individual performance in the organization.

Empirical data in this study showed that personnel with a relatively high level of performance (average 4.67) also had a relatively high level of motivation (average 4.75). This shows a strong correlation between an individual's internal drive and the achievement of work results. Conceptually, motivation is a psychological energy that directs, moves, and maintains work behavior towards the achievement of certain goals. Without adequate motivation, the abilities and skills possessed by individuals will not be optimally manifested in the form of performance.

In the perspective of classical theory, Abraham Maslow through the hierarchy theory of needs explains that individuals are driven to meet needs ranging from basic needs to self-actualization. In the military context, the need for a sense of security, reward, and self-actualization is particularly relevant. Soldiers who feel valued, recognized, and have the opportunity to grow will show higher work motivation. Meanwhile, Frederick Herzberg's two-factor theory distinguishes between hygienic factors and motivating factors. Motivating factors such as achievement, recognition, and responsibility have a direct influence on performance improvement. The findings of this study indicate that these motivating factors are relatively fulfilled so that they have an impact on the high performance of personnel.

Furthermore, the expectation theory from Victor Vroom explains that a person's motivation is determined by the belief that the effort made will produce good performance (expectancy), that performance will bring certain results (instrumentality), and that the results

are valuable to the individual (valence). In the context of this study, high motivation and performance scores showed that personnel had a strong belief in the relationship between effort, achievements, and awards obtained. This creates a positive cycle that strengthens work performance.

From the perspective of National Resilience, work motivation has a strategic dimension because it is related to the fighting power and mental resilience of defense human resources. National Resilience does not only rely on physical and material aspects, but also on mental-psychological aspects. Soldiers who have high motivation will show a better spirit of devotion, loyalty, and preparedness. Motivation is part of moral resilience which is very important in maintaining the stability and readiness of the country's defense.

When analyzed through the doctrine of military personnel development, motivation is the result of an effective coaching system. Personnel development not only aims to improve technical competence, but also builds fighting spirit, discipline, and loyalty. In military organizations, motivation is not solely material, but also ideological and moral. The internalization of the values of Sapta Marga and the Soldier's Oath forms an intrinsic motivation based on devotion to the nation and state. Thus, motivation in the military context has a broader dimension than that of civilian organizations.

The concept of military professionalism as put forward by Samuel P. Huntington emphasizes the importance of responsibility and commitment to the military profession. High motivation reinforces a sense of professional responsibility and encourages soldiers to perform their duties optimally. Meanwhile, Morris Janowitz emphasized the importance of service orientation in the modern military. Strong intrinsic motivation will drive soldiers to carry out their duties not only because of structural obligations, but also because of professional and moral awareness.

In the framework of the strength building of the Indonesian National Army, work motivation has strategic implications for the success of defense transformation. Defense transformation, which includes the modernization of defense equipment, the digitization of command systems, and the increase in interoperability, requires human resources who have a high spirit of learning and adaptation. Without strong motivation, the modernization process can be hampered by low participation or resistance to change. On the contrary, high motivation will accelerate the internalization of new technologies and updated doctrines.

The dynamics of contemporary threats such as hybrid warfare, cyberattacks, disinformation, and asymmetric conflicts demand rapid and innovative responses. In such situations, motivation serves as a driver of initiative, creativity, and resilience in the face of operational pressure. Motivated soldiers will be better equipped to take on complex challenges and work beyond the minimum standards set. This contributes to increasing operational readiness and organizational resilience.

Other research in the field of strategic management also shows that motivation affects organizational commitment and organizational citizenship behavior (OCB), which is voluntary behavior that supports organizational effectiveness. In the military context, this kind of behavior is reflected in a willingness to help colleagues, maintain unit cohesion, and carry out additional tasks without waiting for direct orders. All of this strengthens the solidity and effectiveness of the unit in dealing with crisis situations.

Overall, the results of this study confirm that work motivation is a key factor in improving personnel performance. In the perspective of National Resilience, motivation strengthens the mental and moral resilience of soldiers. In the doctrine of military personnel development, motivation is the result of the internalization of the values of devotion and discipline. In the framework of defense transformation and strength building of the Indonesian Army, motivation is the driving energy for adaptation, innovation, and professionalism in facing multidimensional threats.

Thus, strengthening work motivation through a coaching system, inspirational leadership, fair awards, and career development opportunities is a strategic investment in building a professional, modern, and high-defense defense force in the midst of the dynamics of the ever-evolving strategic environment.

The Influence of Educational Background, Work Ethic, Leadership and Motivation for Personnel Performance at Balakada Pusziad

The testing of the influence of independent supporting variables in quantitative research generally refers to the causal steps approach proposed by Baron & Kenny, (1986). The results of the analysis at the stage of testing the influence of independent variables on dependent variables before the independent supporting variables were included in the model showed that their respective educational backgrounds, work ethic, and leadership had a significant effect on the performance of Balakada Pusziad personnel, which was shown by a significance value of less than 0.05. These findings indicate that the three independent variables with Motivation as the supporting variable are important factors that directly affect personnel performance, thus meeting the initial requirements for the role testing of motivational variables to be added to the model.

Furthermore, as shown in table 4.20, work motivation has also been shown to have a significant effect on personnel performance. Personnel with a high level of work motivation tend to show better work morale, discipline, and seriousness in completing tasks, thus having a direct impact on improving performance. These findings confirm that work motivation is an internal psychological factor that plays an important role in encouraging the achievement of optimal performance, work motivation as a support for the educational background, work ethic, and leadership to improve personnel performance.

After the motivation variable as an independent supporting variable was included in the model, it was seen that the value of the direct influence coefficient of educational background, work ethic, and leadership on personnel performance decreased. These findings provide empirical evidence that work motivation plays a role as an independent supporting variable in the relationship between independent variables and the performance of Balakada Pusziad personnel. This means that although all three independent variables remain directly influencing performance, the presence of work motivation reinforces and explains the mechanism of these influences more comprehensively.

Specifically, before the work motivation variables were included in the model, educational backgrounds, work ethic, and leadership respectively showed a greater regression coefficient on personnel performance. However, after work motivation was included in the model as an independent supporting variable, the value of the direct influence coefficient of the three variables decreased, although statistically it was still at a level of significance below 0.05. The decrease in the value of this coefficient shows that some of the influence of educational background, work ethic, and leadership on performance is also influenced by work motivation.

The findings of this study show that work motivation plays a role as an independent supporting variable that strengthens the relationship between educational background, work ethic, and leadership to personnel performance. These results are consistent with the research of Abdul Majid, (2017) who stated that the influence of educational background on performance becomes stronger when added with work motivation variables. Similarly, research by (Feby Indri Yani, 2025) found that work motivation strengthens the relationship between individual factors and performance, which is shown by a decrease in the direct coefficient of influence after the motivation variable is included in the model. The same pattern was also found in the research of (Maulidia, 2020) and (Pipiet Melati Firdaus, 2022), where work ethic has a significant effect on performance both directly and through work motivation. Meanwhile, research by (Dian Muzerika, 2018) and (Moh. Khoiri, 2019) emphasized that effective

leadership improves performance through increasing subordinate motivation. The consistency of the various research results shows that motivation is not only an independent variable, but also a psychological mechanism that bridges various organizational factors with performance achievements.

Theoretically, this finding can be explained through the expectation theory of Victor Vroom, which emphasizes that motivation is a function of an individual's belief that effort will result in performance and performance will bring valuable results. The educational background increases expectancy (belief in one's own abilities), work ethic strengthens effort intensity, and leadership increases instrumentality and valence through a system of rewards and recognition. Thus, motivation becomes an integrative node that connects competence, work values, and leadership with real performance.

In addition, Abraham Maslow's theory of needs and Frederick Herzberg's two-factor theory provide a conceptual foundation that intrinsic factors such as achievement, recognition, and responsibility have a stronger drive for performance than external factors alone. In the context of this study, education increases self-actualization capacity, work ethic strengthens achievement orientation, and leadership creates a conducive psychological environment, so that motivation grows internally and has an impact on performance.

From the perspective of National Resilience, the mechanism of motivation has strategic implications. National resilience is not only determined by the availability of educated human resources or by a good leadership system, but by the extent to which these factors are able to arouse the motivation of devotion to the state. Strong motivation strengthens the mental, moral, and ideological resilience of soldiers. In the context of defense, motivated soldiers will show higher resilience, loyalty, and operational readiness. Thus, motivation is a strengthening element in the dimension of national defense resilience.

When associated with the doctrine of military personnel development, the results of this study show that effective coaching must be integrative. Education (*dikbangum* and *dikbangspes*) forms competence, work ethic builds character discipline and responsibility, and leadership forms direction and example. However, these three factors will only produce optimal performance if they are able to arouse the intrinsic motivation of soldiers. In the framework of military professionalism as stated by Samuel P. Huntington, professionalism is not only determined by expertise, but also by a sense of responsibility and commitment to the profession. Motivation is the internal energy that keeps the commitment alive in the implementation of tasks.

Meanwhile, Morris Janowitz's modern military perspective emphasizes that today's soldiers must have a service orientation, intellectual capacity, and adaptive ability. Motivation is the main driver in internalizing this orientation, especially in dealing with the spectrum of non-conventional threats such as hybrid warfare, cyber threats, disinformation, and asymmetric conflicts.

In the context of the strength building of the Indonesian National Army, these findings show that defense transformation is not enough just with the modernization of defense equipment and doctrinal reform. Modernization of command systems, digitalization, and increased interoperability require human resources who are not only competent, but also highly motivated to learn and adapt. The decrease in the direct coefficient of influence after including motivation in the model suggests that the success of personnel development policies is highly dependent on the organization's ability to generate and maintain the internal motivation of soldiers.

The dynamics of contemporary threats demand a fast, innovative, and coordinated response. In crisis situations, motivation is the determining factor between simply carrying out tasks procedurally and carrying out tasks with full dedication. Motivated soldiers will be better

prepared to deal with psychological stress, operational risks, and the complexity of the task field. This strengthens the operational readiness and deterrence capability of the organization.

Comprehensively, the integration of educational background, work ethic, leadership, and motivation forms a holistic personnel development system. Education increases cognitive capacity, work ethic strengthens value orientation, leadership provides direction and example, while motivation becomes an internal driver that actualizes all of these potentials in the form of performance. From the perspective of National Resilience and defense transformation, the synergy of these four variables is a strategic foundation in building a force of the Indonesian Army that is professional, adaptive, and ready to face multidimensional threats.

Thus, the results of this study not only enrich the academic study of organizational behavior, but also provide strategic implications for military personnel development policies. Strengthening motivation as an independent supporting variable must be a major concern in educational planning, work ethic development, and leadership development, so that defense transformation can run effectively and sustainably.

CONCLUSION

This study aims to analyze the influence of educational background, work ethic, leadership, and work motivation on the performance of Balakada Pusziad personnel through a quantitative approach to 52 respondents, with results showing that these four variables have a positive and significant effect on performance. The educational background acts as the foundation of competence and professionalism, work ethic reflects the discipline and character of soldiers that support the effectiveness of the task, leadership functions as a guide and motivation driver in maintaining stability and operational readiness, while work motivation becomes psychological energy that encourages dedication and resilience in facing tasks. Overall, personnel performance is formed from the synergy between competence, character, leadership, and motivation, which reflects the comprehensive development of personnel. This finding has strategic implications in the development of the TNI AD's strength, where defense modernization requires human resources who are not only technically superior, but also mentally and morally strong, so that personnel development is the key in facing contemporary threat dynamics and supporting national resilience in a sustainable manner. As a brief recommendation, Balakada Pusziad should continue to improve personnel performance through relevant education and training, strengthening work ethic values, developing effective leadership, and maintaining work motivation through consistent coaching and appreciation systems. Future research is also recommended to examine other factors that may influence military personnel performance in a broader organizational context.

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