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## The Influence Of Coaching System, Discipline And Motivation On Competence And Its Impact On Personnel Performance Of Yonif Unit Kodam IM

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### Abstract

This research examines the influence of the coaching system, discipline and motivation on personnel competence and its impact on the personnel performance. The population of this study was 462 of personnel of R 112 / DJ Iskandar Muda Kodam Yonif Unit (Kodam IM Yonif Unit). Sampling was done by proportional sampling technique, so the authors took a sample of 195 people to avoid errors, because the population is more than the number of samples. The research model was analyzed using Structural Equation Modeling (SEM) through the use of the Amos application. The results of this study are on the Kodam IM Yonif Unit prove the coaching system affects the personnel competence, Discipline affects the personnel competence, work motivation affects the personnel competence, the coaching system influences the personnel performance, discipline also gives an influence on personnel performance , work motivation owned by personnel also affects the performance of personnel, personnel competence has a positive and significant effect on personnel performance, and there is an indirect effect of the coaching system, discipline and work motivation on personnel performance through personnel competence. These all findings have proven by the test, and the model contributes to enrich the calusality theories in management, and can be a reference for the practical persons especially the leaders in Yonif Unit Kodam IM. The interest issue in this research resides in the coaching system that is needed to be integrated with discipline and work motivation to effect the personnel performance. And it turns out, competence acts as partial mediation so its existence can be a mediator or not in the research model.

**Keyword:** Coaching System, Discipline, Motivation, Personnel Competence, Personnel Performance.

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### 1. Introduction

The development and demands of the TNI AD tasks, bureaucratic reform programs focus on the management of the Human Resource Management System and the Zero Growth of Personnel (ZGP) policy to build a minimum essential force. The ZGP policy in the context of building a Minimum Essential Force (MEF) means that the Army must be able to improve its human resources in line with the principle of "Single Target Development" which is to carry out bureaucratic reform, carry out in terms of unit operational readiness, improve the quality of its people (HR), improve the welfare of the soldiers and civil servants (PNS) and their families, and

carry out administrative and legal order in accordance with applicable regulations. For career development activities, the personnel of the Army must be carried out in a planned, directed and sustainable manner, to present career development opportunities and to fulfill job norms and ranks appropriately and appropriately for the personnel involved while still paying attention to and protecting the interests and needs of the organization.

All processes in the formation of a career must pass Wanjak session, with the level of Pati group lead by Kasad (Head of Army), in group IV / Colonel led by Wakasad, in Goljab V and VI / Lieutenant Colonel and Major led by Aspers Kasad. Mutation of personnel in the structure is preferred to fill Kotama (outside of Java) which still lacks personnel, while mutations outside the structure are applied selectively in accordance with the competencies they have. The dynamics in the development of an organization which tends to be fast over the past 10 years, makes a balance between personnel intake and termination of service ties that are no longer in accordance with the Binkar format used. This imbalance resulted in the organization of the Indonesian Army carrying the burden of excess personnel for quite a long time.

Stagnation due to excessive personnel burden can be addressed by the Army, in this case the Spersad unit with several strategic steps including preparing a transparent and clear road map, implementing carrier by design for all soldiers so that the professionalism of the soldiers warriors can be awake. Competencies formed by basic knowledge, skills, attitudes and values must continue to be considered and traced correctly and precisely so that the hidden potential can continue to be explored to support the organization. The search for the potential to get the right people in the right positions is carried out by the Indonesian Army based on psychological results, educational results and the talents and achievements of soldiers in the field. Spersad tries to implement Binkar consistently, integrated, directed, planned and integrated well in order to form a professional soldier. At present, competency testing related matters tend to be limited to certain positions, such as candidates for Danrem, Danrindam, Danbrigif, Danmen, Danyon, Dandim and Danden Intel, but in the future they will be developed in almost all office spaces.

The current problem that lies behind the development of the research model in this paper is the low performance produced by the personnels of the R 112 / DJ Kodam Iskandar Muda Yonif Unit (Yonif Unit Kodam IM) in carrying out their main tasks and functions. The impact of the low performance of personnel is caused by the low level of competence of personnel in carrying out the functions and main tasks that exist in each personnel in accordance with the capacity of the office for which they are responsible. One of the factors that can affect the performance of members of the Yonif Unit Kodam IM is the competence of the members. The problem faced by members of the Yonif Unit Kodam IM regarding competence is that there are still quite a lot of members who do not yet have competencies according to their main functions and tasks.

To improve the performance of personnel and also improve the competence of personnel requires a system of personnel development in a systematic, continuous and sustainable manner, so that personnel have the knowledge and abilities provided by their mentors or seniors in the coaching program. Coaching is intended as a process of providing motivation to each personnel so that they can work optimally for the achievement of an effective and efficient organizational goal. In addition to the coaching system, the discipline of personnel can also affect the competence of personnel and also improve personnel performance, where discipline is meant discipline to continue learning and continue to try to improve the ability of personnel in various assignments in accordance with the capabilities of the personnel. Disciplinary factors have a very important role in the implementation of a personnel work because work discipline is one of the factors that can encourage and influence the performance of personnel. Work discipline is not

only meant as a compliance in attendance, but even more than that discipline includes all attitudes, behaviors and actions carried out in accordance with the rules set by the organization both written and not.

In addition to disciplinary factors, work motivation also has a role in increasing member competencies and also has a role in improving personnel performance. The success of an organization is influenced by the motivation shown by personnel and also by the work achieved by a member in carrying out tasks in accordance with the responsibilities given to him.

## **2. Literature Study**

### **Personnel Performance**

The success of an organization is certainly influenced by employee performance, which causes every company will strive to improve and strengthen the performance of its employees in achieving organizational goals that have been previously set. Employee performance refers to a person's achievements which are measured based on the standards and criteria set by the company. Management to achieve high human resource performance is intended to improve the overall company (Mas'ud, 2004). According (Mangkunegara, 2010) performance is a result of work both in terms of quality and quantity that can be achieved by an employee in carrying out his duties in accordance with the responsibilities that have been given to him. While (Zainal, 2015) described that the performance is a result of work or the overall level of success of a person in a certain period in the implementation of his duties compared to a standard result from the work, targets, targets or criteria that have been predetermined and agreed upon together. Then it can be revealed that performance is part of the work process that can be a measure of the success of a job.

As for the indicators of personnel performance (Parlinda & Wahyuddin, 2004), consists of several indicators, namely: (1) the quality of work produced; (2) The quantity of work that I produce; (3) timeliness; (4) work effectiveness; (5) independence; and (6) work commitments.

### **Competence**

Now this is indeed an era of competency-based HR management, where diplomas no longer determine 100 percent of one's skills. Many companies only judge what a person or individual can do rather than just looking at a diploma. Utilization of skills, especially very specific skills can be the spearhead for the success of an organization. (Wibowo, 2013) illustrated that every organization is made to achieve certain goals and if achieved then it can be called a success. To achieve this success, it takes a strong foundation or foundation in the form of: leadership competence, employee competence and work discipline that can strengthen and maximize competence. (Hartati, 2005) said competence, namely the ability to carry out tasks in accordance with science and knowledge, skills and technology as well as experience that is relevant or relevant to the assigned field so that they can further develop motivation in work and can improve their performance on an ongoing basis..

In his book, (Wibowo, 2013) said that competence is interpreted as an ability to carry out or carry out a job or task based on knowledge and skills and is supported by work attitudes required at work. Competence is also a person's ability to produce work at satisfactory levels including the ability to use skills and knowledge, displaying the characteristics of knowledge and skills possessed or needed in carrying out tasks, explaining what someone does at work at

various levels and detailing the standards of each level, explain the characteristics, knowledge and skills needed by individuals in carrying out tasks so as to achieve quality standards of work. The more competencies considered in the human resource process will further enhance organizational performance.

Competency indicators according to (Wibowo, 2013) are (1) The level of knowledge possessed by employees in carrying out their duties, (2) Work ability is the ability to achieve work targets, (3) Communication ability is the ability in communication or working relationships with colleagues and leaders, (4) Skills namely skills in completing work, (5) IT mastery that is the ability of employees in mastering information technology, (6) The attitude of togetherness is the ability of employees to maintain attitudes in the organizational environment.

### **Coaching System**

Understanding coaching according to the view (Werther & Davis, 1996), namely efforts to help a person or individual handle his future responsibilities which are oriented towards the implementation of his duties, fostering individuals, devoting his attention to individuals as individuals, in relation to work and organization, and paying particular attention to personal relationships. While (Mathis & Jackson, 2006) defined coaching as a process whereby people achieve certain abilities to help achieve organizational goals. Thus, this process is related to various objectives in the organization. Coaching can be viewed narrowly or broadly. (Thoha, 2012) explained coaching that is an action, process, result, or statement that is better. In this case shows the progress, increase in growth, evolution of various possibilities, developing or increasing something. From some of these descriptions it can be concluded that coaching is interpreted as a guardian of one's ability to handle the tasks and targets of his work so that he can achieve something in line with expectations. Coaching can also be said as honing abilities that involve the process of direction and evaluation. Coaching should be carried out in every organization in order to achieve goals. In the current research object, personnel training leads specifically to the scope of military organizations.

Coaching indicators according to (Thoha, 2012) consists of: (1) mental development, (2) spiritual formation, (3) fostering harmony and harmony, (4) fostering behavior, (5) fostering exemplary, (6) fostering love and loyalty.

### **Discipline**

Work discipline is an attitude that is indeed needed and gets attention on every job done by everyone in an effort to improve its performance in order to achieve organizational goals. According to (Mangkuprawira & Hubeis, 2007) employee work discipline is related to the nature of a person who consciously they can obey the rules or not on certain organizations. For a Civil Servant, work discipline is expected to be a reference for his work. Meanwhile according to (Dessler, 2003) discipline describes a procedure that can be used as a reference by a superior to correct or punish a subordinate for violating regulations or procedures established by a company or organization. It can be said that discipline is related to the ability of a person or employee to abide by the rules and regulations that have been determined by the organization where he or she is working.

Indicators of work discipline according to (Dessler, 2003) consists of: (1) Being punctual in carrying out tasks, (2) Obeying the rules that have been set, (3) Awareness of the importance

of duties and responsibilities, (4) Discipline to the rules both written and unwritten and (5) Attitude and behavior.

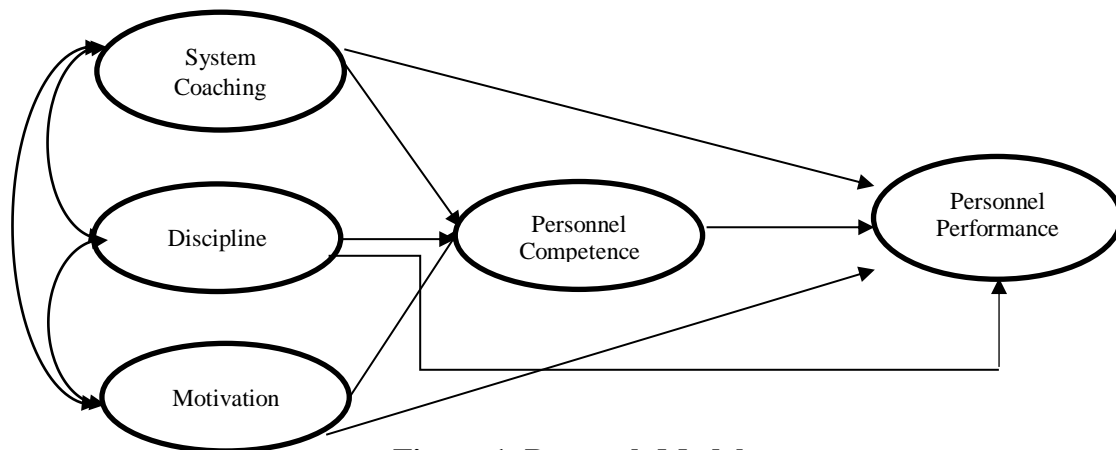
### Motivation

According (Manullang, 2001) motivation can be interpreted as giving excitement in working for employees. By providing motivation, it is expected to be a stimulant to related employees so that the employee can work with all their business. Meanwhile according to (Handoko, 2008) motivation is interpreted as a person's personal condition that encourages the desire of individuals in carrying out certain activities to achieve goals. (Siagian, 2012) revealed that motivation is a driving force that causes an organization member to be willing and willing to use and mobilize his abilities both in terms of expertise and skills and time to carry out various activities that are his responsibility and complete his obligations, in order to achieve the goals and various goals of the organization that have been determined.

According (Siagian, 2012), motivational indicators are as follows: (1) The quality of work increases, (2) Tasks according to ability, (3) High work initiatives, (4) Work relations, (5) Sacrifices. The good in terms of expertise and skills and time to carry out various activities that are its responsibility and complete its obligations, in order to achieve the goals and various predetermined organizational goals

### Research paradigm

Based on the discussion of the problem and research literature, the researcher formulates the paradigm and research hypothesis as follows.



**Figure 1. Research Model**

- H1: Coaching system affects personnel competence of Yonif Unit Kodam IM.
- H2: Discipline affects personnel competence of Yonif Unit Kodam IM.
- H3: Motivation affects personnel competence of Yonif Unit Kodam IM.
- H4: Coaching system affects the personnel performance of the Yonif Unit Kodam IM.
- H5: Discipline affects personnel performance of Yonif Unit Kodam IM.
- H6: Motivation affects personnel performance of Yonif Unit Kodam IM.
- H7: Personnel competence affects personnel performance of Yonif Unit Kodam IM.
- H8: Coaching system affects the personnel performance through personnel competence of the Yonif Unit Kodam IM.

H9: Discipline affects personnel performance through personnel competence of the Yonif Unit Kodam IM.

H10: Motivation affects the personnel performance through personnel competence of the Yonif Unit Kodam IM.

### **3. Research Method**

This research was conducted at the Yonif Unit Kodam IM, the Unit in Kodam Iskandar Muda (Indonesian Army) operates in Aceh Province, Indonesia. The research variables in the modeling are the coaching system, discipline, work motivation, personnel competence and performance of members of the Yonif Unit Kodam IM. The population of this study was 462 people. Sampling is done by proportional sampling technique, so the authors take a sample of 195 people to avoid errors, because the population is more than the number of samples.

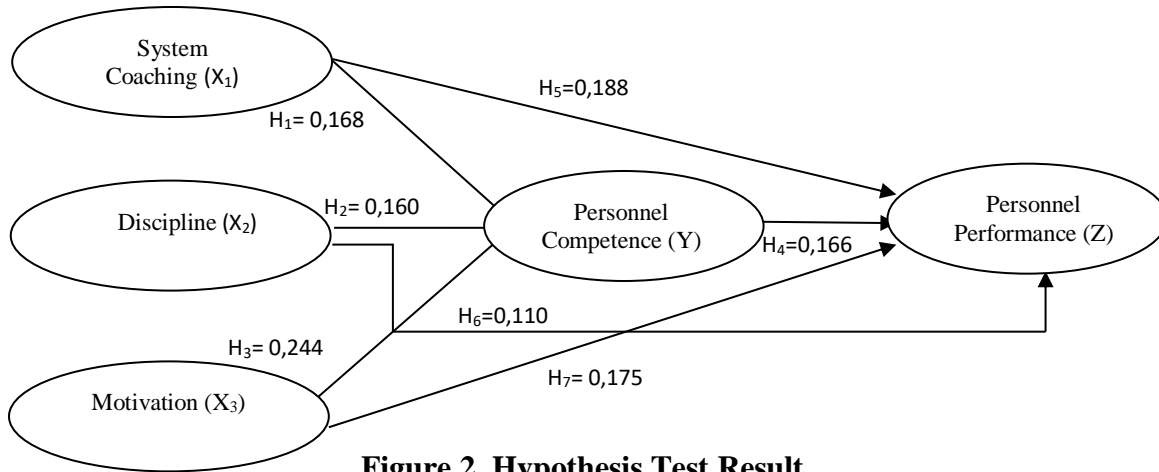
Data were collected using a questionnaire. The list of questions was asked and assessed using a Likert scale. Data were analyzed using Structural Equation Modeling (SEM) techniques using Amos software. The SEM equation model is a combination of statistical techniques that can test a series of relatively complex relationships simultaneously (Hair, Hult, Ringle, & Sarstedt, 2016). SEM is able to enter latent variables into the analysis. Before testing the hypothesis, confirmatory factor analysis (CFA). CFA in SEM needs to be done to ensure that the indicators are fit (Silva & Alwi, 2008). To test mediation variables, this study uses the Sobel test.

In this study, researchers construct constructs for each variable studied based on previous theories, where the constructs are tangible indicators, namely:

- a. Personnel performance with measurement indicators (1) the quality of work produced; (2) The quantity of work that I produce; (3) timeliness; (4) work effectiveness; (5) independence; and (6) work commitments.
- b. Personnel competency with measurement indicators (1) level of knowledge, (2) work ability, (3) communication skills, (4) skills, (5) IT mastery, (6) togetherness attitude.
- c. Coaching system with measurement indicators (1) mental coaching, (2) spiritual coaching, (3) fostering harmony and harmony, (4) fostering behavior, (5) fostering exemplary, (6) Fostering love and loyalty.
- d. Discipline with measurement indicators (1) Timely, (2) Obeying the rules, (3) awareness, (4) discipline in the rules, (5) Attitudes and behavior.
- e. Work motivation with measurement indicators (1) The quality of work increases, (2) Tasks according to ability, (3) High work initiatives, (4) Work relations, (5) Sacrifices.

### **4. Result and Discussion**

Analysis of the structural model that explains the effect test between variables is presented in the following path diagram:



**Figure 2. Hypothesis Test Result**

The test results of the full model for testing the hypothesis after going through the fulfillment of SEM assumptions, are more clearly found in the following table:

**Tabel 1. Hasil Pengujian Hipotesis**

			Estimate	S.E.	C.R.	P
Personnel Competence	<---	Coaching System	0.168	0.012	2.667	***
Personnel Competence	<---	Dicipline	0.160	0.036	2.306	***
Personnel Competence	<---	Motivation	0.244	0.035	2.371	.002
Peformance Personnel	<---	Coaching System	0.188	0.034	2.559	***
Peformance Personnel	<---	Dicipline	0.110	0.013	2.077	***
Peformance Personnel	<---	Motivation	0.175	0.053	2.491	***
Peformance Personnel	<---	Personnel Competence	0.166	0.338	2.530	.001

Source: Questionnaire / Primary Data, 2020 (processed)

Based on the SEM analysis results in Table 1 and statistical equations (1) and (2), the following results can be formulated:

$$\text{Personnel Competence} = 0.168 \text{ coaching system} + 0.160 \text{ dicipline} + 0.244 \text{ work motivation}$$

$$\text{Peformance Personnel} = 0.188 \text{ coaching system} + 0.110 \text{ dicipline} + 0.175 \text{ work motivation} + 0.166 \text{ personnel competence}$$

**1. H1: The influence of the coaching system on the personnel competence of the Yonif Unit Kodam IM**

The test results for the parameters of the influence of the coaching system on personnel competence show a critical ratio (CR) value of 2.667 and also a probability (P Value) of 0,000. The resulting values are sufficient for H1 acceptance, namely a CR value of 2.667 which is greater than 1.97 and a probability of less than 0.05. Based on these results it can be concluded that the personnel coaching system of the Yonif Unit Kodam IM has an effect on increasing the competence of personnel of the 112 R Infantry Battalion Unit / Iskandar

Muda Kodam DJ. The magnitude of the influence of the coaching system on personnel competence is 0.168 or 16.8%.

This indicates that the improvement of the Yonif Unit Kodam IM coaching system will have a positive and real impact on improving the competence of personnel in the Yonif Unit Kodam IM. The results of this study present the implications that the higher level of coaching system owned by personnel will have an impact on increasing the competency of personnel.

2. **H2: The influence of discipline on the personnel ompetence of Yonif Unit Kodam IM**

The estimated value for testing the effect of discipline on personnel competence shows a critical ratio (CR) value of 2.306 and also a probability (P Value) of 0,000. The resulting values are sufficient for H2 acceptance, namely a CR value of 2.306 which is greater than 1.97 and a probability of less than 0.05. Thus it can be concluded that the discipline of the personnel of the Yonif Unit Kodam IM affects the improvement of personnel competency.

This indicates that the better or in accordance with the discipline of personnel will further improve the competency of personnel. The magnitude of the influence of discipline on personnel competence is 0.160 or 16.0%. The results of this study present the implications that when a higher level of discipline of personnel will have an impact on improving personnel competence.

3. **H3: The influence of work motivation on personnel competence of Yonif Unit Kodam IM**

The test results for the parameters of the influence of work motivation on personnel competence shows the value of the critical ratio (CR) of 2,371 and also the probability (P Value) of 0,000. The resulting values are sufficient for the acceptance of H3, namely a CR value of 2,371 which is greater than 1.97 and a probability of less than 0.05. Based on these results it can be concluded that work motivation possessed by personnel has an influence on improving personnel competence in the Yonif Unit Kodam IM.

This indicates that the better management of work motivation of personnel will have an impact in increasing personnel competence, especially in achieving organizational goals. The amount of influence of work motivation on personnel competence is 0.244 or 24.4%. The results of this study present the implications that when the better management of work motivation of personnel will have an impact on increasing personnel competence. Greater than 1.97 and the probability of less than 0.05. Based on these results it can be concluded that work motivation possessed by personnel has an influence on improving personnel competence in the Yonif Unit Kodam IM.

4. **H4: The influence of the coaching system on the personnel performance of Yonif Unit Kodam IM**

The test results for the parameters of the influence of the coaching system on personnel performance show a critical ratio (CR) value of 2.559 and with a probability of 0,000. The resulting values are sufficient for H4 acceptance, namely a CR value of 2.559 which is greater than 1.97 and a probability of less than 0.05. Based on these results a conclusion can be drawn that the coaching system influences the performance of personnel in the Yonif Unit Kodam IM.

This indicates that the better the coaching system owned by personnel will have an influence on the personnel performance improvement of the Yonif Unit Kodam IM. The magnitude of the influence of the coaching system on personnel performance is 0.188 or 18.8%. With the coaching system owned by organizational personnel will have an impact on improving



personnel performance, this is because of the insights that are owned by personnel, so as to produce the performance expected by the organization.

**5. H5: The influence of discipline on personnel performance of Yonif Unit Kodam IM**

The test results for the parameter of the influence of discipline on personnel performance showed a critical ratio (CR) value of 2.077 and also a probability (P Value) of 0,000. The resulting values are sufficient for the acceptance of H5, namely a CR value of 2.077 which is greater than 1.97 and a probability of less than 0.05. Based on these results it can be concluded that the discipline of personnel in the Yonif Unit Kodam IM has an influence on improving the performance of personnel of the Yonif Unit Kodam IM, especially in providing services to the community. The magnitude of the influence of discipline on personnel performance is 0.110 or 11.0%.

The results of this study also have the implication that with the discipline owned by personnel will have a real impact on improving the personnel performance of the Yonif Unit Kodam IM, this is because the personnel want to be responsible for all the work that has been delegated to him.

**6. H6: The effect of work motivation on the personnel performance of the Yonif Unit Kodam IM**

The test results for the parameters of the effect of work motivation on personnel performance show a critical ratio (CR) value of 2.491 and also a probability (P Value) of 0,000. The resulting values are sufficient for H6 acceptance, namely a CR value of 2.491 which is greater than 1.97 and a probability of less than 0.05. Based on these results it can be concluded that work motivation given to personnel of the Yonif Unit Kodam IM has an influence on improving the performance of personnel of the Yonif Unit Kodam IM, especially the management of work motivation of personnel by providing enthusiasm or entertainment to personnel such as recreation. The amount of influence of work motivation on personnel performance is 0.175 or 17.5%.

The results of this study present the implications that with good work motivation will have an impact on improving personnel performance, this is because personnel work motivation is also important for the progress and improvement of organizational performance, where personnel should not be negligent in working.

**7. H7: Effect of Personnel Competence on Personnel Performance of Yonif Unit Kodam IM**

Based on Table 1, the estimated parameter values for testing the effect of personnel competence on personnel performance show a critical ratio (CR) value of 2.530 and a probability (P Value) of 0,000. The resulting values are sufficient for the acceptance of H7, namely a CR value of 2.530 which is greater than 1.97 and a probability of less than 0.05. Based on these results it can be concluded that the competence of personnel will affect the performance of the Yonif Unit Kodam IM. The magnitude of the effect of personnel competence on personnel performance is 0.166 or 16.6%.

This indicates that the higher competency of the personnel produced by the personnel will have a direct influence on improving the performance of the Yonif Unit Kodam IM, especially in providing services to the community. The improvement of this service can be seen from the implementation of service activities that are in accordance with established procedures, and run smoothly according to the plans that have been set, besides the Yonif Unit Kodam IM always gives a sense of justice to all people who need services.

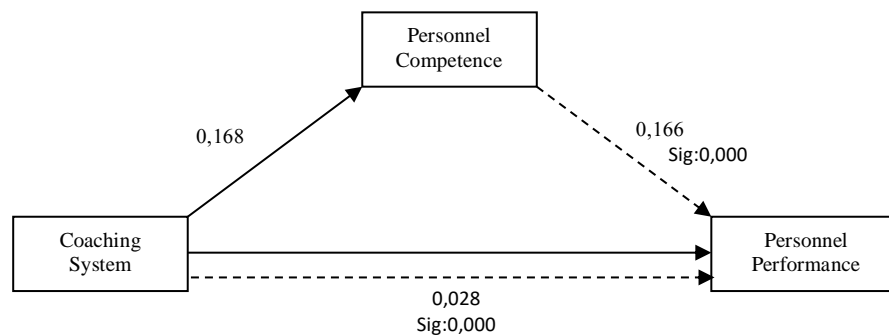
**8. H8, H9, H10: Indirect Influence of Coaching System, Discipline and Work Motivation on the Personnel Performance Yonif Unit Kodam IM through Competence of Personnel**

H8: The direct effect of the coaching system variable on personnel competence is 0.188. Meanwhile the influence of the coaching system on personnel performance when through the personnel competency variable is 0.028. These results mean that if you want to improve the performance of personnel by the Yonif Unit Kodam IM, it will be better if the leadership directly improve the system of personnel development through several activities that can provide knowledge and insight to personnel both through seminars, training and programs education.

H9: The direct effect of the discipline variable on personnel competence is 0.110. While the influence of discipline has an influence on personnel performance through the personnel competency variable is 0.027. This means that if you want to improve the performance of the Yonif Unit Kodam IM personnel, then it will be better for the leader to provide discipline to the personnel in accordance with their abilities.

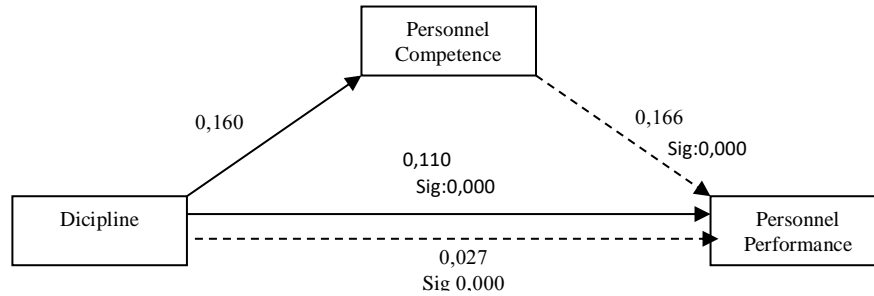
H10: The direct effect of work motivation variable on personnel competence is 0.175. While the effect of work motivation on personnel performance through personnel competency variables is 0.041. This means that if you want to improve the performance of personnel by the Yonif Unit Kodam IM, it will be better if the leadership can reduce the motivation of work personnel, so that personnel can relax to be able to improve personnel competence.

Based on the results of the analysis above it can be explained that in this study there is a direct influence of exogenous variables on endogenous variables, where the direct effect is greater than the indirect effect, this indicates that if you want to improve the competence of personnel, then it is better if the leader can improve the system of personnel development, improve personnel discipline and provide support to personnel who want to improve their abilities and careers. While the results of testing the mediating effect of the coaching system variables on personnel competencies can be explained as follows:



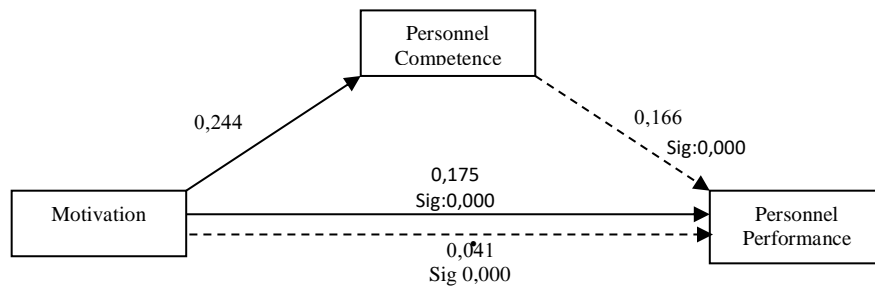
**Figure 3. Testing the Mediating Effect of the Coaching System on Personnel Performance Through Personnel Competence**

Based on the test results above shows that the influence of the coaching system on personnel performance is positive, and the influence of personnel competence on personnel performance has a significant effect and the influence of the coaching system on personnel competence is significant, thus this test shows the existence of partially mediated. The results showed that testing the mediating effect of disciplinary variables on personnel competence can be explained as follows:



**Figure 4. Testing the Effect of Discipline Mediating on Personnel Performance Through Personnel Competence**

Based on the test results above shows that the effect of discipline on personnel performance is positive, and the influence of personnel competence on personnel performance has a significant effect and the influence of discipline on personnel competence is significant, thus this test shows the existence of partially mediated. Then the results of the study indicate that testing the mediating effect of work motivation variables on personnel competence can be explained as follows:



**Figure 5. Testing the Effect of Mediating Work Motivation on Personnel Performance Through Personnel Competence**

Based on the test results above, it can be explained that the influence of discipline on personnel performance is positive, and the effect of personnel competence on personnel performance has a significant effect and the influence of discipline on personnel competence is significant, thus this test shows the existence of partially mediated.

Based on the results of the analysis showed that all exogenous variables consisting of a coaching system, discipline and work motivation influence the endogenous variables namely personnel competence and personnel performance significantly and no significant variables were found, so that this study did not occur full mediated. Thus, it can be concluded that the findings in this subsample are consistent with the findings in the whole sample, in which the coaching system, discipline and work motivation variables have a role as partially mediated variables among the personnel competency variables with the performance of the Yonif Unit Kodam IM.

The overall results of the study indicate that the coaching system owned by personnel can have an influence in increasing personnel competence, discipline owned by personnel will also have an impact on improving personnel competence and work motivation can also have an impact on increasing personnel competency. The results of the study are consistent with

research conducted by (Kamidin, 2010) which states that the coaching system can improve personnel competence.

Then the existence of discipline also has an impact on the competence of personnel, where current research results are consistent and also consistent with research conducted by (Mudayana, 2010) which reveals that employees who are burdened with multiple tasks due to limited resources they have can cause many employees who still hold concurrent positions and duties.

The implication of work motivation that can influence the improvement of personnel competence is in fact consistent and in line with research conducted by (Iswanto & Yusuf, 2013), where the alleged work motivation can affect the competence of personnel, where the measurement indicators of work motivation can be seen from the physical demands, the role of individuals in the organization, the structure in the organization, the financial difficulties experienced by each member and the conflict in the family

In addition, the competency of personnel possessed by personnel can also have an impact on improving personnel performance. This turned out to be in accordance with the results of research that had been made by (Gustuti, Sihombing, & Tarigan, 2013) that personnel competence is characterized by strength, dedication and pleasure in working. It illustrates the unique relationship each person has with the work he or she does, which can give rise to the perception of whether a personnel finds a challenging or meaningful right on the other hand there may be someone who feels burdened with the job. With the competencies possessed by personnel, then a personnel will have the ability in the form of conceptual abilities which is the ability to coordinate and integrate all the interests and activities of the organization or the mental ability to obtain, analyze and interpret information received from various sources? For that a manager must have knowledge about the whole (complexity) of the company he leads.

## **5. Conclusion**

The result of the study on the Yonif Unit Kodam IM proves the coaching system affects the personnel competence, discipline affects the personnel competence, work motivation affects the personnel competence, the coaching system affects the personnel performance, discipline also gives an affect on personnel performance, work motivation owned by personnel also affect the performance of personnel, personnel competence has a positive and significant effect on personnel performance, there is an indirect affect on the coaching system, discipline and work motivation on personnel performance through competence. These all findings have proven by the test, and the model contributes to enrich the calusality theories in management, and can be a reference for the practical persons especially the leaders in Yonif Unit Kodam IM. The interest issue in this research resides in the coaching system that is needed to be integrated with discipline and work motivation to effect the personnel performance. The competence acts as partial mediation so its existence can be a mediator or not in the research model.

Some implications can be figured for the Yonif Unit Kodam IM. In order to improve the competence, the leaders need to provide opportunities for personnel to participate in activities that can increase knowledge and insight such as seminars, training and continuing education. The personnel also must have high discipline and always be vigilant of any state threats. Furthermore, the personnel must have the ability to manage work motivation so that it does not create burdens for personnel in carrying out their duties and functions.

To improve the competence, the personnel must be able to establish relationships with colleagues and leaders in order to learn each other in their organization. Because the personnel competence is a partially mediator, it is recommended to the leaders to improve the competence also together with coaching systems, discipline and work motivation variables to improve personnel performance.

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