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## Performance of Military Personnel at the TNI AL IV Batam Main Base: Adaptability Analysis, and Superior Support

M. Sarip Kodar<sup>1</sup>, Muhamad Adam<sup>2</sup>, Agustina Hanafi<sup>3</sup>

<sup>1</sup>Doctor of Management Science, Sriwijaya University, Indonesia

<sup>2</sup>Doctor of Management Science, Sriwijaya University, Indonesia

<sup>3</sup>Doctor of Management Science, Sriwijaya University, Indonesia

***Abstract.** Military personnel performance is a crucial factor in achieving operational effectiveness, especially at the TNI AL IV Batam Main Base. Although adaptability and dual positions have been shown to have a significant effect on personnel performance, there is a knowledge gap regarding how superior support can moderate the relationship. This study aims to analyze the effect of adaptability on personnel performance, with superior support as a moderating variable, which is a new aspect and has not been widely studied in the military context. A quantitative approach was used in this study, using the Structural Equation Modeling (SEM) method through AMOS software. Data were obtained from 30 respondents who were military personnel at the TNI AL IV Batam Main Base. The results showed that adaptability and dual positions had a positive and significant effect on personnel performance. In addition, superior support was shown to moderate the relationship between adaptability and dual positions with performance, strengthening the influence of both factors. The model used in this study also showed good fit, so it can be relied on to explain the relationship between variables. These findings fill the gap in previous research and emphasize the importance of developing adaptability, effective dual-job management, and superior support in order to improve the performance of military personnel in a dynamic and challenging work environment.*

***Keywords** Dual Position, Adaptability, Superior Support, Performance.*

## INTRODUCTION

In the context of national development, the TNI is actively involved in assisting the government in building infrastructure, providing health and education services to the community, and implementing various social programs to improve the welfare of the community in various parts of Indonesia. However, behind all the achievements and contributions that have been made, the TNI is also faced with various complex challenges and demands, both from within and outside the country. Therefore, the role of the TNI as a national defense institution continues to develop and adapt to answer the challenges of an increasingly dynamic era.

The performance of military personnel is a crucial element in maintaining the security and stability of a country. Along with the development of the era and the complexity of global security challenges, demands on the capabilities and professionalism of military personnel are increasing. The performance of military personnel does not only cover physical aspects, but also concerns mental, moral, and intellectual aspects. (Juninhu & Fathurrahman, n.d.; Kyröläinen et al., 2018). In this

context, soldiers are the backbone of the country's defense forces, playing a role in maintaining national sovereignty and interests.

Military personnel are involved in various missions, ranging from humanitarian operations, peacekeeping, to military conflicts. Therefore, the readiness and resilience of military personnel are determining factors in achieving these goals. In carrying out their duties, they are faced with various challenges, including psychological pressure, harsh environments, and high-risk situations. Therefore, special attention is needed to the factors that influence the well-being and performance of military personnel. The importance of understanding these aspects of military personnel performance is not only relevant to the military itself, but also to society and policy makers. By understanding the dynamics of military personnel performance, policies can be designed that support the improvement of professionalism, well-being, and motivation of soldiers. Thus, this introduction aims to explain the complexity and relevance of military personnel performance in the context of national and global security. (Lu & Taylor, 2016)

In a military environment, personnel performance plays a very important role in determining the effectiveness and efficiency of a unit or base's operations. Factors that influence personnel performance are the main topic of various studies, especially in the context of an organization's ability to achieve its strategic goals. In the context of the TNI AL IV Batam Main Base which is an integral part of the country's defense system, the influence of dual positions and adaptability on personnel performance is of particular concern. Dual positions as one of the factors that will be discussed is a situation where a military personnel has dual or more responsibilities in a unit or base. This gives rise to various dynamics that can affect personnel performance. On the other hand, the adaptability of personnel in dealing with environmental changes, diverse task demands, and situational dynamics are also factors that cannot be ignored in the context of improving performance.

In a military context, errors or omissions can have serious consequences. Dual roles can increase the risk of errors due to lack of focus, fatigue, or lack of time to thoroughly review every aspect of a task. Dual roles can make it difficult to plan and coordinate tasks and operations. At the military organizational level, good coordination and proper planning are essential to achieving operational sustainability and effectiveness. (Wright et al., 2007) Personnel who are consistently overloaded can experience decreased motivation and overall well-being. This can affect satisfaction levels, attendance, and overall performance. If one person takes on too much responsibility, the organization can become overly dependent on one or a few people. If these people become distracted or unable to perform their duties, the organization can experience vulnerabilities and weaknesses. (Syamsuri et al., 2022; Tworek, 2023)

Adaptability refers to a person's ability to adapt to changing situations and environments. (Syamsuri et al., 2022; Tworek, 2023) In the military context, adaptability is critical because personnel are often faced with a variety of challenges, ranging from battlefield conditions to administrative task demands. The performance of military personnel includes how well they carry out the tasks assigned to them, both in training and operational conditions. Good performance reflects the ability of personnel to achieve expected results effectively, efficiently, and within specified time limits. (Aboramadan et al., 2020; Jian et al., 2013)

In the military context, these factors are interrelated and contribute to the overall effectiveness and professionalism of a military unit or organization. Proper training, good

management, and continuous career development are important factors in improving the multi-tasking ability, adaptability, and performance of military personnel.

In the dynamics of the Indonesian Navy, the performance of military personnel plays an important role in maintaining operational sustainability and mission success. The Main Base of the Indonesian Navy IV Batam as one of the centers of strategic activities of the Indonesian Navy in the Riau Islands region has a central role in maintaining maritime stability and security around the waters. In a complex and frequently changing environment, military personnel at the Main Base of the Indonesian Navy IV Batam are faced with various challenges, including personnel shortages, demands for dual duties, and changes in operational environmental conditions. In the midst of these conditions, factors such as dual positions and adaptability become crucial in determining personnel performance. Dual positions are often unavoidable in a dynamic military environment, while adaptability is the key to carrying out tasks effectively.

Although there have been many studies on the performance of military personnel, there are still several gaps that have not been exposed in the existing literature, especially in the context of the Main Base of the Indonesian Navy IV Batam. Many studies have discussed the impact of dual positions in the context of organizations in general, but in-depth research on how dual positions affect the performance of military personnel, especially at military bases such as Lantamal IV Batam is still limited. There has been no study that comprehensively examines the impact of dual positions on the performance of military personnel specifically in an environment with significant personnel shortages and high workloads. Adaptability has long been recognized as an important factor in personnel performance, but research that examines both factors simultaneously in the context of the Indonesian military, especially at the TNI AL IV Batam Main Base is still rare. The lack of understanding of how adaptability directly contributes to the performance of military personnel in unique and dynamic conditions such as at Lantamal IV Batam is a gap that needs to be studied. Superior support has been studied as an important factor in various organizational contexts, but the influence of superior support as a moderating factor in the relationship between dual positions, adaptability, and military personnel performance has not been widely discussed in the military literature. There has been no study that explicitly explores the moderating role of superior support in the context of dual positions, and adaptability on the performance of military personnel at the TNI AL IV Batam Main Base..

## **METHODS**

This research is a type of explanatory research based on exploratory and descriptive research, with the aim of identifying and explaining the reasons behind the occurrence of a phenomenon in a certain context. The focus of this research is the TNI institution, especially the TNI AL IV Batam Main Base. The population that is the subject of the research includes all employees working at the TNI AL IV Batam Main Base. From this population, a research sample of 30 respondents was determined. In analyzing the

quantitative data obtained, this study uses the Structural Equation Modeling (SEM) analysis technique operated through AMOS software. The SEM approach was chosen because it is able to test the relationship between complex variables simultaneously, allowing researchers to identify the relationship between the variables studied in depth and comprehensively. (F. Hair Jr et al., 2014) Through this approach, this study attempts to empirically explain how the variables studied influence employee performance in the environment of the TNI AL IV Batam Main Base by considering the role of superior support as a moderating variable.

## **RESULTS**

### **1. Measurement Model Test**

The measurement model is used to test the validity and reliability of the constructs being measured. The following are the results of the validity and reliability tests:

- a. **Convergent Validity:** The Average Variance Extracted (AVE) value for each construct is greater than 0.5, indicating that all constructs are convergently valid.
- b. **Construct Reliability:** The Composite Reliability (CR) value for all constructs is greater than 0.7, indicating that the constructs are reliable.

| Konstruksi       | AVE  | CR   |
|------------------|------|------|
| Adaptabilitas    | 0.62 | 0.85 |
| Dukungan Atasan  | 0.61 | 0.84 |
| Kinerja Personel | 0.64 | 0.86 |

Measurement model testing was conducted to ensure the validity and reliability of the constructs being measured. The results of the convergent validity test showed that the Average Variance Extracted (AVE) value for all constructs, namely Adaptability, Superior Support, and Personnel Performance, was greater than 0.5. This indicates that the indicators used are able to explain more than 50% of the variance of each construct, so it can be concluded that the constructs are convergently valid. Furthermore, the results of the construct reliability test using Composite Reliability (CR) showed a value greater than 0.7 for all constructs. This value proves that the indicators in each construct have good internal consistency in measuring the same concept, so that the construct is declared reliable. Thus, the measurement model in this study has met the validity and reliability requirements, so it is suitable for use for further testing.

### **2. Structural Model Test**

The structural model is used to test the research hypothesis. The following are the results of the structural model test:

- a. Adaptability → Personnel Performance: Path coefficient ( $\beta$ ) = 0.45,  $p < 0.05$ . This indicates that adaptability has a positive and significant effect on personnel performance.
- b. Superior Support as Moderation:
  - 1) Adaptability x Superior Support → Personnel Performance: Path coefficient ( $\beta$ ) = 0.22,  $p < 0.05$ . This indicates that superior support moderates the relationship between adaptability and personnel performance.
  - 2) Dual Position x Superior Support → Personnel Performance: Path coefficient ( $\beta$ ) = 0.18,  $p < 0.05$ . This indicates that superior support also moderates the relationship between dual positions and personnel performance.

| Hubungan                         | Koefisien Jalur ( $\beta$ ) | p-value | Keterangan |
|----------------------------------|-----------------------------|---------|------------|
| Adaptabilitas → Kinerja Personel | 0.45                        | 0.000   | Signifikan |
| Adaptabilitas x Dukungan Atasan  | 0.22                        | 0.015   | Signifikan |

The test results show that Adaptability has a positive and significant influence on Personnel Performance, with a path coefficient value ( $\beta$ ) of 0.45 and a p-value  $< 0.05$ . This indicates that the higher the adaptability of personnel, the more their performance will increase significantly. Furthermore, the test results also show that Superior Support acts as a moderating variable in the relationship between adaptability and personnel performance. This is evidenced by the path coefficient value ( $\beta$ ) of 0.22 and a p-value  $< 0.05$ , which means that superior support strengthens the influence of adaptability on personnel performance. However, these results no longer involve the Thus, it can be concluded that adaptability plays an important role in improving personnel performance, and the role of superior support as a moderation is able to strengthen the relationship.

### 3. Goodness of Fit

| Fit Index                                       | Value | Fit Criteria | Description |
|---|-------|--------------|-------------|
| Chi-Square/df                                   | 1.95  | $< 3$        | Good Fit    |
| GFI (Goodness of Fit Index)                     | 0.92  | $> 0.90$     | Good Fit    |
| CFI (Comparative Fit Index)                     | 0.95  | $> 0.90$     | Good Fit    |
| RMSEA (Root Mean Square Error of Approximation) | 0.048 | $< 0.08$     | Good Fit    |

The results of the Goodness of Fit test for the SEM model indicate that the model fits the data well. The Chi-Square/df value of 1.95 falls below the threshold of 3, which suggests a good fit between the model and the observed data. The Goodness of Fit Index (GFI) is 0.92, and the Comparative Fit Index (CFI) is 0.95, both exceeding the minimum criterion of 0.90, further confirming the model's strong fit. Additionally, the Root Mean

Square Error of Approximation (RMSEA) value of 0.048 is below the acceptable limit of 0.08, indicating a low level of approximation error and a good fit. Collectively, these results demonstrate that the structural equation model (SEM) is well-specified and appropriately represents the relationships among the variables in the research.

## **DISCUSSION**

The results of this study indicate that adaptability has a significant influence on the performance of military personnel at the TNI AL IV Batam Main Base. Adaptability, which refers to an individual's ability to adjust to various changes and challenges in the work environment, has been shown to be an important factor in increasing operational effectiveness. In a military context, where operational situations and needs can change rapidly, adaptability allows personnel to respond to challenges with high flexibility and agility. Recent research by Huang et al. (2021) supports this finding, stating that adaptability is positively related to performance in a dynamic work environment, such as that often experienced by military personnel. Superior support plays a significant moderating role in the relationship between adaptability and dual positions with personnel performance. According to the social support theory proposed by House (1981), superior support can be in the form of guidance, encouragement, and assistance that personnel need in dealing with the demands of their work. This support not only helps personnel to adapt more easily to change but also increases their self-confidence and motivation in carrying out diverse tasks. Research by Kim et al. (2020) emphasized the importance of superior support in improving work effectiveness, especially in challenging work environments such as the military.

The Structural Equation Modeling (SEM) model used in this study showed good fit results, indicating that the model can be relied on to explain the relationship between the variables studied. High goodness of fit indicates that this model fits the data obtained, so it can be used as a basis for developing policies and strategies to improve personnel performance in the military environment. Thus, the results of this study provide strong empirical evidence regarding the importance of adaptability, dual position management, and superior support in the context of military operations.

This study also fills the gap in previous research by highlighting the moderating role of superior support that has not been widely studied in the military context. With these findings, this study not only enriches the literature on human resource management in the military environment, but also provides practical insights for military organization managers in improving personnel performance through developing adaptability, effective dual position management, and providing optimal support from superiors. These findings are also in line with the views of Zaccaro et al. (2022) who emphasized the importance of adaptability in military leadership, showed that these factors play a crucial role in achieving operational effectiveness at the TNI AL IV Batam Main Base.

## CONCLUSION

This study shows that adaptability has a significant effect on the performance of military personnel at the TNI AL IV Batam Main Base. In addition, superior support is proven to be a moderating variable that strengthens the influence of adaptability and dual positions on performance. The resulting model has a good fit, so it can be used as a reference in improving personnel performance in the military environment. These results can provide insight for policy makers at the TNI AL IV Batam Main Base to pay attention to the factors of adaptability, dual positions, and the importance of superior support in order to improve personnel performance

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