



Jurnal Pertahanan

Media Informasi tentang Kajian dan Strategi Pertahanan yang Mengedepankan *Identity, Nationalism* dan *Integrity*
e-ISSN: 2549-9459

<http://jurnal.idu.ac.id/index.php/DefenseJournal>



THE ROLE OF LEADERSHIP AND SOFT-SKILLS COMPETENCIES OF THE PERFORMANCE AT THE FACILITY AND CONSTRUCTION UNIT INDONESIAN ARMED FORCES

Widya Arti Anggraini¹, Nugroho B Sukamdani², Tatan Sukwika³

Sahid University

Jendral Sudirman Street No. 86, DKI Jakarta, Indonesia 10220

widyart@gmail.com¹, nb.sukamdani@gmail.com², tatan.skw@gmail.com³

Article Info

Article history:

Received :
September 14, 2022
Revised :
October 17, 2022
Accepted :
December 29, 2022

Keywords:

Leadership,
Soft-skills Competencies,
Indonesian Armed Forces
Performance,
Career Development

Abstract

One of the work units under the Indonesian Armed Forces Headquarters Detachment (*Detasemen Markas Besar Tentara Nasional Indonesia* or Denma Mabes TNI) organization is the Facility and Construction Unit of Indonesian Armed Forces known as the Facility and Construction of Indonesian Armed Forces. The Facility and Construction of the Indonesian Armed Force shipment of construction materials have been delayed as a result of the COVID-19 outbreak. Furthermore, the working-from-home (WFH) implementation affects the restrictions on collaboration and communication between leaders and participants. The existence of a leadership role supported by good soft-skills competencies, and career development, is expected to improve the performance of Indonesian Armed Force members. This study aims to determine the actual impact of leadership, soft-skills competencies, and career development on the performance of TNI members at the Facility and Construction of the Indonesian Armed Force. The study's findings revealed that soft-skills competencies and leadership characteristics directly impacted member performance. Additionally, a strong direct impact on professional development and soft-skills competencies on career development was discovered. It is well-organized that the leadership variable's influence on performance during career growth is insignificant in the indirect effect. On the other hand, the soft-skills competencies variable has a major impact on performance across career growth. This study concludes that organizational members' career growth and performance can be influenced by leadership and soft-skills competencies in the facility Construction of the Indonesian Armed Forces while leadership characteristics have no substantial impact on performance, career development as an intervening variable has a considerable impact on soft-skills competencies. Organizational performance improvement policies can be achieved through the career development of Indonesian Armed Forces (TNI) members. Capacity-building efforts can focus on leadership and soft-skills competencies.

DOI:

<http://dx.doi.org/10.33172/jp.v8i3.1779>

© 2022 Published by Indonesia Defense University

INTRODUCTION

The Indonesian Armed Forces (*Tentara Nasional Indonesia* or TNI) organization is made up of the TNI Headquarters, which is in charge of the Army, Navy, and Air Force Headquarters. The TNI organization needs warriors with top-notch human resources who are highly proficient in various sectors for its operations to run smoothly. Positive performance for TNI members goes beyond competence and entails an improvement in efficiency, effectiveness, and quality in accomplishing the duties and responsibilities assigned, all of which affect the organization's success. Performance is the result of work in quality and quantity that an employee can achieve in carrying out his main duties and functions by the responsibilities assigned or given to him (Busro, 2018).

One of the work units within the Indonesian Armed Forces (TNI) Headquarters Detachment Organization is the Facility and Construction of the Indonesian Armed Force. The Facility and Construction of the Indonesian Armed Force made an effort to deliver the best work results possible despite the challenges that existed during the COVID-19 pandemic, keeping in mind that its primary responsibility was to coordinate TNI facilities and construction across the Unitary State of the Republic of Indonesia (NKRI). The implementation of large-scale social restrictions (*Pembatasan Sosial Berskala Besar* or PSBB), which affects the implementation of activities on work targets in several areas outside Java, is one of the effects of the COVID-19 pandemic. Given that 80% of the Facility and Construction of Indonesian Armed Force job involves physical work in the field, this occurred as a result of the delay in the distribution of materials utilized in the physical work of the building.

The adoption of WFH (Working From Home) and WFO (Working From Office), as well as the PSBB, have an impact on

communication restrictions on the execution of members' duties at the Facility and Construction of Indonesian Armed Force in addition to changes to the work plan. In-depth collaboration and communication with all unit members are required for the implementation of digital tools and the WFH work system. The leader must ensure that assignments to members are by the instructions given because they cannot personally oversee the work and delegation of tasks allocated. Delegating responsibilities based on trust is not an easy, easy thing for leaders who are accustomed to working with the actual presence of their members. This is undoubtedly a new phenomenon, thus leaders must fully rely on the people at home to complete the tasks assigned because they are performing leadership duties. When specific conditions are met, leadership is the process of influencing someone or a group's actions toward the realization of a goal (Sunyoto, 2015).

Additionally, to prevent misunderstandings, the function of supervision and control is carried out through frequent communication from digital devices. The inability of members to use digital devices is another issue that organizational leaders must deal with. Leaders must provide guidance using digital devices to prevent members from misinterpreting information or instructions. Members must comply with the COVID-19 health protocol regarding member discipline during a pandemic. To foster a positive workplace culture and ensure the success of the firm, organizational leaders must also possess great integrity and dedication.

In addition to taking on a leadership role, TNI members must also be competent in themselves. The execution of job responsibilities and obligations will be supported by adequate competence. Competence is the ability to do or complete a job or activity based on expertise and knowledge, and it is backed up by the work ethic required by the task at

hand (Wibowo, 2016). The diversity of competencies unquestionably has an effect on members' performance, including both hard-skills competencies related to visible functional or technical matters and soft-skills competencies (soft-skills competencies related to managing work processes, human relationships, and developing interactions with others) that are not always visible (Gustiranda, Sukwika, & Hadisumarjo, 2022).

The basic essence of the Indonesian Armed Forces (TNI) doctrine is based on *Tri Dharma Eka Karma*, which contains the basis of the ideal/Pancasila, the constitutional basis/UUD RI 1945, the visional basis/archipelago insight, the conceptual basis/national resilience, and the operational foundation; cannot be separated from soft competency in TNI members. The Facility and Construction of Indonesian Armed Force. Members do not have a deeper understanding of soft-skills competencies. As a result, human resources in the organization do not have an optimal influence on the organization so its members are unable to execute their potential.

Career development is also thought to help members perform better, in addition to soft-skills competencies and leadership. The Facility and Construction of Indonesian Armed Force career development of members have not met the organization's needs, as evidenced by the fact that some employees are still in positions that are outside of their areas of expertise. As a result, the organization's objectives are not being met in terms of both the quantity and quality of its members. Career development is the process of improving personal work performance in endeavors to pursue the desired career (Gustiranda et al., 2022). This study aims to determine the actual impact of leadership, soft-skills competencies, and career development on the performance of TNI members at the Facility and Construction of the Indonesian Armed Forces.

METHODS

Using a descriptive methodology, this study classifies the many kinds of quantitative research. The goal of quantitative research is to test prepared hypotheses by studying specific populations or groups utilizing research tools and quantitative/statistical data. Quantitative research is based on the positivist ideology (Sugiyono, 2017), whereas the descriptive method can be defined as a technique used to offer perspectives or describe data that has already been examined to conclude (Sugiyono, 2017).

The technique of collecting data was by distributing questionnaires to 94 members of the Facility and Construction of Indonesian Armed Force consisting of the rank of officer, commissioned officers, and enlisted. The number of samples is determined by the solving formula, with an error rate of 10%, so the number of samples is set at 48 members of the TNI the Facility and Construction of Indonesian Armed Force consisting of the rank of officer, on commissioned officers, and enlisted.

A descriptive analysis of variables was used to examine the study data based on the responses to the respondent's questionnaire, and the SmartPLS (Partial Least Square) Version 3.0 program was then used to analyze the measurement model (Outer Model) and analyze the structural model (Inner Model). The bootstrapping approach was used to test hypotheses. with the following conditions: (1) if the value of t-statistics $>$ t-table, p-value $<$ 0.05, then H_a is accepted and H_o is rejected; (2) if the value of t-statistic $<$ t-table, p-value $>$ 0.05, then H_o is accepted and H_a is rejected.

The t-table value in this study is 1.680 and the significance level is 10%. The formula employed is $df = n - k$ with a significance level of 10%. The 10% error is used because it refers to the maximum error rate tolerated in social science research. This research is a correlational

study, so the sample size does not need to be large. However, the research uses a sampling of over 30 respondents. Mahmud (2011) states that for research using statistical data analysis, the sample size minimum is 30.

RESULT AND DISCUSSION

Descriptive statistics are used to present the findings of the recapitulation regarding the respondents' demographic traits. The bulk of responders is male TNI members who have served for more than 20 years and are older than 45. They have a high school diploma. Table 1 displays the findings of the descriptive analysis for each construct.

The constructs of leadership, soft competency, career development, and performance are acknowledged to have good standard deviation values based on these data. The best way to measure spread is with the standard deviation because it outlines the size of the spread of each observational unit (Ghozali & Latan, 2015). The more comparable the values on the item are, or the more accurate the mean, the lower the standard deviation.

Table 1. Descriptive Statistics

	N	Min	Max	Mean	Std. Dev
Leadership	48	7	20	15.83	3.921
Soft-skills Competencies	48	12	25	19.48	3.358
Career Development	48	10	25	20.06	3.569
Performance	48	11	30	19.65	4.962
Valid N (listwise)	48				

Source: Data processed, 2022

Measurement Model Testing (Outer Model)

1. Convergent Validity

The loading factor value serves as a reliable indicator of item reliability, which is how convergent validity is determined (Table 2). The loading

factor is a percentage that illustrates the relationship between a question item's score and the construct indicator score, which evaluates the construct. A valid loading factor is more than 0.7. A loading factor value of 0.5–0.6 is still regarded as adequate for research in the early stages of constructing a measurement scale (Ghozali & Latan, 2015).

2. Discriminant Validity

By examining the construct measurement's cross-loading value, discriminant validity is determined. There is strong discriminant validity in a measuring model.

If the correlations with indicators from other block constructs are lower than the correlations with the constructions and their indicators.

Table 2. Loading Factor Value

Variable	Indicator	Outer Loading
Leadership (X1)	KP1	0,952
	KP2	0,943
	KP3	0,910
	KP4	0,953
	KP5	0,951
Soft-skills Competencies (X2)	SC1	0,797
	SC2	0,869
	SC3	0,863
	SC4	0,872
	SC5	0,870
Career Development (Y)	PK1	0,948
	PK2	0,957
	PK3	0,964
	PK4	0,965
	PK5	0,952
Performance (Z)	KJ1	0,871
	KJ2	0,869
	KJ3	0,909
	KJ4	0,906
	KJ5	0,874
	KJ6	0,920

Source: Data processed, 2022

The cross-loading number in the Table 3 below demonstrates that the construct's correlation with its indicators is higher than its connection with other constructs. Table 3 shows that all constructs or latent variables have strong discriminant validity at this point.

Table 3. Cross Loading Value

Indicator	KP	KJ	PK	SC
KJ1	0,728	0,871	0,799	0,58
KJ2	0,603	0,869	0,638	0,572
KJ3	0,752	0,909	0,563	0,605
KJ4	0,707	0,906	0,586	0,704
KJ5	0,589	0,874	0,609	0,701
KJ6	0,567	0,92	0,646	0,6
KP1	0,952	0,653	0,515	0,516
KP2	0,943	0,691	0,547	0,442
KP3	0,91	0,746	0,618	0,595
KP4	0,953	0,705	0,556	0,515
KP5	0,951	0,687	0,585	0,562
PK1	0,536	0,69	0,948	0,594
PK2	0,614	0,679	0,957	0,634
PK3	0,658	0,714	0,964	0,696
PK4	0,552	0,686	0,965	0,562
PK5	0,505	0,678	0,952	0,583
SC1	0,656	0,544	0,641	0,797
SC2	0,48	0,712	0,542	0,869
SC3	0,417	0,576	0,501	0,863
SC4	0,393	0,565	0,503	0,872
SC5	0,435	0,595	0,553	0,870

Source: Data processed, 2022

3. Composite Reliability

Composite Reliability through the outer model may be adjusted to a more favourable value if it has a value greater than 0.7 (Ghozali & Latan, 2015). Construction is considered reliable if the composite reliability has a value > 0.7. Results from SmartPLS can be found in Table 4 for the composite reliability measurement.

Table 4. Value Composite reliability

Variable	Composite Reliability
Leadership (X1)	0,975
Performance (Y)	0,959
Career Development (Z)	0,982
Soft-skills Competencies (X2)	0,931

Source: Data processed, 2022

According to the output data above, the composite reliability value is > 0.70. All constructs have good dependability with the resulting value in agreement with the mandatory minimum value limit.

4. Average Variance Extracted (AVE)

Comparing the AVE's squared value is another approach to test the discriminant validity of the model. According to Fornell and Larcker, a construct's square root of the AVE, which is bigger than the correlation between the constructs in the model, indicates good discriminant validity (Ghozali & Latan, 2015). The value of the AVE must be better than 0.50 to be considered good. In this study, Table 5 displays the AVE value and AVE's square root for each construct.

Table 5. Value of AVE and Square of AVE

Variable	AVE	Square AVE
Leadership (X1)	0,887	0,942
Performance (Y)	0,795	0,892
Development Career (Z)	0,916	0,957
Soft-skills Competencies (X2)	0,731	0,855

Source: Data processed, 2022

Structural Model Testing (Inner Model)

The r-square (reliability indicator) for the endogenous construct and the t-statistical value of the path coefficient test can both be used to assess the inner model. As demonstrated in Table 6, the prediction model of the proposed research model is better with a greater r-square value.

Table 6. Value R- Square

Variable	R Square
Performance (Y)	0,713
Career Development (Z)	0,498

Source: Data processed, 2022

According to the r-square value valuable 6 above, leadership and soft-skills competencies can account for 71.3% of the

variation in performance constructs, with the remaining 28.7% being explained by other constructs not included in this research. Leadership and soft-skills competencies can account for 49.8% of the variation in career development components, and the remaining 50% is explained by constructs not included in this research.

Hypothesis Test

The SmartPLS 3.0 program was used to conduct the research's hypothesis testing. Hypothesis testing uses statistical values, hence for alpha 5%, the statistical value

employed is 1.96 (Murniati et al., 2013). The rules of thumb applied in this study are t-statistics >1.3, a significance level of p-value 0.1 (10%), a t-table of 1.680, and a positive beta coefficient. Figure 1 shows the outcomes of hypothesis testing using the bootstrapping technique. The following factors determine whether to accept or reject the hypothesis: (1) if the value of t-statistics > t-table, p-value < 0.05 then Ha is accepted and Ho is rejected; (2) if the value of t-statistics < t-table, p-value > 0.05 then Ho is accepted and Ha rejected. Table 7 are the results of direct and indirect hypothesis testing.

Table 7. Value of Path Coefficients Direct Effect

Hypothesis	O	M	STDEV	T Stat	P Values
KP > KJ	0,404	0,387	0,122	3,326	0,001
KP > PK	0,350	0,346	0,155	2,259	0,024
PK > KJ	0,291	0,264	0,143	2,032	0,043
SC > KJ	0,290	0,332	0,143	2,030	0,043
SC > PK	0,447	0,456	0,162	2,764	0,006

Source: Data processed, 2022

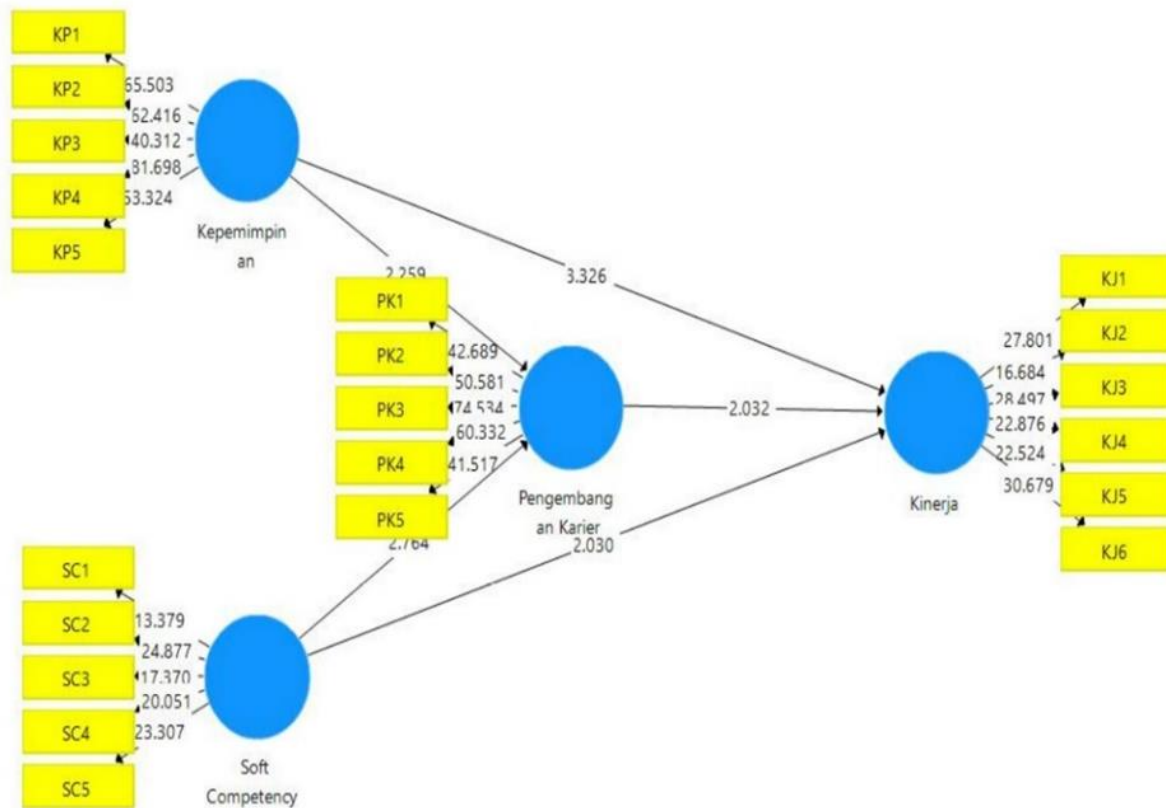


Figure 1. Test result Bootstrapping

Source: Data processed, 2022

1. Hypothesis 1

Accepted: the Facility and Construction of Indonesian Armed Force employees' performance is influenced by their leadership. The value of the t statistic is $3.326 > t$ table is 1.680 and the p-value is $0.001 < 0.1$. The results of the study are corroborated by earlier studies by (Muhlis, Palampanga, & Mahardiana, 2016; Agustina & Sukwika, 2021), which found a significant impact of leadership and career development on performance (value of more than 60%).

2. Hypothesis 2

Members of the Facility and Construction of Indonesian Armed Forces are aware that soft-skills competencies affect how well they perform. The p-value is $0.043 < 0.1$, the t statistic is $2.030 > t$ table is 1.680, and in line with Fitran (2012), who found a strong impact of managerial competency on employee performance. Ardianto, Sukwika, & Suesilowati (2021) discovered similar circumstances when competence plays a positive role in performance.

Table 8. Path Coefficient Value Indirect Effect

Hypothesis	O	M	STDEV	T Stat	P Values
KP > PK > KJ	0,102	0,107	0,081	1,262	0,208
SC > PK > KJ	0,130	0,111	0,057	2,262	0,024

Source: Data processed, 2022

3. Hypothesis 3

At TNI headquarters, leadership that affects the professional advancement of the Facility and Construction Unit of Indonesian Armed Forces members is accepted. The value of the t statistic is $2.259 > t$ table is 1.680 and the p-value is $0.024 < 0.1$. The findings of this study support the theory put forth by Nitisemito (2016), according to which

career development takes the form of coaching from a leader. A leader is someone who has the responsibility to direct and mentor subordinates and who can gain the support of their group to motivate them to achieve organizational goals.

4. Hypothesis 4

At the Facility and Construction Unit of the Indonesian Armed Forces, it is acknowledged that soft-skills competencies have an impact on the professional growth of TNI members. t statistic value $2.764 > t$ table 1.680 and p value $0.006 < 0.1$. The findings of this research, which show that motivation and competence affect career development and their impact on employees, have also been supported by Sofiani (2011), Rizqoini (2018), and Agustina & Sukwika (2021).

5. Hypothesis 5

The idea that career advancement could have an impact on how well the Facility and Construction Unit of the Indonesian Armed Forces Headquarters members perform is denied. The value of the t statistic is $1.262 < t$ table 1.3 and the p-value is $0.208 > 0.1$. Employee performance through career development does not affect employee performance (Marsuq, 2017). However, leadership has a direct effect on performance. Unlike Robbani, Kholil, & Sukwika (2021), leadership has an impact on performance and career development.

6. Hypothesis 6

The impact of soft competency on career development and performance of the Facility and Construction Unit of the Indonesian Armed Forces Headquarters personnel received. t statistic value $2.262 > t$ table 1.3 and p value $0.024 < 0.1$. These findings are corroborated by earlier research by Sofiani (2011) and Ardianto et al. (2021) who discovered that competence plays a positive role in employee performance and career development.

The test results on the leadership variable on the Indonesian Armed Forces soldier performance at the Facility and Construction of Indonesian Armed Force members have a positive and significant effect p-value of $0.001 < 0.1$. The variable soft-skills competencies on soldier performance also have a positive and significant influence with a p-value of $0.043 < 0.1$. The leadership variable has a positive and significant effect on career development with a p-value of $0.024 < 0.01$. The variable soft skills competency on career development also has a positive and significant influence with a p-value of $0.006 < 0.1$. While testing the leadership variable on the performance of staff members through career development there are positive and significant results because the p-value is $0.208 > 0.1$. Subsequent tests on the competency soft skill variable on performance through career development with positive and significant results, where the p-value is $0.024 < 0.1$

CONCLUSIONS, RECOMMENDATIONS, AND LIMITATIONS

The inference that can be made demonstrates that the leadership that has been exercised has been successful in raising the level of performance of the Facility and Construction of Indonesian Armed Forces personnel. The soldier's attitude to enhance the performance of the Facility and Construction Unit of the Indonesian Armed Forces. Leadership influences career growth through coaching, training, promotion, and transfer activities. Members' soft-skills competencies, which serve as a measure of both organizational and individual military credibility, have an impact on career growth. Leadership has a considerable impact on soft-skills competencies but little impact on member success as measured by career growth.

The leadership at the Facility and Construction Unit of the Indonesian Armed Forces needs to be more enthusiastic about carrying out the

organization's objective to enhance member performance in any circumstance, especially those associated with pandemic disasters like COVID-19. To continue to uphold organizational credibility and one's credibility as a TNI soldier, one needs a deeper understanding of the soft-skills competencies of members, which are expressed in attitudes and conduct. For career development to meet organizational needs, which naturally have an impact on performance, more attention and regulations are required. In any circumstance, members' performance needs to be maintained and enhanced. To address organizational demands and the new paradigm of the TNI company, leaders must study leadership management and employ transformational and visionary leadership styles.

Time constraints result from researchers being unable to accommodate other important variables that are thought to affect careers within the TNI. Therefore, it is recommended that further research include the variables of leadership authority and seniority.

REFERENCES

- Agustina, S. S., & Sukwika, T. (2021). Analisis Kinerja Pegawai pada Direktorat Sumber Daya, Ditjen Dikti Kemendikbud. *Journal of Applied Management Research*, 1(1), 34–44.
- Ardianto, E. N., Sukwika, T., & Suesilowati. (2021). Pengaruh Kompetensi dan Employee Engagement terhadap Kinerja Karyawan Humas Fraksi PKS DPR RI. *Journal of Applied Management Research*, 1(2), 119–127.
- Busro, M. (2018). *Teori-Teori Manajemen Sumber Daya Manusia*. Jakarta: Prenadamedia Group.
- Fitran, M. A. (2012). *Kajian Pengaruh Kompetensi terhadap Kinerja Karyawan pada Level Manajerial Studi Kasus pada PT. Bank Syariah*

- ABC. Universitas Indonesia, Depok.
- Ghozali, I., & Latan, H. (2015). *Partial Least Squares Konsep, Teknik dan Aplikasi Menggunakan Program SmartPLS 3.0 untuk Penelitian Empiris*. Semarang: Universitas Diponegoro.
- Gustiranda, T., Sukwika, T., & Hadisumarjo, H. (2022). Analisis Hubungan Kualitas Sumber Daya Manusia Pegawai dengan Kinerja Layanan Pusat Prestasi Nasional di Era Revolusi Industri 4.0. *E-Qien: Jurnal Ekonomi Dan Bisnis*, 11(2), 211–220.
<https://doi.org/10.34308/EQIEN.V11I02.893>
- Mahmud. (2011). *Metode Penelitian Pendidikan*. Bandung: Pustaka Setia.
- Marsuq, M. (2017). Pengaruh Pengembangan Karir terhadap Kinerja Pegawai pada Bagian Perlengkapan dan Aset Daerah Kabupaten Kutai Timur. *Administrasi Publik*, 1(1).
- Muhlis, Palampanga, A. M., & Mahardiana, L. (2016). Pengaruh Kepemimpinan dan Pengembangan Karir terhadap Kinerja Karyawan PT. Suzuki Finance Indonesia Palu. *Katalogis*, 4(10), 149–159.
- Murniati, M. P., Purnamasari, S. V., Ratnaningsih, S. D. A., Advensia, A., Sihombing, R. P., & Warastuti, Y. (2013). *Alat-Alat Pengujian Hipotesis*. Semarang: Unika Soeijopranoto.
- Nitisemito, A. S. (2016). *Manajemen Personalia: Manajemen Sumber Daya Manusia*. Jakarta: Ghalia Indonesia.
- Rizqoini, A. (2018). *Pengaruh Motivasi dan Kompetensi terhadap Pengembangan Karir Serta Dampaknya terhadap Kinerja Karyawan pada PT Zahir International*. Universitas Pamulang.
- Robbani, G. G., Kholil, & Sukwika, T. (2021). Pengaruh Kepemimpinan Transformasional dan Komitmen Organisasional terhadap Kinerja Staf Fraksi PKS DPR RI. *Journal of Applied Management Research*, 1(2), 128–137.
<https://doi.org/10.36441/JAMR.V1I2.370>
- Sofiani, R. (2011). *Pengaruh Kompetensi terhadap Kinerja dan Pengembangan Karir Karyawan Kantor PTPN XII (Persero) Wilayah II Jember*. Universitas Jember, Jember.
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Sunyoto, D. (2015). *Penelitian Sumber Daya Manusia*. Jakarta: Caps.
- Wibowo. (2016). *Manajemen Kinerja*. Jakarta: Rajawali.

Appendix
Research Questionnaire

Filling Instructions: Mark the *Checklist* (√) on one of the answer choices:

SA: Strongly Agree

A: Agree

UD: Undecided

DA: Disagree

SDA: Strongly Disagree

1. Name:.....
2. Gender : Male Female
3. Age : < 35 years 35-45 years > 45 years
4. Education Level :
 High School Diploma Bachelor Master
5. Working Periode :
 < 10years 10-20 years > 20 years

A. Leadership

1. Leaders dare to take risky decisions and determine policies during the COVID-19 pandemic to achieve the mission of the organization.

SA	A	UD	DA	SDA

2. Leaders are respectful, and not reluctant to help members in carrying out their duties in various situations.

SA	A	UD	DA	SDA

3. Leaders hold firm loyalty to the organization, partners, and members and prioritize the interests of the organization in any situation.

SA	A	UD	DA	SDA

4. Leaders have good knowledge of the organization's work areas and carry out their duties and responsibilities in a professional manner, even during a pandemic.

SA	A	UD	DA	SDA

5. Leaders have high enthusiasm for carrying out the organization's mission and provide work motivation to their members, even during the COVID-19 pandemic is still ongoing.

SA	A	UD	DA	SDA

B. Soft-skills Competencies

1. Maintain the soldier's code of ethics in establishing relationships inside or outside the work unit.

SA	A	UD	DA	SDA

2. In association I am respectful, and humble and respect each other.

SA	A	UD	DA	SDA

3. Uphold the honour and values of leadership as the Indonesian Armed Forces (*Tentara Nasional Indonesia* or TNI) members.

SA	A	UD	DA	SDA

4. Uphold professionalism in carrying out duties as the Indonesian Armed Forces (*Tentara Nasional Indonesia* or TNI) members.

SA	A	UD	DA	SDA

5. Maintain the credibility of the organization and as the Indonesian Armed Forces (*Tentara Nasional Indonesia* or TNI) members in every action both inside and outside the organization.

SA	A	UD	DA	SDA

C. Career Development

1. Leaders give directions and opportunities for members to take part in further education.

SA	A	UD	DA	SDA

2. Education and training have a positive impact on my performance in the organization.

SA	A	UD	DA	SDA

3. I can optimize my potential through education and training.

SA	A	UD	DA	SDA

4. With promotions, responsibilities and performance are increasing.

SA	A	UD	DA	SDA

5. With mutations, career opportunities are increasingly open.

SA	A	UD	DA	SDA

D. Performance

1. During the COVID-19 pandemic, I was still able to complete assignments with few errors.

SA	A	UD	DA	SDA

2. My work still meets the requirements and work standards of the organization during the COVID-19 ovid 19 pandemic.

SA	A	UD	DA	SDA

3. During I tried to do my job as well as I could during the Covid 19 pandemic, I was able to work effectively both *Working From Office* (WFO) and *Office* (WFH).

SA	A	UD	DA	SDA

4. I get a lot of work done to avoid overcrowding, even though working time on a WFO basis is relatively short.

SA	A	UD	DA	SDA

5. I get a lot of work done to avoid overcrowding, even though working time on a *Working From Office* (WFO) basis is relatively short.

SA	A	UD	DA	SDA

6. I tried to do my job as well as I could during the I tried to do my job as well as I could during the Covid 19 pandemic.

SA	A	UD	DA	SDA