HOW KNOWLEDGE MANAGEMENT ENHANCES THE EFFECT OF COMPETENCY ON LEADER PERFORMANCE

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ABSTRACT

The Army Military Police has the task of carrying out policies and carrying out the functions of the Military Police to support the implementation of the basic tasks of the Army. In creating value and producing competitive advantage or excellent performance within the Army Military Police, knowledge management is needed to meet the standards of the Army Leadership competencies in improving performance. In the past two years, the performance of the Military Police was considered to be unsuccessful, as seen from the rise of violations in the Indonesian Army. In this study, the population and sample were as many as 74 people who were leaders of the Military Police in Indonesia. The test was carried out using a partial least square approach, the results of the study indicated competence did not directly affect the performance of the leadership, the moderating variable required for knowledge management in improving the performance of the military police leadership.

Keywords: Competence, Military Leaders, Knowledge Management, Performance.

1. Introduction

Based on the Pancasila and the 1945 Constitution that the main task of the Army is to uphold the country and the territorial integrity of the Republic of Indonesia and protect the entire nation and the spilled Indonesian blood from all threats and disturbances to the integrity of the nation and state. Within the Army, there is a Military Police of the Army which has the task of assisting the Commander of the TNI in carrying out policies and carrying out the functions of the Military Police to support the implementation of the main duties of the Army. To carry out its duties, the Army Military Police is assigned as organizers, enforcing discipline, law, and order in the environment and for the interests of the Army.

In managing the knowledge of the TNI AD organization which aims to create value and produce competitive advantage or excellent performance, knowledge management is needed. Because through knowledge management, the organization identifies the knowledge possessed and uses it to improve performance and make

innovation impossible. Along with the support of knowledge management, organizations can easily identify and acquire existing knowledge in the external environment.

In supervising, members of their organization, a leader of the Army (TNI AD) must keep learning so that competence can continue to increase. The competency of a leader will increase if he continuously develops his knowledge. Because by filling knowledge with readings and developing innovative leadership, undoubtedly a leader of the Army can lead in accordance with the times so that it can remain effective, efficient, and productive.

Indicators of the effectiveness of effective leaders in the TNI according to Ramdani (2019) are through objective decisions, guidelines on the objectivity of decisions based on the philosophy of True, which means:

This is in accordance with the vision and mission of the Army Military Police Center (Puspomad), whose members of the corps have capabilities in stages, gradually and continuously, corps members who are able to practice the sapta clan, oath of soldiers, eight compulsory TNI and five dharma corps consistently and continuously.

Within the past two years, there were problems within the army, that is the tread of several violations committed by members of the army. In October 2018, there were 2 Bukit Barisan Kodam soldiers were fired because they were proven to be drug carriers (news.detik.com). In November, a Prada was sentenced to 10 months in prison for immoral cases of minors (www.teropong.news), and Serka in South Sumatra was sentenced to 66 months in prison for molesting 2 children (news.detik.com). In 2019 March there were 2 persons from the TNI Detachment Army Headquarters were found to be carrying methamphetamine (news.detik.com). In July, 2 soldiers at the Indonesian Military Army Kodiklat were discharged disrespectfully because it spread immoral content (www.beritautama.com). In October a Colonel was removed from his post as Kodim Commander because of his wife's upload on social media. On December 2 TNI members were involved in drug abuse (www.kompas.com).

From the elaboration of several cases of TNI AD violations, it can be concluded that the performance of the Army Military Police leaders has not been entirely successful. It is seen from the number of cases in the last two years. In this case, it is deemed necessary to increase the competence of the Indonesian Military Police Leader by using knowledge management.

2. Literature Study

a) Knowledge Management

Knowledge management is a learning process to look for synergy between data and/or information collected. This requires human creativity and innovation. The process systematically finds, selects, organizes, creates, updates presents and applies it. The process has four stages that form a cycle, those are the stage of internal awareness (internal awareness), internal response (internal responsiveness), external response (external responsiveness), and external awareness (external awareness) (Timothy. 2017: 32).

According to Dalkir (2011: 4), knowledge management is systematic coordination in an organization in order to increase value through reuse and innovation. This coordination can be created, share and apply knowledge by using the experience and actions taken by the company for the continuity of organizational learning.

b) Competence

Usman (2005: 43) states that competence is a thing that describes a person's qualifications and abilities, both qualitative and quantitative. Competence can also be interpreted as knowledge, skills, and basic values that are reflected in the habits of thinking and acting. Thus, the competition owned by each leader will show the quality of the actual leader. From this statement, it can be concluded that the competence of leaders is a mastery of knowledge and abilities that must be possessed by leaders in order to carry out their work properly and responsibly.

Meanwhile, according to Wibowo (2014: 271), competence is an ability to carry out or carry out a job or task based on skills and knowledge and is supported by the work attitude required by the job. Competence also shows the characteristics of knowledge and skills possessed or needed by each individual that enables them to carry out their duties and responsibilities effectively and raise professional quality standards in their work.
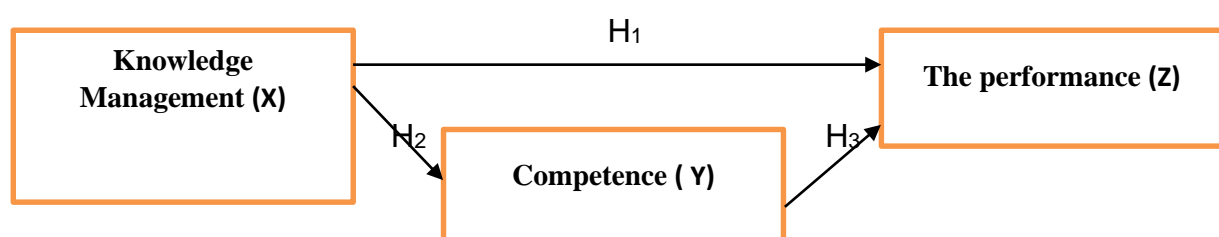
c) Performance

In terms of performance as disclosed Mangkunegara (2014: 09), He explains that performance is, "The work quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given."

The purpose of performance according to Mangkunegara (2014: 10) is as follows:

1. Increase mutual understanding between employees about performance requirements.

2. Record and acknowledge the work of an employee, so they are motivated to do better, or at least achieve the same as the previous achievements.

3. Provide opportunities for employees to discuss their desires and aspirations and raise awareness about their careers or their current work.

4. Redefine or redefine future goals, so that employees are motivated to perform according to their potential.

Framework

This study will analyze the extent to which knowledge management can influence competence on performance. Here is Figure 1 about the conceptual framework:

From the research model above, the researcher makes 2 hypotheses through the variables explained previously:

H1: Knowledge Management directly affects the Performance of the Military Police Force

H2: Knowledge Management influences Performance through AD Military Police Competencies

H3: Competence influences the performance of the AD Military Police

Methodology

This research is supported by the opinion expressed by Arikunto (2012: 104) that if the population is less than 100 people, then the total sample is taken, but if the population is greater than 100 people, then it can be taken 10-15% or 20-25 %. Therefore, the number of samples in this study is 100% of the total population of as many as 74 Military Police Leaders throughout Indonesia, so the sampling technique used is saturated sampling, which is the technique of determining the sample when all members of the population are used as samples. Data is processed using the method of partial least square analysis and using a quantitative approach, information will be handled using a measured strategy using the help of the XLSTAT program. (Mahotra, 2017). According to Arikunto (2012: 104), if the total population is less than 100 people, then the total sample is taken, but if the population is greater than 100 people, then it can be taken 10-15% or 20-25% of the total population.

Results and Discussion

Hypothesis testing is carried out using statistical tests with the partial least square method, testing is conducted on 74 (seventy-four) Army military police leaders in Indonesia, and testing is processed using the help of XLSTAT software, the results below indicate that there is an influence both directly and indirectly From the leader competency variable to performance in the military police unit, knowledge management can be proven to play a role as a moderating variable between the competency and the performance of the leader.
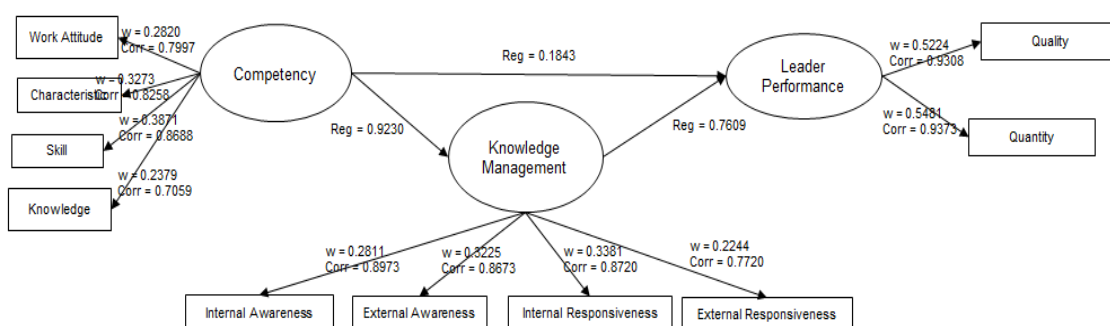

Figure 1. Hypothesis Testing Results

(Source: Data Processed Using XLSTAT, 2020)

Testing for this study uses a partial least square approach processed with the help of XLSTAT software, from the test the following results are obtained:

Tabel 1.1 Cross-loadings (Monofactorial manifest variables / 1):

	Knowledge Management	Leader Performance	Competency
Internal Awareness	**0.8973**	0.7035	0.7952
External Awareness	**0.8673**	0.9308	0.7890
Internal Responsiveness	**0.8720**	0.9373	0.8656
External Responsiveness	**0.7720**	0.5178	0.6787
Quality	0.8673	**0.9308**	0.7890
Quantity	0.8720	**0.9373**	0.8656
Work Attitude	0.6782	0.6202	**0.7997**
Characteristic	0.8001	0.7066	**0.8258**
Skill	0.8723	0.9097	**0.8688**
Knowledge	0.5558	0.5394	**0.7059**

(Source: Data Processed Using XLSTAT, 2020)

Test results in table 1.1 above indicate the three variables have a loading factor above 0.5. The expected value that each indicator has a higher loading for the measured construct compared to the loading value to the other constructs, from table 1.1 above it can be stated that each indicator of the construct is valid. Furthermore, composite reliability was tested to test the reliability and AVE to test the construct validity, the test results are described in tables 1.2 and 1.3 below.

Table 1.2 Composite Reliability

Latent variable	Dimensions	Cronbach's Alpha	D.G. rho (PCA)
Competency	**4**	**0.8162**	**0.8792**
Knowledge Management	**4**	**0.8765**	**0.9157**
Leader Performance	**2**	**0.8539**	**0.9319**

(Source: Data Processed Using XLSTAT, 2020)

Table 1.2 indicates that reliability above 0.7 Cronbach Alpha and D.G rho values indicate strong reliability, variable dimensions can be used further in this study. The third construct of the variable can be said to be validly seen from the three AVE values (table 1.3). The AVE value is used to measure the amount of variance that can be captured by its construct compared to the variance caused by measurement error. AVE value must be greater (> 0.5) meaning that the construct is valid in this study.

Table 1.3 Discriminant Validity (Squared correlations < AVE) (Dimension 1)

	Competency	Knowledge Management	Leader Performance	Mean Communalities (AVE)
Competency	1	0.8518	0.7861	0.6437
Knowledge Management	0.8518	1	0.8668	0.7284
Leader Performance	0.7861	0.8668	1	0.8724
Mean Communalities (AVE)	0.6437	0.7284	0.8724	0

(Source: Data Processed Using XLSTAT, 2020)

AVE value in table 1.3 already has a value of more than 0.5 and below 1 means that the variable passed the outer validity test. After being tested, the next step is to test the direct and indirect effects of the three variables. The results below (table 1.4) indicate that there is a significant influence between knowledge management on the performance of Army military police leaders but on the contrary competence does not significantly influence, the role of knowledge management as a moderator variable is proven to be able to raise the role of competency which does not significantly influence performance.

Table 1.4 Path Coefficients (Leader Performance / 1)

Latent variable	Value	Standard error	t	Pr > |t|	f²	Value (Bootstrap)
Competency	0.1843	0.1120	1.6462	0.1043	0.0393	0.1942
Knowledge Management	0.7609	0.1120	6.7968	0.0000	0.6695	0.7526

(Source: Data Processed Using XLSTAT, 2020)

Equation of the model:

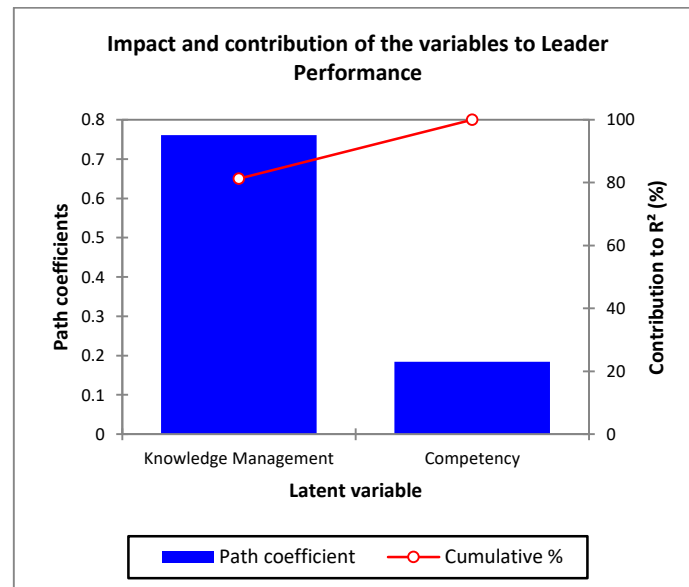**Leader Performance = 0.18430*Competency+0.76094*Knowledge Management**

Figure 1.2 Effects and Contribution of Variables on the Performance of Army Military Police Leaders

Figure 1.2 above indicates that of the two variables with the greatest contribution in shaping the performance of the Army Military Police leadership is knowledge management of 81, 25, the remaining is given by the competency variable.

Conclusion

The competency variable cannot directly influence the performance improvement of the Army military police, it takes the role of knowledge management to improve the performance of military police leaders in the Army, of 74 (seventy-four) leaders declared valid as samples and statement items can be used to represent an indicator of the research variable, a more extensive study of the issue of why competence cannot stand alone is needed in influencing the performance of leaders in Army military police. A military police leader is required to have a leader's basic competence which is to plan, decide and carry out his duties in accordance with authority and responsibility. Yet, it is not only that, *knowledge management*, in fact, give a significant contribution to improving a leader's performance in addition to basic competencies. These results support the research of Budiwati and Permana (2010) needed in addition to competencies to improve the performance of a professional, it requires substantive knowledge to improve the competencies possessed. It also supports the research from Mihaela (2014) that states that competence is proven through solid knowledge, through the skills and abilities to use it in developing certain activities and to get results that are successfully valued by others. The large number of violations committed by soldiers of the Army (TNI AD) indicates that there is still a need for

improved management of knowledge in the leadership of the army military, in addition to the competencies they already have.

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