The Influence of Human Resource Competency, Work Experience and Artificial Intelligence on Army IntelligencePersonnel Performance Mediated ByKnowledge Management

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Abstract

Purpose: *This study aims to examine the effects of Human Resource Competency, Work Experience, and Artificial Intelligence on Army Intelligence Personnel Performance, with Knowledge Management as a mediating variable.*

Research Method: *The research adopts a quantitative approach with hypothesis testing. The independent variables in this study are Human Resource Competency, Work Experience, and Artificial Intelligence; the mediating variable is Knowledge Management; and the dependent variable is Army Intelligence Personnel Performance. Data were collected through questionnaires distributed to Indonesian Army intelligence personnel who have served for at least one year. The sampling technique used is purposive sampling, and the data were analyzed using Structural Equation Modeling–Partial Least Square (SEM-PLS).*

Findings: *The results of this study reveal that Human Resource Competency is an important factor that not only has a significant direct effect on Army Intelligence Personnel Performance, but also shows an indirect effect through the mediating role of Knowledge Management. This means that strong HR competency can drive performance both directly and through effective knowledge management. Work Experience was also shown to improve performance directly, but did not show a significant indirect effect, indicating that work experience needs to be supported by knowledge systems to have more impact. In contrast, Artificial Intelligence had no significant effect either directly or through mediation, indicating the need for further evaluation in the integration and utilization of AI technology in the context of intelligence personnel tasks.*

Implications: *This study provides several important implications for human resource management in military contexts: (1) the importance of structured HR competency development to improve intelligence personnel performance, (2) the key role of Knowledge Management in optimizing human potential, and (3) the need for thorough evaluation of Artificial Intelligence utilization in highly specific military environments.*

Keywords: *Human Resource Competency, Work Experience, Artificial Intelligence, Knowledge Management, Army Intelligence Personnel Performance.*

I. Introduction

In an increasingly competitive and dynamic era of globalization, organizations are required not only to maintain their existence, but also to be able to win the competition by creating sustainable competitive advantages. This advantage can be realized through strengthening the organization, increasing creativity, product innovation, and flexibility in adapting to change. One fundamental aspect in achieving this advantage is improving organizational performance, which is greatly influenced by the quality of Human Resources (HR) owned. Robbins (2006) defines performance as the results achieved by workers in their work according to certain criteria that apply to a job. Therefore, performance is not only an indicator of individual success, but also a reflection of the effectiveness of the organization as a whole.

In the perspective of modern Human Resource (HR) management, the two main elements that shape the quality of human resources are commitment and competence. Commitment refers to employee loyalty and involvement in the organization, including in terms of values, goals, and work responsibilities (Arthur, 2006). Meanwhile, competence includes a combination of individual characteristics, such as motives, traits, self-concept, knowledge, and skills (Spencer and Spencer, 1993). A number of studies such as those conducted by Hermawan et al. (2023), Ami et al. (2023), and Alharbi et al. (2022) show that Human Resource (HR)

competence or Human Resource Competency Strategic (HRCS) has a significant positive influence on individual performance in the organization.

Organizations with high Human Resource Competency Strategic (HRCS) generally have a systematic strategy in managing Human Resources (HR), such as implementing Human Resources (HR) audits, effective recruitment and selection strategies, and employee training and development programs (Alfawaire& Tarik Atan, 2021). Strong Human Resource Competency Strategic (HRCS) also encourages the strengthening of Knowledge Management (KM), which is a systematic process in creating, storing, disseminating, and utilizing knowledge to support work effectiveness. Empirical studies by Figueiredo et al. (2015), Sundiman (2017), and Nanda (2016) prove that Human Resource Competency Strategic (HRCS) has a positive effect on KM, which means that increasing Human Resource (HR) competence will be followed by an increase in the quality of knowledge management in the organization.

In addition to Human Resource Competency Strategic (HRCS) and Knowledge Management (KM), another important factor in strengthening organizational competitiveness is mastery of cutting-edge technology, especially Artificial Intelligence (AI). Artificial Intelligence (AI) is a technology that allows computer systems to imitate human intellectual abilities, such as decision-making, learning from experience, and solving complex problems. Studies by Chen et al. (2022) and Tanguimdje et al. (2020) prove that the application of Artificial Intelligence (AI) can improve work efficiency, decision-making quality, and encourage the creation of competitive advantages. Furthermore, the integration of Artificial Intelligence (AI) with the Knowledge Management (KM) system has been shown to increase the effectiveness of the dissemination and use of knowledge in organizations (Bencsik, 2021; Aherdoost&Madanchian, 2023).

No less important is the work experience factor, which significantly affects performance and knowledge management in an organization. Work experience provides added value in the form of a deep understanding of business processes, improved technical and interpersonal skills, and the ability to share knowledge effectively. Research by Kurniawan&Sugiarto (2019), Zahra & Bakar (2020), and Rahmawati&Setiawan (2021) shows that employees with longer work experience tend to be more efficient, responsive, and have better problem-solving skills. On the other hand, experience also contributes to Knowledge Management (KM) practices by improving the ability to organize, store, and distribute knowledge (Alavi&Leidner, 2018; Lee & Choi, 2022; Kumar & Singh, 2024).

In the context of government organizations that have strategic functions, such as the State Intelligence Agency (BIN), synergy between Human Resource Competency Strategic (HRCS) ,Artificial Intelligence (AI) , Knowledge Management (KM), and work experience is an absolute prerequisite for optimizing performance. BIN as a state institution tasked with intelligence has a mandate to protect national security through the collection, analysis, and distribution of intelligence information. In carrying out its functions, BIN not only requires personnel with high intellectual intelligence, but also personnel who have technical expertise, ethics, and a strong commitment to state duties. As the coordinator of all intelligence institutions in Indonesia, BIN is required to have advantages in terms of qualified human resources and be able to adapt to technological developments and the complexity of threats that continue to change.

Given the complexity of the tasks and work demands, this study was conducted to analyze the integration between Human Resource Competence, Work Experience, Artificial Intelligence (AI), and Knowledge Management in improving the performance of TNI members serving in the BIN environment. This study is expected to contribute to developing strategies for developing Human Resources (HR) in an adaptive, innovative, and competitive intelligence environment, in order to support the achievement of national security and interests optimally.

This research is motivated by the importance of understanding the factors that influence the performance of military intelligence personnel, especially in the Army Intelligence environment. The formulation of the problem in this study focuses on how Human Resource Competency Strategic (HRC), Work Experience , and Artificial Intelligence (AI) directly or indirectly through Knowledge Management (KM) affect Army Intelligence Personnel Performance . This study specifically asks ten research questions that cover the direct relationship between these variables as well as the indirect relationship mediated by Knowledge Management (KM) .

The purpose of this study is to analyze the influence of each variable – Human Resource Competency Strategic (HRCS), work experience, and Artificial Intelligence (AI) – on both the performance of intelligence personnel and Knowledge Management (KM) as a mediating variable. This study also aims to determine how big a role Knowledge Management (KM) plays in bridging the relationship between human resource competency, work experience, and artificial intelligence technology capabilities with personnel performance. In other words, this study seeks to build a comprehensive understanding of how internal factors and technology interact in improving the quality of intelligence performance.

In terms of significance, this study provides theoretical contributions to the development of strategic management science and organizational behavior, especially in the unique context of military intelligence

organizations. In terms of practice, the results of the study are expected to be a reference for Army Intelligence leaders and the State Intelligence Agency (BIN) in formulating strategies to improve the performance of Human Resources (HR) that are relevant to the challenges of the digital era and globalization. In terms of policy, this study is expected to provide input for the government and policy makers to better understand the actual conditions and strategic needs in developing the quality of intelligence personnel, in order to maintain national resilience and security as a whole.

II.   Literature Review

1.   Organizational Behavior

Organizational behavior is the study of human behavior in an organizational context that aims to understand, predict, and manage individual and group behavior to improve organizational effectiveness. In a work environment consisting of individuals with diverse backgrounds such as culture, age, education, and motivation, organizational behavior is key to creating synergy and optimal work productivity. Robbins and Judge (2019) model organizational behavior in a systems approach that includes input, process, and output at three levels of analysis: individual, group, and organization. Organizational behavior is important because it determines the extent to which an organization is able to manage internal social dynamics to achieve its goals. In the context of globalization and workforce diversity, a deep understanding of organizational behavior is needed to create a harmonious and collaborative work climate.

2.   Strategic Management

Strategic management is a comprehensive managerial process, including the formulation, implementation, and evaluation of strategies to achieve organizational goals effectively and efficiently. This process involves identifying missions, analyzing internal and external environments, and selecting and implementing appropriate strategies to address challenges and take advantage of opportunities (David, 1991). Robbins and Judge (2019) outline six strategic steps in this management, starting from identifying missions to evaluating results. Strategic management not only functions as a planning tool but also as a learning process that directs organizations in adapting to environmental changes. Thus, strategic management becomes the foundation for organizations to survive and develop sustainably.

3.   Motivation

Motivation is an internal or external drive that influences the direction, intensity, and persistence of an individual's behavior in achieving goals. In the context of organizations, various theories have been developed to explain work motivation, such as Maslow's theory of needs, Herzberg's two-factor theory, McClelland's achievement theory, Alderfer's ERG theory, and McGregor's X and Y theories. Maslow's theory is widely used because of its flexibility in identifying basic needs to self-actualization that can influence work behavior. Herzberg distinguishes between factors that increase satisfaction and factors that prevent dissatisfaction, while McClelland emphasizes the importance of the need for achievement, affiliation, and power. Strong motivation can improve employee performance and loyalty, especially in a military organizational environment that demands precision, discipline, and dedication.

4.   Job Performance

Job performance refers to an individual's contribution to the achievement of organizational goals through observable and measurable work behavior. This performance includes dimensions of job quality, job quantity, and job time, as stated by Na-Nan et al. (2018). Factors that influence job performance include individual abilities, individual relationships with the organization, and levels of job satisfaction and commitment (Mathis & Jackson, 2010). High performance occurs when employees have adequate competence, are motivated, and work in an environment that is structurally and psychologically supportive. Therefore, understanding these factors is important in efforts to improve overall organizational performance.

5.   Human Resource Competency

Human resource competency reflects the ability and quality of individuals in carrying out organizational tasks effectively and strategically. This competency includes knowledge, skills, and behaviors that support the achievement of the organization's vision. In strategic human resource management, the focus is not only on administrative functions, but also on the integration of Human Resource (HR) planning with long-term business strategies (Wright, 1992). The difference between conventional and strategic HR lies in the scope, approach, and time horizon in responding to organizational dynamics. Good Human Resource (HR) competency ensures that employees can contribute optimally to operational efficiency and effectiveness.

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6. Work Experience

Work experience is an individual's involvement in work activities that provide opportunities to apply skills, deepen understanding, and improve professional abilities. Work experience affects the quality of decision-making, resistance to stress, and the speed of adaptation to new situations, such as working remotely or dealing with crises such as a pandemic (Zhang et al., 2020; Elbay et al., 2020). Work experience also plays a role in leadership gaps, career development, and work efficiency. Thus, the more and more varied work experience an individual has, the higher their contribution to achieving organizational performance.

7. Artificial Intelligence (AI)

Artificial Intelligence (AI) is a technology that enables systems to learn from data, adapt, and perform tasks autonomously like humans. Artificial Intelligence (AI) is divided into various forms such as narrow AI, general AI, and super AI, and based on its function such as analytical Artificial Intelligence (AI), human-inspired Artificial Intelligence (AI), and humanized Artificial Intelligence (AI) (Kaplan &Haenlein, 2019). In the world of organizations, Artificial Intelligence (AI) makes a major contribution to operational efficiency, innovation, and data-based decision making. In the State Intelligence Agency (BIN), the application of Artificial Intelligence (AI) in the form of face recognition, HRMS, and SEM shows the use of Artificial Intelligence (AI) to support strategic analysis and intelligence. The development of Artificial Intelligence (AI) not only increases productivity but also demands the readiness of HR in aligning the use of technology with organizational goals.

8. Knowledge Management

Knowledge Management (KM) is a systematic process of managing organizational knowledge, from creation to application, to improve effectiveness and competitive advantage. KM involves planning, organizing, and controlling knowledge related to an organization's intellectual capital (Valio et al., 2014). Through KM, tacit and explicit knowledge can be accessed, shared, and utilized to drive innovation and improve employee performance (Al Youbi et al., 2018). In the digital era, KM is an important tool to drive organizational learning and fast and accurate decision making. Organizations that are able to manage their knowledge effectively will be more adaptive to changes in the external environment.

9. Organizational Performance

Organizational performance refers to the ability of an organization to achieve its goals effectively and efficiently, and meet stakeholder expectations. Organizational performance is not only seen from financial results, but also from product quality, process efficiency, and the effectiveness of work structures and cultures (Griffin, 2003; Gutterman, 2023). Performance dimensions include leadership, innovative culture, human resource competencies, and adaptability to change (Nyathi et al., 2023). Evaluation of organizational performance is needed to ensure alignment between strategy, structure, and organizational capabilities. In the long term, organizational performance is the main indicator in measuring competitiveness and sustainability.

Framework

This study is based on a number of empirical studies that identify factors that influence Army Intelligence Personnel Performance . The main factors found to have a direct influence on performance are Human Resource Competency ,Work Experience , and Artificial Intelligence . In addition, Knowledge Management has also been shown to have a significant influence on personnel performance, and can act as a mediating variable.

Previous studies also show that Human Resource Competency, Work Experience, and Artificial Intelligence not only have a direct impact on performance, but also contribute to strengthening the implementation of Knowledge Management. Therefore, in this framework, the three main factors are expected to affect personnel performance both directly and indirectly through Knowledge Management.

The structure of the relationship between these variables is shown in the Conceptual Research Framework Figure below , which illustrates the direct and indirect influence of Human Resource Competency, Work Experience, and Artificial Intelligence on Army Intelligence Personnel Performance, with Knowledge Management as a mediating variable.
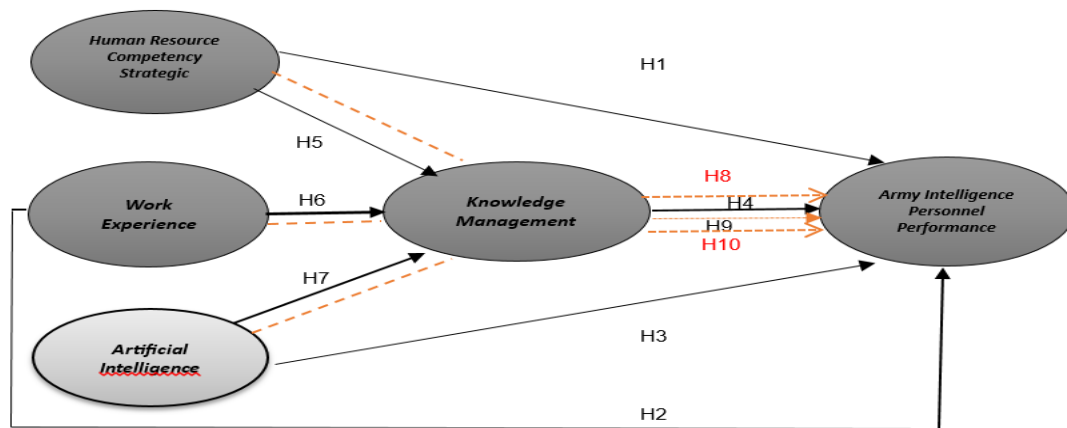
Conceptual Framework Image

III. Research Methodology

This study uses a quantitative approach with a hypothesis testing design, aiming to examine the influence of Human Resource (HR) competence or (Human Resource Competency Strategic) and artificial intelligence (AI) on the performance of Army intelligence personnel, both directly and indirectly through the mediation of knowledge management (Knowledge Management). Considering that all variables in this study are latent (unobserved variables), the analysis was carried out using the Structural Equation Model-Partial Least Square (SEM-PLS) approach which is suitable for a limited number of samples and many indicators. The objects of the study were Indonesian Army intelligence personnel with certain criteria, including a minimum work period of two years and the rank of Sergeant to Colonel, as well as ASN who served in intelligence units. The number of samples was determined between 100-200 people, adjusting to population limitations and the needs of the SEM model. Data analysis techniques consisted of descriptive statistics to describe the respondent profile and perceptions of the variables, and SEM-PLS to test the structural model. The validity and reliability of the instrument were tested through *convergent validity* ,*discriminant validity* , Cronbach's Alpha and *composite reliability* , with all indicators proven valid and reliable. Structural model testing is carried out through the coefficient of determination (R^2) and *predictive relevance* (Q^2) values to assess the feasibility of the model. Finally, hypothesis testing is carried out using a t-test approach using p-value as the basis for decision making.

Analysis of Research Results

This analysis aims to test the direct and indirect influence of independent variables on *Army Intelligence Personnel Performance* , both partially and through the mediation of *Knowledge Management* . The results of the hypothesis testing are presented in the table below.

Table :Research Hypothesis Testing

Hypothesis		Coefficient	T statistics	P-value	Decision
H 1	*Human Resource Competency* Has a Positive Influence on *Army Intelligence Personnel Performance*	0.197	1,044	0.148	Hypothesis not supported
H2	*Work Experience* Has a Positive Influence on *Army Intelligence Personnel Performance*	0.370	2,898	0.002	Hypothesis Supported
H3	*Artificial Intelligence* Has a Positive Impact on *Army Intelligence Personnel Performance*	-0.055	0.554	0.290	Hypothesis Not Supported
H4	*Knowledge Management* Has a Positive Impact on *Army Intelligence Personnel Performance*	0.442	2,078	0.019	Hypothesis Supported
H5	*Human Resource Competency* Has a Positive Influence on *Knowledge Management*	0.737	5.937	0.000	Hypothesis Supported

Hypothesis		Coefficient	T $_{statistics}$	P-value	Decision
H6	*Work Experience* Has a Positive Influence on *Knowledge Management*	0.078	0.936	0.175	Hypothesis not supported
H7	*Artificial Intelligence* Has a Positive Impact on *Knowledge Management*	0.167	1,785	0.037	Hypothesis Supported
H8	*Human Resource Competency* Has a Positive Influence on *Army Intelligence Personnel Performance* Mediated by *Knowledge Management*	0.326	1,866	0.0313	Hypothesis Supported
H9	*Work Experience* Has a Positive Influence on *Army Intelligence Personnel Performance* Mediated by *Knowledge Management*	0.074	1.213	0.1128	Hypothesis not supported
H10	*Artificial Intelligence* Has a Positive Influence on *Army Intelligence Personnel Performance* Mediated by *Knowledge Management*	0.034	1,067	0.1432	Hypothesis Not Supported

*=10% **=5%
Source: processed data

From the table above, it can be explained as follows:

H1: Human Resource Competency → Army Intelligence Personnel Performance
The results of the analysis show that Human Resource Competency does not have a significant effect on the performance of military intelligence personnel ($p = 0.148 > 0.05$), so the hypothesis is not supported .

H2: Work Experience → Army Intelligence Personnel Performance
It was found that Work Experience has a positive and significant effect on personnel performance ($p = 0.002 < 0.05$), so the hypothesis is supported .

H3: Artificial Intelligence → Army Intelligence Personnel Performance
The results show that Artificial Intelligence does not have a significant effect , even showing a negative relationship towards personnel performance ($p = 0.290 > 0.05$), so the hypothesis is not supported .

H4: Knowledge Management → Army Intelligence Personnel Performance
The results obtained show that Knowledge Management has a positive and significant influence on personnel performance ($p = 0.019 < 0.05$), so the hypothesis is supported .

H5: Human Resource Competency → Knowledge Management
The results of the analysis show that Human Resource Competency has a positive and significant effect on knowledge management ($p = 0.000 < 0.05$), so the hypothesis is supported .

H6: Work Experience → Knowledge Management
It was found that Work Experience did not have a significant effect on Knowledge Management ($p = 0.175 > 0.05$), so the hypothesis was not supported .

H7: Artificial Intelligence → Knowledge Management
The results show that Artificial Intelligence has a positive and significant effect on Knowledge Management ($p = 0.037 < 0.05$), so the hypothesis is supported .

H8: Human Resource Competency → Army Intelligence Personnel Performance (with Knowledge Management mediation)
It was found that the influence of Human Resource Competency on personnel performance through the mediation of Knowledge Management was significant ($p = 0.0313 < 0.05$), so the hypothesis was supported .

H9: Work Experience → Army Intelligence Personnel Performance (mediated by Knowledge Management)
The results show that the indirect effect of Work Experience through Knowledge Management is not significant ($p = 0.1128 > 0.05$), so the hypothesis is not supported .

H10: Artificial Intelligence → Army Intelligence Personnel Performance (mediated by Knowledge Management)
The results showed that the indirect influence of Artificial Intelligence on personnel performance through Knowledge Management was not significant ($p = 0.1432 > 0.05$), so the hypothesis was not supported .

IV. Discussion of Research Results

1. Strategic Human Resource Competency Does Not Have a Direct Impact on the Performance of Military Intelligence Personnel

The results of the study indicate that *Human Resource Competency Strategic* does not have a significant positive effect on the performance of military intelligence personnel. Although competencies such as technical skills and leadership are very important, their effect on performance is not directly visible without the support of supporting systems such as *Knowledge Management* (KM). This finding is in line with research by Dunir et al. (2023) and Noe et al. (2021), which emphasize the importance of context and supporting systems in optimizing the impact of competency on performance. Lack of stability in Human Resources, stagnant work routines, and suboptimal use of technology are the main obstacles.

2. Work Experience Has a Positive Influence on Performance

Work experience has been shown to have a significant effect on personnel performance, indicating that accumulated experience strengthens tactical intuition and decision-making abilities. Previous studies (Colquitt et al., 2020; Armstrong & Taylor, 2022) also confirmed that experience enriches operational and strategic insights. This reinforces the importance of tenure and job rotation as learning instruments in the real field.

3. Artificial Intelligence Does Not Have a Significant Impact on Personnel Performance

AI has yet to show a significant direct contribution to the performance of intelligence personnel. This is thought to be due to resistance to adoption, limited training, and low readiness of technological infrastructure. This finding is in line with Russell &Norvig (2021) and Dwivedi et al. (2021), who emphasized that Artificial Intelligence (AI) is more effective as an analytical tool than an operational decision maker in a military environment.

4. Knowledge Management Has a Positive Influence on Performance

Knowledge management has been shown to have a significant influence on the performance of military intelligence personnel. The effectiveness of Knowledge Management (KM) depends on technological readiness, a culture of sharing, and strategic leadership. This finding is consistent with Nonaka& Takeuchi (2019) and McElroy (2020), which emphasize that the ability to manage and disseminate knowledge systematically is a major strength of military organizations in facing threat dynamics.

5. Human Resource Competency Strategic Has a Significant Influence on Knowledge Management

Human Resource Competence has a very strong positive influence on the effectiveness of Knowledge Management (KM). Skills enhancement, training, and talent management have been shown to support a culture of knowledge sharing. This finding supports the theory of Nonaka& Takeuchi (2019) and Alavi&Leidner (2020), which states that the quality of Human Resources is the main foundation of a mature Knowledge Management (KM) system.

6. Work Experience Does Not Have a Significant Influence on Knowledge Management

Contrary to theoretical expectations, work experience does not have a significant effect on Knowledge Management (KM). This suggests that experience does not automatically become organizational knowledge without a supporting documentation system and information sharing policy. This finding is in line with Andreeva&Kianto (2020), who emphasize the importance of a formal system for capturing and transferring experience into collective knowledge.

7. Artificial Intelligence Has a Positive Influence on Knowledge Management

AI plays a significant role in supporting KM by increasing the efficiency of information retrieval, data analysis, and knowledge dissemination. Studies such as by Haefner et al. (2021) and Borges et al. (2020) support these findings, emphasizing that Artificial Intelligence (AI) is capable of automating organizational learning cycles and strengthening Knowledge Management (KM) systems, especially in the context of big data processing and intelligence documents.

8. Human Resource Competency Strategic Influences Performance Mediated by Knowledge Management

Knowledge Management (KM) has been shown to be a significant mediator in the relationship between Human Resource Competency Strategic (HRCS) and personnel performance. This suggests that competence is not enough to improve performance without an effective knowledge management mechanism. This finding is in line with the mediation model of Yogaswara et al. (2022) and Alavi&Leidner (2018), which emphasize the importance of integrating Knowledge Management (KM) into Human Resource development strategies.

9. Work Experience Does Not Affect Performance through Knowledge Management Mediation

Although work experience directly affects performance, Knowledge Management (KM) is not proven to be a mediator in this relationship. This indicates a weak system for converting experience into structured knowledge. Studies by Zhao &Ordóñez de Pablos (2021) and Lee & Suh (2022) emphasize that rigid hierarchical structures and limited access to information are the main obstacles to the effectiveness of KM as a mediator.

10. Artificial Intelligence Does Not Affect Performance through Knowledge Management Mediation

Artificial Intelligence (AI) does not have a significant influence on personnel performance through the mediation of Knowledge Management (KM). Technical barriers, low digital literacy, and organizational cultural

resistance to technological change are key factors. This finding supports research by Hosanagar et al. (2021) and Tsai et al. (2022), which emphasize the importance of technological readiness and organizational adoption in maximizing the potential of Artificial Intelligence (AI) in supporting Knowledge Management (KM) and personnel performance.

Conclusion

This study concluded that of the ten hypotheses tested, four of the seven direct influence hypotheses were supported, while the other three were not. Of the three indirect influence hypotheses through knowledge management mediation, only one was supported. Specifically, it was found that:

1.   Human Resources (HR) competency does not directly have a significant effect on the performance of intelligence personnel, but has a significant effect through knowledge management.
2.   Work experience has a positive direct effect on performance, but does not contribute significantly to knowledge management, either directly or indirectly.
3.   Artificial Intelligence (AI) has no direct or indirect impact on personnel performance, although it has a positive impact on knowledge management.
4.   Knowledge management has been proven to have a direct and positive impact on personnel performance, as well as being an important mediator between Human Resources competency and performance.

Implications

These findings provide several important implications for human resource management and technology utilization in intelligence organizations:

1.   Human Resource Competency Strategic : The issue of suboptimal staff retention indicates the need for a sustainable Human Resources (HR) strategy that emphasizes loyalty, career development, and welfare.
2.   Work Experience : Habitual work practices indicate potential for stagnation; it is important to create work systems that encourage innovation through job rotation or cross-disciplinary training.
3.   Artificial Intelligence :Slow response time of Artificial Intelligence technology is a bottleneck in operations; development and integration of more efficient Artificial Intelligence systems is urgently needed.
4.   Knowledge Management : Weaknesses in the effectiveness of learning budgets indicate the need for a more structured knowledge management system that has a direct impact on performance and decision making.
5.   Army Intelligence Personnel Performance : Stable performance without fluctuations may indicate a lack of adaptive dynamics; the performance appraisal system needs to include aspects of responsiveness and creativity.

Research Limitations

This study has several limitations, including:

1.   Limited Generalizability : The study was conducted in only one institution, so the results may not be generalizable to other military units or non-military organizations that have different contexts.
2.   Data Collection Methods : Reliance on self-assessment risks introducing perceptual bias. Lack of exploration of external factors (such as policy dynamics or technological developments) also limits understanding the broader context.

Further Research Suggestions

Based on these limitations, it is recommended:

1.   Sample Expansion : Future research should involve respondents from a variety of institutions, backgrounds, and geographic regions to increase generalizability and statistical power.
2.   Diversification of Methods : The combination of survey methods with in-depth interviews or direct observation and the application of data triangulation can increase the accuracy, validity, and reliability of research results.

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