

## **Analysis Of Motivation And Work Discipline In Implementation Of The Duties Of Army Soldiers In The Unit Yonif 623/Bwu In South Kalimantan**

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### ***Abstract***

The objective of this research is to assess the level of motivation and work discipline among TNI AD troops in the Yonif 623 / BWU unit in South Kalimantan. The issue addressed in this study pertains to the suboptimal levels of motivation and work discipline, which can be attributed to several inhibitory influences. The objective of this research is to conduct a comprehensive examination and analysis of the impact of motivation and work discipline on the performance of TNI AD troops in the Yonif 623 / BWU unit. Furthermore, the study aims to identify the challenges encountered and evaluate the strategies employed to overcome these challenges. This study employs a descriptive analytical method with a qualitative approach. The data collection approaches employed include observations, interviews, and the examination of relevant documents. The informants are the Commander and a purposively selected group of soldiers. The findings indicated that the insufficient motivation and lack of work discipline among TNI AD soldiers in the Yonif 623 / BWU unit were attributed to multiple reasons, including the following: (1) The factors that influence job satisfaction can be categorized into four main areas: (1) Ability and HR, (2) Support received in terms of income, (3) Existence of work and workplace, and (4) Relationship with the organization.

**Keywords:** Motivation, Work Discipline, Performance, Army Soldiers

### **I. INTRODUCTION**

The TNI Army is seeking to recruit soldiers who possess exceptional skills, unwavering determination, punctuality, unwavering loyalty to the organization, a willingness to prioritize the organization's interests over personal ones, and a strong work ethic. The organization seeks individuals who demonstrate a conscientious work ethic and maintain a disciplined mindset while on duty, as opposed to those who work according to their own preferences. Characterized by a strong commitment to work discipline. The Indonesian National Armed Forces (TNI-AD) is a unit with significant duties and obligations, carrying a substantial burden of responsibility. The Indonesian

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National Army (TNI) soldiers play a pivotal role in the safeguarding of the territorial integrity of the Republic of Indonesia (NKRI). The preservation of the unity and sovereignty of the Republic of Indonesia (NKRI).

Those who demonstrate a high level of commitment among their troops tend to exhibit a higher level of responsibility than those who lack such commitment. Soldiers who are highly committed will perform at their optimal level, directing their attention, thoughts, energy, and time towards their duties in a manner that aligns with the unit's expectations. Nevertheless, instances may arise where the organization fails to prioritize the compensation provided to its members adequately, resulting in a decline in performance or diminished loyalty among soldiers. In order to enhance the dedication of soldiers, the government has implemented a system of remuneration within the Indonesian National Armed Forces (TNI) in the form of performance allowances. The quantity of these allowances is determined by the rank stratification (job grading).

A commitment to the organization fosters an emotional attachment, which enables individuals to identify with the organization's values and activities. This process facilitates the internalization of organizational values, which in turn leads to increased engagement with the organization's endeavors. Organizational commitment is a significant predictor of military performance.

The discipline of employees is a crucial function of human resource management, as it plays a vital role in achieving organizational goals. However, instances of a lack of discipline among the troops are frequently observed. These habits encompass a number of behaviors that are detrimental to the workplace. These include habitual absenteeism, tardiness, failure to attend morning roll call, napping on the job, excessive joking, early departure, excessive texting or chatting, and misusing rest time while failing to maximize productivity.

A soldier is expected to adhere consistently to the rules and regulations established within the organization. Similarly to other individuals, soldiers are also human beings, formed by a higher power. However, due to the nature of their role, soldiers are susceptible to making errors and occasionally deviating from established regulations. Examples of inappropriate behavior include arriving late to work or entering the unit, leaving the unit before the designated time without providing a valid explanation, engaging in casual conversations during working hours, and prematurely ending job tasks. For example, instances of inappropriate behavior include arriving late to work or the unit, leaving the unit before the designated time without a valid explanation, engaging in casual conversations during work hours, leaving work without authorization, failing to complete assigned tasks promptly, departing the unit without permission, and engaging in leisure activities such as reading newspapers, magazines, or playing computer games while on duty. Furthermore, loitering outside the premises within designated hours without a specific objective is also considered inappropriate

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behavior. These factors will impede the attainment of organizational objectives and exert a detrimental impact on the organization.

Upon examination of the motivation and discipline exhibited by personnel within the TNI AD units, it has been observed that there has been a decline in soldier professionalism due to deviations from the fundamental norms of soldiering. Therefore, it is necessary to reinstate the core values of soldiering, which serve as the fundamental norms for soldiers to conduct themselves, communicate, and behave as professional soldiers. The primary objective should serve as the foundation for developing and enhancing the strength of the TNI.

The Indonesian Army fulfills a number of functions in order to achieve its primary objective. These functions include the main military function, the organic military function, the organic training function, the general military technical function, the special military technical function, and the special function. The Bintal and History function represents a specialized function that oversees the progress, maintenance, and enhancement of the cognitive efforts of members of the Indonesian National Armed Forces.

Based on the preceding description, it can be argued that TNI soldiers require strong motivation and discipline in order to create optimal situations and conditions for performing their duties. This can be achieved by instilling the principles of Sapta Marga and the Soldier's Oath into the soldiers' mindset, ensuring that all tasks performed by the soldiers yield high-quality results. Hence, motivation and work discipline play a crucial role in instilling the drive and commitment necessary for someone to diligently perform their responsibilities with utmost vigor. Moreover, motivation plays a pivotal role in fostering the generation of superior ideas and methods, thereby enabling optimal performance.

## **II. LITERATURE REVIEW**

### **II.1 Human Resource Management**

The field of human resources management encompasses a range of actions within a company that are focused on the recruitment, training, and retention of a skilled and efficient staff. Managers play a crucial role in guiding individuals within the firm to accomplish desired objectives, which includes strategizing on how to establish a human resource management (HRM) system that is both successful and efficient. The primary objective of the human resources management (HRM) department is to ensure optimal job satisfaction for the management unit. This, in turn, has the ability to impact the overall worth of the firm in both the short and long term.

(Sutrisno, 2009)Zainal (2015) outlines the objectives of Human Resources Management (MSDM) as follows:

- a. Assessing the caliber and capability of the soldier who will occupy all positions within the unit.
- b. To ensure the availability of current and future workforce, thereby ensuring that (Samsuni, 2017)every position is adequately staffed.

- c. Prevent mismanagement and redundancy in the implementation of duties.
- d. Enhance the coordination, integration, and synchronization (KIS) to optimize work productivity.
- f. Serve as the authoritative framework for defining the procedures and policies related to the withdrawal, selection, development, compensation, integration, maintenance, discipline, and dismissal of troops.
- g. Serves as the guiding principle for executing mutations, whether they be vertical or horizontal.
- h. Serve as a foundation in the warrior's evaluation.

## **II.2 Human Resouce**

Samsuni (2017) provides a definition of human resources or SDM as individuals who possess the willingness, motivation, and ability to make valuable contributions to a company or industry in alignment with the organization's goals and objectives. The SDM might be equated to the notion of a workforce that comprises the labor force, excluding any non-labor force elements. Sutrisno (2009) defines human resources as encompassing rationality, emotions, aspirations, needs, knowledge, expertise, drive, influence, and labor. The SDM, or Service Delivery Manager, is a crucial resource responsible for managing and overseeing the operations of the organization. The sustainability of an organization is determined by the quality of its human resources. The SDM, or Service Delivery Manager, is the most important resource in an organization and requires proper management. The SDM is a very versatile resource that encompasses a greater number of tasks and functions compared to any other supporting resource..

## **II.3 Motivation**

As stated by Triatna (2016), motivation is the internal drive, whether conscious or unconscious, that compels an individual to perform an action with a certain objective in mind. Motivation refers to the deliberate efforts made to stimulate or entice someone, prompting them to engage in behaviors that are directed towards a specific objective. Soldiers will exert significant effort due to their strong motivation. Student learning is contingent upon the presence of a compelling force known as motivation. As to the Indonesian Great Dictionary, an impulse refers to a deliberate activity that motivates an individual or a group to achieve a specific objective or derive satisfaction from their job. Therefore, it may be inferred that motivation is a spontaneous drive that emerges within an individual to pursue something they desire.

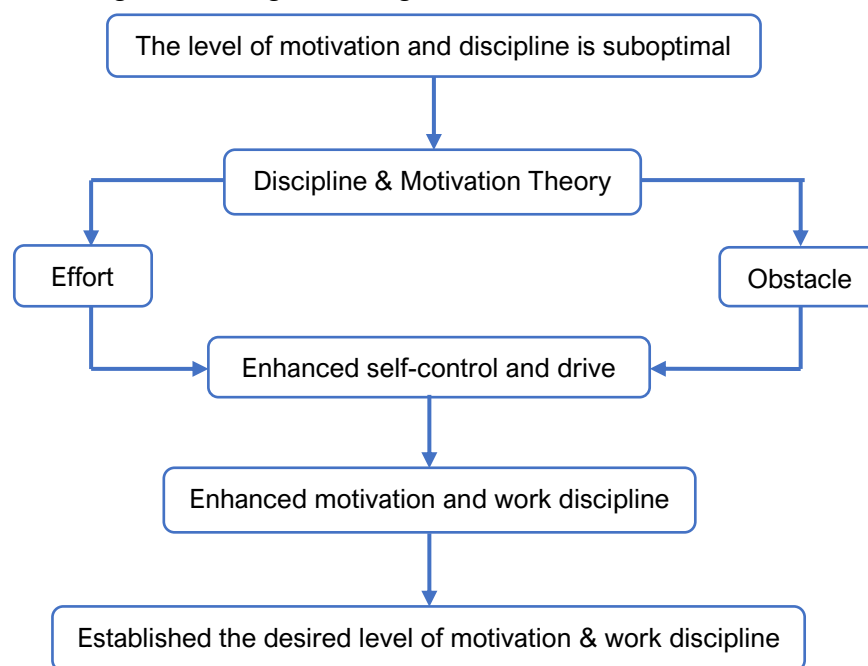
## **II.4 Work Discipline**

Discipline entails adhering to and showing respect for both written and unwritten laws, obeying them without hesitation, and willingly accepting the consequences when one fails to fulfill their duties and responsibilities. (Heryanto, 2019) Period. Working discipline refers to the managerial activity taken to enhance the willingness of organization members to adhere to the established regulations inside the organization (Kurniawan & Heryanto, 2019). (Nugroho, 2014). Work discipline is a managerial method used to effectively interact with soldiers, encouraging them to modify their conduct and increase their knowledge and willingness to comply with the

regulations and social standards of the unit. The study conducted by Prayogi et al. (2019).

## II.5 Performance

Performance refers to the speed at which an individual achieves their desired outcomes inside an organization, in alignment with the business's goals (Maharyani et al., 2019). The productivity of human resources is measured by efficiency and effectiveness (Robbins, 2003). Efficiency also pertains to the degree to which human resources might be more economical and time-saving. As stated by Ramli (2019), performance refers to the level of quality and amount of work accomplished by an individual in fulfilling their assigned obligations.



**Figure 1. Theoretical Thinking**

## III. RESEARCH METHOD

This section discusses how the research was conducted. The main topics of this section are: (1) type of research; (2) research instrument (3) analysis and informer unit; (4) analysis unit and (5) data analysis.

### III.1 Type of Research

The author employed a descriptive research approach in the development of this research report. This approach aims to provide enlightenment and understanding by interpreting the meanings that arise from the study of human behavior processes. Hence, the research employs the qualitative technique, making it a qualitatively descriptive study. In qualitative research, the emphasis is placed on obtaining high-quality data rather than merely having a representative sample size.

### III.2 Research Instrument

Researchers are considered as instruments in the process of doing research. They play a crucial role in identifying elements that contribute to the success of research, academic instruments, and theories. They are responsible for collecting

data, analyzing it, and drawing findings, which are then presented in research publications. Technical instruments refer to interview protocols that have been considered in accordance with the specific circumstances and situations in the field. The contents include photographs of the operation, audio recordings of the informants being utilized, as well as cell phones, laptops, printers, and writing utensils.

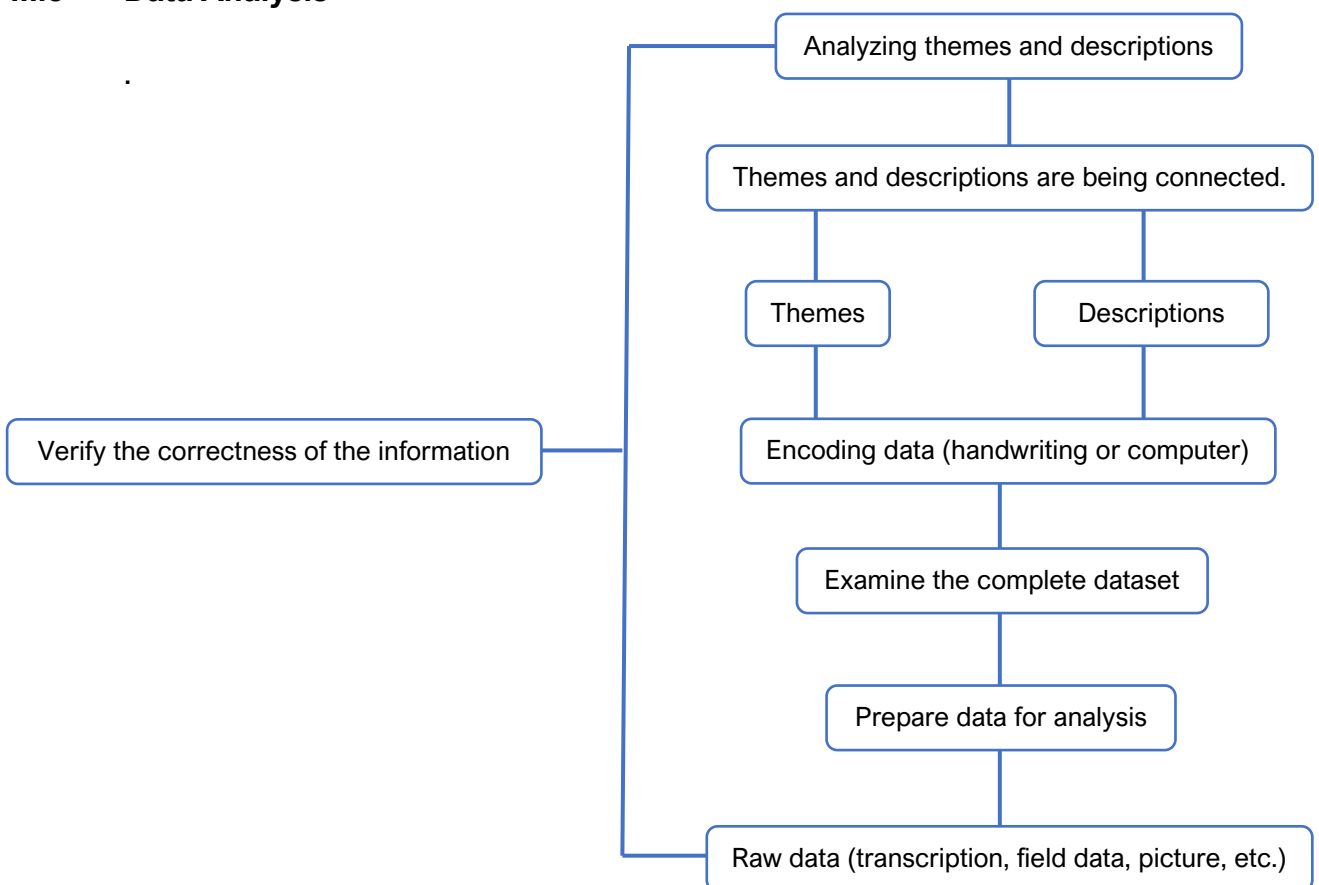
### III.3 Analysis and Informer Unit

In this text, the author gathers information from the informant to acquire data that can be verified for its accuracy. This ensures that the anticipated outcomes of the research are based on genuine data that can be effectively implemented in the relevant field..

### III.4 Analysis Unit

The entire process of data analysis entails an endeavor to conceptualize data in the form of textual or visual representations. In order to accomplish this, researchers must first organize the data for analysis, conduct various studies, enhance their comprehension of the data, explain the findings, and provide a broader interpretation of the significance of the data. Creswell & Creswell (2018) suggests that qualitative researchers should view qualitational data analysis as a systematic process of applying measures that move from specific to general, involving various levels of analysis.

### III.5 Data Analysis



Source: Cresswell (2018)

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From the two reasons provided, it can be inferred that the unit of analysis in this research is the topic that is being investigated. The subject thus becomes the unit of analysis in the study. In this scenario, the informant or source plays a crucial role in acquiring data that accurately reflects reality.

## III.6 Research Informer

In this study, the researchers intentionally prompt the research participants, since they believe that these chosen participants can provide the necessary information that aligns with the research topic. The selection of the research informant for the interview is done deliberately and with a particular aim in mind. This deliberate selection is based on careful deliberation and is part of the qualitative sampling process. The investigation informant comprises individuals who has expertise in their respective domains.

**Table 1. Informer/Source**

No	Informer	Description
1	Commander	1 Person
2	Soldier	10 Persons

Source: Primary data processed, 2022

## III.7 Data Sources and Type

Data sources in research refer to the individuals or entities from whom data is collected. The author of this research used data from Yonif 623/BWU located in South Kalimantan as their primary source.

- a. Primary data refers to the information that is collected directly from the original source. In this information selection, the author employs Purposive Sampling, a method that involves selecting samples based on certain criteria. Information or data is obtained by specifically picking an informant who is known and dependable as the source of the data.
- b. Secondary data refers to processed information in the form of papers or archives that are collected from a specific source. For the purpose of this research study, the author acquired pertinent papers or archives related to the subject matter being investigated, namely Yonif 623/BWU in South Kalimantan.

## III.8 Data Collection Techniques

In order to get relevant and comprehensive data, this research employs many methodologies for data collection. Yin (2014) defines a case study as an empirical investigation that explores events occurring in an unobservable context. Yin said that the conventional approach of the case study technique is capable of incorporating several types of data, including interviews, observations, documents, and instruments. As stated by Creswell & Creswell (2018), qualitative data gathering techniques include several methods such as non-participant and participant observations, closed and open interviews, as well as the analysis of both public and private records. In qualitative research, the data gathering processes include four distinct strategies: observation, interview, document study, and analysis of audio and visual information.

### **III.8 Data Analysis Techniques**

Creswell outlines six distinct stages of data processing within the framework of a phenomenological method. These processes include:

1. Provide a detailed account of your own encounter with the topic under investigation.
2. Compile a roster of significant assertions.
3. This process involves taking a significant statement and categorizing it into bigger chunks of information known as "units of meaning" or themes.
4. Composing a narrative of the source's firsthand encounter with the phenomena (referred to as textual description).
5. A structural description refers to the act of writing a detailed account of how an event occurs.
6. Composing a comprehensive depiction of occurrences that integrates both textual and structural descriptions. This part represents the fundamental core of experience and is the ultimate result of phenomenological research.

### **III.9 Validity Testing**

Validity refers to the method by which researchers assess the correctness of finding and processing data (Creswell & Creswell, 2018). Several factors in qualitative research pertain to "reliability," "authenticity," and "credibility." (Creswell & Creswell, 2018). Creswell & Creswell (2018) identifies eight ways for ensuring the veracity of data. Nevertheless, the author will use the following techniques:

1. Trilateration. Triangulation is used to provide a rationale for interconnected concepts. Integrating many data sources or viewpoints from participants can enhance the credibility of the study.
2. Verification of membership. In order to ascertain the correctness of the study findings, the researchers will conduct a technical procedure where they will present the final report's results to the participants once more. This is done to verify the accuracy of the data.
3. Dependability. Rehabilitation (reliability) refers to the extent to which a researcher's findings align with previous studies, indicating consistency in their study. The dependability standard quantifies the degree of reliability shown by the research instrument (Bungin, 2015).

## **IV. RESULT AND DISCUSSION**

### **IV.1 Result**

The researcher conducted a descriptive analysis to interpret the distribution of the informer's answers to the core questions of the interview. This was done in order to describe the research instrument based on the informan's replies. This study presents descriptive findings based on data acquired from interviews with informants who are associated with the motivation and discipline of work in the execution of responsibilities by soldiers of the Indonesian Army (TNI AD) in unit Yonif 623/BWU in South Kalimantan.



## **IV.2 Discussion**

This sub-chapter discusses the impact of motivation and work discipline on the performance of TNI AD troops in Unit Yonif 623/BWU. The performance of these soldiers is impacted by several elements.

- a. SDM, or Strategic Decision Making, is a crucial element in facilitating the attainment of the primary goals of a collective entity. Hence, it is essential for the SDM to possess the capability to provide assistance and execute the fundamental duties and responsibilities of Yonif 623. To develop a skilled and proficient SDM, it is essential to provide education and training programs that align with its required expertise. The development of SDM is focused on enhancing skills, knowledge, and competencies, which may eventually enhance the quality of staff effectively. The primary objective of the competence-based SDM Enhancement program is to enhance the caliber and efficiency of staff performance. Attainment of the goal of acquiring the SDM of proficient equipment
- b. The performance of soldiers at Yonif 623/BWU is seen to be happening considerably in the field, as shown below:
  1. Aptitude and expertise
  2. Acumen
  3. Character traits
  4. Job drive
  5. Managerial qualities
  6. Professional conduct
  7. Workplace Conditions

## **V. CONCLUSION AND SUGGESTION**

### **V.1 Conclusion**

- a. Work motivation has a positive and significant impact on the performance of the staff at Yonif 623/BWU in South Kalimantan. This means that if motivation increases, staff performance will also increase. The most influential types of work motivation in this context are direct and indirect motivation. These types of motivation provide incentives for soldiers to give their best effort because they feel that their work is valued by their superiors.
- b. Enforcing discipline and being a skilled instructor may improve the working environment and reduce mistakes in carrying out the responsibilities of Yonif 623 / BWU in Southern Kalimantan.

### **V.2 Suggestion**

After analyzing the study findings and engaging in discussions, the author proceeds to provide guidance to the relevant parties involved in this complaint. As for the advice the author needs to make is as follows:

- a. Yonif 623/BWU is expected to provide insight into the significance of motivation in enhancing and optimizing the output of soldiers' work. The leader should prioritize showing appreciation and providing a conducive work environment that aligns with the soldiers' level of work. This will result in increased enthusiasm among the soldiers. Therefore, the troops may have confidence in their safety and security in the workplace.

- b. It is expected that Yonif 623/BWU would enhance discipline by implementing a system of rewards and punishments for soldiers. This will serve as a model for other soldiers, encouraging them to avoid any misconduct inside the unit.

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