

Work Motivation of Soldiers of Batalyon 23 Group-2 Kopassus in Sukoharjo

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ABSTRACT

This study aims to analyze the influence of work environment, compensation, education and career development on the work motivation of soldiers of the 23rd Battalion Group-2 Kopassus in Sukoharjo. This study uses a quantitative method with primary data collection and purposive sampling techniques using multiple linear regression analysis methods. The population in this study is all members of Detachment-1 Battalion-23 Group-2 Kopassus according to the personnel nominative set on October 1, 2023 with a sample of 50 soldiers, both non-commissioned officers and officers. The data analysis techniques used for statistical analysis were multiple linear regression tests, F tests, t tests, and determination coefficients. The results of the study showed that the variables of Work Environment, Compensation, and Career Development had an effect on the work motivation of soldiers of the 23rd battalion group-2 of Kopassus in Sukoharjo but the level of education had no effect on the work motivation of soldiers of the 23rd battalion group-2 of Kopassus in Sukoharjo. The variables of Work Environment, Compensation, Career Development and Education Level contributed to Motivation by 70.5% while the remaining 29.5% was explained by other variables that were not proposed in this study. Suggestions that can be given to Battalion 23 Group 2 Kopassus are expected to conduct regular monitoring and evaluation of the work environment, compensation and performance development because these variables have a significant influence on motivating soldiers.

Keywords: *Presentation of Financial Statements, Accounting System, Accessibility, Internal Control and Accountability of Regional Financial Management*

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh lingkungan kerja, kompensasi, pendidikan dan pengembangan karir terhadap motivasi kerja prajurit Batalyon 23 grup-2 kopassus di Sukoharjo. Penelitian ini menggunakan metode kuantitatif dengan pengumpulan data primer dan teknik *purposive sampling* dengan menggunakan metode analisis regresi linier berganda. Populasi dalam penelitian ini adalah seluruh anggota Detasemen-1 Batalyon-23 Grup-2 Kopassus sesuai nominatif personel yang ditetapkan per tanggal 1 Oktober 2023 dengan sampel sebanyak 50 prajurit baik bintang maupun perwira. Teknik analisis data yang digunakan analisis statistik yaitu uji regresi linear berganda, uji F, uji t, dan koefisien determinasi. Hasil Penelitian menunjukkan variabel Lingkungan Kerja, Kompensasi, Pengembangan Karier berpengaruh terhadap motivasi kerja prajurit Batalyon 23 grup-2 kopassus di Sukoharjo namun Tingkat Pendidikan tidak berpengaruh terhadap motivasi kerja prajurit Batalyon 23 grup-2 kopassus di Sukoharjo. Variabel Lingkungan Kerja, Kompensasi, Pengembangan Karier dan Tingkat Pendidikan memberikan sumbangan terhadap Motivasi sebesar 70,5% sedangkan sisanya sebesar 29,5% diterangkan oleh variabel lain yang tidak diajukan dalam penelitian ini. Saran yang dapat diberikan untuk Batalyon 23 Grup 2 Kopassus

diharapkan untuk melakukan *monitoring* dan evaluasi secara berkala terhadap lingkungan kerja, kompensasi dan pengembangan kinerja karena variabel tersebut memiliki pengaruh yang signifikan untuk memotivasi prajurit.

Kata kunci: motivasi, pengaruh lingkungan kerja, kompensasi, pendidikan dan pengembangan karir

INTRODUCTION

This background was prepared to explain why the topic of employee work motivation is relevant and important to research. In today's increasingly dynamic and competitive work environment, employee work motivation is the key to achieving organizational success. According to Murtie (2012: 63) Motivation is an urge or turmoil that arises from within humans to fulfill their various needs according to their individual desires. Robbins (2008: 222) states that motivation is a process that explains the intensity, direction and persistence of an individual to achieve their goals. According to Kadarisman (2012: 278), work motivation is the driving force within a person to want to behave and work diligently and well in accordance with the duties and obligations that have been given to him. A study by Locke and Latham (2004) found that high work motivation was positively related to high performance. Employees who feel motivated tend to exert more effort, have more initiative and creativity, and achieve better results for the company.

Apart from that, work motivation is also related to employees' sense of ownership and attachment to the organization where they work. Employees who feel motivated have a high sense of ownership and attachment to the organization. This can contribute to higher levels of job satisfaction, higher employee retention, and a reduction in the high costs associated with employee turnover. A high level of work motivation is also related to overall employee well-being. Research by Rothmann (2010) shows that employees who feel motivated tend to have higher levels of satisfaction and happiness in their personal and professional lives. This shows the importance of work motivation in achieving overall individual well-being.

This research will focus on the influence of the work environment, salary and benefits, education level and career stage on the work motivation of employees or soldiers in TNI work units. High work motivation is very important in improving the performance and productivity of TNI soldiers in carrying out their duties. Thus, the focus of this research is to explore the extent to which factors such as work environment, salary, education level and career stage influence the work motivation of TNI soldiers in their work unit environment.

Based on previous research, there is some evidence that shows a relationship between factors such as work environment, career level, salary and level of education and individual work motivation. The following are some previous research results that support this statement:

Research by Kaliannan, Uthayasankar, and Selvarani: (2018) found that a good work environment has a positive impact on employee work motivation. They found that factors such as social support, effective leadership, open communication,

and concern for employee well-being can increase work motivation. Research by Janssen and Veenendaal (2017) found that appropriate task density in the work environment helps increase employee motivation and performance. They found that workloads that are too high or too low can reduce employee work motivation. Work Environment has a positive but not significant effect on Work Motivation (Wiryawan et al., 2020a).

Research by Noe et al (2017) shows that clear career paths and self-development opportunities can increase employee work motivation. They found that employees who have clear career goals and are given opportunities to develop their skills tend to be more motivated and have better work motivation. Career Development has a positive and significant effect on Work Motivation (Wiryawan et al., 2020a). Research by Baral et al : (2019) found that fairness in promotion opportunities and recognition of employee achievements can increase work motivation. They highlight the importance of fair career paths in motivating individuals to work hard and achieve better results. Research says that there is an influence of career development on employee work motivation (Dadang et al., 2022a).

Compensation that is fair and proportional to individual contributions can increase job satisfaction and employee motivation (Kuvaas and Dysvik: 2009). They found that providing adequate compensation can be a motivating factor for individuals to increase their work motivation. Research by Ma et al (2016) shows that high compensation can influence employees' intrinsic motivation. They found that higher levels of compensation can increase job satisfaction and intrinsic motivation which encourages employees to try harder. There is a significant influence of compensation on employee work motivation, high or low levels of compensation will have an impact on work motivation, the higher the compensation will encourage better employee work motivation, while low compensation will also reduce employee work motivation (Yusril, 2017a).

Research by Bruno et al (2017) found that individuals with higher levels of education tend to have higher work motivation. They found a positive relationship between higher education and higher work motivation. Continuous education or self-development opportunities through training can increase work motivation. They found that individuals who continue to develop skills and improve their qualifications tend to have higher motivation (Stepanova and Strizhakova: 2014). The level of education has a significant influence on employee work motivation. In other words, the better an employee's education, the more their work motivation will increase (Bou et al., 2023a)

The results of the research above show that work environment factors, career path, salary and education level have a significant influence on individual work motivation. Therefore, TNI unit commanders can use these findings to create an environment that motivates and encourages their soldiers to achieve their best work motivation. With a better understanding of the factors that influence work motivation, leaders in TNI work units can implement effective strategies to produce a motivating work environment, fair salary schemes, and adequate educational and career opportunities for employees. As a result, it is hoped that employee work

motivation in the TNI will increase, which in turn will have a positive impact on work motivation and overall productivity of TNI work units.

Battalion 23 Group 2 Kopassus is a special unit in the Indonesian National Army (TNI) which consists of highly dedicated soldiers and plays an important role in maintaining the security and stability of the country. In this context, it is important to understand the factors that influence the work motivation of soldiers in Battalion 23 Group 2 Kopassus. A good work environment within this unit can include factors such as appropriate task density, strong leadership, effective communication, and efforts to maintain well-being and work-life balance. Adequate salary is also an important factor in influencing the work motivation of soldiers in this Battalion, because it can influence soldiers' motivation and satisfaction with their work. Apart from that, the level of education and career path can also provide high motivation for soldiers in Battalion 23 Group 2 Kopassus. With adequate educational opportunities and clear career paths, soldiers in this unit can feel motivated to improve their qualifications and achieve achievements in their military careers.

However, although it is important to understand the influence of these factors on the work motivation of soldiers in Battalion 23 Group 2 Kopassus, there has been no research that specifically examines this. Therefore, this research aims to complete our knowledge about the important factors that influence the work motivation of soldiers in this unit.

RESEARCH METHODS

This research uses quantitative methods with primary data collection and purposive sampling techniques using multiple linear regression analysis methods. In this quantitative descriptive research, the author focuses research on the influence of the Work Environment, Compensation, Career Development and Educational Level on the Work Motivation of Den-1 Battalion-23 Group-2 Kopassus Soldiers. This research was used to see how much influence the Work Environment, Compensation, Career Development and Educational Level have on the Work Motivation of Den-1 Battalion-23 Group-2 Kopassus Soldiers by collecting data using questionnaires, observation and documentation.

In conducting this research, the time required is 6 months, namely January 1-June 31 2024, starting from observation to producing data results and research conclusions.

The population in this study were all members of Detachment-1 Battalion-23 Group-2 Kopassus according to the personnel nominative determined on October 1 2023. Samples were taken with the calculations below:

Table 1. Number of Samples

Soldier Class	Amount	Percentage	Number of Samples (Rounding)
Commissioned Officer	9	18%	9
Non-commissioned officer	41	82%	41

Total	50	100%	50
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The data analysis techniques used for statistical analysis are multiple linear regression test, F test, t test, and coefficient of determination with the help of SPSS 24 software.

RESULTS AND DISCUSSION

Table 2. Multiple Linear Regression Results

No	Variable	Unstandardized B	Information
1	(Constant)	2,711	Positive
2	Work environment	0.038	Positive
3	Compensation	0.084	Positive
4	Career Development	0.072	Positive
5	Level of education	0.035	negative

Source: SPSS 24 data processing

Based on the table above, it can be seen that the regression equation formed is:

$$Y = 2.711 + 0.038 X_1 + 0.084 X_2 + 0.072 X_3 + 0.035 X_4$$

From this equation it can be explained that:

a. Constant (a)

A constant value of 2.711 indicates that the variables Work Environment, Compensation, Career Development and Education Level if the value is 0 then the Motivation of Soldiers in Battalion 23 Group 2 Kopassus has a Motivation level of 2.711.

b. Work Environment Coefficient (b_1)

The Work Environment coefficient value or Work Environment variable (β_1) is 0.038 with a positive value. This means that for every increase in the Work Environment by 1 time, Soldier Motivation in Battalion 23 Group 2 Kopassus will increase by 0.038 assuming the other variables are constant.

c. Compensation Coefficient (b_2)

The Compensation coefficient value or Compensation variable (β_2) is 0.084 with a positive value. This means that for every increase in compensation by 1 time, the motivation of soldiers in Battalion 23 Group 2 Kopassus will increase by 0.084 assuming the other variables are constant.

d. Career Development Coefficient (b_3)

The Career Development value or Career Development variable (β_3) is 0.072 with a positive value. This means that for every increase in Career Development by 1 time, Soldier Motivation in Battalion 23 Group 2 Kopassus will increase by 0.072 assuming the other variables are constant.

e. Education Level Coefficient (b_4)

The value of Education Level or the Education Level variable (β_3) is 0.035 with a negative value. This means that for every increase in education level by 1 time, the motivation of soldiers in Battalion 23 Group 2 Kopassus will decrease by 0.035 assuming the other variables are constant.

Model Feasibility Test

Table 3. Model Testing Results

Model	Fcount	Ftable	Sig.	Standard	Information
Regression	2,849	2.56	0,000	0.05	Decent Model

Source: SPSS data processing

From the results of the model feasibility test, $F_{count} > F_{table}$ is $2.849 > 2.74$ with a significance of 0.000, meaning that this analysis is significant with a significance level of less than 0.05, so H_0 is rejected and H_a is accepted. In other words, there is an intermediate influence Work Environment, Compensation, Career Development and Education Level simultaneously and significantly on Soldier Motivation in Battalion 23 Group 2 Kopassus and fulfills the model feasibility test.

Hypothesis testing

Table 4. Hypothesis Testing Results

Hypothesis	tcount	ttable	Sig.	Standard	Information
H1	2,615	>1,676	0.042	0.05	Ha Accepted
H2	2,039	>1,676	0.004	0.05	Ha Accepted
H3	2,201	>1,676	0.036	0.05	Ha Accepted
H4	0.419	<1,676	0.677	0.05	Ha Rejected

Source: SPSS data processing

Based on the results of the t test in the table above, it can be explained in a hypothesis which is in the following form:

- The Influence of the Work Environment on Soldier Motivation in Battalion 23 Group 2 Kopassus

The Work Environment variable has a value $t_{count} > t_{table}$ ($2,615 > 1,676$) and significance $0.042 < 0.05$ then H_0 is rejected and H_a accepted. It can be concluded that there is a positive and significant influence on the work environment on Soldier Motivation in Battalion 23 Group 2 Kopassus.

- The Influence of Compensation on Soldier Motivation in Battalion 23 Group 2 Kopassus

The Compensation Variable has a value $t_{count} > t_{table}$ ($2,039 > 1,676$) and significance $0.000 < 0.05$ then H_0 is rejected and H_a accepted. It can be concluded that there is a positive and significant influence on compensation on Soldier Motivation in Battalion 23 Group 2 Kopassus.

- The Influence of Career Development on Soldier Motivation in Battalion 23 Group 2 Kopassus

The Career Development variable has a value $t_{count} > t_{table}$ (2,201 > 1,676) and significance $0.036 < 0.05$ then H_0 is rejected and H_a accepted. It can be concluded that there is a positive and significant influence on Career Development on Soldier Motivation in Battalion 23 Group 2 Kopassus.

- d. The Effect of Education Level on Motivation Soldier in Battalion 23 Group 2 Kopassus

The Education Level variable has a value $t_{count} < t_{table}$ (-0.419 < 1,994) and significance $0.677 < 0.05$ then H_0 is accepted and H_a rejected. It can be concluded that there is no positive and significant influence on education level on Soldier Motivation in Battalion 23 Group 2 Kopassus.

Coefficient of Determination Test (R²)

Table 5. Coefficient of Determination Results

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Information</i>
1	0.844	0.712	0.705	Decent Model

Source: Appendix VIII

Based on the calculation results, the adjusted R square value is 0.705. This means that the variables Work Environment, Compensation, Career Development and Education Level contribute to Motivation by 70.5% while the remaining 29.5% is explained by other variables not proposed in this research.

Discussion

1. The Influence of the Work Environment on Soldier Motivation in Battalion 23 Group 2 Kopassus

The Work Environment variable has a value of $t_{count} > t_{table}$ (2.615 > 1.676) and a significance of $0.042 < 0.05$, so H_0 is rejected and H_a is accepted. It can be concluded that there is a positive and significant influence of the Work Environment on Soldier Motivation in Battalion 23 Group 2 Kopassus.

The results of research on the Work Environment have a positive and significant effect on Motivation Soldier in Battalion 23 Group 2 Kopassus in accordance with research conducted by Wiryawan, et.al (2020), Lioni (2021), Lioni (2021), Iis, et.al, (2022). with the results that the work environment is proven to have an influence on employee motivation.

2. The Influence of Compensation on Soldier Motivation in Battalion 23 Group 2 Kopassus

The Compensation Variable has a value $t_{count} > t_{table}$ (2,039 > 1,676) and significance $0.000 < 0.05$ then H_0 is rejected and H_a accepted. It can be concluded that there is a positive and significant influence on compensation on Soldier Motivation in Battalion 23 Group 2 Kopassus.

The results of research on compensation have a positive and significant effect on motivation Soldier in Battalion 23 Group 2 Kopassus in accordance with

research conducted by Yusril, (2017), Putra, et.,al (2020), Jannah and Nurhayati (2022).

3. The Influence of Career Development on Motivation on Soldier Motivation in Battalion 23 Group 2 Kopassus.

The Career Development variable has a value $t_{count} > t_{table}$ ($2,201 > 1,676$) and significance $0.036 < 0.05$ then H_0 is rejected and H_a accepted. It can be concluded that there is a positive and significant influence on Career Development on Soldier Motivation in Battalion 23 Group 2 Kopassus.

Research on Career Development towards on Soldier Motivation in Battalion 23 Group 2 Kopassus significant effect according to research by Guli, et.al (2022), Lioni (2021), Haryonoa, et.,al (2020), Iis, Wahyuddin, Aet.,al (2022) with the result that Career Development has a positive influence on employee motivation

4. The Influence of Education Level on Soldier Motivation in Battalion 23 Group 2 Kopassus

The Education Level variable has a value of $t_{count} < t_{table}$ ($-0.419 < 1.994$) and a significance of $0.677 < 0.05$, so H_0 is accepted and H_a is rejected. It can be concluded that there is no positive and significant influence of education level on soldier motivation in Battalion 23 Group 2 Kopassus.

The results of research on Education Level on Soldier Motivation in Battalion 23 Group 2 Kopassus did not have a different effect from research by Research conducted by Muda (2018), Bou, et.,al (2022), Wulandari (2017) resulted in that education level has a positive and significant effect on employee motivation.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of hypothesis testing and discussions that have been carried out, it can be concluded as follows:

1. There is a positive and significant influence on the work environment on Soldier Motivation in Battalion 23 Group 2 Kopassus.
2. There is a positive and significant influence on compensation on Soldier Motivation in Battalion 23 Group 2 Kopassus.
3. There is a positive and significant influence on career development on Soldier Motivation in Battalion 23 Group 2 Kopassus.
4. There is no significant effect of education level on Soldier Motivation in Battalion 23 Group 2 Kopassus.

Based on the conclusions above, in this study the author provides suggestions. Future researchers are expected to expand the scope of research to include more variables or factors that can influence soldiers' work motivation. Conduct additional case studies in other battalions to broaden the generalizability of the findings and resulting implications. Pay attention to the use of appropriate statistical methods to handle data complexity and produce more valid and reliable findings.

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