

The Role of Leadership, Management, and Motivation in Indonesian Naval Officers' Performance

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ABSTRACT

Background. In this research, the Indonesian National Navy principals have been chosen as unit analysis and 60 samples were purposive sampling.

Purpose. The objective of this research is to know the effect of Leadership, Management Skill, and Motivation to Performance of Indonesian navy officers.

Method. Survey was applied in this research which data had been analyzed by path analysis after all variables put into a correlational matrix.

Results. The result of the research shows that Performance of navy is effected directly by Leadership, Management Skill, and Motivation. It is also found that Leadership is effected Motivation to Performance of navy directly. Based on those findings it could be concluded that any change or variation which occurred at Performance of navy might have been effected by Leadership, Management Skill, and Motivation.

Conclusion. Therefore, in Performance of navy, Leadership, Management Skill, and Motivation should be put into strategic planning of human resources development.

KEYWORDS

Leadership, Management, Motivation

INTRODUCTION

According to article 3 paragraph 2 of the Law of the Republic of Indonesia No. 20 of 2002, concerning State Defense, it is stated that State defense is prepared by taking into account the geographical conditions of Indonesia as an archipelagic country (Becker & Jaakkola, 2020). Furthermore, referring to Law no. 34 of 2004 concerning the TNI, article 9, it is stated that the task of the Navy is to prepare and build forces to uphold the sovereignty and integrity of the Republic of Indonesia and protect national security in the sea of national jurisdiction (Gursoy dkk., 2019). With such a heavy task, compared to the very limited number of crew and personnel, it takes professional and qualified officers who are able to work, to achieve organizational goals (Matarazzo dkk., 2021). The Navy in carrying out its role as a state defense force in and or by sea needs to build, shape and improve the quality of its human resources, this is carried out in an effort to obtain the ability and appearance of professional Navy soldiers shown by their performance (Zhao dkk., 2019), based on

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the spirit of the Sapta Marga, the Soldier's Oath and the Navy's Trisila, in an integrated, consistent and balanced manner by being provided with the ability through education and assignment.

The organization of the Navy, especially in the officer strata depicted in the pyramid-shaped DSP, will form a pyramid that bubbles in the middle of the pyramid because the largest number of DSPs that exist is at the rank of Major (Baabdullah dkk., 2019). From the above conditions, to be able to maintain the balance of rank composition both quantitatively and qualitatively, proper personnel strength planning is needed (Kumar dkk., 2019). Personnel strength planning that is carried out needs to pay attention to principles that are future-oriented, integrative, responsive and anticipatory to environmental developments that occur and are open in seeing facts and problems that can be realized in long-term personnel strength planning (Kaasinen dkk., 2020), from there it is seen the importance of officers who have superior performance, so that organizational goals are achieved.

In realizing the vision and mission of the Navy, namely "Big, Strong and Professional", it is necessary to utilize its human resources as optimally as possible (Fernandes & Oliveira, 2021), in order to provide 'added value' for the Navy in general and the staff of officers of the Navy Financial Service in particular (Mehroliia dkk., 2021). Therefore, to make it happen, skilled and reliable human resources are needed in their fields (Kim dkk., 2019). In the Navy organization, organizational personnel are divided into three strata, namely Officers, Non-commissioned Officers and Enlisted Officers (Zhao & Bacao, 2020). Of the three strata, officers are personnel who have the most important and strategic value, considering the duties and responsibilities they carry as leaders ranging from the smallest work unit to the largest work unit (Hu dkk., 2019). Therefore, in the organization of the Navy (Anshari dkk., 2019), it is realized that personnel development efforts for the Navy's officer strata must be carried out as well as possible continuously and continuously and comprehensively from the time of entering the Navy until the period of duty / retirement.

The military development of the Navy aims to realize a military serving in the Navy environment that is full of loyalty and obedience to Pancasila and the 1945 Constitution, the state and government and is united, good mentality (Boone, 2019), high discipline, honest. clean and authoritative, efficient and successful, high quality and aware of its responsibilities according to the state apparatus that serves the state through the organization of the Navy (Pantelic dkk., 2019). This can be realized in the form of optimal performance.

Performance in the context of military organizations is always broadly meaningful because it is the success of personnel, teams, or organizational units in realizing predetermined strategic goals with expected behavior (Zhao & Bacao, 2020). Performance or performance can be seen from the achievement of tasks and responsibilities given organizationally related to teams and individuals which can be seen directly through processes or work, work behavior, work competencies, and work completeness.

Based on this explanation, the author is interested in conducting research on factors that affect the Performance of Navy Officers (Makarenko dkk., 2022). The factors to be analyzed in this study are Leadership, Management Ability and Work Motivation in their capacity to affect Officer Performance.

Discussing performance, closely related to an opinion that to find out the results of work achieved by personnel in an organization (Syazali dkk., 2019), the first thing the leader must do is carry out a performance appraisal (Andriyandi dkk., 2020). From the results of the performance appraisal that has been carried out, it will be known the value of the organization and the overall performance of the organization whether the performance of the organization is good or not in the

eyes of personnel, customers, and the community environment (Muslimin dkk., 2020). In connection with this, efforts to conduct performance appraisals in an organization are important.

RESEARCH METHODS

This study uses survey research method, which is research that aims to find out and determine the temporary position of variables (status quo variables) based on existing data at that time, and the relationship between the variables studied. To analyze data on the presence or absence of influence between variables using a path analysis approach (Choudhury dkk., 2019). The way to collect the necessary data in this study is done through questionnaires and tests that have been prepared in advance (Ferdiansyah dkk., 2022). This study examines the relationship between research variables, and measures the influence of one variable with another variable with the officer strata analysis unit as the object of research. In this study there are four variables studied, independent / independent variables, namely (Guerra-Bustamante dkk., 2019): Leadership (X 1), Management Ability (X 2), Work Motivation (X3) with a dependent / dependent variable namely Officer Performance (Y). The theoretical model of the research variable is seen in the following figure:

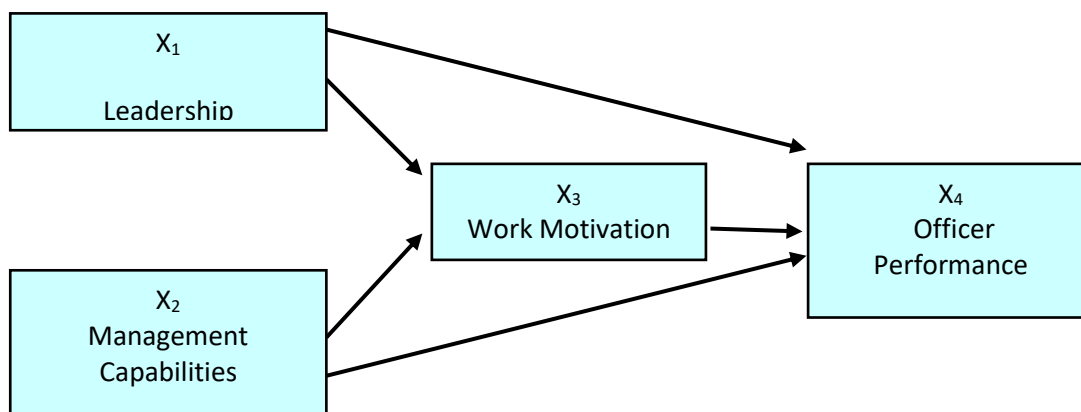


Figure 1 Theoretical Model of Research Variables

a. Population and Sample

The population of this study is Navy soldiers with officer strata serving in Kotama / Satker TNI AL in Jakarta.

The research sample was 60 Navy officers from the strata of Pama (First Officer), Pamen (Middle Officer) and Pati (High Officer).

b. Analysis Procedure

This section describes the research instruments for each observed research variable, including conceptual definitions, operational definitions, indicators, instrument grids, questionnaire instruments and instrument validity and reliability tests. To collect the necessary information in the study is carried out using tests and questionnaires. Questionnaires were used for the variables Leadership (X1), Management Ability (X 2), Work Motivation (X3) and Officer Performance (Y). All instruments are made through stages, namely reviewing theories related to research variables, developing indicators of each variable, making grids, compiling statement items or questions, conducting instrument trials, conducting item analysis through testing instrument validity and continuing the calculation of instrument reliability.

The items in the research instrument questionnaire are arranged in the form of positive or negative statements and questions. The assessment given by respondents is the choice given to the

assessment available in each statement item in the research instrument. The statement items or questions on the questionnaire are prepared using a Likert.

The instruments used were first piloted. Instrument testing is carried out to see the level of validity and reliability. Invalid instrument items will be discarded and not used as research data capturers.

RESULTS AND DISCUSSION

The results of this study found that: (1) Leadership has a positive effect on Officer Performance shown by the path coefficient path coefficient $p41 = 0.439$ with t count $>$ t_{table} . This finding confirms that Leadership (X 1) has a direct positive effect on Officer Performance (X4). (2) The direct effect of Management Ability on Officer Performance has a path coefficient price $p42 = 0.360$ with t calculate $>$ t_{table} . This confirms that Management Ability (X 2) has a direct positive effect on Officer Performance (X4). (3) The direct effect of Work Motivation on Officer Performance has a line coefficient price $p43 = 0.213$ with t calculate $>$ t_{table} . This confirms that Work Motivation (X 3) has a direct positive effect on Officer Performance (X4). (4) The direct influence of Leadership on Work Motivation has a path coefficient price $p31 = 0.411$ with t calculate $>$ t_{table} . The results of this calculation confirm that Leadership (X 1) has a direct positive effect on Work Motivation (X3). (5) The direct effect of Management Ability on Work Motivation has a path coefficient price $p32 = 0.442$ with t calculate $>$ t_{table} . The results of this calculation confirm that Management Ability (X 2) has a direct positive effect on Work Motivation (X3). A summary of the simple correlation coefficients between research variables can be presented in the following matrix table:

Table 1. Simple Correlation Coefficient Matrix between Variables

	X ₁	X ₂	X ₃	X ₄
X ₁	1,000			
X ₂	0,530	1,000		
X ₃	0,646	0,660	1,000	
X ₄	0,768	0,734	0,735	1,000

The next step is to perform the calculation of the path coefficient. Based on the results of calculating the path coefficient with the SPSS 12.0 for windows program, the following results are obtained:

While the calculation results for the first structure obtained the following results:

Table 2. Results of Calculations Using SPSS for Windows Program for X1, X2, and X3 Exogenous and X4 Endogenous Coefficients^a

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

(Constant)	4.645	8.921		-.521	.605
Leadership	.532	.106	.343	5.014	.000
Ability_ Management	1.275	.315	.360	4.049	.000
Motivasi_Kerja	.212	.098	.213	2.159	.035

a. Dependent Variable: Kinerja_Perwira

The forms of the first substructure for exogenous X1, X2, and X3 and endogenous X4 are as follows;

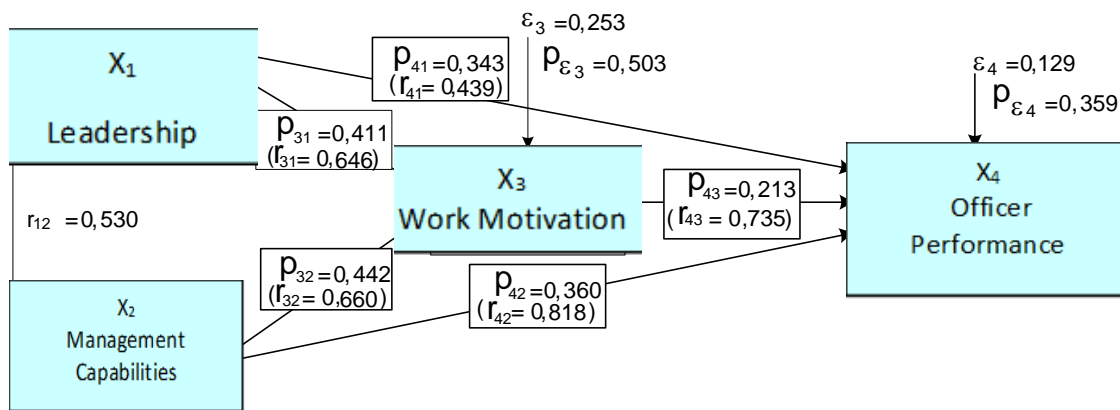


Figure 2. Path Diagram in Sub Structure 1

Table 3. Calculation Results Using SPSS for Windows Program for X1 and X2 Exogenous and X3 Endogenous

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	10.336	11.963		.864
	Kepemimpinan	.502	.127	.411	3.959
	Kemampuan_ Manajemen	1.576	.370	.442	4.255

a. Dependent Variable: Motivasi_Kerja

Based on the table above, the form of the second substructure of X1 and X2 exogenous and X3 endogenous can be as follows;

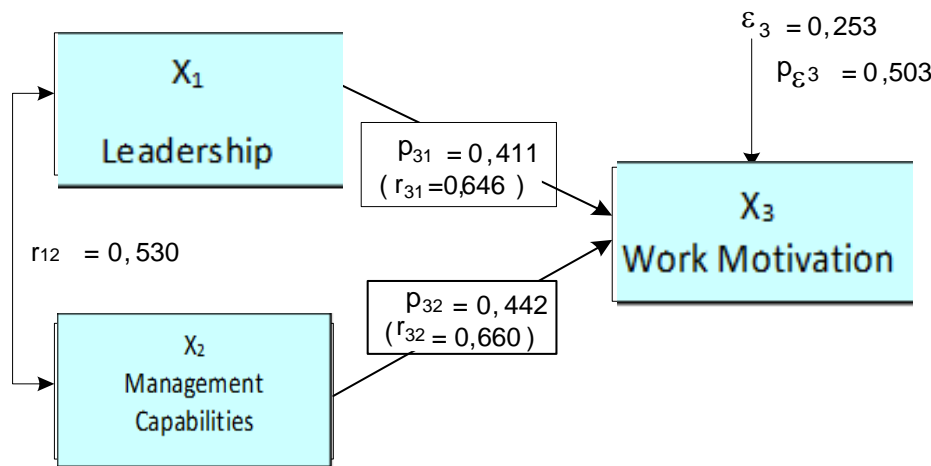


Figure 3. Path Diagram in Sub Structure 2

After calculations are carried out using formulas and entering the values of the correlation coefficient in table 4, a summary of the results of the calculation of the path coefficient and simple correlation coefficient is shown in the following table:

Table 4. Summary of Calculation Results and Path Coefficient Testing

Coefficient Correlation	Path Coefficient	t_{count}	t_{table}		Information
			$\alpha = 0,05$	$\alpha = 0,01$	
$r_{14} = 0.768$	$p_{41} = 0.439$	5,014	1,67	2,39	Path means
$r_{24} = 0.734$	$p_{42} = 0.360$	4,049	1,67	2,39	Path means
$r_{34} = 0.735$	$p_{43} = 0.213$	2,159	1,67	2,39	Path means
$r_{13} = 0.646$	$p_{31} = 0.411$	3,959	1,67	2,39	Path means
$r_{23} = 0.660$	$p_{32} = 0.442$	4,255	1,67	2,39	Path means

Based on the calculation results in the table above, it turns out that the value of t_{count} that has a path coefficient greater than the table t value at $\alpha = 0.01$ is p_{31} , p_{32} , p_{41} , p_{42} , and p_{43} . So it can be stated that p_{31} , p_{32} , p_{41} , p_{42} , and p_{43} path coefficients are very significant.

In the following table, a recapitulation of research hypothesis testing is displayed.

Table 5 Recapitulation of Hypothesis Testing

No	Hypothesis	Statistical Test	Coefficient Line	t_{count} $dk = 131$	Decision H_0
1.	Leadership (X_1) has a direct effect on Officer Performance (X_4)	$H_0 : \beta_{41} \leq 0$ $H_1 : \beta_{41} > 0$	$p_{41} = 0.439$	5,014**	H_0 was rejected
2.	Management Ability (X_2) has a direct effect on	$H_0 : \beta_{42} \leq 0$	$p_{42} = 0.360$	4,049**	H_0 was rejected

	Officer Performance (X_4)	$H_1 : \beta_{42} > 0$			
3.	Work Motivation (X_3) has a direct effect on Officer Performance (X_4)	$H_0 : \beta_{43} \leq 0$ $H_1 : \beta_{43} > 0$	$p_{43} = 0.213$	2,159*	H_0 was rejected
4.	Leadership (X_1) has a direct effect on Work Motivation (X_3)	$H_0 : \beta_{31} \leq 0$ $H_1 : \beta_{31} > 0$	$p_{31} = 0.411$	3,959**	H_0 was rejected
5.	Management Ability (X_2) directly affects Work Motivation (X_3)	$H_0 : \beta_{32} \leq 0$ $H_1 : \beta_{32} > 0$	$p_{32} = 0.442$	4,255**	H_0 was rejected

* Significant at $\alpha = 0.05$ (ttable = 1.67)

** Very significant at $\alpha = 0.01$ (ttable = 2.39)

DISCUSSION

Leadership Has a Direct Positive Effect on Officer Performance

The results of this study are in line with the theory put forward by Colquit, LePine, and Wesson who is famous for their "Integrative Model of Organizational Behavior" explaining that organizational mechanisms, team mechanisms, and individual characteristics build individual mechanisms in an effort to foster job performance and organizational commitment. Where in the team mechanism there is an element of leadership. Based on this explanation, it can be concluded that the results of this study support previous findings about the direct influence of Leadership on Officer Performance.

Arnold and Feldman also mentioned that a person's performance will be effective if it is influenced by five factors, namely self-esteem, past experiences, actual situations, personality of each individual, and relationships with others. The factor of relationships with others in it is the relationship with the leader. Good leadership will affect a person's performance.

This research is also in accordance with previous research conducted by Rahmila Sari, (2012) which examined the "Analysis of the Influence of Leadership, Motivation, and Work Stress on Employee Performance at Bank Syariah Mandiri Makassar Branch Office". This research succeeded in proving that leadership both simultaneously and partially has a significant effect on employee performance. Mamik (2010) also researched on "The Influence of Leadership Style, Work Motivation, and Organizational Commitment on Employee Performance". The results of the study stated that leadership style simultaneously and partially had a significant effect on employee performance in the paper industry in East Java.

Based on this explanation, it can be concluded that the results of this study support previous findings about the positive direct influence of Leadership on Officer Performance.

Management Ability Positively Affects Officer Performance

This is supported by the opinion of Colquit, LePine, and Wesson who are famous for their "Integrative Model of Organizational Behavior" explaining that organizational mechanisms, team mechanisms, and individual characteristics build individual mechanisms in an effort to foster job performance and organizational commitment. Where in individual characteristics there is an element of ability. Based on this explanation, it can be concluded that the results of this study support previous findings about the direct influence of Management Ability on Officer Performance.

The results of this study are also in line with the theory put forward by Gomez, Balkin, and Cardy suggesting elements related to performance consist of; 1) Quantity of work, which is the amount of work that can be completed in a certain period. 2) Quality of work, namely the quality of work achieved based on specified conditions. 3) Job knowledge, namely employee understanding of work procedures and technical information about work. 4) Creativeness, which is the ability to adapt to conditions and be reliable in work. 5) Cooperation, that is, cooperation with colleagues and superiors. 6) Dependability, namely the ability to complete work without depending on others. 7) Initiative, namely the ability to give birth to ideas in work. 8) Personal qualities, namely abilities in various fields of work. Based on the opinion mentioned above, it can be seen that management ability is an element related to Officer Performance.

Sugiharsono (2009) conducted a research on "The Influence of Manager Ability and Motivation as well as Management Leadership Style and Organizational Culture on Manager Performance and Organizational Success of Village Unit Cooperatives in the Special Region of Yogyakarta". Ability has a direct, positive, and significant effect on Manager Performance. The results of this study prove that the research conducted is supported by previous research which states the direct positive and significant influence of ability on manager performance.

Based on this explanation, it can be concluded that the results of this study support previous findings about the positive direct influence of Management Ability on Officer Performance.

Work Motivation Positively Affects Officer Performance

The results of this study are in line with the theory put forward by Colquit, LePine, and Wesson who is famous for their "Integrative Model of Organizational Behavior" explaining that organizational mechanisms, team mechanisms, and individual characteristics build individual mechanisms in an effort to foster job performance and organizational commitment. Where in the individual mechanism there is an element of motivation. In addition, this study is also at the same time in accordance with the theory said by Arnold and Feldman which says that a person's performance will be effective if influenced by five factors, namely self-esteem, past experiences, actual situations, the personality of each individual, and relationships with others. The personality factors of each individual include work motivation.

The results of this study are also in accordance with previous research conducted by Rahmila Sari, (2012) which examined the "Analysis of the Influence of Leadership, Motivation, and Work Stress on Employee Performance at Bank Syariah Mandiri Makassar Branch Office". This study succeeded in proving that motivation both simultaneously and partially has a significant effect on employee performance. Likewise, research conducted by Mamik (2010) also examined the "Influence of Leadership Style, Work Motivation, and Organizational Commitment on Employee Performance". The results of the study stated that Work Motivation simultaneously and partially had a significant effect on employee performance in the paper industry in East Java.

Based on this explanation, it can be concluded that the results of this study support previous findings about the positive direct influence of Work Motivation on Officer Performance.

Leadership Positively Affects Work Motivation

The results of research conducted by According to Reynolds argue about leadership, as follows "Leadership seeks to (promote)..... followers to act for certain goals that represent the value and the motivations, the wants and need, aspirations and expectation of both leaders and followers." In this case, leadership aims to advance followers to achieve certain goals that contain values and motivations, wants and needs, aspirations and expectations of leaders and followers. In this case, leadership has a close relationship with motivation, because the success of a leader in moving others to achieve the goals that have been set depends very much on authority, and also the leader in creating motivation in every subordinate, colleague and superior leader himself.

Sutermester explained that environmental conditions will affect employee performance. Therefore, a wise leader will always strive for a pleasant work environment. The role of leadership in creating a conducive work environment for work is very important. If the leader is able to create a pleasant working environment, then subordinates will work vigorously. While Ellis said that a person's behavior can be influenced by two things, namely by reinforcement (reinforcement) and reward (reward). Reinforcement serves to maintain the expected behavior. Wise leaders always try to provide reinforcement to subordinates for the achievements obtained can be maintained or further improved. Thus, the results of this study support previous findings about the positive direct influence of Leadership on Work Motivation.

Management Ability Positively Affects Work Motivation

The results of this study are also in line with the theory put forward by Ganguli which states that: "Motivation does not change the individual capacity to work; it simply determined the level of his effort and raises or lowers it as the case may be". If an Officer has a penchant for learning, then his abilities will increase. However, it is realized that motivation cannot change the work ability of an officer, but motivation plays a role in determining the intensity of his activities. Furthermore, Travers says that a person's inherent creation, charity, and sense, combined with motivation, can be a chess force or four force drives that can lead individuals to achieve goals and meet needs. Creation, charity, and taste are factors that exist in the management ability of an officer. Thus, the results of this study support previous findings on the direct influence of Management Ability on Work Motivation.

While Wainer said that people who have high achievement motivation are characterized by: (1) trying to do activities that will increase achievement, (2) trying to avoid failure, (3) working with higher intensity, and (4) choosing tasks that have a moderate level of difficulty. People who have high achievement motivation strive to achieve satisfactory results in an activity or job, so that the person will strive for his ability to improve.

The results of this study are also in line with research conducted by McClelland which states in the results of his research that the higher the drive for achievement of an executive, the more prominent his ability to hold responsibility and authority. Thus, the results of this study support previous findings on the direct influence of Management Ability on Work Motivation.

CONCLUSION

This study is intended to look for factors that can affect Officer Performance. In its implementation, a survey method is used to find out an overview of Leadership, Management Ability, Work Motivation and Officer Performance. Based on the results of statistical calculations that have been described in the previous chapter, the findings of this study can be described as follows:

1. There is a direct positive influence of Leadership on Officer Performance. This suggests that improved Leadership will result in improved Officer Performance.

2. There is a direct positive influence of Management Ability on Officer Performance. This suggests that improved Management Capability will result in improved Officer Performance.
3. There is a direct positive influence of Work Motivation on Officer Performance. This suggests that increased Work Motivation will result in improved Officer Performance.
4. There is a direct positive influence of Leadership on Work Motivation. This suggests that improved Leadership will result in improved Officer Performance.
5. There is a positive direct influence of Management Ability on Work Motivation. This shows that improved Management Ability will result in increased Work Motivation.

IMPLICATION

The implications of the research results on the Performance of Navy Officers through Leadership, Management Ability and Work Motivation, obtained the following:

1. The results of this study found that Leadership has a direct positive effect on Officer Performance. The implication is that if the leadership carried out by superiors is improved, it will result in an increase in Officer Performance. In addition, Leadership also has a direct positive effect on Work Motivation. The implication is that if the leadership carried out by superiors is improved, it will result in an increase in officer work motivation.
2. The results of the study found that Management Ability has a direct positive effect on Officer Performance. The implication is that if Management Capability is improved, it will result in improved Officer Performance. In addition, Management Ability also has a direct positive effect on Work Motivation. The implication is that if Management Ability is improved, it will result in increased Work Motivation.
3. The results of the study found that Work Motivation has a direct positive effect on Officer Performance. The implication is that if Work Motivation is increased, it will result in an increase in Officer Performance.

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