

# THE EFFECT OF MOTIVATION AND WORK DISCIPLINE ON THE PERFORMANCE OF SOLDIERS IN THE 9TH MARINE BATTALION, 4TH MARINE BRIGADE, PESAWARAN

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**Abstract.** *This study aims to analyze the effect of motivation and work discipline on the performance of soldiers in Battalion 9 of the 4th Marine Brigade in Pesawaran. In a military context, soldier performance is an important factor that determines mission success and operational effectiveness. Motivation is an internal driver for achieving targets and developing personal abilities, while work discipline is the basis for maintaining order and compliance with procedures. The combination of the two is expected to build optimal performance and an efficient work environment. This study uses a quantitative method with a population of 24 soldiers. The results show that the motivation variable (X1) affects soldier performance (Y) by 58.7%, while the work discipline variable (X2) affects it by 39.3%. Simultaneously, motivation and work discipline have a 44.2% influence on soldier performance. These findings confirm that continuous improvement in motivation and work discipline can strengthen the professionalism and readiness of soldiers in carrying out operational tasks. This study has strategic implications for the development of policies and training programs that focus on strengthening motivational and disciplinary aspects in the military environment.*

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

## PENGARUH MOTIVASI DAN DISIPLIN KERJA TERHADAP KINERJA PRAJURIT BATALYON 9 MARINIR BRIGIF 4 MARINIR BS PESAWARAN

**Abstrak.** Penelitian ini bertujuan untuk menganalisis pengaruh motivasi dan disiplin kerja terhadap kinerja prajurit di Batalyon 9 Marinir Brigif 4 Marinir BS Pesawaran. Dalam konteks militer, kinerja prajurit merupakan faktor penting yang menentukan keberhasilan misi dan efektivitas operasional. Motivasi menjadi pendorong internal untuk mencapai target dan mengembangkan kemampuan diri, sementara disiplin kerja merupakan dasar dalam menjaga tata tertib serta kepatuhan terhadap prosedur. Kombinasi keduanya diharapkan mampu membangun kinerja optimal dan lingkungan kerja yang efisien. Penelitian ini menggunakan metode kuantitatif dengan populasi sebanyak 24 orang prajurit. Hasil penelitian menunjukkan bahwa variabel motivasi (X<sub>1</sub>) berpengaruh terhadap kinerja prajurit (Y) sebesar 58,7%, sedangkan variabel disiplin kerja (X<sub>2</sub>) berpengaruh sebesar 39,3%. Secara simultan, motivasi dan disiplin kerja memberikan pengaruh terhadap kinerja prajurit sebesar 44,2%. Temuan ini menegaskan bahwa peningkatan motivasi dan

disiplin kerja secara berkesinambungan dapat memperkuat profesionalisme serta kesiapan prajurit dalam melaksanakan tugas operasional. Penelitian ini memberikan implikasi strategis bagi pengembangan kebijakan dan program pelatihan yang berfokus pada penguatan aspek motivasional dan kedisiplinan dalam lingkungan militer.

***Kata kunci: Motivasi, Disiplin Kerja, Kinerja, Prajurit.***

## **INTRODUCTION**

The Indonesian National Armed Forces (TNI) is a key component of the country's defense system, responsible for maintaining sovereignty, territorial integrity, and national security. As a professional military institution, the TNI is required to be constantly prepared to face various forms of threats, both military and non-military. In an era of globalization and increasingly complex geopolitical dynamics, challenges to national security stability are becoming more diverse. Therefore, the success of the TNI's tasks depends heavily on the quality of its human resources (HR), especially in terms of motivation, discipline, and performance.

Human resources are the most important element in any organization, including the military. Qualified human resources will determine the success of an organization in achieving its strategic objectives. In a military context, the success of an operation is not only determined by equipment and strategy, but also by the mental, physical, and moral readiness of the soldiers involved. Soldiers who are highly motivated and have

strong work discipline will show dedication and full responsibility in carrying out their duties, both under normal conditions and in high-pressure situations. Therefore, motivation and work discipline management are fundamental factors that need attention in military personnel development.

Work motivation in a military environment has different characteristics compared to civilian organizations. In military organizations, motivation is not solely driven by financial rewards, but also by values such as dedication, honor, and nationalism. Intrinsic motivation, such as fighting spirit, pride in one's profession, and loyalty to the country, are the main driving factors in maintaining the stability of soldiers' performance. However, extrinsic motivational factors such as welfare, work facilities, reward systems, and clear career paths also play an important role in shaping optimal work enthusiasm. An imbalance between intrinsic and extrinsic motivation can lead to a decline in soldiers' enthusiasm and loyalty to their units and institutions.

In addition to motivation, another factor that is equally important in influencing soldier performance is work discipline.

Work discipline is a form of compliance with regulations, instructions, and rules that apply in military organizations. Discipline is a key characteristic of military life, which requires every soldier to be obedient, compliant, and carry out their duties with full responsibility. Through work discipline, military organizations can create order, coordination, and high operational effectiveness. Disciplined soldiers are able to demonstrate consistency in their work, are punctual, and are not easily influenced by situational pressures in the field. Therefore, work discipline is not only a moral obligation, but also a key indicator of a soldier's professionalism.

In the context of the 9th Marine Battalion of the 4th Marine Brigade in Pesawaran, soldiers have a big responsibility in maintaining security and stability in the maritime region. As part of the Marine Corps, this unit has heavy and risky operational duties, ranging from sea patrols and coastal security to combat readiness in the face of external threats. The success of these tasks is largely determined by the enthusiasm, motivation, and discipline of personnel in the field. Based on initial observations and unit reports, it is known that although most soldiers show high motivation and work discipline, there are still several obstacles that have the potential to hinder performance improvement.

The phenomenon observed in the field shows that there's a gap in the motivation and work discipline of soldiers. Some

soldiers show a decline in work enthusiasm due to limited facilities and welfare support, such as a lack of operational equipment, delays in allowances, and a reward and promotion system that's not working well. Meanwhile, in terms of work discipline, there are still minor violations such as tardiness, inaccurate reporting times, and low compliance with physical training schedules. These issues, although seemingly minor, can have a significant impact on the overall effectiveness of the unit, especially in the context of operational readiness that requires coordination and punctuality.

Optimal soldier performance can only be achieved when motivation and work discipline are in harmony. High motivation will encourage soldiers to work harder, while work discipline ensures that every action is carried out in accordance with applicable procedures and orders. When one of these two factors weakens, there will be a decline in productivity and work effectiveness. Therefore, unit management needs to conduct continuous evaluation and guidance to increase motivation and enforce strong work discipline among soldiers.

This research is important because it provides empirical understanding of the relationship between motivation, work discipline, and soldier performance in a military environment. Many previous studies have discussed the factors that influence employee performance in the public and private sectors, but few have examined this in the context of military

organizations, particularly in Marine units. This study is expected to contribute theoretically to the development of human resource management science and provide practical benefits for unit leaders in formulating appropriate policies to improve the effectiveness of soldiers' work.

From an academic perspective, this study also reinforces classical theories of work motivation such as Maslow's hierarchy of needs, Vroom's expectancy theory, and Skinner's reinforcement theory in a military context. Motivation arising from basic needs to self-actualization can be adapted to explain the fighting spirit and professionalism of soldiers. Meanwhile, work discipline can be explained through classical management theory, which emphasizes the importance of rules, structure, and hierarchy in maintaining organizational stability.

In practical terms, the results of this study are expected to serve as a basis for TNI leaders in developing personnel development strategies oriented toward increasing motivation and work discipline. Such development can take the form of strengthening welfare programs, performance-based reward systems, fair supervision, and routine training that instills values of discipline and loyalty to the unit. Thus, increased motivation and work discipline will not only have an impact on improving individual performance, but also on improving the overall performance of the unit.

Against this backdrop, this study was designed to analyze the influence of motivation and work discipline on the performance of soldiers in Battalion 9 of the 4th Marine Brigade in Pesawaran. The results of this study are expected to provide strategic recommendations for human resource development in the military, while strengthening the theoretical basis for the importance of balancing motivation and work discipline in achieving optimal performance.

## THE ORETICAL BASIS

### Work Motivation

Motivation is a psychological factor that serves as the main driver for a person to act and work towards achieving their desired *goals*. (Farida 2021). In an organizational context, motivation plays an important role in determining how much effort individuals put into carrying out their responsibilities. According to Robbins and Judge, motivation is the process that explains the intensity, direction, and persistence of a person in achieving a goal (Candra, Wekadigunawan, and Hilmy 2022). Thus, motivation is not only a matter of desire to work, but also includes the drive that influences the quality and consistency of a person's work behavior.

According to McClelland, work motivation is influenced by three main needs, namely: 1) Need for Achievement – the drive to achieve standards of excellence and the best work results. 2) Need for Power

– the desire to influence or control others in an organizational setting, 3) Need for Affiliation – the need to establish good interpersonal relationships and be accepted by one's social group. (Ningrum Rahayu 2020).

In military organizations, these three needs play a major role. Soldiers with a high need for achievement will strive to demonstrate their best abilities in carrying out their duties. The need for power is related to leadership and responsibility in command, while the need for affiliation plays a role in creating solidarity and unity within the unit.

In addition, Maslow's Hierarchy of Needs Theory is also relevant for understanding work motivation in a military context. Maslow explains that humans are motivated to fulfill five levels of needs: (1) physiological, (2) safety, (3) social, (4) esteem, and (5) self-actualization. In the context of soldiers, physiological needs in the form of welfare and basic life fulfillment must be met so that they can work well. (Mendari 2013). Furthermore, the need for security includes social security, occupational safety, and career stability. After that, social needs arise in the form of a sense of belonging to the unit and colleagues. If these three needs are met, soldiers will be motivated to achieve recognition through achievement and loyalty, and ultimately achieve self-actualization in the form of dedication and service to the country.

Motivation in military organizations can be divided into two types: 1) Intrinsic motivation, which is a drive that comes from within the soldier, such as a spirit of service, pride in the profession, nationalism, and moral responsibility to the country, 2) Extrinsic motivation, which is a drive that comes from outside the individual, such as awards, work facilities, salaries, allowances, and career development opportunities (Tornado 2016).

High motivation will have an impact on increasing productivity, dedication, and combat readiness of soldiers. Conversely, low motivation will hamper performance and reduce fighting spirit in the execution of tasks.

### ***Work Discipline***

Discipline is a very important factor in military life. According to Hasibuan, discipline is a person's awareness and willingness to obey all applicable rules and norms. In an organizational context, discipline reflects a sense of responsibility towards one's duties and obligations. (Mbate'e 2020). Meanwhile, in a military context, discipline has a deeper meaning, namely absolute obedience to orders, compliance with hierarchy, and the execution of duties with full responsibility without compromise.

Work discipline can be divided into two main forms: 1) Preventive discipline, which is the prevention of violations by instilling values of discipline through continuous

guidance, training, and supervision, 2) Corrective discipline, which is action taken against members who violate the rules, with the aim of correcting their behavior so that it does not happen again (Pranitasari and Khotimah 2021).

According to Siagian, factors that influence a person's discipline include leadership role models, reward and punishment systems, fairness within the organization, firmness in enforcing rules, and individual moral awareness (Hariyati and Susiani 2021). In military units, discipline is maintained through a system of command, physical training, and enforcement of military law. Discipline is not only a formal rule, but also part of the organizational culture that is embedded in every soldier's actions.

Good discipline will encourage the formation of a productive and professional work culture. Conversely, low discipline will cause problems such as tardiness, insubordination, low morale, and work inefficiency. Therefore, discipline in the military must be fostered continuously with an emphasis on moral aspects, exemplary behavior, and direct supervision by unit leaders

### ***Soldier Performance Concept***

Performance is the work results achieved by individuals in accordance with the standards and responsibilities set by the organization. Mangkunegara defines performance as the quality and quantity of

work results achieved by a person in carrying out the duties assigned to them (Supardi 2016). Good performance reflects a person's level of effectiveness and efficiency in carrying out their role within an organization.

In a military context, soldier performance is measured not only in quantitative terms, such as the number of tasks completed, but also in qualitative terms, such as punctuality, discipline, technical ability, teamwork, and mental preparedness to deal with emergency situations. Soldiers' performance also reflects their professionalism, loyalty, and integrity in carrying out orders from their superiors.

According to Rivai and Sagala, factors that influence performance include motivation, discipline, competence, leadership, and the work environment (Sanaba, Andriyan, and Munzir 2022). In military organizations, the relationship between these factors is very close and systemic. Effective leadership will increase the motivation and discipline of soldiers, which in turn will improve overall performance.

Soldiers' performance indicators can be measured through: 1) Quantity of work – the amount of work achieved in a certain period, 2) Quality of work – the level of accuracy and perfection of work results, 3) Timeliness – the ability to complete tasks according to the specified time target, 4) Attendance – discipline in following duty hours and unit

activities, 5) Cooperation – the ability to collaborate in a team and maintain coordination between personnel (Supardi 2016).

## **RESEARCH METHODS**

This study used a quantitative approach with a survey method. The location of the study was Battalion 9 Marine Brigade 4 Marine BS Pesawaran. The study population was all 835 soldiers of Battalion 9 Marine. The sample was determined using the Slovin formula with a 20% margin of error, resulting in 24 respondents.

Independent variables: Motivation (X1) and Work Discipline (X2), Dependent variable: Soldier Performance (Y). The research instrument was a questionnaire with a 1–5 Likert scale. Motivation indicators included relationships with superiors, work environment, opportunities for self-development, and benefits. Discipline indicators included time discipline, rule discipline, and responsibility discipline. Performance indicators include quantity, quality, timeliness, attendance, and cooperation. The data were analyzed using validity and reliability tests, simple and multiple linear regression, t-tests (partial), F-tests (simultaneous), and the coefficient of determination ( $R^2$ ) with the help of SPSS version 25.

## **RESEARCH RESULTS**

Motivation on Performance:  $t_{count} > t_{table}$ ,  $sig. < 0.05 \rightarrow$  motivation has a significant effect on soldier performance; Work Discipline on Performance:  $t_{count} > t_{table}$ ,  $sig. < 0.05 \rightarrow$  discipline has a significant effect on soldier performance.

$F_{count} > F_{table}$  with  $sig. < 0.05 \rightarrow$  motivation and work discipline simultaneously have a significant effect on soldier performance. The  $R^2$  value shows that the percentage of variation in soldier performance can be explained by motivation and work discipline, while the rest is influenced by other factors such as technical skills, facilities, and organizational management.

The results of this study reinforce the theory of Robbins & Judge and previous studies which show that motivation and work discipline are the main determinants of employee performance. In the military context, intrinsic motivation in the form of nationalism and pride plays a major role in encouraging soldiers to work optimally. However, extrinsic aspects of motivation such as welfare, benefits, and facilities are also no less important.

Strict work discipline in military organizations has been proven to contribute directly to professionalism and operational effectiveness. Soldiers who are punctual, obedient, and responsible tend to perform better, both individually and in teamwork.

## **CONCLUSION AND IMPLICATION** **CONCLUSION**

Based on the results of data analysis and discussion, it can be concluded that the variables studied have a significant effect on soldier performance. The results show that motivation has a positive and significant effect on the performance of soldiers in Marine Battalion 9. In addition, work discipline also has a positive and significant effect on soldier performance. Simultaneously, motivation and work discipline have a significant effect on soldier performance, which means that the higher the motivation and work discipline of soldiers, the better their performance.

These findings emphasize the importance of efforts to increase motivation and foster work discipline in the military environment as key factors in achieving optimal performance. Unit leaders are expected to create effective coaching, reward, and supervision systems to foster sustained motivation and discipline among soldiers. Thus, the results of this study are expected to serve as a basis for consideration in formulating policies and strategies to improve performance within Marine Battalion 9 and other military units.

## **IMPLICATION**

Based on the results of the study, which show a positive and significant influence between motivation and work discipline on the performance of soldiers in Marine Battalion 9, this study has several important implications that can be seen from theoretical, practical, and policy aspects. These implications are expected to not only contribute to the development of science but

also serve as guidelines for decision makers in the military environment in continuously improving soldier performance.

**Theoretical Implications:** This study enriches the study of human resource management in the context of military organizations, particularly regarding the relationship between motivation, work discipline, and performance. The results of this study support previous theories that state that motivation and discipline are important factors in encouraging individual performance improvement. Thus, this study can be a reference for future researchers to develop new models or approaches in the context of leadership and soldier development.

**Practical Implications:** In practical terms, battalion leaders need to strengthen motivation programs through efforts to improve welfare, provide fair rewards, and develop targeted career paths. On the other hand, discipline must be maintained through consistent enforcement of rules, ongoing coaching, and the proportional application of sanctions and rewards. These steps will help create a productive, ethical, and results-oriented work environment.

**Policy Implications:** From a policy perspective, the results of this study can be used as a basis for formulating human resource management policies within the TNI, so that soldiers become more professional, competent, and ready to face future defense challenges. The implementation of policies that focus on



increasing motivation and discipline will have a direct impact on improving the overall quality of unit performance.

In conclusion, the implications of this research are expected to make a real contribution to the development of human resource management science in a military context and to improving the effectiveness of soldier management in the field.

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