Improving the Motivation and Discipline of the TNI Skomlek Personnel towards the Advancement of Digital Literacy at the TNI Skomlek

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ABSTRACT

The purpose of this research is to describe and explain how the motivation and discipline of Skomlek TNI personnel in managing digital archives. In triangulation of interview data using NVivo 12 Plus tools and SWOT analysis methods are used to determine strategies to increase motivation and discipline of TNI Skomlek personnel in digital archive management. From the results of the study, it is known that the work motivation of Skomlek TNI personnel in managing the Archive Digitization system is influenced by internet services that often drop out. The leadership of Skomlek TNI has tried to increase motivation by fulfilling needs such as physiological needs, security needs, social needs, esteem needs and actualization needs. Personnel discipline can be influenced by the presence of personnel at the morning assembly, the obedience of personnel to the rules and orders of superiors, and the sense of responsibility of personnel to the tasks carried out. The lack of personnel and some who are nearing retirement age and the lack of personnel mastery can affect the management of the TNI Skomlek Archives Digitization system

INTRODUCING

Organizing and storing data in archives can be done manually and digitally using computer equipment. Archive management at TNI Headquarters is currently done manually and using computer equipment. The use of computers in the arrangement and storage of archives within the TNI Headquarters has not all been through the information system. Archive management at TNI Headquarters that has been integrated between the Work Units (Satker) and the Central Implementing Agency (Balakpus) of TNI Headquarters is the management of TNI Headquarters personnel archives through the TNI Headquarters Personnel Information System (Sisfopers). The information system includes input, process, output, storage and control activities so that the archive digitization system can run as expected (Hariningsih, 2005).

TNI Commander Regulation No. 14 of 2020 concerning the Organization and Duties of the Communications and Electronics Staff of the Indonesian National Armed Forces, explained that the TNI Skomlek is an assistant echelon of leadership within the TNI Headquarters organization which is located directly under the TNI Commander. The Skomlek TNI is tasked with assisting the TNI Commander in carrying out staff

functions in the fields of communication and electronics, including electronic warfare and the use of computer technology in order to support the TNI's main tasks. The TNI Skomlek has created a TNI Skomlek Archives Digitization system which aims to increase work effectiveness, reduce archive damage, reduce archive loss, reduce paper use and improve TNI Skomlek performance. The Digitization of the TNI Skomlek Archives is a computer-based archiving information system that is in line with the program of the Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia (Kemenpan RB) in the e-office field to improve the performance of the TNI Skomlek.

The role of human resources (HR) is very important in an organization in achieving organizational goals (Utari et al., 2021; Praetyo et al., 2021). In managing the Skomlek TNI Archive Digitization system, high motivation and work discipline of personnel are needed. Motivation to staff or subordinates is part of the task of a manager or leader. Motivation from within the employees themselves is also important in the form of a desire to grow and develop continuously (Saputra et al., 2021). Internal encouragement from within a person is the desire to develop, learn to increase knowledge, and always want to be better than the previous condition (Sudarmanto, 2018).

Work discipline is one of the most important factors for organizational growth which is useful for educating employees in complying with regulations, procedures, and policies that exist within the organization (Syakur et al., 2021). Discipline is a very important factor in organizational growth. Discipline is used to motivate employees in carrying out work both individually and in groups to work optimally (Utari, et al., 2020). In addition, discipline is also useful for educating employees in complying with existing regulations, procedures, and policies so that organizational goals can be achieved (Sinambela, 2018).

The objectives to be achieved in this study are: a) Describe and explain how the work motivation of staff in managing the TNI Skomlek Archives Digitization system is. b) Describe and explain how staff work discipline in managing the TNI Skomlek Archives Digitization system. c) Explain the condition of the number of Skomlek TNI personnel. d) Explain the implementation of training on the operation of the TNI Skomlek Archives Digitization system. e) Explaining strategies to increase the motivation of Skomlek TNI personnel in managing the Archive Digitization system. f) Explaining strategies to improve the discipline of TNI Skomlek personnel in managing the Archive Digitization system

RESEARCH METHODS

The definition of qualitative research methods according to Afrizal (2014) is as a social science research method that collects and analyzes data in the form of words (oral and written) and human actions and researchers do not attempt to calculate or quantify the qualitative data that has been obtained and thus do not analyze the numbers.

Ethnographic research design according to Creswell in Bandur (2016) is ethnographic design, namely qualitative research that aims to describe, analyze, and interpret patterns of behavior, beliefs, and language that are shared by groups that share cultures over time.

Data collection techniques that will be used by researchers in the study are using a

list of interview questions, cameras and audio recorders, observations, documents and triangulation (Rusdiyanto et al., 2020; Utari et al., 2021.

The data processing technique used in this research is triangulation to test internal validity using NVivo software. The use of NVivo software to find the main themes in the literature quickly and precisely without reading one by one the articles and books that have been selected to serve as the theoretical basis or conceptual framework for the research.

The data analysis technique that will be used by researchers in this study is SWOT analysis (Indrawati et al., 2021; Hariyati et al., 2017). SWOT analysis is based on logic that can maximize Strengths and Opportunities, but simultaneously minimize Weaknesses and Threats (Rangkuti, 2013).

RESULTS AND DISCUSSION

The results of the SWOT analysis calculation show that the coordinates are in quadrant I, so researchers can make strategies by using strength to take advantage of opportunities as much as possible to increase motivation and discipline of TNI Skomlek personnel in managing the TNI Skomlek Archives Digitization system.

Table 1. SWOT Matrix

IFAS	*STRENGTHS* (S)	*WEAKNESSES* (W)
	(S1) Receipt of salary and performance allowance on time	(W1) Lack of TNI Skomlek personnel
	(S2) Safe working conditions	(W2) Lack of training on the TNI Skomlek Archives Digitization system for new personnel
	(S3) Askomlek commitment or policy Commander of the Indonesian Armed Forces in archive management using the Archive Digitization system	(W3) Placement of personnel positions is not in accordance with competence
	(S4) High intensity of personnel attendance	(W4) The variety of personnel work experience (Tour of Duty) is less
EFAS	(S5) Routine face-to-face activities with subordinates or scheduled commander hours	(W5) Lack of thoroughness of staff in archive management
OPPORTUNITIES (O) (O1) The daily orders of the TNI Commander (O2) Bureaucratic Reform Program of the Ministry of PANRB (O3) Training and education program from	STRATEGY SO **Create strategies that use strengths to take advantage of opportunities**	STRATEGY WO Create strategies that minimize weaknesses to take advantage of opportunities

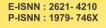|		
TNI Headquarters (O4) Promotion, promotion and award of merit		
***THREATHS* (T)** (T1) Technological Advancement Information that is not balanced with HR capabilities (T2) Law no. 25 of 2014 concerning Military Disciplinary Law (T3) Internet Service not maximal	STRATEGY ST Create strategies that use strength to overcome threats	STRATEGY WT Create strategies that minimize weaknesses and avoid threats

Source: Processed by Researchers

Based on the SWOT analysis above, strategies can be drawn up to increase the motivation and discipline of TNI Skomlek personnel in the context of managing the TNI Skomlek Archives Digitization system as follows:

1. Strategy-1. Increasing the motivation of TNI Skomlek personnel in managing the TNI Skomlek Archives Digitization system by paying salaries and performance allowances for TNI Skomlek personnel on time accompanied by promotions, promotions, and providing service marks for TNI Skomlek personnel in accordance with applicable provisions in the TNI environment.
2. Strategy-2. Maintain and improve safe working situations and conditions accompanied by training on the Archive Digitization system to increase the motivation of TNI Skomlek personnel in managing the TNI Skomlek Archives Digitization system in accordance with the daily orders of the TNI Commander, namely to improve the quality of soldiers' work, develop a culture of learning and practice based on discipline, dedication and enthusiasm for working towards a militant, loyal and professional TNI.
3. Strategy-3. Increase the schedule of face-to-face activities between the leader and his subordinates or commander hours in order to increase the motivation of TNI Skomlek personnel in managing the TNI Skomlek Archive Digitization system which is in line with the PANRB Ministry's bureaucratic reform program, namely the management structuring program that aims to improve the efficiency and effectiveness of systems, processes and procedures clear, effective, efficient, and measurable work in the Integrity Zone Towards WBK/WBBM, where the target to be achieved in this program is to increase the use of information technology in the process of implementing government management in the Integrity Zone towards WBK/WBBM.
4. Strategy-4. Increase the intensity of the presence of TNI Skomlek personnel and carry out training on the operation of the Archive Digitization system 95, as well as strengthen and increase faith and devotion to God Almighty as a moral foundation in every task implementation in accordance with the daily orders of the TNI Commander in order to improve the discipline of TNI Skomlek personnel in managing the Archives Digitization system TNI Skomlek.

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5. Strategy-5. Support the commitment and policies of the Askomlek Panglima TNI in managing archives using the Archive Digitization system which is in line with the PANRB Ministry's bureaucratic reform program in the use of information technology.

Interpretation of research data can use the theory used, documents, the results of triangulation of data from interviews using NVivo and the results of SWOT analysis. From the research results obtained as presented in the description of data processing using NVivo and SWOT data analysis above, the relevance will be sought with existing theories. This is done as a follow-up step to compare the research findings with the theory used so that answers are obtained from the overall problem formulation. In this study, the researchers compared the findings with the theory of motivation, namely Abraham Maslow's needs and the theory of work discipline.

According to Maslow, humans have needs starting from the lowest level to the highest level. Maslow's theory of needs is also known as the theory of the hierarchy of five human needs by meeting needs sequentially. The five levels of need are:

1. Basic physiological needs, namely the needs that a person needs to survive, such as eating, drinking, and others. The basic physiological need is salary or wages.
2. Security needs, namely the need for security and safety of life at work and the need for security of property at work.
3. Social needs, namely the needs desired by each individual as a social being, such as feeling respected and accepted by others, as well as a feeling of participating in activities.
4. The need for appreciation, namely the need for self-esteem of employees for achievements in their work environment.
5. The need for actualization from, namely by using the abilities, skills, skills and potential of employees optimally (Hasibuan, 2014).

From the results of triangulation of interview data using NVivo regarding the motivation of TNI Skomlek personnel in managing the Archive Digitization system, it can be concluded that the TNI Skomlek leadership has tried to motivate their subordinates by meeting the needs of TNI Skomlek personnel such as physiological needs, security needs, social needs, appreciation needs and needs. self-actualization. From the results of the interview, it was found that there were still Skomlek TNI personnel who lacked motivation in operating the Archive Digitization system so that the management of the Archive Digitization system was less than optimal. This is influenced by several factors such as the age of the personnel who are old or nearing retirement, the lack of training in the operation of the Archive Digitization system for those who have not mastered it, the office space that is not comfortable because the roof is leaking, internet services that often drop out which causes the Archive Digitization system to not work properly. good. Therefore, the motivation of TNI Skomlek personnel needs to be improved in managing the Archive Digitization system.

Based on Maslow's theory of needs that to increase the motivation of personnel by meeting the needs of basic needs to higher needs. In accordance with the theory of needs, from the results of triangulation of interview data processed using NVivo, the TNI Skomlek leadership has tried to meet the needs of TNI Skomlek personnel, both physiological needs, security needs, social needs, esteem needs and self-actualization needs of TNI Skomlek personnel in order to increase Skomlek motivation. TNI, but this

has not been optimal in increasing the motivation of TNI Skomlek personnel caused by other factors such as the lack of TNI Skomlek personnel and some TNI Skomlek personnel approaching retirement age, as well as internet services that often drop out. This is supported by data from the TNI Skomlek personnel, namely the current number of TNI Skomlek personnel, which should be 144 according to the TNI Skomlek DSP and as many as 15 TNI Skomlek personnel who will retire in less than 3 years (December 2022).

The strategies resulting from the SWOT analysis that are in accordance with Maslow's theory of needs to increase the motivation of Skomlek TNI personnel are as follows:

1. Increasing the motivation of TNI Skomlek personnel in managing the TNI Skomlek Archives Digitization system by paying salaries and performance allowances for TNI Skomlek personnel on time accompanied by promotions, promotions, and providing service marks for TNI Skomlek personnel in accordance with applicable provisions in the TNI environment.
2. Maintain and improve safe working situations and conditions accompanied by training on the Archive Digitization system to increase the motivation of TNI Skomlek personnel in managing the TNI Skomlek Archives Digitization system in accordance with the daily orders of the TNI Commander, namely to improve the quality of soldiers' work, develop a culture of learning and practice based on discipline, dedication and enthusiasm for working towards a militant, loyal and professional TNI.
3. Increase the schedule of face-to-face activities between the leader and his subordinates or commander hours in order to increase the motivation of TNI Skomlek personnel in managing the TNI Skomlek Archive Digitization system which is in line with the PANRB Ministry's bureaucratic reform program, namely the management structuring program that aims to improve the efficiency and effectiveness of systems, processes and procedures clear, effective, efficient, and measurable work98 in the Integrity Zone Towards WBK/WBBM, where the target to be achieved in this program is to increase the use of information technology in the process of implementing government management in the Integrity Zone towards WBK/WBBM.

Several components or indicators in work discipline according to Rivai in Sinambela (2018) are:
1. Presence. Used as a basic indicator to measure employee discipline.
2. Compliance with work regulations. Employees who obey the work regulations set by the company as work guidelines and do not neglect work procedures.
3. Adherence to work standards. The employee's responsibility for the tasks assigned to him.
4. High level of alertness. Careful attitude, full calculation and thoroughness of employees at work.
5. Work ethically. Courtesy of employees in the work environment.

From the results of data triangulation from interviews related to the discipline of the TNI Skomlek personnel in managing the Archive Digitization system, it can be concluded that the presence of personnel at the morning assembly, the obedience of personnel to the rules and orders of superiors, and the sense of responsibility of the

personnel towards the tasks carried out can affect the management of the system. Archive Digitization. Meanwhile, the courtesy of personnel has no effect on the management of the Archive Digitization system. There are still TNI Skomlek personnel who are less disciplined in managing the Archive Digitization system because they do not have control over the operation of the Archive Digitization system. Measurable and proportionate disciplinary action for Skomlek TNI personnel needs to be taken to improve the discipline of TNI Skomlek personnel. The discipline of Skomlek TNI personnel in managing the Archive Digitization system needs to be improved to increase the quantity and quality of digital archives.

In accordance with the theory of work discipline according to Rivai in Sinambela (2018) that indicators of personnel discipline can be seen from the presence of personnel, personnel obedience to work rules, personnel obedience to work standards, personnel vigilance and politeness of personnel at work. Based on the work discipline theory, seen from the results of triangulation of interview data processed using NVivo, it is known that the presence of personnel at the morning apple, personnel obedience to the rules and orders of superiors can affect personnel discipline in managing the Archive Digitization system, while personnel courtesy have no effect on personnel discipline. in the management of the Archive Digitization system. The strategy resulting from the SWOT analysis is in accordance with the work discipline theory according to Rivai in Sinambela (2018) to improve the discipline of the TNI Skomlek personnel in managing the Archive Digitization system as follows:

1. Increase the intensity of the presence of TNI Skomlek personnel and carry out training on the operation of the Archive Digitization system, as well as strengthen and increase faith and devotion to God Almighty as a moral foundation in every task implementation in accordance with the daily orders of the TNI Commander in order to improve the discipline of TNI Skomlek personnel in managing the Archives Digitization system. TNI Skomlek.

2. Support the commitment and policies of the Askomlek Panglima TNI in managing archives using the Archive Digitization system which is in line with the PANRB Ministry's bureaucratic reform program in the use of information technology.

CONCLUSIONS AND RECOMMENDATIONS
Conclusions

Based on the results of research and discussion, the following conclusions are obtained:

1. The leadership of the Skomlek TNI has tried to increase the motivation of the Skomlek TNI personnel in managing the Archive Digitization system for the Skomlek TNI by meeting the needs of the Skomlek TNI personnel such as physiological needs, security needs, social needs, esteem needs and self-actualization needs. This is in accordance with Abraham Maslow's theory of needs used in motivation theory. The work motivation of TNI Skomlek personnel in managing the TNI Skomlek Archives Digitization system is also influenced by internet services that often drop out and the incompatibility of the Archive Digitization application with the SOP for the TNI Skomlek Government Apparatus in correspondence activities, so that in carrying out archiving they tend to choose manually.

2. The presence of personnel at the morning assembly, the obedience of personnel to the rules and orders of superiors, and the sense of responsibility of the personnel for the tasks carried out can affect the work discipline of the TNI Skomlek personnel in managing the Archive Digitization system. The work discipline of Skomlek TNI personnel in managing the Archive Digitization system needs to be improved.

3. The number of Skomlek TNI personnel per June 2020, which is 79 people, is not in accordance with the personnel composition list (DSP) of the TNI Skomlek, which is 144 people and 15 of the total TNI Skomlek personnel in less than 3 years (December 2022) will retire. The lack of the TNI Skomlek personnel and some TNI Skomlek personnel nearing retirement age affect the management of the TNI Skomlek Archives Digitization system.

4. Training on the operation of the TNI Skomlek Archives Digitization system has been carried out before the TNI Skomlek Archives Digitization system was operated in 2017. Training on the operation of the Archive Digitization system for new personnel and personnel who are less proficient in it can affect the management of the TNI Skomlek Archives Digitizing system in order to improve the Digitization program Skomlek TNI Archives.

5. Strategies to increase the motivation of Skomlek TNI personnel in managing the Archive Digitization system are as follows:
   a. Increasing the motivation of TNI Skomlek personnel in managing the TNI Skomlek Archives Digitalization system by paying salaries and performance allowances for TNI Skomlek personnel on time accompanied by promotions, promotions, and giving service marks for TNI Skomlek personnel in accordance with the provisions applicable in the TNI environment.
   b. Maintain and improve safe working situations and conditions accompanied by training on the Archive Digitization system to increase the motivation of TNI Skomlek personnel in managing the TNI Skomlek Archives Digitization system in accordance with the daily orders of the TNI Commander, namely to improve the quality of soldiers' work, develop a culture of learning and practice based on discipline. , dedication and work spirit towards a militant, loyal and professional TNI.
   c. Increase the schedule of face-to-face activities between leaders and subordinates or commander hours in order to increase the motivation of TNI Skomlek personnel in managing the TNI Skomlek Archives Digitization system which is in line with the PANRB Ministry's bureaucratic reform program, namely the management arrangement program.

6. The strategy to improve the discipline of the TNI Skomlek personnel in managing the Archive Digitization system is as follows:
   a. Increase the intensity of the presence of TNI Skomlek personnel and carry out training on the operation of the Archive Digitization system, as well as strengthen and increase faith and devotion to God Almighty as a moral foundation in every task implementation in accordance with the daily orders of the TNI Commander in order to improve the discipline of TNI Skomlek personnel in system management. Digitizing the Skomlek TNI Archives.
   b. Support the commitment and policies of the TNI Commander Skomlek in managing archives using the Archive Digitization system which is in line with

the PANRB Ministry's bureaucratic reform program in the use of information technology.

Recommendations

Based on the results of research and discussion, the following suggestions can be submitted:

1. The TNI Skomlek leadership should update the Archive Digitization application in accordance with the TNI Skomlek Government Apparatus SOP and improve internet services within the TNI Skomlek environment to increase the motivation of TNI Skomlek personnel in managing the Archive Digitization system.
2. The TNI Skomlek leadership should provide disciplinary action for TNI Skomlek personnel who are not disciplined in managing the Archive Digitization system in a measured and proportional manner.
3. The TNI Skomlek leadership needs to propose additional personnel to match the TNI Skomlek DSP in order to improve the Archive Digitization program.
4. The leadership of the TNI Skomlek Archives should conduct training on the Archive Digitization system for new personnel and personnel who have not mastered the TNI Skomlek Archives Digitization system to improve the Archive Digitization program.
5. For further researchers who are interested in continuing further research, the researcher suggests a more in-depth study regarding work motivation and personnel discipline because this research only reveals a small number of problems related to work motivation and personnel discipline in managing digital records, there are still many other factors that can affect work motivation and personnel discipline that have not been revealed in this study.

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