



### ANALYSIS OF THE EFFECT OF DISCIPLINE AND MOTIVATION ON PERFORMANCE OF SOLDIERS SRENA MABESAL

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**Abstract**

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The Jalesveva Jayamahe Navy Doctrine is a doctrine that has a basic nature as a guideline for realizing a victorious Navy. The Jalesveva Jayamahe Doctrine contains the Navy's Trisila as a basic guideline for a soldier's code of ethics that is born from the characteristics of a soldier's life at sea and can be used as an example for his discipline and loyalty. The Navy's Trisila consists of military discipline, hierarchy and honor. The elaboration of discipline in the Navy's Trisila relates to soldiers who are responsible, punctual, serious, orderly and capable. The hierarchy consists of chain of command, professional, teamwork and obedient. Military honor relates to honesty, patriotism, courage, excellence and persistence. This study aims to determine the effect of discipline and work motivation as a form of application of doctrine on the performance of Srena Mabesal soldiers. The population in this study were all Srena Headquarters soldiers and the sample as research respondents was chosen randomly from the population of 54 Srena Headquarters soldiers in 2019 with the Isaac and Michael formula with an error rate of 5%. The research method that will be used is explanatory research with the aim of analyzing the relationship between variables through hypothesis testing. The type of research used is explanatory with a quantitative approach through distributing questionnaires to respondents. Data processing using SPSS.25 Tools for validity test, reliability test, normality test, heteroscedasticity test, multicollinearity test, simple regression test and multiple regression test. The results showed that there was a significant influence between discipline on performance with a t count of 20,933, a significant

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effect of work motivation on performance with a t count of 10,218 and a simultaneous influence between discipline and motivation on the performance of Srena Mabasal soldiers with an F count of 240,704.

### I. INTRODUCTION

The understanding of doctrine is the opinion or theories of legal experts. The position of doctrine in practice is very important in influencing decision making. The position of doctrine is a source of law that is very influential for the decisions of judges other than the law (Kansil, 2000). The Jalesveva Jayamahe Doctrine is a Navy doctrine which has the essence of being a guide for the Navy to be victorious or victorious at sea (TNI Headquarters, 2018). The Jalesveva Jayamahe Doctrine is located under the Tri Dharma Eka Karma TNI Doctrine and is in the strategic stratum which is the highest guideline in the preparation of the Navy's Doctrine, below it at the operational and tactical strata. The Jalesveva Jayamahe Doctrine contains the Navy's Trisila which is the basic guideline for a soldier's code of ethics born from the characteristics of a soldier's life at sea and can be used as an example for his discipline and loyalty. The Trisila TNI Navy consists of discipline which means that members of the Navy obey all rules and regulations based on awareness of service, a hierarchy which implies that members of the Navy place themselves and act in accordance with the order of rank, position and position in the organization and the pattern of development. TNI Navy and military honor which means that members of the Navy uphold the good name of the force and the country by always thinking, acting and acting without blemish.

Regarding Trisila as one of the components of the Jalesveva Jayamahe Doctrine, researchers are interested in conducting research related to the implementation of the Jalesveva Jayamahe Doctrine with the consideration that researchers have carried out initial observations during their service at Srena Mabasal. The Jalesveva Jayamahe Doctrine will be the first variable in this study, problems that can be explored in depth for this Doctrine are taken for research. The problem that can be used as the basis for the background of the first variable is related to the level of discipline and motivation of Srena Mabasal soldiers in accordance with Hasibuan's opinion which states that discipline is a desire and awareness to obey social rules and norms (Hasibuan, 2016).

According to Utari et. al (2020) Discipline is a management action to encourage personnel to meet the demands of various provisions. With optimal and effective work discipline implemented appropriately and consistently, it will be able to encourage an overall improvement in the performance of soldiers related to the achievement of work targets appropriately in accordance with the time and targets that have been set (Siagian, 1985). Discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. Discipline is a form of soldier's self-control and regular implementation and shows the level of seriousness of the work team in a work unit. Discipline is the self-control of personnel to carry out work unit rules and obey them

(Sulistiyani, 2009).

Based on the theories of discipline above, it can be concluded that discipline is the behavior of soldiers obeying the rules that apply in the work unit consciously without any coercion. The theories related to the discipline described above will later be used as a reference in formulating research instruments. The reason why this theory is used as a reference is because Hasibuan presents several indicators of discipline that are used to comprehensively explore the level of discipline related to the discipline of Srena Mabel soldiers.

Meanwhile, according to Siagian (2002) motivation is the driving force that causes a member of the organization to be willing and willing to mobilize abilities, in the form of expertise or skills, energy and time to carry out various activities that are their responsibility and fulfill obligations in the context of achieving predetermined organizational goals and objectives. previously.

Theory of Two Factor Motivation (Two Factor Theory) according to Frederick Herzberg. The two-factor theory was developed based on Maslow's division of the hierarchy of needs into top-down needs. Only conditions that allow the fulfillment of the above needs, namely self-esteem and self-actualization, will increase work motivation (Darmadi, 2017). A work unit must allow soldiers to meet lower-level needs through work, but this is the main way to keep soldiers in the unit not to affect work motivation. According to Sahyuti, indicators to measure work motivation include: the drive to achieve goals, work enthusiasm, initiative and creativity, and a sense of responsibility (Syahyuti, 2010).

The explanation of the motivation above can be concluded that motivation is an effort that can provide a morale boost for soldiers so that it can change the person's personal behavior and is used as a goal to increase work productivity so that it works according to what the work unit wants. The researcher will use Herzberg's theory to dig deeper into the motivation of the Srena Mabel soldiers in this study, because the theory provides a more detailed presentation of motivation indicators.

Based on data from the APIP Team in 2016 and 2017, when faced with the main tasks of Srena Headquarters, preliminary conclusions can be drawn as follows: Soldiers at Srena Headquarters are less careful in making planning products, Soldiers at Srena Headquarters are less careful in making planning products, Soldiers at Srena Headquarters are less diligent In making planning products, Srena Headquarters Soldiers have not fully implemented the planning rules that have been set. From the understanding and description of work discipline and work motivation and faced with these initial conclusions, Srena Mabel soldiers lack discipline in planning and making planning policies and the level of work motivation of soldiers to be able to produce less than perfect planning products, this is very relevant if it is associated with Stephen's statement P. Robbins and Timothy that motivation has a persistence dimension

(Robbins, 2015). Perseverance measures how long a person can sustain his or her efforts, motivated individuals will persist long enough with their task to achieve their goals. Low levels of discipline and motivation will have an effect on the performance of an organization.

Performance comes from the notion of performance as a result of work or work performance. Performance relates to doing work and the results achieved from a job. Performance is a description of the level of achievement of the implementation of an activity / program / policy in realizing the goals, objectives, mission and vision contained in the strategic planning of a work unit (Utari, et.al, 2020). The term performance is often used to refer to the achievement or level of success of individuals or groups of individuals (Mahsun, 2006). Performance is the level of achievement of results on the implementation of certain tasks. Organizational performance is the level of achievement of results in order to realize organizational goals.

Based on several opinions regarding performance that have been described above, it can be concluded that performance is a product of motivation for work enthusiasm to be able to carry out all activities and responsibilities carried out in order to achieve organizational goals.

It is very interesting to carry out in-depth research related to the implementation of discipline and work motivation in an effort to implement the Jalesveva Jayamahe Doctrine. The research was conducted to find out the effect of the Jalesveva Jayamahe Doctrine on the performance of the Srena Mabel soldiers with the Jalesveva Jayamahe Doctrine as the independent variable and the performance of the Srena Mabel soldiers as the dependent variable. Based on the background, problem identification and problem limitation, the problem is formulated as follows "Is there any influence of the Jalesveva Jayamahe Doctrine on the performance of Srena Mabel soldiers?". The formulation of the problem can then be described in research questions, as follows: Does work discipline affect the performance of Srena Mabel soldiers?; Does work motivation affect the performance of Srena Mabel soldiers?; Do discipline and work motivation simultaneously affect the performance of Srena Mabel soldiers?

## II. RESEARCH METHODS

The research method that will be used is explanatory research. Explanatory research is used with the aim of analyzing the relationship between variables through hypothesis testing. The type of research used is explanatory with a quantitative approach (Utari et. Al, 2016). The explanatory research is research that explains the causal relationship between the variables that affect the hypothesis (Sugiyono, 2013). In this study, there are at least two variables that are connected and this research serves to explain, predict and control a symptom. Therefore, in this study, it will be explained

about the existence of an interactive or reciprocal relationship between the variables to be studied and the extent to which these relationships influence each other.

The population in this study were all soldiers of Srena Mabelas as many as 63 personnel. The method used to determine the number of samples is Isaac and Michael's formula with an error rate of 1%, 5% and 10%. Based on Isaac and Michael's formula, a sample of 54 personnel was obtained. So that the number of samples in this study were 54 soldiers of Srena Headquarters.

Data collection techniques were carried out by distributing questionnaires and literature studies. After the data is collected, data processing is carried out, to obtain valid and reliable data, validation and reliability tests are carried out using the SPSS computer program.

To determine the effect of one independent variable on one dependent variable, linear regression is used. The Simple Linear Regression Formula is

$$Y = a + bx$$

Where:

Y = dependent variable.

X = Independent variable.

a and b = constant.

### III. RESULTS AND DISCUSSION

Validity is a measure that shows the level of validity or validity of the instrument by comparing the calculated r value with rtable. In this research. The sample for the questionnaire test was 54 people with a significance of 5% ( $\alpha = 0.05$ ), the value of  $df = n - 2$ ,  $df = 54 - 2$ ,  $df = 52$  so that the r value of the product moment table = 0.2681. all items in the disciplinary instrument obtained a coefficient value (rcount) greater than the rtable value (0.2681), thus it was stated that all disciplinary variable instruments were valid. all items in the motivation variable instrument obtained a coefficient value (rcount) greater than the rtable value (0.2681) thus it was stated that all motivational variable instruments were valid. all items in the performance variable instrument obtained a coefficient value (rcount) greater than the rtable value (0.2681),

The reliability test shows that an instrument is reliable enough to test the accuracy between the statement items contained in the research instrument. Testing the reliability of all items/questions used in this study will use the Cronbach alpha formula (Cronbach's alpha coefficient), the instrument items are considered reliable if the Cronbach alpha value is  $> 0.6$ . The value of the Cronbach Alpha Discipline (X1) of all the variables tested is already above 0.60, so it can be concluded that all items of the discipline variable are declared reliable. The value of Cronbach's Alpha Motivation

(X2) of all the variables tested is already above 0.60, so it can be concluded that all the motivational variable items in this study passed the reliability test and were declared reliable.

The normality test in the One-Sample Kolmogorov-Smirnov Test table is to determine whether in the regression model, the confounding or residual variables have a normal distribution or not. Based on the statistical test of normality, it shows a significance value of 0.19 which is greater than 0.05, so it can be concluded that the data is normally distributed. The results of the multicollinearity test aim to test whether there is a correlation between the independent variables in the regression model. From the data, it can be seen that the requirements to pass the multicollinearity test have been met by all existing independent variables, namely the VIF (Variance Inflation Factor) value which is not more than 10 and the tolerance value is not less than 0.10. So it can be concluded that all independent variables used in this study do not occur multicollinearity between one independent variable and another independent variable. Heteroscedasticity test to test the data in the regression model, there is an inequality of variance from the residual of one observation to another observation. Based on the data, it can be seen that the distribution of the data is irregular and does not form a certain pattern, and is spread above and below the number 0 on the Y axis, so it can be concluded that in this regression model there is no heteroscedasticity problem.

### **Hypothesis Testing the Effect of Discipline and Motivation on the Performance of Srena Headquarters Soldiers Partially**

Testing the effect of work discipline on performance is carried out in two directions with the basis of decision makers as follows:  $H_0 : = 0$ , meaning that there is no positive and significant relationship between discipline and the performance of Srena Mabesal soldiers and  $H_1 : 0$ , meaning that there is a significant influence positive and significant relationship between discipline and the performance of Srena Headquarters soldiers. The calculation of the ttable value for discipline is obtained as follows:  $df = n - k$ , ( $n =$  number of respondents,  $k =$  number of variables)  $df = 54 - 3$  (independent variable = 2, dependent variable = 1)  $df = 51$  So that the ttable value for  $df = 51$  is 2.00758.

Testing the influence of motivation on performance is carried out in two directions with the basis of decision makers as follows:  $H_0 : = 0$ , meaning that there is no positive and significant relationship between motivation and the performance of Srena Mabesal soldiers and  $H_1 : 0$ , meaning that there is a positive influence and significant correlation between motivation and performance of Srena Mabesal soldiers. The calculation of the ttable value for motivation is obtained as follows:  $df = n - k$ , ( $n =$  number of respondents,  $k =$  number of variables)  $df = 54 - 3$  (independent variable = 2, dependent variable = 1)  $df = 51$  So that the ttable value for  $df = 51$  is 2.00758.

**Table 1.** Test Results of the Effect of Discipline and Motivation on the Performance of Srena Headquarters Soldiers Partially

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.947	3.317		2,396	.020
DISCIPLINE	.965	.046	.945	20,933	.000
MOTIVATIO	.917	.090	.817	10,218	.000

a. Dependent Variable: PERFORMANCE

Source: Primary data, processed by SPSS 25 for windows

From table 1 it is known that the tcount for the discipline variable is 20.933. By comparing tcount with ttable, we get  $tcount > ttable = 20.933 > 2.00758$ . The significance of the results of the research calculation of the discipline variable is 0.000 and when compared with the value of  $= 0.05$ , the discipline significance value is smaller than the probability. From the t test and the significance value, it was concluded that the HO hypothesis was rejected so that there was a significant influence between discipline and the performance of Srena Mabel soldiers.

From table 1 it is also known that the tcount for the motivation variable is 10.218. By comparing tcount with ttable, we get  $tcount > ttable = 10.218 > 2.00758$ . The significance of the research calculation results from the motivation variable is equal to 0.000 and when compared with the value of  $= 0.05$  so that the motivational significance value is smaller than the probability. From the t test and the significance value, it was concluded that the HO hypothesis was rejected so that there was a significant influence between motivation and the performance of Srena Mabel soldiers.

### Hypothesis Testing the Effect of Discipline and Motivation on the Performance of Srena Headquarters Soldiers Simultaneous

Initial hypotheses simultaneously discipline and motivation as well as the performance of Srena Mabel soldiers are as follows:  $H_0 : = 0$ , meaning that there is no positive and significant relationship effect simultaneously/together between discipline and motivation with the performance of Srena Mabel soldiers and  $H_1 : 0$ , meaning that there is a simultaneous positive and significant relationship between discipline and motivation with the performance of Srena Headquarters soldiers. The calculation of the Ftable value for discipline and motivation is obtained as follows:  $df_1 = \text{number of independent variables} = 2$ ,  $df_2 = n - k - 1$  ( $n = \text{number of samples}$ ,  $k = \text{independent variable}$ )  $df_2 = 54 - 2 - 1 = 51$ , so that the Ftable value for  $df_{12}$ ,  $df_{251}$  is

### 3.1

**Table 2.** Test Results of the Effect of Discipline and Motivation on the Performance of Soldiers at Srena Headquarters Simultaneously

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1293,705	2	646,852	240,704	.000b
	Residual	137,054	51	2,687		
	Total	1430,759	53			
a. Dependent Variable: PERFORMANCE						
b. Predictors: (Constant), MOTIVATION, DISCIPLINE						

Source: Primary data, processed by SPSS 25 for windows

From the table it is known that Fcount is 240,704. By comparing Fcount with Ftable, we get  $F_{count} > F_{table} = 240.704 > 3.18$ . From table 4.28, it is obtained that the significance of the research results is 0.000 and when compared with the value of  $= 0.05$ , the significance value of the research results is smaller than the probability. From the F test and the significance value, it can be concluded that the HO hypothesis is rejected so that there is a significant influence between discipline and motivation with the performance of Srena Mabesal soldiers.

The results of the calculation of the coefficient of determination of discipline on performance can be seen in the following table:

**Table 3.** Coefficient of Determination of Discipline and Motivation on Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.951a	0.904	0.900	1,639
a. Predictors: (Constant), MOTIVATION, DISCIPLINE				
b. Dependent Variable: PERFORMANCE				

Source: Primary data, processed by SPSS 25 for windows

From table 3, it can be seen that the coefficient of determination (R square) of 0.904 can be concluded that the discipline and motivation of Srena Mabesal soldiers together can affect the performance of soldiers by 90.4%.

The influence between discipline and motivation simultaneously with the performance of soldiers is known in table 4.32 table model summary obtained a coefficient of determination (R square) of 0.904, it can be interpreted that the



contribution of the influence of discipline and motivation variables together on the performance variable is 90.4% while 9, 6% is influenced or explained by other variables not included in this study. From the results of this study, it was found that there was a positive and significant relationship between discipline and motivation simultaneously on the performance of Srena Mabel soldiers. From the results of the study, it was found that improving the performance of Srena Mabel soldiers would be more effective if the increase in discipline and motivation was carried out simultaneously (simultaneously).

From the results of testing the correlation model, either partially on the independent variable with the dependent variable or simultaneously giving the result that there is a positive and significant relationship between discipline and motivation, either partially or simultaneously on the performance of Srena Mabel soldiers, it can be concluded that there is a positive influence between the Doctrine Jalesveva Jayamahe on the performance of Srena Headquarters soldiers.

#### IV. CONCLUSIONS AND RECOMMENDATIONS

##### Conclusion

Based on the results of research using SPSS 25 for windows and a discussion of the research results that have been stated, the conclusions from the research are as follows:

1. The discipline variable has a significant and positive effect on the performance of the Srena Mabel soldiers with the t-test result of 20.933 which is greater than t-table of 2.00758 and the result of the significance test of 0.000 less than 0.05 so that with an increase in discipline, it will improve the performance of the soldier. Srena Headquarters or in other words discipline has a linear effect on the performance of Srena Headquarters soldiers. From the results of data processing, it shows that all dimensions in the discipline, namely goals and abilities, leadership examples, remuneration, justice, inherent supervision, legal sanctions, assertiveness and human relations are significant indicators in shaping the level of discipline.
2. The motivation variable has a significant and positive effect on the performance of Srena Mabel soldiers with the t-test result of 10.218 which is greater than the t-table of 2.00758 and the result of the significance test of 0.000 less than 0.05 so that with an increase in the work motivation of soldiers, it will increase The performance of Srena Headquarters soldiers or in other words, motivation has a linear effect on the performance of Srena Headquarters soldiers. From the results of data processing shows all the dimensions that exist in the motivation is a significant indicator in shaping the performance of soldiers.
3. Based on the multiple regression analysis conducted, it shows that the influence of discipline and motivation variables simultaneously has a significant and positive

effect on the performance of Srena Mabel soldiers with the calculated F test results of 240,704 which is greater than the F table of 3.18 and the significance test results of 0.000 less. of 0.05. These results indicate that the factors of discipline and work motivation will complement and complement each other, or in other words, these two things support each other in increasing the performance of Srena Mabel soldiers, so it can be concluded that the Jalesveva Jayamahe Doctrine has a significant influence and has a positive value on performance. Srena Headquarters soldiers.

### Suggestion

This study proves that the influence of discipline and motivation on the performance of Srena Mabel soldiers can be implemented properly using SPSS 25 for windows tools. The magnitude of the influence of the independent variables (discipline and motivation) both partially and simultaneously gave a significant and positive influence on the dependent variable (the performance of Srena Mabel soldiers). The researcher carried out research on the Srena Mabel satker carrying out staff functions in the planning and budgeting fields so that the researchers recommended several things for further research progress as follows:

1. Development of the dimensions of the variables of discipline and motivation. To deepen understanding of the variables studied, the researcher suggests to further researchers to develop a research model by adding the dimensions of the position structure and hierarchy of soldiers in the discipline variable and adding appreciation for the performance of soldiers in the motivation variable.
2. The results showed that the motivation variable had the least effect on improving the performance of Srena Mabel soldiers. Therefore, researchers provide recommendations to the leadership of the Navy so that performance improvement is carried out through efforts to increase the motivation of soldiers in carrying out their duties and responsibilities.
3. The results showed that the variables of discipline and motivation together (simultaneously) had the greatest influence on improving the performance of Srena Mabel soldiers. Therefore, researchers provide recommendations to the leadership of the Navy so that performance improvement is carried out through increasing soldier discipline and work motivation so that the implementation of the Jalesveva Jayamahe Doctrine can run well and have an influence on improving the performance of soldiers..

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