

Performance Improvement Models on Military Operations Other Than War in Managing COVID-19: Public Service Motivation, and Job Satisfaction for The Kodam VI/Mulawarman Army

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Abstract. Various threats confront national defense efforts. The above threats include both military and non-military dangers. One of the current non-military threats is the COVID-19 pandemic, considered a national disaster. The TNI is required by its duties and functions to take an active role in responding to all types of disasters, including the COVID-19 outbreak. However, one issue that arises when dealing with COVID-19 is a decrease in soldier performance. The goal of this research was to improve TNI AD soldiers' performance at Kodam VI/Mulawarwan in terms of transformational leadership, public service motivation, and job satisfaction. The research sample included 250 Indonesian Army soldiers who had direct experience with COVID-19. The sampling technique used was proportionate random sampling with AMOS version 26 of Structural Equation Modeling (SEM). The results revealed that the involvement of soldiers from an increased sense of meaning in the Unit and achievements reinforced by motivation driven by the leadership would lead to better performance. much higher. This means that job satisfaction plays an important role in the long-term success of the Unit.

Keywords: Public Service Motivation, Transformational Leadership, Work Goals, Soldier Performance.

1 Introduction

State defense is an effort to protect the country's territorial integrity and save it from various threats [1]. The Indonesian National Army's primary mission is also to defend the state (TNI). Article 7 paragraph 1 of Law (UU) Number 34 of 2004 explains efforts to uphold state sovereignty and maintain the territorial integrity of the Unitary State of the Republic of Indonesia based on Pancasila and the Constitution of the Unitary State of the Republic of Indonesia. According to the Indonesian nation's historical record in 1945, defending the state is an effort to protect the entire nation and the entire homeland of Indonesia from threats and disturbances to the nation's and state's integrity. However, empirical studies show that national defense efforts have been hampered by a variety of threats up to this point. These threats are both military and non-military in nature. [2]. In Law Number 34 of 2004, it is specifically stated that the duties of non-military threats (Military Operations Other than War/OMSP) consist of 14 types of operations that are the responsibility of the TNI (Law No. 34, 2004:7(2)). The current military situation is the COVID-19 pandemic which has been considered a national disaster (Keppres, 2020:12). The TNI is needed by its responsibilities and duties to take an active role in responding to all kinds of natural disasters, including the COVID-19 epidemic.

Military operations other than war were focused on controlling the spread of the COVID-19 pandemic at the start of 2020. Indonesia has the seventh highest number of active COVID-19 cases in Southeast Asia [3], with 4,254,443 people confirmed positive for the virus, 143,766 deaths (CFR: 3.4%) reported, and 4,102. 700 patients recovering from the disease (Annisa, 2021). COVID-19 has been found in all regions of Indonesia, including the island of Kalimantan. In 2021, there were 1,084 cases of Covid-19 spread on the island of Borneo, making it the second largest case after Java [4]. COVID-19 has been found in all regions of Indonesia, including the island of Kalimantan. In 2021, there were 1,084 cases of Covid-19 spread on the island of Borneo, making it the second largest case after Java.

The success of the COVID-19 OMSP implementation The ability of a unit leader to direct instructions in order to motivate and provide job satisfaction to soldiers in order to encourage a high level of performance in the implementation of the COVID-19 Countermeasures OMSP has a strong influence on response. Researchers should look into the TNI AD performance model that exists in the implementation of the COVID-19 OMSP Countermeasures on transformational leadership, public service motivation, and job satisfaction to see if there are any issues with the implementation of OMSP. COVID-19 Management in the field of transformational leadership factors, public service motivation, and job satisfaction are thought to influence the performance model in the COVID-19 OMSP implementation in the TNI AD environment.

2 Literature Review

2.1 Transformational Leadership

According to the theory, core employees and those who become leaders in the organization determine organizational performance [5]. A leader in an organization is responsible for improving the organization's performance. Because leaders' decisions have the ability to influence employees [6]. According to other literature, company leaders are responsible for making decisions for their employees. Leaders make decisions as a strategy to motivate

employees and improve their performance (Romi et al., 2020) According to [7], Transformational leadership is defined as a set of leadership skills aimed at identifying the need for change, creating a vision for change, and effectively implementing change for the organization. Understanding the fundamental difference between leading for change and leading for stability is essential for transformational leadership. This leadership is accomplished with the help of factors such as inspirational motivation, ideal influence, intellectual stimulation, and decision-making consideration.

2.2 Public Service Motivation

Public service motivation is defined as prosocial and altruistic when the subject experiencing it serves the public or society [8] Previous research found that employees who work for the public perform better when their work has a positive impact on the larger community [9]. Individuals who experience public service motivation have a motivating force or drive that drives them to engage in action positively for the public while also helping in shaping the welfare of society [10]. According to the literature, motivation in public service can be measured using various dimensions of interest, such as public involvement, sympathy, dedication to the public's values, and identity.

2.3 Job Satisfaction

According to job satisfaction theory, individuals with a high level of public service motivation have stable job satisfaction [4]. The term satisfaction refers to the attitudes and feelings people have about their work [11]. Job satisfaction is a positive emotional state that results from assessing one's work experience. Job satisfaction results when these expectations are met. Wage satisfaction, promotion/promotion satisfaction, supervision satisfaction, coworker satisfaction, and job satisfaction were all measured in this study [12].

2.4 Soldier Performance

A very well employee appraisal or evaluation enables a leader to identify, assess, plan, and grow individual performance. As such, it is a tool for motivating high performers to maintain their high performance and encouraging poor performers to accomplish even best [13]. So job satisfaction is defined as a specific behavior - something that individuals do and can see - that adds value to the company and helps it reach its objectives. Performance in this study is evaluated through the quality of work, quality of work, freedom, initiative, adaptability, and cooperation [14].

3 Methodology

3.1 Population and Sample of Research

The population in this study is the TNI AD Kodam VI / Mulawarman. Data were collected through a survey managed by the researcher. The sampling framework was designed to include all TNI AD personnel at Kodam VI/Mulawarman and to support sample selection. The samples taken were 250 TNI AD personnel at Kodam VI/Mulawarman using a proportional random sampling technique.

3.2 Data Types and Sources

This study's data sources included both primary and secondary sources. Primary data were gathered through interview sessions, direct observation, and questionnaires distributed to TNI AD Kodam VI/Mulawarman soldiers, while secondary data were gathered from various articles and websites

3.3 Data collection technique

The design in this study based on observation and interviews was chosen for data collection. The questionnaire was adopted from previous research. The first few questions focused on demographic characteristics, before moving on to more specific questions about transformational leadership, public service motivation, job satisfaction, and soldier performance. On a seven-point ordinal scale, all variables were measured (1: very low, 7: very high).

3.4 Data analysis technique

Confirmatory factor analysis was performed on hypotheses H1–H7 using Amos 26's structural equation modeling concept. First, the measurement model's reliability and validity were assessed, and all constructs, including exogenous and endogenous factors, were correlated. The construct hypothesis was then tested. Hair, Black, and Babin (2019) propose one absolute fit index (GFI, RMSEA, or RMR), one additional fit index (CFI or TLI), and one fit index (GFI, CFI, TLI). Models must have AGFI 0.90, RMSEA 0.08, and CFI and TLI 0.90.

3.5 Theoretical framework

The theoretical framework is a conceptual model of the interrelated theory of various factors that have been identified as important problems. So that the research conceptual model can be shaped like Figure 1.

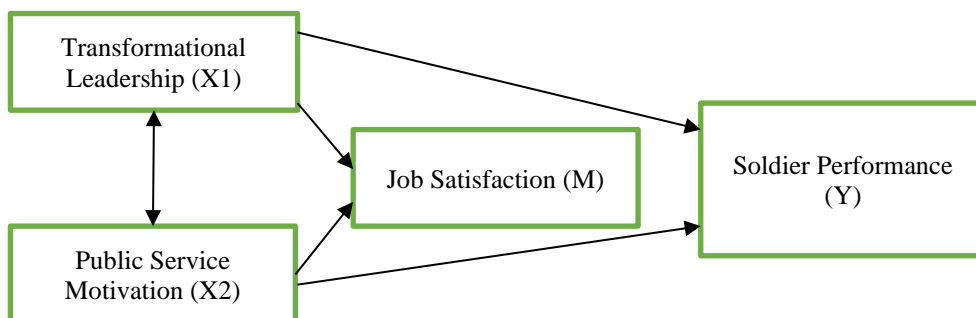


Figure 1.
Research Model
Source: Data Processing, 2022

From Figure 1. In the research model above, the research hypothesis can be described as follows:

- H1: Transformational leadership improves employee satisfaction.
- H2: Motivation for public service improves job satisfaction.
- H3: Transformational leadership has a positive effect on soldier performance.
- H4: Soldiers' performance is improved by public service motivation.
- H5: Job satisfaction has a positive effect on soldier performance.
- H6: Transformational leadership improves soldier performance by using job satisfaction as a moderating variable.
- H7: Public service motivation has a positive effect on soldier performance via job satisfaction as a moderating variable.

4 Discussion

4.1 Description of Respondents' Characteristics

Characteristics of respondents are used to determine the description of the status of the respondents. The following table is the demographic background of the respondents in this study.

Table 1: Respondent Target

Variable		Frequency	%
Gender	Male	241	96.40
	Female	9	3.60
Age	20-30	110	44.00
	31-40	80	32.00
	41-40	45	18.00
	>50	15	6.00
Rank	Tamtama	105	42.00
	Bintara	95	38.00
	Perwira	50	20.00

n = 250

Source: Data Processing, 2022

According to table 1, the demographic background of the respondents target, the majority of respondents are male (96.40%), with an age range of 20-30 years, and the rank of enlisted with a percentage of 42.00%.

4.2 Construct Validity and Reliability Test

Table 2 shows the convergent validity of all constructs when Composite Reliability and AVE are used. The test results for each construct are said to be valid if the AVE value is 0.50, while the reliability test uses the construct reliability coefficient (CR) of 0.7. All constructs can be accepted in the following table.

Table 2: Composite Reliability and Average Extracted values

Construct	CR	AVE
Transformational leadership	0.999	0.707
Public Service Motivation	0.939	0.659
Job satisfaction	0.937	0.714

Source: Data Processing, 2022

Based on table 2. the composite reliability and average extracted values above, it can be concluded that the coefficient value of $CR > 0.70$ and/or $AVE > 0.50$ indicates that the proposed measurement model is reliable. That is, the indicators used in the measurement model have adequate internal consistency in measuring the constructs studied.

After each construct, confirmatory factor analysis was carried out, then the overall research model was tested for suitability. This test is carried out to find out how much better of fit the model is with the criteria previously proposed with the results of data processing shown in the following figure. Therefore this model is quite acceptable.

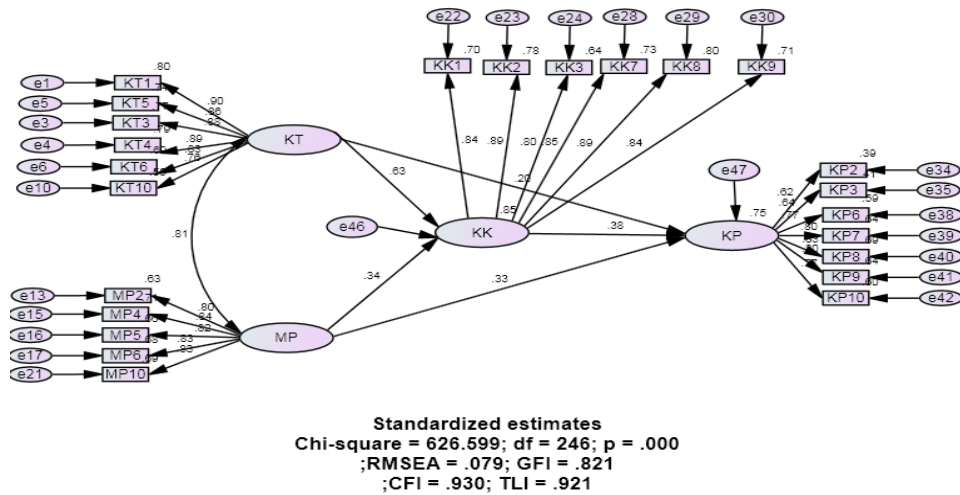


Figure 2:
 The Role of Job Satisfaction in Motivate Soldier Performance: A Full Model of Transformational Leadership and Public Service Motivation
 Source: Data Processing, 2022

Based on the picture above, it can be seen that the results of the full model feasibility show that the goodness of fit criteria is met, except for the GFI of 0.821. Therefore, this model can be accepted and it can be stated that this test produces good confirmation and causality relationships between constructs.

4.3 Hypothesis test
Direct Effects

In this section, hypothesis testing through structural equation modeling. The model was created with four variables, two of which are exogenous: transformational leadership and public service motivation. Finally, soldier performance is an endogenous variable that is mediated by job satisfaction. Based on preliminary findings, transformational leadership and public service motivation explained 84.80% of the variation in job satisfaction. Furthermore, transformational leadership, public service motivation, and job satisfaction account for 75.40% of the variance in soldier performance.

Table 3: Results of Direct Hypothesis Testing

Hypothesis	Connection Between Constructs			Estimate	S.E.	C.R.	P	Information Hypothesis
H ₁	KT	→	KK	0.593	0.066	9.004	0.000	Received
H ₂	MP	→	KK	0.333	0.065	5.149	0.000	Received
H ₃	KT	→	KP	0.147	0.081	1.826	0.068	Rejected
H ₄	MP	→	KP	0.250	0.072	3.485	0.000	Received
H ₅	KK	→	KP	0.287	0.099	2.898	0.004	Received

Source: Data Processing, 2022

Table 3 displays the outcomes of direct hypothesis testing. Table 3 demonstrates that transformational leadership has a significant positive relationship with job satisfaction ($\beta = 0.593$, $t = 9.004$, $p < 0.05$). Furthermore, motivation for public service has a significant positive impact on job satisfaction ($\beta = 0.333$, $t = 5.149$, $p < 0.05$). Moreover, the relationship among transformational leadership and soldier performance was found to be positive but not significant ($\beta = 0.147$, $t = 0.068$, $p > 0.05$). The motivation of public servants has a strong positive relation with soldier performance ($\beta = 0.250$, $t = 3.485$, $p < 0.05$). All whilst, job satisfaction has a significant significant effect on soldier performance ($\beta = 0.287$, $t = 8.898$, $p < 0.05$).

Indirect Effects

In this section, testing the mediating effect of job satisfaction is described in table 4 as follows.

Table 4: Results of Direct Hypothesis Testing

Hypothesis	Connection Between Constructs	Estimate	C.R.	P	Information Hypothesis
H ₆	KT → KK → KP	0.237	3.535	0.013	Received
H ₇	MP → KK → KP	0.127	3.069	0.013	Received

Source: Data Processing, 2022

According to the study's findings, job satisfaction appears to be a powerful facilitator between transformational leadership and motivation for public service. This means that soldiers with high job satisfaction may believe they can add positive value and advantages to the unit, and that satisfied soldiers believe they are treated fairly both inside and outside the Component.

5 Conclusion

The role of satisfaction in mediating the effect of transformational leadership and public service motivation on Kodam VI/Mulawarman soldiers' performance in military operations other than war. COVID-19 indicates that increased soldier involvement as a result of a greater sense of meaning in the Unit and achievements that are bolstered by leadership motivation will result in significantly higher performance. This means that job satisfaction is critical to the Unit's long-term success because satisfaction is a feeling of pleasure or disappointment in a soldier as a result of an assessment of their previous expectations and perceived performance

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