

The Impact Of Work Culture And Work Ethics On Performance Through Motivation As A Mediating Variable Among Territorial Command Soldiers At Kodim 0824 Jember

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ABSTRACT

This study examines the impact of work culture, work ethics, and work motivation on the performance of soldiers and civil servants at Kodim 0824 Jember. Utilizing a quantitative approach, data was collected through Likert-scale questionnaires and analyzed using Partial Least Squares (PLS). The findings indicate that both work culture and work ethics significantly influence motivation and performance, both directly and indirectly. A strong work culture enhances motivation by fostering a sense of belonging, teamwork, and commitment, while robust work ethics, defined by integrity, responsibility, and professionalism, directly contribute to higher performance levels. These results suggest that developing a supportive work environment and maintaining high ethical standards are critical for optimizing human resources. Consequently, these factors are essential for achieving organizational objectives and promoting effective regional governance. This study underscores the importance of targeted interventions that strengthen cultural values and ethical behavior to enhance the overall performance of personnel at Kodim 0824 Jember.

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INTRODUCTION

Regional autonomy significantly influences local development and equitable welfare distribution in Indonesia, relying heavily on human resource readiness that aligns with regional expansion goals (Prabowo, 2019). Law No. 23 of 2014 on Regional Government aims to enhance local staffing capacity by developing competent human resources (Bahasoan, 2023). In the military sector, improving human resources, particularly the readiness of soldiers, is essential for organizational success (Prayoga & Ananda, 2023). This requires professional and responsible soldiers to effectively execute government tasks (Supriyadi et al., 2021).

Systematic planning, implementation, and evaluation are necessary to meet these demands (Maulana et al., 2022). Prioritizing the development of professional human resources within regional autonomy management is crucial (Rodiyah et al., 2020), as they are key assets for government and military organizations (Winarni & Widuatie, 2020). Optimizing these resources is vital to achieving excellence (Aminah et al., 2021), as evidenced by

performance evaluations conducted by the Inspectorate General of Kodam and the Army (Gunawan, 2023). High performance levels correlate with organizational success in fulfilling its vision and mission (Siregar, 2019).

Performance reflects individual contributions to organizational goals through effective task execution, influenced by factors such as organizational culture, work motivation, and task commitment (Fitriyani et al., 2019). It is also linked to career development and the physical and emotional capabilities of soldiers (Riyanto et al., 2023). A supportive work environment and appropriate task placement further enhance employee performance (Achsyah et al., 2022; Iklila, 2020). Improving performance requires a holistic approach, including competency development, a supportive work environment, and effective leadership (Wiguna & Hermina, 2023). Work motivation drives individuals to achieve specific goals and is shaped by needs for recognition and achievement within the workplace. Effective leadership and a positive organizational culture significantly impact motivation (Anggraini et al., 2022). High motivation is reflected in superior performance, where individuals exceed expectations (Riyanto et al., 2023).

Work culture, encompassing values, norms, and practices, influences daily operations and organizational performance (Ferine et al., 2021). In government and military contexts, a strong work culture fosters a sense of belonging and motivation to achieve common goals (Pratiwi et al., 2020). Supportive leadership, effective communication, and recognition of individual contributions are crucial for cultivating a positive work culture (Rifai & Lumbanraja, 2023). A robust work culture not only enhances motivation but also directly improves performance (Tarigan et al., 2020). Work ethics, defined by moral principles such as responsibility, integrity, and professionalism, are vital in maintaining discipline and efficiency in the military and government. Strong work ethics promote responsible decision-making, reduce errors, and improve work quality (Iklila, 2020). They also contribute to individual motivation, leading to better performance outcomes (Riyanto et al., 2023).

Previous studies have demonstrated that work culture and work ethics have a significantly positive impact on employee performance and motivation across various organizational contexts. For instance, work culture has been found to significantly influence employee performance and innovative behavior, particularly in cross-cultural adaptation and international organizational settings (Hussain & Zhang, 2022; Setti et al., 2020). Similarly, work ethics have been shown to have a significant effect on performance and work motivation in various sectors, as seen in studies conducted in industrial and remote work environments (Lubis & Syaifuddin, 2022; Suardana & Brahmasari, 2021). Motivation itself also plays a critical role in enhancing work performance, especially in situations that require complex cultural adaptation (Hussain & Zhang, 2022; Setti et al., 2020).

However, some studies indicate that the influence of work culture and work ethics on motivation and performance is not always significant. Research found that in certain organizational contexts, ethical culture and motivation do not significantly affect work performance (Watto et al., 2020). Similar findings have been reported in studies showing that work culture does not always significantly influence work motivation in some organizations

(Efridah, 2019). These findings highlight a research gap that needs further exploration, particularly to understand the contextual factors that may affect the relationship between work culture, work ethics, motivation, and work performance across different organizations.

Jember Regency is a jurisdiction under the responsibility of the Territorial Command, Kodim 0824 Jember, which operates under the Military Regional Command 083 Bhaladika Jaya in Malang and the Military Area Command V Brawijaya, East Java Province. Jember is administratively divided into 31 sub-districts, 22 urban villages, and 226 rural villages. According to Law No. 34 of 2004 on the Indonesian National Armed Forces (TNI), one of the main tasks of the TNI is to support local government operations. Kodim 0824 Jember comprises 27 Koramil (Military Rayon Commands) and 3 Koramil Posts, each overseeing several villages and sub-districts, with 1 Babinsa (Village Development Officer) assigned per village and 2 Babinsa for each urban village, considering the direct accountability of the urban village heads to the regent and the multi-dimensional social dynamics in these areas. The administration of Jember is further guided by Regional Regulations, including Regulation No. 29 of 2021 on the role and organizational structure of sub-districts and Regulation No. 30 of 2021 on urban village governance, which outlines the responsibilities of sub-district heads and village leaders in coordinating government, development, and community affairs.

The performance of personnel in Kodim 0824 Jember, including Koramil 0824/03 Kalisat and Koramil 0824/12 Kaliwates, requires continuous improvement, particularly in terms of welfare for soldiers and civil servants. Performance assessments in 2023 indicated gaps between targets and realizations: Makodim 0824 Jember achieved 92% of its target for public satisfaction in national awareness services, 81% for community participation, and 82% for empowering government in urban villages. Similarly, Koramil 0824/03 Kalisat reached 82% for public satisfaction in TNI service quality and 77% for increasing agricultural land, while Koramil 0824/12 Kaliwates recorded 87% in public satisfaction for health services and 82.12% in community independence in health service needs. These results highlight the need for further research to enhance the performance of soldiers and civil servants in Makodim 0824 Jember and its affiliated Koramil, ensuring alignment with government and TNI AD leadership standards.

While extant literature underscores the positive impact of work culture, ethics, and motivation on performance, the intricate interactions among these variables, particularly within the distinct context of military and governmental organizations like Kodim 0824 Jember, remain inadequately examined. The discrepancies observed between performance targets and outcomes, along with the varied contextual influences on motivation and work discipline, indicate a critical need for further investigation. Such research could yield essential insights into optimizing human resources and enhancing the performance of soldiers and civil servants, thereby advancing the organizational objectives of the TNI and regional governance in promoting equitable development and efficient administration.

METHODS

This study employs a quantitative approach to analyze the impact of work culture (X1), work ethics (X2), and work motivation (Z) on the performance (Y) of soldiers and civil servants at three units: Makodim 0824 Jember, Koramil 0824/03 Kalisat, and Koramil 0824/12 Kaliwates. A quantitative approach is chosen to objectively measure variables and conduct statistical analysis to test the formulated hypotheses. The entire population of soldiers and civil servants from these units will participate to ensure comprehensive representation.

Data will be collected using a Likert-scale questionnaire distributed via Google Forms, designed to assess respondents' perceptions of work culture, ethics, motivation, and performance. Responses will be analyzed using Partial Least Squares (PLS) through Warp PLS software, which is suited for complex structural models and handles multicollinearity and non-normal data distributions. The analysis will test the hypotheses and provide insights into the relationships among the variables studied.

Table 2. Validity & Reliability Test Result

Variable	Cronbach's Alpha	Composite Reliability	AVE
X1	0.740	0.853	0.661
X2	0.780	0.851	0.534
Z	0.739	0.759	0.489
Y	0.707	0.803	0.416

The validity and reliability test results demonstrate that the constructs used in the study meet acceptable reliability standards, with all variables showing a Cronbach's Alpha above the threshold of 0.7, indicating internal consistency. Specifically, work culture (X1) has a Cronbach's Alpha of 0.740, work ethics (X2) of 0.780, work motivation (Z) of 0.739, and performance (Y) of 0.707. Composite reliability values for all variables also exceed 0.7, with X1 at 0.853, X2 at 0.851, Z at 0.759, and Y at 0.803, confirming the reliability of the measurement model. However, the Average Variance Extracted (AVE) values indicate that while X1 (0.661) and X2 (0.534) meet the minimum threshold of 0.5 for convergent validity, Z (0.489) and Y (0.416) fall slightly below, suggesting that these constructs may require further refinement to enhance their validity.

RESULTS AND DISCUSSION

Result

Table 3. Recapitulation Hypothesis Testing Results

Hypothesis	Coefficient	P-value	Decision
H1: Work Culture (X1) has a direct effect on Work Motivation (Z)	0.739	<0.001	Accepted
H2: Work Ethics (X2) has a direct effect on Work Motivation (Z)	0.132	0.034	Accepted
H3: Work Culture (X1) has a direct effect on Performance (Y)	0.262	<0.001	Accepted

Hypothesis	Coefficient	P-value	Decision
H4: Work Ethics (X2) has a direct effect on Performance (Y)	0.434	<0.001	Accepted
H5: Work Motivation (Z) has a direct effect on Performance (Y)	0.225	<0.001	Accepted
H6: Work Culture (X1) has an indirect effect on Performance (Y) through Work Motivation (Z)	0.166	<0.001	Accepted
H7: Work Ethics (X2) has an indirect effect on Performance (Y) through Work Motivation (Z)	0.097	0.003	Accepted

The hypothesis testing results indicate that all proposed hypotheses are accepted, demonstrating both direct and indirect effects of work culture, work ethics, and work motivation on performance. Hypothesis H1 shows a strong and significant direct effect of work culture (X1) on work motivation (Z) with a coefficient of 0.739 and a p-value of less than 0.001. Similarly, hypothesis H2 confirms a direct, albeit weaker, effect of work ethics (X2) on work motivation (Z) with a coefficient of 0.132 and a p-value of 0.034. Hypothesis H3 illustrates that work culture (X1) directly influences performance (Y), as evidenced by a coefficient of 0.262 and a p-value of less than 0.001, while hypothesis H4 shows that work ethics (X2) exerts an even stronger direct influence on performance (Y) with a coefficient of 0.434 and a p-value of less than 0.001. Additionally, hypothesis H5 reveals a significant direct effect of work motivation (Z) on performance (Y), with a coefficient of 0.225 and a p-value of less than 0.001.

The indirect effects of work culture and work ethics on performance through work motivation are also significant. Hypothesis H6 shows that work culture (X1) has an indirect effect on performance (Y) mediated by work motivation (Z), with a coefficient of 0.166 and a p-value of less than 0.001. Likewise, hypothesis H7 indicates that work ethics (X2) indirectly affects performance (Y) through work motivation (Z), supported by a coefficient of 0.097 and a p-value of 0.003. These results suggest that both work culture and ethics significantly contribute to enhancing performance, both directly and through their impact on motivation.

These results imply that, within the context of Kodim 0824 Jember, work culture and work ethics play a crucial role in shaping both the motivation and performance of soldiers and civil servants. A strong work culture positively influences their motivation and directly enhances their overall performance, suggesting that fostering an environment that values teamwork, discipline, and a shared mission can lead to improved outcomes. Similarly, work ethics, including principles such as integrity, responsibility, and professionalism, not only directly boost performance but also enhance motivation, which in turn further contributes to better performance. The findings highlight the importance of cultivating both a robust organizational culture and a strong ethical foundation to drive higher levels of motivation and effectiveness among personnel at Kodim 0824 Jember, ultimately supporting the achievement of organizational goals and regional governance effectiveness.

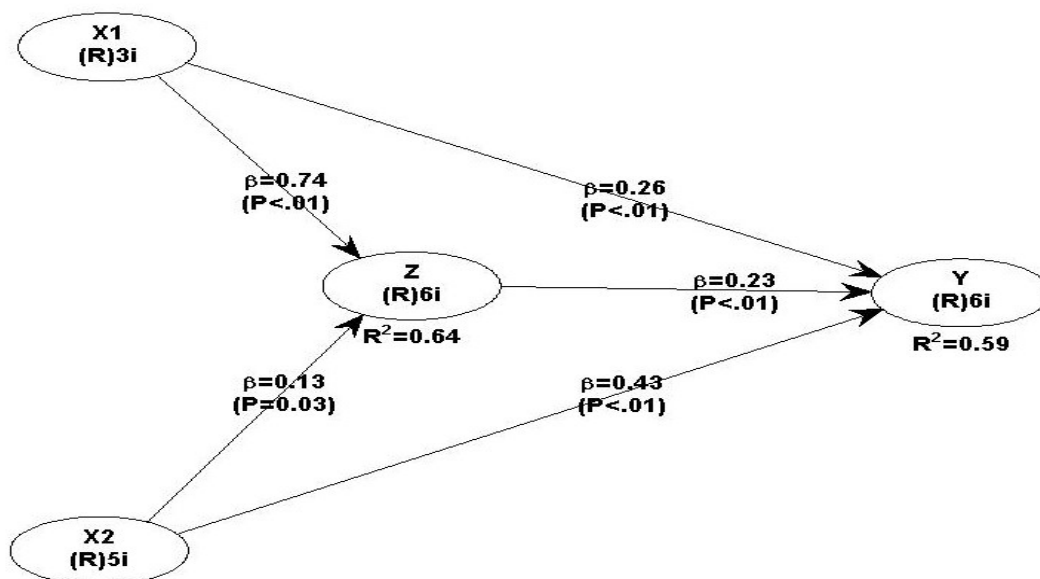


Figure 1. Path Coefficients

Figure 1 shows that the model explains a substantial amount of variance in the dependent variables. Specifically, the coefficient of determination (R^2) for work motivation (Z) is 0.64, indicating that 64% of the variance in work motivation is explained by the combined effects of work culture (X1) and work ethics (X2). Similarly, the R^2 value for performance (Y) is 0.59, which means that 59% of the variance in performance is accounted for by the combined direct effects of work culture (X1), work ethics (X2), and work motivation (Z). These high R^2 values suggest that the model provides a strong explanatory power for understanding the relationships among work culture, work ethics, motivation, and performance within the context of Kodim 0824 Jember. This implies that improving work culture and ethics can significantly enhance both motivation and performance levels among soldiers and civil servants in the organization.

Discussion

Direct Effect of Work Culture on Work Motivation (H1)

Hypothesis H1 indicates that work culture (X1) has a significant direct effect on work motivation (Z), with a coefficient of 0.739 and a p-value of less than 0.001. This finding suggests that a strong work culture can significantly enhance work motivation within the environment of Kodim 0824 Jember. This result aligns with the theoretical perspective that work culture, including the values, norms, and practices upheld within an organization, plays a crucial role in shaping employee motivation (Ferine et al., 2021). In the military context, a strong work culture fosters a sense of belonging and commitment to shared goals (Pratiwi et al., 2020). A positive work culture is also reinforced by supportive leadership, effective communication, and recognition of individual contributions, all of which collectively enhance motivation (Rifai & Lumbanraja, 2023). Thus, fostering a strong work culture in Kodim 0824

Jember can directly improve the work motivation of soldiers and civil servants, which could lead to increased dedication and enthusiasm in carrying out their duties and responsibilities.

Direct Effect of Work Ethics on Work Motivation (H2)

Hypothesis H2 demonstrates that work ethics (X2) has a significant direct effect on work motivation (Z), with a coefficient of 0.132 and a p-value of 0.034. Although the effect is weaker compared to work culture, work ethics still plays a substantial role in influencing motivation. This finding is consistent with previous research, which has found that work ethics, such as the principles of responsibility, integrity, and professionalism, are crucial in shaping individual motivation (Ikhlila, 2020). Strong work ethics help maintain discipline and efficiency within the organization, thereby enhancing work motivation (Riyanto et al., 2023). In the context of military and government organizations, robust work ethics are essential for responsible decision-making and improving work quality (Lubis & Syaifuddin, 2022). For Kodim 0824 Jember, enhancing the ethical standards among soldiers and civil servants could promote a more motivated workforce, reducing errors and fostering a more reliable and competent team.

Direct Effect of Work Culture on Performance (H3)

Hypothesis H3 reveals that work culture (X1) has a significant direct effect on performance (Y), with a coefficient of 0.262 and a p-value of less than 0.001. This indicates that a strong work culture directly influences the performance of soldiers and civil servants in Kodim 0824 Jember. This finding supports the view that a positive work culture can enhance employee performance by creating a conducive environment for achieving organizational goals (Fitriyani et al., 2019). An inclusive and supportive work culture encourages collaboration, innovation, and commitment to tasks, all of which contribute to improved performance (Hussain & Zhang, 2022). In the context of Kodim 0824 Jember, a work culture emphasizing teamwork, discipline, and shared mission can significantly enhance performance outcomes, helping the unit meet its operational targets more effectively.

Direct Effect of Work Ethics on Performance (H4)

Hypothesis H4 shows that work ethics (X2) has a significant direct effect on performance (Y), with a coefficient of 0.434 and a p-value of less than 0.001. The effect of work ethics on performance is stronger than that of work culture. This finding aligns with research indicating that strong work ethics, encompassing moral principles such as responsibility, integrity, and professionalism, directly enhance employee performance (Suardana & Brahmasari, 2021). In the military context, robust work ethics are crucial for maintaining discipline and efficiency, ultimately improving work quality and productivity (Setti et al., 2020). Strong work ethics also reduce errors and promote responsible decision-making, which are key factors in achieving high performance. For Kodim 0824 Jember, reinforcing ethical standards among personnel could lead to better adherence to military protocols and higher overall performance levels, ensuring that operational goals are achieved more consistently.

Direct Effect of Work Motivation on Performance (H5)

Hypothesis H5 indicates that work motivation (Z) has a significant direct effect on performance (Y), with a coefficient of 0.225 and a p-value of less than 0.001. Work motivation plays a critical role in enhancing performance. This finding is consistent with the literature emphasizing that motivation is a key factor in improving job performance (Riyanto et al., 2023). High motivation is reflected in superior performance, where individuals exceed expectations (Anggraini et al., 2022). In military and governmental organizations, high work motivation is essential for achieving organizational objectives and providing effective service to the community (Tarigan et al., 2020). For Kodim 0824 Jember, strategies to boost motivation, such as recognizing achievements and providing career development opportunities, could directly improve performance and efficiency in fulfilling their operational duties.

Indirect Effect of Work Culture on Performance through Work Motivation (H6)

Hypothesis H6 reveals that work culture (X1) has a significant indirect effect on performance (Y) through work motivation (Z), with a coefficient of 0.166 and a p-value of less than 0.001. This finding suggests that work culture not only directly affects performance but also does so through work motivation. This supports research indicating that a strong organizational culture creates a supportive and motivating environment, which in turn enhances performance (Pratiwi et al., 2020). In the context of Kodim 0824 Jember, fostering a supportive work culture can motivate soldiers and civil servants, ultimately improving their performance. Implementing programs that strengthen cultural values, such as team-building activities and recognition of achievements, could therefore indirectly enhance overall performance.

Indirect Effect of Work Ethics on Performance through Work Motivation (H7)

Hypothesis H7 demonstrates that work ethics (X2) has a significant indirect effect on performance (Y) through work motivation (Z), with a coefficient of 0.097 and a p-value of 0.003. This finding supports the perspective that strong work ethics contribute not only directly to performance but also indirectly through work motivation (Ferine et al., 2021). Strong work ethics create an environment where soldiers and civil servants feel motivated to work diligently and meet established standards. In the context of Kodim 0824 Jember, enhancing ethical standards and promoting ethical behavior can boost motivation, which in turn increases performance, supporting the achievement of organizational goals and enhancing the effectiveness of regional governance initiatives.

CONCLUSION

This study demonstrates that both work culture and work ethics significantly influence the motivation and performance of soldiers and civil servants at Kodim 0824 Jember, both directly and indirectly through work motivation. A strong work culture fosters a sense of belonging, teamwork, and commitment, enhancing both motivation and performance outcomes. Similarly, robust work ethics, characterized by principles of integrity, responsibility, and professionalism, directly contribute to higher performance levels while also motivating

personnel to achieve their best. These findings highlight the importance of cultivating a supportive work culture and maintaining high ethical standards to optimize human resources, ultimately advancing the organizational objectives of Kodim 0824 Jember and contributing to effective regional governance. Therefore, targeted interventions that strengthen cultural values and ethical behavior are essential to enhancing overall performance and achieving strategic goals.

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