

Increasing Work Motivation with State Defense Education and Compensation through Employee Discipline at the XI/ Hasanuddin Military Regional Parent Regiment Educational Institution

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Abstract

This study aims to determine (1) the effect of state defense education on employee discipline, (2) the impact of state defense education on work motivation, (3) the impact of state defense education on work motivation through employee discipline (4) the effect of compensation on employee discipline, (5) the impact of payment on work motivation (6) the impact of compensation on work motivation through employee discipline, and (7) the effect of employee discipline on work motivation. It conducted this research at the XIV / Hasanuddin Military Regiment Main Regiment Educational Institute with a total sample of 96 State Civil Servants (ASN) and the Indonesian National Army (TNI). They were assigned as administrative staff at the institution, which also constituted the total population. This study uses path analysis which is processed using the PLS Vers.3.0 application. The results showed that state defense education has a positive and significant effect on employee discipline, compensation has a positive and significant impact on employee discipline. State defense education and reward have a positive and significant impact on work motivation; state defense education and balance positively and significantly affect work motivation. Which is mediated by discipline, and employee discipline has a positive and significant impact on work motivation at the XIV / Hasanuddin Military Regional Parent Regiment Educational Institution.

Keywords:

state defense education, discipline, compensation, work motivation, Indonesia

1. Introduction

One of the Indonesian citizens' obligations is to uphold the values the value of patriotism and nationalism, especially in safeguarding the nation's entire economy, culture, and national resilience. It can be manifested through state defense education, especially in the State Civil Apparatus (ASN) is no exception to employees at the Regional Parent Regiment Educational Institution Military XIV/ Hasanuddin. The implementation of state defense education is not always intended as compulsory military service. Still, it is more focused on changing the mindset, where employees always demand the state what they want to get without thinking about what can be done or contributed to the state. According to Chaidir Basrie (1998), defense education is an education system that teaches how to behave and act in a good, disciplined, respectful way. In an orderly manner as one of the supports and evidence of the nation's love and state, which is based on awareness and belief in the Indonesian nation's ideology, namely the magic of Pancasila.

The XIV / Hasanuddin Regional Main Regiment Educational Institute is a military educational institution tasked with providing education and training for all Kodam ranks to form professional, rugged, reliable, quality soldiers and loved ones. Overall, state defense education has been carried out at this institution, especially in applying discipline and motivation to work for its employees. Still, even though, in principle, national values have been implemented optimally, not all employees commit to this (Teng, M.B.A., Hasyim, M. 2020). Apart from state defense education, another aspect that can improve employee discipline is compensation. Compensation given by employee rights will significantly affect work discipline, which will lead to work motivation. The compensation program has been established based on fair, equitable, and fair principles by each institution's work regulations. Compensation that makes employees satisfied, of course, will make them work better, disciplined, and motivated to provide the best for the institution so that the overall performance of the institution will be more maximally directed and measurable (Akmal, 2007; Mu'adi et al., 2020; Nawawi et al., 2020). The research presents a challenge for the State Civil Servants (ASN) in the XIV / Hasanuddin Military Regional Regiment Education Institute to work better, be disciplined. And full of responsibility because it is a place where prospective employees are educated militarily so that they have a military spirit that is resilient, obedient to the rules, consistent, and commitment to the workload that they will later carry in their respective workplaces.

2. Literature Review

State defense education is a form of effort to achieve the goals of national education in forming Smart. And Competitive Indonesians, supported by a high sense of nationalism from citizens where its implementation is proven by maintaining national resilience and the Indonesian nation's existence, behave and behave in their respective activities (Insan Kamil). State defense education for employees will form employee discipline, especially in improving their performance in an agency or institution. Many things must be considered in managing the XIV / Hasanuddin Regional Military Regimental Regiment Educational Institute. The implementation of performance and human resource development programs in the institution can run well by the community. They carry out routine activities Human resources with discipline, deep concern for society, and total dedication are needed, supported by a healthy body, muscular physique, and a high spirit of struggle. State defense is an obligation that employees must uphold for the sake of keeping the spirit and survival of the nation. Employees at the XIV / Hasanuddin Regional Military Main Regiment Educational Institute carry out their roles in carrying out their duties with complete dedication and responsibility to defend the country. Physical and mental exercises are needed, form a healthy body and high discipline, and educate us to have an unyielding spirit. This is by the research conducted by Ineu Rahmawati (2017), which found that with state defense education, it is hoped that students can better understand the importance of defending the country and have a high nationalism attitude, so this research supports previous research. This research can also be used as a reference for its implementation in employees.

State defense is a concept formulated by a set of rules or regulations of a country regarding the spirit of patriotism that a person, group, or component of a nation must have, aiming to maintain nationalism and its existence. Defending the state will have implications for citizens' attitudes and behavior based on their love for the Indonesian nation based on Pancasila and the 1945 Constitution to establish the country's survival and the state as a whole. An understanding of state defense is needed in the XIV / Hasanuddin Regional Military Regimental Educational Institute. It can create a disciplined attitude in work and socializing in the work environment, reflecting the philosophy of defending the country to support and protect the institution. This is in line with Ranu (2012) and Mahlia Muis (2014) state that defense education has a positive and significant effect on work motivation and employee performance.

Compensation is something significant and is considered as a form of appreciation for what they have done. In employment, financial compensation is salary, incentives, allowances, gifts, and insurance. There are also non-financial forms, such as promotion, training to improve skills, vacations, cooperative bosses, and a good work environment. Their respective agencies and institutions have arranged all forms of compensation. Research conducted by Indra Sasangka et al. (2018) found that compensation affects employee work discipline. Compensation is one of the best ways to encourage employee motivation to form a mutually beneficial working relationship between an organization or institution and employees. With payment, it is expected that employees can provide maximum performance, and in return, the institution will provide compensation. This is in line with Maria Ulfa et al. (2012) 's research regarding compensation with changing work motivation, so this change will cause employee work motivation to change.

3. Methods

The author's research approach is a quantitative approach with Partial Least Square (PLS) analysis tools (Jogianto, 2009; Ghozali, 2006), Ver.3.0. As for the research subjects, ASNs and soldiers at the XIV / Hasanuddin Military Regional Regiment Education Institute until 2019 amounted to 96 people. This study is a population study because it uses all population members as a sample in the study. The authors distributed a questionnaire to all the research sample respondents (Sabar, 2007; Nuraini et al., 2019; Umanailo, 2020, 2019). PLS is an analysis tool because the application can be used for any data scale and the assumption requirements are more flexible. This application can also be used to analyze and measure the relationship of each indicator with its construct. With PLS, a bootstrapping test can be carried out on the structural and outer models. The analysis can be carried out powerfully because it does not require many assumptions. For each indicator or statement on the variable, convergent validity, discriminant validity, and composite reliability are carried out first. Thus, words that are declared invalid will not be included for further analysis.

4. Results and Discussion

From the results of intelligent PLS analysis (Partial Least Square) with path analysis model (path analysis) produced algorithm or conceptual model as Following:

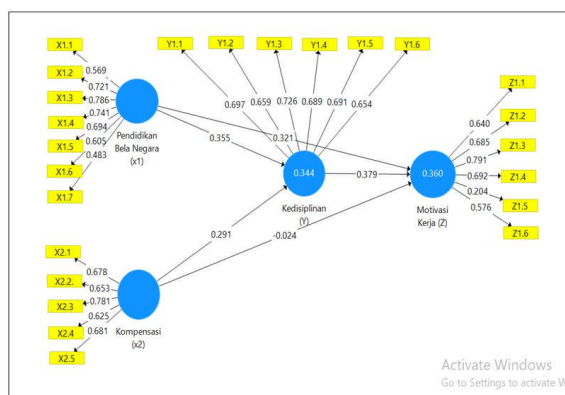


Figure 1. Conceptual Model

PLS models can be analyzed by evaluating outer models and inner models. The model outo is obtained by analyzing validity, reliability, Average Variance Extracted (AVE), and reliability. The initial validity test used convergent validity where the assessed is outer loading (loading factor). From the results of the validity analysis obtained results as presented in table 1 follow:

Table 1. Outer Loading, I

Indicator	Bela Education	Compensation	Discipline	Motivation
	Country			Work
X1.1.	0,569	-	-	-
X1.2	0,721	-	-	-
X1.3	0,786	-	-	-
X1.4	0,741	-	-	-
X1.5	0,694	-	-	-
X1.6	0,605	-	-	-

X1.7	0,483	-	-	-
X2.1	-	0,678	-	-
X2.2	-	0,653	-	-
X2.3	-	0,781	-	-
X2.4	-	0,625	-	-
X2.5	-	0,681	-	-
Y1.1	-	-	0,697	-
Y1.2	-	-	0,659	-
Y1.3	-	-	0,726	-
Y1.4	-	-	0,689	-
Y1.5	-	-	0,691	-
Y1.6	-	-	0,654	-
Z1.1	-	-	-	0,640
Z1.2	-	-	-	0,685
Z1.3	-	-	-	0,791
Z1.4	-	-	-	0,692
Z1.5	-	-	-	0,204
Z1.6	-	-	-	0,576

Source: Smart Software 3.0 PLS

Table 1 shows that the loading factor gives a value above the recommended value of 0.5. The smallest value is 0.204 for indicator Z1.5 of the work motivation variable and 0.483 for X1.7 of the state education variable. For indicator X1.7 can still be tolerated because it has a loading factor > 0.40 or is in the category of sound, while for indicator Z1.5 must be eliminated because the value is below 0.30 (level minimum) so that the image result for loading factor and algorithm analysis becomes as follow:

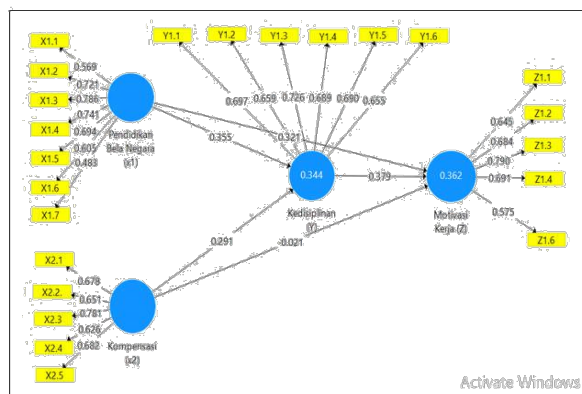


Figure 2. Conceptual Test.

Model after Validity

From figure 2, it appears that the Z1.5 indicator has been omitted or invalid so that it is no longer used for subsequent analysis. Here are the results of the second outer loading after the convergent validation test.

Table 2. Outer Loading II

	Bela Education Country	Compensation	Discipline	Motivation Work
X1.1.	0,569	-	-	-
X1.2	0,721	-	-	-
X1.3	0,786	-	-	-
X1.4	0,741	-	-	-
X1.5	0,694	-	-	-
X1.6	0,605	-	-	-
X1.7	0,483	-	-	-
X2.1	-	0,678	-	-
X2.2	-	0,651	-	-

X2.3	-	0,781	-	-
X2.4	-	0,626	-	-
X2.5	-	0,682	-	-
Y1.1	-	-	0,697	-
Y1.2	-	-	0,659	-
Y1.3	-	-	0,726	-
Y1.4	-	-	0,689	-
Y1.5	-	-	0,690	-
Y1.6	-	-	0,655	-
Z1.1	-	-	-	0,645
Z1.2	-	-	-	0,685
	Bela Education Country	Compensation	Discipline	Motivation Work
Z1.3	-	-	-	0,790
Z1.4	-	-	-	0,691
Z1.6	-	-	-	0,575

Table 3. Cross Loadings

	Bela Education Country	Compensation	Discipline	Motivation Work
X1.1.	0,569	0,553	0,375	0,353
X1.2	0,721	0,427	0,380	0,378
X1.3	0,786	0,373	0,423	0,349
X1.4	0,741	0,408	0,394	0,500
X1.5	0,694	0,322	0,261	0,312
X1.6	0,605	0,479	0,246	0,154
X1.7	0,483	0,483	0,381	0,200
X2.1	0,515	0,678	0,299	0,281
X2.2	0,478	0,651	0,371	0,325
X2.3	0,567	0,781	0,443	0,336
X2.4	0,263	0,626	0,265	0,133
X2.5	0,306	0,682	0,363	0,174
Y1.1	0,285	0,417	0,697	0,394
Y1.2	0,408	0,334	0,659	0,314
Y1.3	0,316	0,306	0,726	0,438
Y1.4	0,453	0,364	0,689	0,326
Y1.5	0,448	0,370	0,690	0,350
Y1.6	0,324	0,349	0,655	0,409
Z1.1	0,394	0,286	0,347	0,645
Z1.2	0,204	0,147	0,244	0,684
Z1.3	0,402	0,345	0,497	0,790
Z1.4	0,337	0,269	0,350	0,691
Z1.6	0,346	0,195	0,333	0,575

In assessing the instrument, the discriminant validity test with cross-loading shows that each variable has a higher cross-loading value than other variables. The validity test of discriminants set by average variance extracted (AVE) is presented in table 4 follows:

Table 4. Average (AVE)

Variable	AVE
State defense education	0,552
Compensation	0,563
Discipline	0,570
Work motivation	0,571

Table 4 shows that each variable's average value has an excellent convergent value and meets the standard requirements. Furthermore, the reliability test must meet the composite reliability value of 0.8. From results, reliability test obtained data as follows:

Table 5. Composite Reliability

Variable	AVE
State defense education	0,842
Compensation	0,815
Discipline	0,810
Work motivation	0,844

Table 5 shows that all variables have a composite reliability value of 0.8. So, it can be concluded that the construct has good reliability. The overall evaluation of the concept model with the outer model shows that each variable in this study has fulfilled the model construct to test further structural models (inner models), namely by looking at R Square's value, a goodness fittest model. R2 is used to measure the validity rate of independent variable shapers against dependent variables; the higher R2 means the better the research model's predictive model. The results are presented in Table 6 below:

Table 6. R Square

Variable	AVE
State defense education	
Compensation	
Discipline	0,344
Work motivation	0,362

From table 6 obtained results that the state defense education (X1) and compensation (x2) affect discipline (Y) has an R-value of r^2 of 0.344 or 34.4%, which means that the model is "weak" and other variables influence the remaining 65.6% were not included in this study. As for the variables of state defense education (x1), compensation (x2), and discipline (Y) that affect the variable of work motivation (Z), has a value of R^2 of 0.362 or 36.2%, which means that the model is "weak" and the rest is 63.8% which is influenced by other variables not included in this study. For hypothesis testing, data is obtained after bootstrapping to obtain the coefficient of estimation of path relationships in structural models, as presented in table 7 below:

Table 7. Path Coefficients (Mean, STDEV, T-Values)

	Original Sample (O)	Sample (Mean)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistic (‘O/STERR’)
State Defense Education (x1) -> Discipline (Y)	0,355	0,372	0,115	0,115	3,089
Compensation (x2) -> Discipline (Y)	0,291	0,310	0,120	0,120	2,420
State Defense Education (x1) -> Work Motivation (Z)	0,321	0,311	0,126	0,126	2,529
Compensation (x2) -> Work Motivation (Z)	-0,021	0,002	0,104	0,104	0,202
Discipline (Y) -> Motivation Work (Z)	0,379	0,375	0,139	0,139	2,734

Table 7 shows the path relationships of each variable measured, either through direct or indirect connections, which is the study's hypothesis. Testing the first hypothesis shows that state education positively affects employee discipline at the XIV/ Hasanuddin Military Regional Parent Regiment Educational Institution, as evidenced by the coefficient value of 0.355. Likewise, the t count value obtained is 3.089, which is greater than table 1.98, so it can be ignored that state defense education has a significant effect on discipline. Thus, the implementation of State defense education, which is carried out optimally and sustainably, will improve employee work discipline (Ineu Rahmawati, 2017).

The research results are that if an institution or agency applies state education to its employees, they have indirectly instilled a spirit of patriotism in them. A person who has a high spirit of patriotism will always prioritize discipline, including resilient, tough, diligent, committed, obedient, and orderly, and Prioritizes the noble values of Pancasila in practicing daily work activities. That is the mirror of a professional employee.

Hypothesis testing shows that state education positively affects employee motivation at the XIV / Hasanuddin Military Regional Parent Regiment Educational Institution, as evidenced by a path coefficient of 0.321. The t count value is 2.529, which is greater than the t table value of 1.98. It can be ignored that state education affects work motivation. Thus the implementation of better State defense education will increase the morale of employees at work. This study's results are in line with research conducted by (Ranu 2012; Mahlia Muis, 2014), that discipline affects work motivation.

This study found that employees' motivation is evidence that they commit to working because state defense education regulates how to act with a military spirit. Still, some work constantly to do their best at work. And that is one proof of their love for their homeland, especially for the institutions where they work and devote themselves.

The third hypothesis testing shows that state education has a significant positive effect on employee work motivation mediated by discipline at the XIV / Hasanuddin Military Regional Parent Regiment Educational Institution. State defense education's direct influence on work motivation is 0.321, while state defense education's indirect effect through discipline on employee work motivation is 0.135. The mediation effect tested by the Sobel test is 1.99, which is greater than the t table with a significance level of 0.05, namely 1.98, so it can show that the mediation coefficient of 0.1345 is significant and means that there is an effect of discipline in mediating the relationship of defense education. The state towards employee work motivation.

The results showed that in increasing employee work motivation, it is necessary to be supported by state defense education as evidenced by growing discipline in work. An employee who always applies discipline in his work means that he has practiced the values that exist in Pancasila as an integral part of state defense education. They are not required to take up arms as proof of their love for their homeland, but loyalty in working to achieve the goals expected of something.

Agencies and their dedication to work is one proof of love for the country. The fourth hypothesis testing shows that compensation has a positive effect on employee discipline at the XIV / Hasanuddin Military Regional Parent Regiment Educational Institution, as evidenced by the path coefficient analysis of 0.291. While the count value of 2.420, which is greater than t table 1.98, indicates that compensation has a significant effect on discipline.

This research's finding is that compensation is significant and must be considered, especially in making employees disciplined at work. Because after all the form of payment provided will be precious for employees, mainly to ensure the survival of their families or themselves. Indra Sasangka et al. (2018) found that compensation affects employee work discipline at PT. Putera Papan Utama amounted to 65.4% and 34.6% influenced by other variables which were not studied, so this study supports previous research.

Testing the fifth hypothesis shows that compensation hurts employee motivation at the XIV / Hasanuddin Military Regional Regiment Educational Institution. This is evidenced by the result of the path coefficient of -0.021 and then seen from the t count value of 0.202, which is smaller than 1.98, which means that compensation has no significant effect on employee motivation.

The finding of this research is that an employee's work motivation is not always supported by compensation. An employee loyal to his job is because he feels it is his responsibility and cannot always be measured in money. In principle, to become the desired employee of an organization, at least the employees who work in the organization must be understood because it shapes human behavior to perform better or in other words, behavior is the most straightforward mirror of motivation.

Compensation according to employees' perceptions in this study will not affect the employee's work motivation. The State Civil Apparatus (ASN) and PNS already have a relatively high standard of salary and a guarantee for the future; this makes what they have earned so far includes wages.

And awards are considered mediocre so that they cannot be used as a measure to encourage an increase in their performance. Also, several factors are the respondents' different average age, which is considered a factor in answering questions in terms of their mindset. The data results do not provide sufficient evidence to conclude that there is always a positive effect of compensation on work motivation.

This study is not in line with previous researchers' research; in a study conducted by Maria Ulfa et al. (2012) regarding compensation with changing work motivation, this change will shift employee work motivation. A positive sign indicates a positive direction of change in employee work motivation due to a change in compensation, which means that the employee's work motivation will also increase when there is a salary increase and vice versa.

The sixth hypothesis testing shows that the direct effect of compensation on work motivation is -0.021 . At the same time, the indirect impact of payment through discipline on employee work motivation is 0.110 . The result of the t -test with the Sobel test is 1.75 , which is smaller than the t table with a significance level of 0.05 , which is 1.98 , so it can be concluded that discipline does not affect mediating the relationship between compensation and employee work motivation.

The research finding is that discipline cannot mediate the relationship between compensation and work motivation because the level of motivation of an employee at work is influenced by several factors, such as satisfaction, leadership style, personal communication, and others. Discipline is also influenced by compensation, and discipline is something that can create motivation.

The seventh hypothesis testing shows that discipline positively affects employee motivation at the XIV / Hasanuddin Military Regional Parent Regiment Educational Institution. This result is evidenced by the path coefficient analysis results, equal to 0.379 , while the count value of 2.734 is more significant than t table 1.98 . It can be concluded that discipline has a significant effect on work motivation.

These results indicate that the discipline factor plays a vital role in the implementation of employee work. An employee who has a high level of discipline will still work well even without

The leadership supervises them. Disciplined employees are always obedient to their work and will carry out other activities outside of working hours. That has nothing to do with work. Likewise, they will always comply with the work environment regulations, being aware of their responsibilities and workload. This study supports previous research conducted by Serly Herliantini (2016). There is an effect of work discipline and compensation on employee motivation at the Food Crops Agriculture Office of West Java Province. It is about 75.1% and the remaining 24.9% is influenced by other variables that are not researched.

5. Conclusion

Based on the research results, there are several findings, namely. State defense education and compensation affect employee discipline; state defense education, and compensation impact work motivation. Therefore, state defense education and payment must be improved; State defense education affects work motivation mediated by discipline, but discipline does not judge the effect of compensation on work motivation. Because work motivation is not supported by compensation, it is necessary to find a gap in why employees at these institutions think that compensation is common and does not impact their work motivation. Employees' views on salaries and awards that have been received that make work mediocre also need to be reviewed and observations about things that are very meaningful in supporting their work motivation.

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