

## The Influence of Spirit and Morale of Indonesian Navy Soldiers on Performance in the Amphibious Ship Unit of Koarmada I

Rizky Wiradiputra<sup>1</sup>, Sri Umiyati<sup>2\*</sup>, Sulistiyanto<sup>3</sup>

Hang Tuah University, Surabaya

**Corresponding Author:** Sri Umiyati [umiyati.uht@gmail.com](mailto:umiyati.uht@gmail.com)

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### ABSTRACT

This research aims to test and analyze the influence of morale on performance, soldier morale on performance, and soldier morale simultaneously on performance in the Amphibious Ship Unit (Satfib) of Koarmada I, which is still not optimal. This research used a quantitative method with a proportional random sampling technique from 623 Satfib soldier personnel consisting of officers, non-commissioned officers, and enlisted personnel. The data collection method was carried out using a list of questions. The data analysis method was multiple linear regression analysis with the Special Package for Statistics Science (SPSS) version 24 application. This research also used validity and reliability test results as well as hypothesis testing results by research standards. The research results show that: the soldier's morale variable has a positive and significant effect on the performance variable. The variables of soldier spirit and morale simultaneously have a significant effect on personnel performance with a contribution of 0.420 or 42.0%. This means that the exogenous variable consisting of the spirit and morale of soldiers provides almost all the information needed to predict variations in the endogenous variable (performance) of 42.0%, thus there is still 58.0% influenced by other factors not examined in this research. It is hoped that Satfib Koarmada I can increase the enthusiasm and morale of soldiers so that it can create a more conducive working atmosphere so that it is hoped that it can improve performance to achieve organizational goals optimally

## **INTRODUCTION**

Every organization needs to optimize human resources, which is an important key in achieving organizational goals. Human resources are the basic capital to achieve these goals. Human resources must continue to be developed to achieve organizational goals. In the military, soldiers are expected to play a role in making this goal a success. Organizational goals can be achieved by increasing the potential of human resources, which are the main assets for military organizations. Without human resources, military organizations cannot develop and are only seen as institutions without processes. Soldiers need to be given stimulation to increase their enthusiasm and morale, especially in the Amphibious Ship Unit of Fleet Command I. Soldier morale influences organizational performance and is a measure of success in achieving predetermined goals.

The quality of soldier performance greatly determines organizational performance. Performance is the achievement of someone optimistic and confident in carrying out their duties. If done well and responsibly, performance will increase and have a positive impact in the future (Sarumaha et al., 2021). Improving a soldier's performance depends not only on official regulations but also on an internal drive to obey discipline without coercion. Obedient attitudes and behavior emerge from within the soldier. According to Hasibuan (2005), work morale is an individual's desire and sincerity to carry out their duties well and with discipline to achieve maximum performance (Amelia, et al., 2019). According to Wastuti (2012), the higher a person's moral spirit, the greater their desire and enthusiasm for completing work, which has a positive impact on performance (Sarah, 2020; Setyowati & Etikariena, 2019).

The factor that influences performance is enthusiasm (Sentanu, 2023; Siahaan, 2023; Rusdi, et al.). According to 2022 research, performance is influenced by enthusiasm, which reflects a person's desire and seriousness in working as well as discipline to achieve maximum performance. Research shows that morale influences soldier performance, both directly and indirectly. Optimal performance cannot be achieved without enthusiasm, so every soldier needs to have high enthusiasm to improve performance. Passion in human resources is very important to achieve organizational goals. Work enthusiasm is the mental attitude of an individual or group that provides encouragement to carry out and complete work well, actively, quickly, and responsibly. Employees who feel happy, disciplined, enthusiastic, and comfortable at work show high work morale (Rusdi, et al. 2022). This hypothesis is in line with the opinion of Husna (2022), who states that high morale in employees will produce good performance, while low morale will reduce performance. Apart from enthusiasm, moral factors also influence performance (Amelia et al., 2019; Nailius et al.).

Each personnel must pay attention to and encourage the desire within them to maintain the operational continuity of the organization, with a spirit that is reflected in the morale of TNI soldiers. Dalimunte et al. (2022) explain that morale is a state of mind and emotions that influence an individual's enthusiasm and attitude at work, as well as having an impact on other people (Amelia et al., 2019). According to Sumantri (2011), morale is the predisposition of organizational members to strive hard to achieve goals and objectives, which include effort, shared goals, and feelings of belonging. High work morale will increase the involvement of TNI soldiers and motivate them to be more committed to the organization, so that performance can be improved according to expectations (Wastuti, 2012) and have a positive impact on the implementation of their duties (Dalimunte et al.). Morale can encourage soldiers to compete by utilizing their potential, through work discipline compliance with rules, and carrying out tasks according to SOPs. Soldiers with high work morale work enthusiastically, are full of initiative are thorough, and like to collaborate.

According to Wastuti (2012), the higher the work morale, the more willing and optimistic a person is in completing tasks, which has an impact on maximum performance (Amelia, et al.). In reality, the problem is not only related to the spirit and morale of the soldiers, but also the performance of the Amphibious Ship Unit of Koarmada I. The unit report identified various problems related to the performance of the soldiers of the Amphibious Ship Unit of Koarmada I, especially in the aspects of rank, education, fitness, psychology, and the stakes that have occurred. assessed as shown in table 1.1 contained in the 2023 FY Report.

Table 1. Percentage of Performance of Soldiers from Amphibious Ship Unit Koarmada I

No	Field	Percentage
1	Rank	65.89%
2	Education	60.14%
3	Compatibility	78%
4	Psychiatry	83%
5	Stakes	77.06%
Rate-rate		88.42%

Source: Report of the Amphibious Ship Unit of Koarmada I FY 2023

Based on the actual number of personnel from the Amphibious Ship Unit of Koarmada I, namely 623 people, the average quality of soldiers only reached 88.42%. This is of course describe There was a problem regarding the creation of the performance of soldiers from the Amphibious Ship Unit of Koarmada I. Furthermore, if we look at the condition of the personnel strength of the Amphibious Ship Unit of Koarmada I as of June FY 2024, the actual strength of soldiers from the Amphibious Ship Unit of Koarmada I did not meet the Organizational Framework Personnel Organization Table. For further clarity, the following is the condition of the personnel strength of the Amphibious Ship Unit of Koarmada I until June FY 2024:

Table 2. Condition of Personnel Strength of Amphibious Ship Unit Koarmada I s.d. June FY 2024

NO	SATKER	PERWIRA			BINTARA			TAMTAMA			PNS			JUMLAH		
		DSP	RIIL	+/-	DSP	RIIL	+/-	DSP	RIIL	+/-	DSP	RIIL	+/-	DSP	RIIL	+/-
1.	STAF	29	<b>10</b>	-19	38	<b>26</b>	-12	39	<b>23</b>	-16	4	<b>1</b>	-3	110	<b>60</b>	-50
2.	KRI TKD-518	18	<b>6</b>	-12	31	<b>35</b>	+4	66	<b>59</b>	-7	-	-	-	115	<b>100</b>	-15
3.	KRI TGK-531	17	<b>6</b>	-11	24	<b>23</b>	-1	37	<b>34</b>	-3	-	-	-	78	<b>63</b>	-15
4.	KRI TCB-532	17	<b>8</b>	-9	24	<b>32</b>	+8	37	<b>29</b>	-8	-	-	-	78	<b>68</b>	-10
5.	KRI TSG-536	17	<b>8</b>	-9	24	<b>26</b>	+2	37	<b>31</b>	-6	-	-	-	78	<b>65</b>	-13
6.	KRI TCN-543	17	<b>8</b>	-9	24	<b>23</b>	-1	37	<b>36</b>	-1	-	-	-	78	<b>67</b>	-11
7.	KRI TSB-544	17	<b>7</b>	-10	24	<b>28</b>	+4	37	<b>30</b>	-7	-	-	-	78	<b>65</b>	-13
8.	KRI SMR-594	38	<b>14</b>	-24	58	<b>59</b>	+1	68	<b>61</b>	-7	-	-	-	164	<b>134</b>	-30
JUMLAH		170	<b>67</b>	-103	247	<b>252</b>	+6	358	<b>304</b>	-54	4	<b>1</b>	-3	779	<b>623</b>	-156

Source: Report of the Amphibious Ship Unit of Koarmada I FY 2024

Based on the data above, it is clear that not all personnel from the Amphibious Ship Unit of Koarmada I can meet TOP ROI '95, in fact there is still a shortage of soldiers from the Amphibious Ship Unit of Koarmada I. This is of course related to the performance of soldiers which influences the performance of the unit in carrying out its main tasks and functions. in the Amphibious Ship Unit of Koarmada I. To minimize these problems, efforts are needed to improve the performance of soldiers through maintenance, coaching and increasing the competency of soldiers in the Amphibious Ship Unit of Koarmada I.

Based on the background explanation above, researchers are interested in conducting a study with the title "The Influence of Spirit and Morale of Indonesian Navy Soldiers on Performance in the Amphibious Ship Unit of Koarmada I", with the aim and purpose of this research being able to provide input to the Amphibious Ship Unit of Koarmada I, so that soldiers to always be enthusiastic in carrying out their duties and the morale of Indonesian Navy soldiers is maintained well so that they can carry out their duties well which has a positive impact on the performance of the Amphibious Ship Unit of Koarmada I

## **LITERATURE REVIEW**

Various previous studies show that work enthusiasm and work morale have a significant influence on individual performance, including Indonesian Navy soldiers. These studies provide relevant insights for understanding how these factors influence the performance of soldiers in the First Command's Amphibious Ship Unit.

### **The Effect of Work Morale on Soldier Performance**

Refan Odd Sentanu (2023) studied the influence of work morale on the performance of soldiers in the 305/Tengkorak Para Raider Infantry Battalion. The research results show that work morale has a significant positive influence on soldier performance with a correlation coefficient of 0.750. This reflects the strong relationship between work morale and the quality of soldier performance, which can be adapted for Indonesian Navy soldiers. Jimson Andre Siahaan's research (2023) also supports these findings, by showing that work morale has a positive effect on the performance of the 305/Tengkorak Para Raider Infantry Battalion soldiers. Both emphasized the importance of work morale in supporting the achievement of optimal performance in the military environment.

Other research, such as that conducted by Nikmatul Husna (2022) at the Teluk Bayur Class II Navigation District Office, also found that work morale significantly influences employee performance, which shows that this factor is relevant in the context of government and military organizations.

### **The Influence of Morale on Performance**

Morale, which is closely related to work enthusiasm, has also been widely researched in relation to performance. Rina Amelia et al. (2019) found that work morale, which is related to a person's psychological and emotional state towards their work, has a significant positive relationship with employee performance in SKPD Medan Tuntungan District. High morale motivates employees to work better, which is also relevant for Indonesian Navy soldiers in carrying out their duties.

Research conducted by C. Suryanata Rusdi et al. (2022) confirm that work morale has a significant effect on employee performance at the Lampung Province Industry and Trade Service. Meanwhile, Marsya Omega Nailius et al. (2021) also found that employee morale had a significant effect on performance at the Serviam Kupang Credit Union Savings and Loans Cooperative. In general, positive morale increases an individual's motivation and commitment to their duties and responsibilities.

### **The Relationship between Work Spirit, Morale and Performance**

Various studies also show that work enthusiasm and morale jointly influence individual and organizational performance. Herlin Riyanti Prana Ningrum (2022) studied the influence of work quality, work enthusiasm and discipline on the performance of employees at Ibnu Sina Hospital, Gresik Regency, and found that these three variables had a significant positive effect on employee performance. Work enthusiasm and work morale are two main factors that interact with each other in improving performance.

Likewise, research conducted by Abdul Hamid Dalimunthe et al. (2022) who identified that work morale has a significant influence on work engagement in the Medan City Resort Police, which in turn has an impact on improving organizational performance. The results of this research emphasize the importance of maintaining and increasing morale so that personnel remain involved and enthusiastic in carrying out their duties.

### **Relevance to the Performance of Indonesian Navy Soldiers**

All the findings above illustrate that morale and morale are two important elements in improving performance, including in the military environment. High morale and good work enthusiasm can motivate soldiers to be more committed to carrying out their duties, as well as improving the quality and results of the tasks they are given. Research by Heri Tristiawan and Aria Yoedistira (2022) which examines the professionalism and morality of Indonesian Navy soldiers also supports the relevance of this topic, where professionalism and morality have a significant influence on the quality of soldiers, reflecting a direct relationship between psychological factors such as morale and morale and quality. soldier performance.

### **Public Administration Theory**

Public administration in Indonesia is better known as state administration and is a scientific discipline that focuses on government activities to implement state policies. According to White (in Waluyo, 2007), public administration includes all state activities aimed at carrying out state policies, with the main aim of achieving people's welfare through the provision of public goods and services (Kristiadi, 2004). Public administration is considered an organization that manages government units with the aim of achieving state goals. Siagian Waluyo (2007) revealed that public administration involves all activities of government officials in an effort to achieve state goals.

Public administration theory also explains the principles and concepts that guide administrative practice in public organizations. According to Nicholas Henry (2008), public administration is a combination of theory and practice which aims to promote government understanding of society and improve public policy to be more responsive to social needs. Chandler and Plano (2008) added that public administration is the process of organizing public resources and personnel to manage public policies efficiently and in accordance with the wishes of the people.

Based on this view, public administration includes planned cooperation within public organizations to achieve institutional goals, especially in providing services to the community. In order for goals to be achieved, there are important elements in public administration such as organization, management, communication, personnel, finance, provision, administration and public relations (Indradi, 2010). Public administration also has a scope that includes state administration, private administration, and international administration, with each having more specific subcategories, such as government administration and company administration.

## **Human Resource Management (HRM) Theory**

Human Resource Management (HRM) is the science that regulates the efficient and effective use of labor to achieve organizational, company and society goals. According to Marwansyah (2010), HRM includes functions such as planning, recruitment, selection, development, compensation, as well as safety and industrial relations. Dessler (2016) states that HRM also includes the process of obtaining, training, assessing and compensating employees, as well as paying attention to work relationships and justice issues.

Overall, HRM aims to ensure that human resources in the organization are managed optimally to achieve the stated goals effectively and efficiently.

### **Work Spirit**

Work enthusiasm or morale is an important aspect in increasing work productivity, which can affect the quantity and quality of work. According to Purwanto (2005), work enthusiasm is a person's emotional and mental reaction to their work which can improve their performance. High work morale is important to support better implementation of tasks, create solid collaboration, and help the organization achieve its goals. Moekijat (2009) stated that work spirit is the ability of a group to work together actively and consistently in achieving goals. Therefore, work enthusiasm must grow from within the individual, so that the institution can achieve its goals effectively and efficiently.

### **Work Spirit and Work Morale in Organizations**

#### **Work Spirit in the Organization**

Work morale is an important aspect in the effectiveness of an organization, reflecting the extent to which individuals or groups work with passion and responsibility to achieve common goals. Sunarto (2006) explains that a person's work enthusiasm can be seen from four main indicators: **presence, cooperation, enthusiasm for work, And harmonious relationship.**

- **Presence**

The presence of employees or organizational members in the workplace is very important to ensure smooth operations and achievement of goals. Presence includes punctuality of arrival and return as well as attendance at activities or events held by the organization. Employees who attend regularly and on time demonstrate a high level of work morale, because they are committed to their responsibilities.

- **Cooperation**

Collaboration is an indicator of work morale that reflects the extent to which organizational members are willing to collaborate with colleagues, provide assistance, and accept criticism and suggestions constructively. Good collaboration fosters positive relationships and resolves organizational problems more effectively. On the other hand, negative collaboration, which is aimed at personal interests or harms other people, will damage work morale in the organization.

- **Work Excitement**

Work enthusiasm is related to the level of interest and enjoyment that an individual has towards the work they do. Employees who are satisfied with their duties and work will work with high enthusiasm and enthusiasm. On the other hand, tasks that are considered boring or too burdensome can reduce morale and impact performance.

- **The Relationship Harmonious**

A harmonious relationship between superiors and subordinates, as well as between fellow members of the organization, greatly affects work spirit. Appreciation, mutual respect, and trust between individuals can create a positive work environment. On the other hand, inconsistency in work relationships can lower work morale and hinder the achievement of organizational goals. Overall, work spirit describes an individual's desire and commitment to work hard, cooperate and be responsible in achieving organizational goals, which is reflected in presence, cooperation, enthusiasm for work and harmonious relationships.

### **Work Morale in Organizations**

Work morale is a psychological factor that influences work morale in an organization. Davis (1989) defines work morale as individual and group attitudes towards work, the work environment, and the desire to work together to achieve organizational goals. High work morale indicates a positive mental condition, where individuals work with enthusiasm and dedication without external coercion.

According to Sumantri (2001), work morale includes mental conditions characterized by the hard efforts of individuals or groups to achieve organizational goals, which are based on feelings of attachment to these goals. Work morale includes the willingness to work wholeheartedly and the willingness to achieve organizational goals happily, without any coercion.

### **Factors that Influence Work Morale**

Work morale is influenced by various factors, which can be divided into internal and external factors.

1. **Attitude towards Work**

Attitudes towards work include employee satisfaction with the type of work, ability to carry out tasks, physical conditions of the work environment, relationships with co-workers, and compensation received. Employees who feel appreciated and satisfied with their work tend to have higher morale.

2. **Attitude towards superiors**

The behavior of superiors, such as how to handle complaints, assign tasks, or provide direction, can affect employee morale. A boss's fair and open attitude increases employee self-confidence and increases work morale.

3. **Attitude towards the Company**

Company policies and treatment of employees greatly influence work morale. Employees who feel that the company pays attention to their needs and has fair policies tend to have high work morale.

Blum (1968) stated that harmonious relationships between leaders and subordinates, satisfaction with work, a friendly work atmosphere, a sense of usefulness in achieving common goals, and the level of economic satisfaction influence work morale.

### **Dimensions of Work Morale**

Work morale can be divided into two main dimensions: **high work morale** And **low work morale**.

#### **1. High Work Morale**

Individuals with high work morale have characteristics such as being happy, enthusiastic, completing tasks well, interacting with co-workers positively, and encouraging personal and organizational development. They also tend to participate actively in work and have self-confidence and empathy towards others.

#### **2. Low Work Morale**

In contrast, individuals with low work morale show characteristics such as discomfort, low enthusiasm, a tendency to procrastinate work, pessimism, and a lack of positive interactions with coworkers. Low work morale can also be seen from a lack of participation and involvement in work, as well as an unwillingness to complete tasks well.

### **Performance in Organizations**

Performance is the level of achievement achieved by an individual or group in achieving organizational goals. According to Simamora (2018), performance reflects the extent to which employees can fulfill the job requirements that have been set. Performance is not only about the final result, but also about the process followed in achieving that goal.

Performance includes **quality** And **quantity** work produced, as well **responsibility** in carrying out tasks. Individuals with high performance have a strong commitment to achieving the best results and are able to work efficiently.

### **Factors Affecting Performance**

Many factors influence a person's performance at work, including:

#### **1. Leadership**

Leaders who are able to direct and manage teams well can improve organizational performance. Leaders who provide clear direction and support the development of individuals within the team play an important role in driving high performance.

#### **2. Quality of Work**

High quality work greatly influences individual performance. Completing tasks well and according to standards motivates employees to continue working well.

#### **3. Work Ability**

The ability to organize work and create efficient schedules is essential to achieving optimal work results. An employee with high abilities tends to be more productive and efficient.

#### **4. Initiative**

The initiative to take action or complete a task without waiting for direct orders improves one's performance. Employees who have initiative tend to be more productive and have good problem-solving skills.

## 5. Work motivation

Motivation is a factor that greatly influences performance. Motivated employees tend to have high enthusiasm for completing tasks and achieving goals.

### Performance Indicators

Performance indicators are a measuring tool to assess how well someone is carrying out their duties and responsibilities. According to Mangkunegara (2019), performance indicators can be:

#### 1. Quality

How well the work is done, including precision, accuracy, and conformity to established standards.

#### 2. Quantity

How much work can be completed in a certain period, including the amount of work completed in the specified time.

#### 3. Implementation of Tasks

The extent to which an employee is able to carry out tasks accurately and without errors shows the level of professionalism and competence.

#### 4. Responsibility

A person's level of awareness of the tasks given, as well as his seriousness in completing the work.

Work enthusiasm and morale play a very important role in improving individual performance in the organization. High work morale can be achieved through presentation good work, effective cooperation, enthusiasm for work, and harmonious relationships. Meanwhile, work morale reflects the mental condition that influences an individual's readiness to work responsibly. Factors that influence work morale and performance include attitudes towards work, attitudes towards superiors, and a supportive work environment. Optimal performance is the result of high work enthusiasm, ability, motivation and good management in achieving organizational goals.

According to Santosa (2018:12) a hypothesis is a statement that contains *smart guess* which will be proven in a study through statistical calculations. Hypothesis reflect a problem or research question that encourages researchers to conduct research. The hypothesis in this research is as follows:

H<sub>1</sub> : Spirit (X<sub>1</sub>) partially has a positive and significant effect on performance (Y). This is supported by previous research, namely Sentanu (2023); Siahaan (2023); Rusdi, *et al* (2022), Husna (2022); Ningrum (2022); Rumbling, *et al* (2023) which states the enthusiasm variable significant positive effect on performance.

H<sub>2</sub> : Indonesian Navy Soldier Morale (X<sub>2</sub>) partially has a positive and significant effect on performance (Y). This is supported by previous research, namely Amelia, *et al* (2019); Nailius, *et al* (2021); Tristiawan & Yoedistira (2022) which states that the Morale variable has a significant positive effect on performance

H<sub>3</sub> : Spirit (X<sub>1</sub>) and TNI AL Soldier Morale (X<sub>2</sub>) simultaneously has a positive and significant effect on performance (Y).

## METHODOLOGY

This research adopts a quantitative approach with a causality test design to test the causal relationship between two independent variables (soldier morale and morale) and the dependent variable (performance). This approach aims to test hypotheses that link these variables using valid and reliable data instruments, as well as statistical analysis using SPSS. This research adopts an explanatory design, which is included in causal associative research, which is higher than descriptive research because it can develop a theory that explains the existing data. The variables tested include morale (X1), soldier morale (X2), and performance (Y), which are operationalized into indicators relevant to the research objectives.

The location of this research was at the Koarmada I Unit Complex, Jakarta, with a sample of 244 soldiers selected using proportionate stratified random sampling techniques, representing three groups (Officers, Non-Commissioned Officers, Tamtama). Data collection was carried out using instruments in the form of questionnaires, structured observations, and documents referring to a Likert scale to measure respondents' attitudes and perceptions. This instrument was then tested for validity and reliability to ensure the quality of the data collected.

The collected data was analyzed using descriptive statistics to describe the characteristics of the data, as well as multiple linear regression analysis to measure the influence of soldiers' enthusiasm and morale on performance. Instrument testing was carried out by testing validity and reliability using the Pearson correlation method and Cronbach Alpha coefficient, respectively. Classical assumption tests were also carried out to ensure the suitability of the regression model, which included normality, heteroscedasticity and multicollinearity tests.

The results of the regression test show whether the independent variables (soldier morale and morale) have a significant influence on the dependent variable (performance), which was tested using the F test and t test. This test aims to determine how strong the influence of each variable is on performance, as well as how well the regression model predicts variations in performance based on independent variables. The coefficient of determination ( $R^2$ ) is used to see the proportion of performance variability that can be explained by the spirit and morale of soldiers, with the interpretation of the  $R^2$  value ranging from 0 to 1.

Overall, this research aims to explore and test the relationship between morale, soldier morale, and performance, as well as provide a deeper understanding of the factors that influence performance in the context of the Amphibious Ship Unit of Koarmada I. The results of this research are expected to contribute to the development policies and practices in the military environment, especially related to managing the spirit and morale of soldiers to improve performance.

## **RESULT AND DISCUSSION**

This research aims to describe the empirical conditions of the variables morale (X1), soldier morale (X2), and performance (Y) in the Amphibious Ship Unit of Koarmada I. The aim is to understand the relationship between morale, soldier morale, and performance, as well as analyze the frequency distribution respondents' answers to the questionnaire used. Data collection was carried out using a questionnaire that was quantified using a Likert scale, with scores ranging from 1 to 5.

### **Score Interpretation**

Score interpretation is carried out using the following five categories:

- 1 - 1.5: Very bad
- 1.5 - 2.5: Not good
- 2.5 - 3.5: Medium
- 3.5 - 4.5: Good
- > 4.5: Very good

Based on this category, variables that are categorized as good have an average score of between 3.5 to 4.5, which indicates good performance, enthusiasm and morale in the unit.

### **Description of Research Variables**

- **Spirit Variable (X1)**

Morale is measured by four indicators: presence, cooperation, work enthusiasm, and harmonious relationships. Based on the results of the questionnaire, the majority of respondents gave positive answers (Agree and Strongly Agree) on almost all items used to measure enthusiasm.

Attendance Indicator (X1.1): The majority of respondents agree that they attend on time and go home as scheduled.

Cooperation Indicator (X1.2): Respondents show good agreement in collaborating with colleagues and leaders.

Work Enthusiasm Indicator (X1.3): Respondents feel that a comfortable work environment and adequate facilities increase their work morale.

Harmonious Relationship Indicator (X1.4): Respondents agree that the relationship between colleagues in the unit is very good and harmonious.

Overall, the average score for the enthusiasm variable is 4.03, which is included in the Good category. This shows that the morale in the Amphibious Ship Unit of Koarmada I is in good condition, with indicators of cooperation, presence and harmonious relationships receiving good assessments from respondents.

- **Soldier Morale Variable (X2)**

Soldier morale is measured by four indicators: aggressive behavior that causes frustration, working with feelings of happiness, ability to adapt to colleagues, and ego involvement in work.

Aggressive Behavior Indicator (X2.1): Respondents demonstrate a good understanding of task risks and compliance with existing rules, with the majority answering Agree or Strongly Agree.

Indicator of Working with a Feeling of Happiness (X2.2): Most respondents feel happy with their work and are ready to accept assignments, with a score indicating a very good condition.

Adaptability Indicator (X2.3): Most respondents feel they can adapt to their colleagues and carry out their duties well.

Indicator of Ego Involvement in Work (X2.4): Respondents showed a strong commitment to duty, with many feeling a high sense of responsibility towards work and the country.

#### **Average Soldier Morale Variable Score**

The average morale score for soldiers is 4.25, which is also in the Good category. This shows that the personnel in the Amphibious Ship Unit of Koarmada I have excellent morale in carrying out their duties, are able to adapt to the work environment and have a high commitment to their work.

- **Performance Variable (Y)**

Performance is measured using five indicators: quantity of output, quality of output, punctuality of work, attendance levels, and teamwork.

Output Quantity Indicator (Y1): Respondents show good results in completing the number of tasks given. The majority felt they were able to complete the work in the appropriate quantity.

Output Quality Indicator (Y2): The majority of respondents claimed to be able to complete work with good quality and in accordance with specified standards.

Output Timeliness Indicator (Y3): Respondents show a good level of timeliness in completing tasks. Most answered Agree or Strongly Agree regarding the timeliness of completing assignments.

Workplace Attendance Indicator (Y4): Workplace attendance also received a good assessment, with many respondents committed to being present on time and responsibly.

Teamwork Indicator (Y5): Teamwork in this unit is also at a very good level, with respondents feeling they can work together well in completing common tasks.

The average score for the performance variable is 4.50, which is also included in the Good category. This shows that the performance of personnel in the Amphibious Ship Unit of Koarmada I is at a very good level, with satisfactory quantity and quality of output, as well as excellent timeliness. Attendance and teamwork also received excellent ratings.

Based on the results of the analysis, it can be concluded that the morale, morale of soldiers and performance in the Amphibious Ship Unit of Koarmada I are in the very good category.

Morale (X1) shows that personnel have high motivation in carrying out their duties, with indicators of presence, cooperation, work enthusiasm and harmonious relationships receiving positive assessments. Soldier Morale (X2) illustrates that personnel feel happy and have high commitment to work, with good adaptability and strong ego involvement in work. Performance (Y) shows that personnel are able to complete tasks well in terms of quantity, quality, timeliness, and excellent teamwork.

### **Partial Test (t Test)**

The partial test aims to evaluate the influence of exogenous variables (soldier morale and morale) on endogenous variables (performance) separately. Based on regression analysis, significance values are used to test whether these variables have a significant effect on soldier performance.

#### **t Test Results:**

##### **1. The Effect of Passion on Performance**

From the t test table, a coefficient value (B) of 0.383 with a p-value of 0.000 is obtained, which shows that enthusiasm has a positive and significant effect on performance. The T-statistic value of 4.806 ( $>1.96$ ) confirms that the first hypothesis is accepted. This means that high morale among soldiers can improve their performance in the Amphibious Ship Unit of Koarmada I.

##### **2. The Influence of Soldier Morale on Performance**

The coefficient value for soldier morale (X2) is 0.462, with a p-value of 0.000 and a T-statistic of 5.316 ( $>1.96$ ), indicating that soldier morale has a positive and significant effect on performance. The second hypothesis was also accepted, which means that good soldier morale will improve the performance of soldiers in the unit.

#### **Simultaneous Test (F Test)**

The F test is used to determine whether simultaneously, the variables of spirit and morale of soldiers influence performance together. Based on the results of the ANOVA test (Table 4.18), the F-calculated value of 35.118 is greater than F-table 3.1, with a p-value of 0.000 ( $<0.05$ ). This shows that the spirit and morale of soldiers simultaneously have a significant influence on the performance of the Amphibious Ship Unit of Koarmada I.

#### **Coefficient of Determination Test (R<sup>2</sup>)**

The coefficient of determination measures how much exogenous variables (soldier morale and morale) explain variations in endogenous variables (performance). From table 4.19, an R<sup>2</sup> value of 0.420 is obtained, which shows that 42% of the variation in performance can be explained by the spirit and morale of soldiers, while the remaining 58% is influenced by other factors not included in this model, such as work environment, remuneration and work culture.

After testing the hypothesis using multiple linear regression, it can be concluded that the spirit and morale of soldiers significantly influence the performance of soldiers in the Amphibious Ship Unit of Koarmada I. These results are supported by previous research findings which show that both the spirit and morale of soldiers play an important role in improving performance.

#### **The Effect of Passion on Performance**

The research results show that enthusiasm has a positive and significant effect on performance. The P-value of 0.000 and the B coefficient of 0.383 confirm that the better the soldiers' morale, the higher the performance they show. This research is in line with previous research conducted by Sentanu (2023), Siahaan (2023), and Husna (2022), which also found a significant influence of morale on the performance of soldiers and employees in various agencies. High morale motivates soldiers to complete their tasks quickly and precisely, without coercion, and contributes to better work results.

Table 4. Comparison with Previous Research

Previous Research	Current Research Findings
Sentanu (2023), Siahaan (2023), Husna (2022)	Enthusiasm has a positive effect on performance
Lantara (2019), Rusdi, et al., (2022)	Morale has a significant effect on performance

### The Influence of Soldier Morale on Performance

The results of the hypothesis test show that soldier morale has a positive and significant effect on performance, with a B coefficient of 0.462 and a p-value of 0.000. These findings show that the better the soldiers' morale, the better their performance. Good morale, which includes factors such as job satisfaction, emotional involvement, and a sense of happiness at work, influences work quality and productivity. This research is also supported by other research findings, such as those conducted by Amelia et al. (2019) and Nailius et al. (2021), who found that good morale is associated with higher performance.

Table 5. Comparison with Previous Research

Previous Research	Current Research Findings
Amelia, et al., (2019)	Morale has a positive effect on performance
Nailius, et al., (2021)	Morale has a significant effect on performance

### Simultaneous Influence of Soldiers' Spirit and Morale on Performance

The results of the F test show that the spirit and morale of soldiers simultaneously have a significant effect on performance. With an F-value of 35.118 and a p-value of 0.000, it can be concluded that these two variables have a strong influence on the performance of soldiers in the Amphibious Ship Unit of Koarmada I. Although only 42% of the variation in performance can be explained by the spirit and morale of soldiers, this result shows that other factors such as work environment and work culture also influence performance.

Table 6. Comparison with Previous Research

Previous Research	Current Research Findings
Sentanu (2023), Siahaan (2023)	Enthusiasm and morale have a positive effect on performance
Dalimunte, et al. (2022)	Spirit and morale contribute to performance

This research shows that soldier morale and spirit have a significant influence on performance in the Amphibious Ship Unit of Fleet I. High soldier morale is directly related to better performance, while high soldier morale encourages greater job involvement and satisfaction, which in turn increases performance. These two variables work simultaneously to make a significant contribution to soldier performance.

In order to improve performance, management at Koarmada I needs to pay more attention to factors that can increase soldiers' enthusiasm and morale, such as awards, a conducive work environment, and improving the quality of soldiers' work life. Increasing the morale and morale of soldiers can have a significant impact on improving their performance, thereby supporting better achievement of organizational goals.

In general, this research provides significant support for the concept which states that enthusiasm has a positive influence on performance. With high work morale, performance will increase because soldiers will carry out their duties better so that the results of their work and assignments can be expected to be faster and better. Work enthusiasm describes feelings related to the soul of a soldier, in line with Hasibuan's (2010) explanation that work spirit is the emergence of moods, feelings and behavior that enable a person to work to provide the best results. With high work morale, performance will increase because soldiers will work more diligently so that the results of their work can be expected to be faster and better. Likewise, if performance decreases, it can be seen from the decline in soldier morale. Work enthusiasm will stimulate someone to work and increase their creativity in their work. The more enthusiastic you are, the better your work results will be, resulting in optimal performance. So in other words, the soldier's performance affects the soldier's morale.

Soldier morale has a positive influence on performance, the results of this research generally strengthen the concept and research results that soldier morale has a positive influence on performance, where soldier morale in organizations is one of the activities in human resource management in organizations which is related to actions management to develop or maintain and improve the work morale of members or maintain and increase the work morale of members or soldiers of an organization. Work morale itself is a spiritual condition or behavior of individual members of an organization (soldiers) which gives rise to deep pleasure in the soldier to work diligently and consistently in achieving the organizational goals that have been set. With the increase in morale carried out by soldiers, it will definitely result in increased performance in carrying out their duties because it greatly influences the self-confidence that soldiers have in improving their performance as soldiers.

An important implication of this research is the need for moral development activities to be used as a means to improve the performance of bureaucratic officials in carrying out their duties and work as state servants and public servants so that the performance of government agencies in order to safeguard the sovereignty of the Republic of Indonesia can be improved.

## CONCLUSION

This research examines the influence of soldiers' enthusiasm and morale on performance in the Amphibious Ship Unit of Koarmada I. This research is a survey research conducted on soldiers who are still on active duty) in the Amphibious Ship Unit of Koarmada I with a total research sample of 244 respondents. Analysis was carried out using multiple linear regression tests with the IBM Statistical Package for Social Sciences SPSS program version 24.

Based on the data collected and the results of tests that have been carried out using multiple linear regression tests and the discussion in the previous section, the following conclusions can be drawn.

1. There is a positive and significant influence of the enthusiasm variable (X1) on the performance variable (Y) which is indicated by the value  $t_{count} (4.806) > t_{table} (1.69)$  with a significance value of  $0.000 < 0.05$ , partially that there is a positive and significant influence of enthusiasm on performance in the Unit Amphibious Ships of Koarmada I. This means that the better the enthusiasm provided by the soldiers in the Amphibious Ship Unit of Koarmada I, the higher the performance in the Ship Unit will be. Amphibious Command Fleet I.
2. There is a positive and significant influence of the soldier morale variable (X2) on the performance variable (Y) which is shown by the value  $t_{count} (5.316) > t_{table} (1.69)$  with a significance value of  $0.000 < 0.05$ , partially that there is a positive and significant influence of soldier morale on performance in the Amphibious Ship Unit of Koarmada I. This means that the higher the level of morale of the soldiers in carrying out their duties, the higher the performance in the Amphibious Ship Unit of Koarmada I.
3. There is a significant simultaneous influence between the spirit and morale of soldiers on the performance of the Amphibious Ship Unit of Koarmada I. The Test Statistics output shows that N or the number of 244 respondents analyzed is 244 respondents, with an R Square value calculated by the Summary Model of 0.420. The correlation coefficient of 0.648 shows that there is a strong correlation between the spirit and morale of soldiers and the performance of the Amphibious Ship Unit of Koarmada I, in a positive direction. This means that the better the morale and the higher the morale of the soldiers, the higher the performance in the Amphibious Ship Unit of Koarmada I and vice versa. The calculated ANOVA output is 35,118 and the df or degree of freedom (df) value is 2. And in the  $sig \leq \alpha (0.1)$  column, namely 0.000, then  $H_0$  is rejected and  $H_3$  is accepted. This means that there is a significant relationship simultaneously between the spirit and morale of soldiers on the performance of the Amphibious Ship Unit of Koarmada I.

## **RECOMMENDATION**

1. Increasing and Maintaining Work Morale. The Amphibious Ship Unit of Koarmada I needs to maintain and increase the work spirit and morale of the soldiers that have been created. This is important to create a more conducive working atmosphere, so that soldier morale remains high and has a positive effect on performance. In this way, the goals and objectives of the Amphibious Ship Unit of Koarmada I can be achieved optimally.
2. Soldier Morale Management. Soldier morale has a significant impact on performance. Therefore, greater attention needs to be given to maintaining and improving the moral dimensions of soldiers. With good morale, soldiers will be more motivated to contribute better work, which will ultimately improve overall unit performance.
3. Increasing the Number of Respondents in Further Research. It is hoped that future research will involve more respondents so that the research results are more representative and can represent the wider population. In addition, expanding the research object by adding other units or agencies besides the Fleet I Amphibious Ship Unit can provide a more comprehensive perspective.

## **FURTHER STUDY**

The results of the analysis show that there are still other variables that need to be considered in this research. Therefore, future research should involve additional variables such as leadership, work environment, job satisfaction, and remuneration, which can also influence soldier performance. Thus, research can provide a deeper and more comprehensive understanding of the factors that influence performance.

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