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## Original Research Article

## The Importance of the Work Environment, Workload and Performance of NCO and Enlisted Soldiers at Military-Naval Force Indonesia

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**Abstract:** Maintaining national defence at sea is the main task of the Indonesian Navy, as efforts to ensure the interests of state defence are primarily determined by the ability of the unit to take advantage of the geographical conditions in its working area. The objectives to be achieved in this study are to describe the work environment, workload and performance. The study sample was Indonesian Navy soldiers at the Command Headquarters (Mako) of West Papua as many as 185 respondents. The sampling technique used is the Random Sampling Technique, a sample consisting of several randomly selected elements, where each element has the same opportunity to be selected. The study results show that the work environment reflected by co-workers' relationships has the highest value. The indicator of the availability of work facilities, and the lowest, is the relationship between subordinates and superiors in the Mako Koarmada III Indonesian National Military-Naval Force. The workload reflected by the standard of work has the highest value, and the lowest is the target that must be achieved at the Mako Koarmada III Indonesian National Military-Naval Force Sorong. The work environment can improve performance, such as the quality and quantity achieved by a soldier in carrying out his duties based on the responsibilities given to him, in this case, the relationship with colleagues who explain the perfection of the social conditions of the workplace, socialization between colleagues can create the performance of Indonesian Navy soldiers. However, The workload cannot directly improve performance in the Navy. This research is expected to contribute empirically to helpful information.

**Keywords:** Work Environment, Workload, Performance Soldiers.

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### INTRODUCTION

Keeping the National Defence sea became the main task of the Navy. Efforts to ensure the interests of national defence are primarily determined by the ability of the unit to take advantage of the geographical conditions in the region work and be able to determine system proper and appropriate defence to prevent the enemy from deterring as early as possible in a sense that system the National Defence sea must be supported by the readiness of elements of sea power deployed to maintain national defence at sea is the main task of the Navy. Efforts to ensure the interests of national defence are determined by taking advantage of Indonesia's geographical conditions and determining system defence to prevent and ward off the enemy as early as possible. This implies that system state defence at sea must be supported by the readiness of sea power, which

is strong, can be deployed at any time when needed, and can easily be deployed on the battlefield.

In carrying out the main tasks that are the responsibility of Koarmada III, it was inaugurated as the dispersion of the marine dimension's power in the eastern Indonesia region. Koarmada III has human resources as the organization's driving force, which is utilized optimally for the organization's progress. Due to its position in the Papua and West Papua regions, the institution focuses on making it heavily human resources owned. It must be competent, mentally challenging, and adaptive to the existing social and cultural environment conditions. The human resources are none other than the non-commissioned officer (NCO) and Tamtama strata soldiers. As marine soldiers, non-commissioned officers and enlisted men are required to have high discipline, strong commitment,

master science and technology, and be able to manage organizations using regular system management in order to improve the quality of work in order to meet the demands of the organization in the current era of globalization. Improving the quality of work in an organization or institution is the key to organizational success. Therefore things that can affect improving the quality of work must be a concern, such as organizational culture, work environment, and workload.

The objectives to be achieved in this study are to describe the work environment, workload and performance. This research is expected to contribute empirically and can be helpful as information, input and consideration of thoughts for institutional leaders, especially Koarmada III in, determine policies and formulate the ideal posture of the Indonesian Navy's HR for the eastern part of Indonesia in order to improve the optimal performance of the organization.

## LITERATURE REVIEW

### Work environment

The work environment is a physical condition, safety and quality that enable employees to work optimally (Barry & Heizer, 2001, p. 239). The working environment conditions at Mako Koarmada III are as follows; Is a red zone area, an area that is indicated either openly or closed as an area where the separatist Free Papua Organization (OPM) is active in its armed separatist activities (KSB) that threatens the integrity of the Unitary State of the Republic of Indonesia (NKRI); The meeting place of the Australian plate fault and the Pacific plate, so that it becomes an earthquake-prone area, and; It is an area with a row of high mountains that are fused and connected on the seabed, so that it becomes a separate threat for the emergence of natural disasters suddenly, such as tsunamis, landslides, and flash floods due to tidal waves.

### Workload

The workload is the intensity of the amount of work assigned to a worker in a certain period (Nwinyokpugi, 2018, p. 289). The workload is a set of activities that must be completed by an organizational unit or a position holder within a predetermined period. The workload is essential to determine how well an employee or institution does a job that can affect Performance, both individually and institutionally.

According to Gibson *et al.*, (2009), some factors affect the workload: a. time pressure, time pressure can become an excessive burden, and when this occurs, it results in many work errors that reduce work efficiency and quality; b. responsibility (responsibility), can cause pressure on the work done, the higher the responsibility for the work done can cause stress and reduce the quality of Performance; c. repetitive action is a lot of work that requires repeated body actions and can cause a sense of saturation so that

it reduces work concentration, resulting in a decrease in work productivity; d. working hours (time work), the amount of time in doing work contributes to the experience of work demands so that it becomes a factor causing stress in the work environment; e., role ambiguity and role conflict ambiguity, multiple roles and the presence of role conflict can affect a person's perception of the workload; f. information overload, information that enters and is absorbed can cause an increasingly heavy workload.

Several workload indicators can be used, including; according to Suozzo (2015), workload indicators consist of: achieved work targets, which are work targets given to individuals to be completed within a certain period; work conditions, which are working conditions, task capacity and the type of work to be carried out by each individual; work standard, is the criteria for completion of work based on the provisions/standards of the institution or organization concerned.

### Performance

Individual Performance influenced by environmental factors is based on the Social Exchange Theory (SET), a theory that explains social change or a theory in social change which states that social and environmental relationships have elements of sacrifice and profits that influence each other. This theory explains how humans perceive relationships with other people by the notion of the balance given to what is removed from the relationship. The type of relationship is carried out in a relationship that holds to the truth with others (Cropanzano *et al.*, 2017).

Performance results from the quality and quantity a person achieves in carrying out his duties based on his responsibilities (Robbins & Judge, 2012, p. 555). Performance is a result achieved by employees based on the criteria that apply to a job, Robbins *et al.*, (2016; 260). Performance refers to the value of success and ability in carrying out the specified task, Ivancevich *et al.*, (1994), while Schermerhorn *et al.*, (1991) state that Performance is work performance in quality and quantity on the workload that is his responsibility as a whole. Individuals and groups by organizations.

The achievement of organizational goals is only made possible by the employees' efforts to perform well and optimally. There is a strong relationship between individual Performance (individual Performance) and institutional Performance (institutional Performance) or with institutional Performance (corporate Performance), meaning that if the Performance given to employees is good, institutional Performance may be suitable.

Employee performance will be good if the employee has professional competence and expertise; there is compensation in the form of wages according to

the work agreement and hope for a bright future. There needs to be an individual employee assessment of the Performance given so that the achievement of optimal performance levels can be measured and fulfilled according to organizational standards.

### Performance Factor

According to Robbins *et al.*, (2016: 263), employee performance can be said to be good if it can meet the following criteria: Effectiveness, the stages of using organizational resources (workforce, money, technology, raw materials) are maximized to increase the results of each unit in resource use. Quality of Work is the amount produced and expressed in the number of units and cycles of each activity that employees can complete. Quantity of Work, the quantity of work is measured based on employee perceptions of the quality of the work produced and the perfection of tasks on the skills and abilities of employees.

On time, the activity stages are completed early on, from the point of view of coordinating with outputs and maximizing the time available for other activities. Work Commitment is a strong work attachment between employees with work commitment and responsibility to the organization. Independence is the quality of employee work based on their duties and responsibilities in carrying out their functions as part of the organization.

As a function, Performance cannot stand alone but is closely related to job satisfaction and reward levels and is influenced by individual skills, abilities and characteristics. According to Rivai & Basri (2005), Performance is determined by three things, namely; 1) ability, 2) desire and 3) environment.

To obtain a performance that is said to be good, then a person must have a high desire to be able to work and understand and understand the type of work he will do; without understanding and understanding these three elements, it is difficult to realize a good performance, so it can be concluded that Individual or individual Performance can be improved if there is a match between work and abilities possessed.

### Performance Assessment

Dessler (2003) states that there are seven methods of evaluating employee performance, namely: Work Standard, an assessment method by comparing the Performance of each employee based on institutional standards in the form of work performance under normal conditions or conditions of everyday work routines; Essay, performance appraisal method based on positive values of employee professionalism, potential and advice in career development, assessment focused on behaviour and implementation of job duties and responsibilities regularly; BARS (Behaviourally Anchored Rating Schally, a method of assessing the

behaviour of individual employees in carrying out their duties and positions.

Rating Scale, performance assessment based on the scale that is the standard of the organization, in the range of 1-5 values, namely; 1 (worst score), 2 (average value), 3 (fair value), 4 (good value) and 5 (best value) and so on. It is possible to use other rating scales based on the needs of each organization based on other performance factors; Forced Distribution, performance appraisal through employee grouping based on average distribution frequency, which consists of 20% best category assessment, 40% medium category assessment, 20% low category assessment and 10% lowest category assessment; Ranking, an employee performance appraisal system by classifying employees according to their work quality rating from the highest rating category to the lowest rating, based on organizational regulations and assessments;

## RESEARCH METHODS

### Research Design

Based on the problems and objectives to be achieved, the research is an explanatory research type. The purpose of explanatory research is to obtain clarity about a phenomenon, or relationship, to test the causal effect between variables, to evaluate and find out the differences that arise and make comparisons. The research was conducted with a quantitative approach to answer the formulation of the problems, the variables being studied, and the data collection process using a perceptual approach to facilitate measurement. The data analysis technique uses the AMOS application's Structural Equation Modeling (SEM).

### The Scope of Research

This research is related to Human Resources, especially the work environment and the workload on Performance at Mako Koarmada III Indonesian National Military-Naval Force Sorong.

### Population and Sample

The study population was Indonesian Navy soldiers at the Command Headquarters (Mako) of West Papua as many as 345 respondents. The sampling technique used is the Random Sampling Technique, a sample consisting of several randomly selected elements, where each element has the same opportunity to be selected (Sanusi, 2011, p. 89). These considerations include Consideration of economic and practical value, which is a researcher's work environment so that it is very effective and efficient in carrying out research. Consideration of strategic value because the research location, which is a zone for the defence and security of the marine dimension in the eastern region of Indonesia, has just been inaugurated, making it the front line in enforcing the rule of law in the maritime areas and waters of eastern Indonesia. Consideration of organizational and empirical values.

The sample in this study were soldiers (Non-commissioned officers and enlisted men) because the soldiers already understood the work environment and had a workload at the Command Headquarters (Mako) Koarmada III Jl. You Sudarso Katapop, Salawati

District, Sorong Regency, West Papua, the sampling of this study used the slovin formula to obtain an appropriate sample of the 345 population. Slovin formula calculation:

$$n = \frac{345}{1 + 345 \times 0,05^2}$$

$$n = \frac{345}{1 + 0.8625}$$

$$n = \frac{345}{1.8625}$$

$$n = 185,23 (185)$$

Figure 1 Slovin Formulation

Furthermore, respondents were selected randomly using simple random sampling, a probability sampling technique in which each respondent has a probability of being selected with an equal and known position.

## RESULTS AND DISCUSSION

### Variable Statistics Description

Table 1: Frequency Distribution of Respondents' Answers about Work Environment

Indicator/Item	Answer										mean	
	STS		S		N		S		SS			
	F	%	f	%	f	%	f	%	F	%		
Relationship with coworkers												4.56
Socializing among coworkers	0	0	0	0	15	8.1	52	28.1	118	63.8		4.56
Work in a teamwork	0	0	0	0	13	7	53	28.6	119	64.3		4.57
Relationship between subordinates and superiors												4.42
Loyal to the leader's orders	0	0	0	0	22	11.9	61	33	102	55.1		4.43
Accepted by fellow coworkers	0	0	0	0	23	12.4	61	33	101	54.6		4.42
Availability of work facilities												4.43
Availability of work infrastructure	0	0	0	0	16	8.6	72	38.9	97	52.4		4.44
Availability of working facilities	0	0	0	0	17	9.2	72	38.9	96	51.9		4.43
Average Work Environment Variables												4.47

Source: Primary data processed, 2022

Table 1 above shows that the work environment variable has an average of 4.47, which is obtained on the indicator of relationships with colleagues having the highest average value of 4.56, then the indicator of the availability of work facilities is 4.43. The lowest is the relationship between subordinates and superiors at 4.42 at Mako Koarmada III Indonesian National Military-Naval Force Sorong. The work environment variable with indicators of relationships with coworkers has a total average value of 4.56, which is obtained for the item statement of working in a teamwork 4.57, which has the first order and the statement of socializing between coworkers of 4.56 in the second order.

The work environment variable with indicators of the relationship between subordinates and superiors has a total average value of 4.42 obtained for a statement of loyalty to the leadership's orders, 4.43 and

accepted by colleagues 4.42. The availability of work facilities on the work environment variable has a total average value of 4.43 obtained from the availability of work facilities and infrastructure of 4.43 and 4.44, respectively.

First indicator relationships with colleagues at Mako Koarmada III Indonesian National Military-Naval Force Sorong are carried out by socialization between colleagues and working as teamwork. This is indicated by the average value of 4.56 and 4.57, which is considered the total average value of 4.56 and can represent the relationship with colleagues.

The second indicator, the relationship between subordinates and superiors at Mako Koarmada III Indonesian National Military-Naval Force Sorong, is carried out by the statement that employees are loyal to the leadership's orders and can accept each other's

colleagues. This is indicated by the average values of 4.43 and 4.42, which is considered the total average value of 4.42 and can represent the relationship between subordinates and superiors in the Mako Koarmada III Indonesian National Military-Naval Force Sorong.

The third indicator is the availability of work facilities at Mako Koarmada III Indonesian National Military-Naval Force Sorong, with the availability of

work facilities and infrastructure that can support employees in their work. This is indicated by the average value of 4.43 and 4.44, which is considered by the total average value of 4.43 and can represent an indicator of the availability of work facilities at Mako Koarmada III Indonesian National Military-Naval Force Sorong.

**Table 2: Frequency Distribution of Respondents' Answers about Workload**

Indicator/Item	Answer										mean	
	STS		TS		N		S		SS			
	F	%	f	%	f	%	f	%	F	%		
Targets to be achieved												4.18
Work professionally	0	0	0	0	48	25.9	54	29.2	83	44.9		4.19
Work according to the set targets	0	0	0	0	49	26.5	54	29.2	82	44.3		4.18
Job standards												4.24
Work according to the rules	0	0	0	0	45	24.3	48	25.9	92	49.7		4.25
Assignments are given according to rank	0	0	0	0	46	24.9	48	25.9	91	49.2		4.24
<i>Grand Mean</i>												4.21

Source: Primary data processed, 2022

Table 2 above shows that the workload variable has an average of 4.21, obtained from the work standard indicator, which has the highest average value of 4.24 and the lowest indicator is the target to be achieved at 4.18 at Mako Koarmada. III Indonesian National Military-Naval Force Sorong. The workload variable with work standard indicators has a total average value of 4.24 obtained for the statement items working by the regulations and assignments according to the rank of 4.25 and 4.24. The target indicators that must be achieved have a total average value of 4.18 obtained for working professionally and statements of working according to the targets set at 4.18 and 4.19.

The first indicator is that the targets achieved at the Mako Koarmada III Indonesian National Military-Naval Force Sorong are carried out by working

professionally and working statements according to the targets set. This is indicated by the average value of 4.19 and 4.18, which is considered the total average value of 4.18, representing the target that must be achieved at the Mako Koarmada III Indonesian National Military-Naval Force Sorong.

The second indicator, the standard of work at Mako Koarmada III Indonesian National Military-Naval Force Sorong, is carried out by the statement that employees work by regulations and assignments according to rank. This is indicated by the average values of 4.25 and 4.24, which is considered the total average value of 4.24, representing the target that must be achieved in the Mako Koarmada III Indonesian National Military-Naval Force Sorong.

**Table 3: Frequency Distribution of Respondents' Answers about Performance**

Indicator/Item	Answer										mean	
	STS		TS		N		S		SS			
	F	%	f	%	f	%	f	%	F	%		
Work Quality												4.52
Completion of work by the orders of superiors	0	0	0	0	13	7	63	34.1	109	58.9		4.52
Completion of work by the job description.	0	0	0	0	13	7	63	34.1	109	58.9		4.52
Working Quantity												4.3
Completion of work according to capacity	0	0	0	0	28	15.1	74	40	83	44.9		4.3
Completion of work exceeding the set target	0	0	0	0	28	15.1	74	40	83	44.9		4.3
Punctuality												4.37
Completion of work on time	0	0	0	0	29	15.7	62	33.5	94	50.8		4.35
Faster job completion	0	0	0	0	25	13.5	62	33.5	98	53		4.39
Effectiveness												4.4
Work effectively	0	0	0	0	23	12.4	65	35.1	97	52.4		4.4
Works exactly as expected	0	0	0	0	23	12.4	65	35.1	97	52.4		4.4
<i>Grand Mean</i>												4.39

Source: Primary data processed, 2022

Table 3 above shows that the performance variable has an average value of 4.39, which is obtained from the work quality indicator with the highest average value of 4.52, then the effectiveness indicator is 4.4, and the lowest indicator is the quantity of work. Amounted to 4.3 at the Command Headquarters of the Indonesian National Military-Naval Force Sorong III. The performance variable with work quality indicators has a total average value of 4.52, obtained for the statement items of employees completing work by special orders and job descriptions. With each value of 4.52.

The performance variable with the effectiveness indicator has a total average value of 4.4 obtained on the statement of employees working effectively and according to expectations with each value of 4.4. The timeliness indicator on the performance variable has a total average value of 4.37, obtained from the statement that employees complete work on time and can be faster, with values of 4.35 and 4.39, respectively. The work quantity indicator on the performance variable has a total average value of 4.3, obtained from the statement that employees complete work according to their capacity and work beyond the target set with the same value of 4.3.

The first indicator, the quality of work at Mako Koarmada III Indonesian National Military-Naval Force Sorong, is carried out according to the employees completing the work according to the orders of their superiors and by the job description. This is indicated by the average value of 4.52, which is considered the total average value of 4.52, which can represent an indicator of the quality of work in Mako Koarmada III Indonesian National Military-Naval Force Sorong.

The second indicator, the quantity of work at Mako Koarmada III Indonesian National Military-Naval Force Sorong, is carried out by the statement that employees complete the work according to their capacity and work beyond the set target. This is indicated by the average value that corresponds to the average value of the total work quantity indicator, which is 4.3, where this value is considered to represent the quantity of work in the Mako Koarmada III Indonesian National Military-Naval Force Sorong.

The third indicator, timeliness at the Mako Koarmada III Indonesian National Military-Naval Force Sorong, is carried out by the statement that employees complete work on time and finish faster. This is indicated by the average value of 4.39 on the faster work completion item, which is considered to be the total average value of 4.37 and can represent an indicator of punctuality in the Mako Koarmada III Indonesian National Military-Naval Force Sorong. As for the item of completion of work on time, it still cannot describe the punctuality indicator because it has a value below the average of 4.35.

The fourth indicator, effectiveness at Mako Koarmada III Indonesian National Military-Naval Force Sorong, is carried out by the statement that employees work effectively and precisely according to expectations. This is indicated by the average value of the items by the average value of the total effectiveness indicator, which is 4.4. This value represents the effectiveness of work at the Mako Koarmada III Indonesian National Military-Naval Force Sorong.

## CONCLUSIONS AND RECOMMENDATIONS

The work environment is reflected by the relationship with coworkers with the highest value. The indicator of the availability of work facilities and the lowest is the relationship between subordinates and superiors at Mako Koarmada III Indonesian National Military-Naval Force Sorong. The workload reflected by the standard of work has the highest value, and the lowest target must be achieved at the Mako Koarmada III Indonesian National Military-Naval Force Sorong. The work environment can improve Performance, such as the quality and quantity achieved by a soldier in carrying out his duties based on the responsibilities given to him, in this case, the relationship with colleagues who explain the perfection of the social conditions of the workplace, socialization between colleagues can create the Performance of Indonesian Navy soldiers. However, the workload cannot directly improve Performance in the Navy.

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