

Work Engagement as a Mediator of the Influence of Coworker Support on Task Performance of Indonesian Army (TNI-AD) Soldiers Serving in Vulnerable Areas (Papua)

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Abstract

Army is one of particular profession which has extremely high-risk job. Most of Indonesian Army member will be deployed to a danger area that has dynamics situation. Coworker support is needed for them to increase soldier work engagement and enabling them to show their best performance in a deployment. Data collection methods used in this research was survey method by using Coworker Support Scale Items (2002), Individual Work Performance Questionnaire (2012), and Utrecht Work Engagement Scale/ UWES (2002). The participants of the study were 541 Indonesian Army whom deployed in danger area. Data processing and analysis were using Hayes PROCESS Procedure model 4 program (Simple Mediation). The result shows that the presence of high Coworker's support would increase for work engagement and eventually enabling soldiers to perform their best on the deployment.

Keywords

coworker support, work engagement, task performance, Indonesian army



I. Introduction

Every individual who is given the assignment and responsibility to work is certainly expected to be able to show satisfactory performance and optimally contribution in achieving organization goals. This also happened to the Indonesian Army (TNI-AD). The Indonesian National Army (TNI) is part of the public specially prepared for carry out the task of defending the state and nation, and maintaining national defense and security. In Law Number 34 of 2004 concerning "The TNI" stated that the TNI is a state defense tool that serves as an antidote and action against any forms of military threats and armed threats from outside and domestically, to sovereignty, territorial integrity, and nation's safety, and restorer to the disturbance

State security that caused security chaos (Sutarto E, 2005). To maintain and improve state security or national security, the TNI carries out its main tasks, both are in the context of Military Operations for War (OMP) and Military Operations Other Than War (OMSP). On the assignment of Military Operations other than War (OMSP), the Indonesian Army (TNI-AD) will carry out the duty in the country, such as border security and security in danger areas. One of its duties is the assignment of the Indonesian National Army (TNI) outside the region, especially in Papua, to maintain the state security.

The tasks that are carried out are certainly not easy tasks, it is because they have a high risk of death, armed contact with the enemy, loss of partners and disability. In addition, an Army who serves in Papua also has challenges from the Malaria disease outbreak, maintaining security stability and pursuing armed criminal groups (KKB) (kompas.com, 2019). Indonesian Army (TNI-AD) soldiers also have to face boredom in carrying out their duties, obey strict assignment rules and separated from their families during their duties

(Bartone in Delahaij et al, 2016). Moreover the risks that they receive carrying out military operations in danger areas, Indonesian Army (TNI-AD) soldiers must carry out each operation plan carefully and in detail. Furthermore, it is really need to be accounted for every action that has an impact on against enemies and communities around danger areas. The ability of Indonesian Army (TNI-AD) soldiers in controlling conflicts in their assigned areas is used as a measure of success or failure to maintain sovereignty and territorial integrity of a country (Dewantara, K, 2019).

With the challenges of heavy duty, obviously a TNI-AD soldier needs to have a positive task performance, so that they can carry out their duties in accordance with the goals to be achieved by the organization. However, if individuals are in the organization they do not show the expected task performance, then it will be able to hamper the working processes in the organization and have an impact on not achieving organizational goals (Robbins & Judge, 2015). This can also have an impact on the individual themselves, namely as a sense of lack of commitment to the organization (Robbins & Judge, 2015). Employees loyalty to the organization make their performance better and more efficient for the organization (Madani & Zahedi, 2005). In this case, if Indonesian Army (TNI-AD) soldiers cannot show positive task performance, the result will be incomplete conflict resolution in the assigned area, even at risk of suffer stress, committing disciplinary actions, desertion even traitor. One of example happened to a member of the TNI Infantry Battalion 410 assigned to Papua, he defected and joined the Armed Criminal Group (KKB) brought 70 rounds of ammunition along with the magazine last February (www.cnnindonesia.com, April 2021). The Army Chief of Staff was also acknowledged the soldier's case Indonesian National Army (TNI) leaving the service quite often occurs for various reasons, one of which occurs after being assigned to a danger area of Papua (voicenews.com, April 2021).

Another factor that can affect individual task performance is co-worker support. It is obvious that the role of co-workers in the work carried out by Indonesian Army (TNI-AD) soldiers has a considerable influence. This is because, in each assignment, the Indonesian Army (TNI-AD) troops will be divided into small teams occupying certain posts with the number of teams around from 10-13 people, where in these posts the members must work together and support each other to face the challenges of the task together. So that social support, especially from co-worker can help soldiers succeed in carrying out their duties. This is also in line with previous research from Armaneh, Al-Rub and Al-Rub (2010) conducted in Jordan on 365 nurses in one hospital, the results of the study found that there was a positive effect of co-worker support on individual performance in completing their tasks (task performance). In line with research conducted by Armaneh et.al, Abu Al-Rub (2004) who conducted research in America. The results of his research show that there is a positive relationship of co-worker support on employee performance. This also has an impact on reducing stress at work and increasing the quality of work for employees (Al-Rub, 2004).

According to Joshua-Amdt (2003) a poor work environment and suboptimal performance caused by factors such as high work stress, workload, and low social support (support from coworkers). In the world of work, employees are required to have high work effectiveness (Kuswati, 2019). Work safety is a safe or safe condition for sufferers, damage or loss at work (Mora, 2020). Those are some of the reasons shown by employees to leave the organization. (Joshua-Amdt, 2003). Another aspect that can strengthen the relationship between co-worker support and task performance is work engagement. Where the continuous support of colleagues will form employee engagement to the organization, so that they can contribute optimally to the organization. This is in line with the opinion of Robinson, Perryman & Hayday (2004) which suggests that engaged employees will be followed by increased performance and provide more effort to achieve company goals.

Based on the conditions experienced by Indonesian National Army (TNI) soldiers in the field, with the demand's duties and unpredictable conflict situations, not often cause personnel losses such as injuries, accidents and even casualties. This can happen because one of them is caused by negligence in leaving assignments due to boredom and limited communication with outside parties such as family and friends (personal interview with Indonesian Army members serving in Papua, 2020). But on the other hand, there are also members of the Indonesian Army (TNI-AD) who are successful in facing the existing tasks or challenges. Indonesian Army (TNI-AD) members who successfully face situations and challenges in conflict areas generally have the ability to change a stressful situation into a situation that is perceived to be more positive. He can also carry out positive activities such as: increasing discipline, work productivity, morale and job satisfaction, welfare, sense of responsibility of soldiers towards their duties, (Sudiyarto, 2008).

Positive work activities will affect the values in the organization, which can facilitate the process of production and service organization. Task-related behavior can predict individual differences in abilities and experiences (Schmitt, 2003). Ability and experience can reflect individual behavior in completing work tasks. Individuals with ability and experience can represent good working activities in the organization, and vice versa. Therefore, the researcher wants to see further positive psychology of point of view on how successful soldiers perform in their duties. Several studies also state that work engagement mediates various variables to produce an increase in employee performance. Saks (2006) argues that work engagement has a mediating effect on several variables, namely transformational leadership, job characteristics, perceived organizational support, rewards and recognition, procedural justice, social support on job satisfaction, organizational commitment, desire to move, and employee performance. The researcher assumes that Indonesian National Army (TNI) soldiers who get support from their co-workers will have work engagement which is shown by enthusiasm, dedication and a feeling of being dissolved (absorption) so that later it will have an effect on increasing performance while on duty.

II. Research Methods

2.1 Participants

The number of participants in this study reached 541 of Indonesian National Army (TNI) soldiers. The characteristics of the population participants in this study are Indonesian Army (TNI-AD) soldiers who are on duty, while the samples in this study are Indonesian Army (TNI-AD) soldiers with the rank of non-commissioned officers who are carrying out the duties in vulnerable areas (Papua) and have carried out the duties for at least 3 months. The sampling method used by the researcher is a non-random sampling method by means of convenience or accidental sampling. According to Gravetter and Forzano (2012), the convenience or accidental sampling technique are easy to obtain the research sample when researchers use individuals. In other words, individuals who became the research sample were selected based on their willingness to become participants.

Table 1. Demographic Data of Respondents

Demographic	N	%
Gender		
Male	541	100
Female	-	-
Rank		
Commissioned Officer	-	-

Non-Commissioned Officer	121	22.36
Enlisted	420	77.64
Years of service		
< 5 Years	207	38.26
> 5 Years	334	61.74

The participants in this study were all male soldiers with a percentage of 100%. In terms of rank, the majority of participants are enlisted from the rank of second soldier to corporal with a percentage of 77.64% while the remaining 22.36% are non-commissioned officers starting from the rank of second sergeant to warrant officer. Judging from the period of service, as many as 61.74% of the participants are soldiers who have served more than 5 years and the remaining 38.26% are soldiers who have served under 5 years.

2.2. Design

This study aims to examine the effect of Co-Worker Support (independent variable) on Task Performance (dependent variable) mediated by Work Engagement (mediator variable). To answer the formulation of the problem in this study, researchers used a quantitative approach (Creswell, 2012). The quantitative approach is an approach that tests the theory objectively by examining the relationship between variables (Creswell, 2012). These variables were measured using measuring instruments, so that the data results in the form of numbers could be analyzed using statistical procedures (Creswell, 2012). Data in the form of numbers obtained from the questionnaire will be used to test hypothesis analysis and answer research problems.

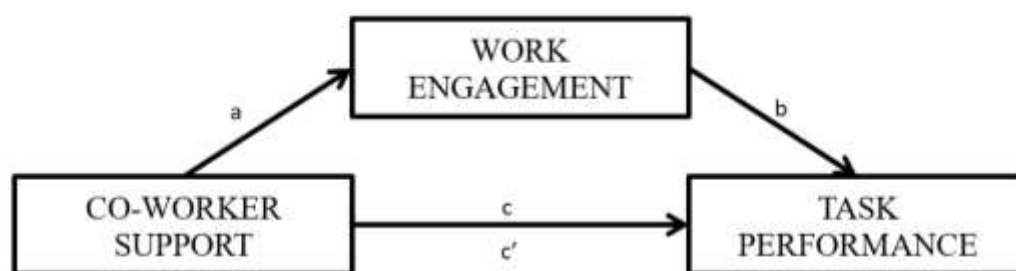


Figure 1. Research Model

2.3 Procedure

The preparation and implementation phase of research data collection is estimated to be carried out in July to September 2020 by preparing research measuring instruments and coordinating with related leadership elements in the Indonesian Army (TNI-AD). In this activity, the measuring instrument has also gone through a pilot study and readability test. The test will be administered and distributed to soldiers who are carrying out assignments in vulnerable areas (Papua) through online social media. Information and item statements are provided on the Google Form site and the researchers will not be direct intervention in the process. Then, to ensure that there is no coercion, an explanation will be given at the beginning of the questionnaire that this research is voluntary. So, the respondent can resign at any time.

2.4 Instrument

There are 3 questionnaires used in this study, namely: a questionnaire to measure Coworker Support using the Coworker Support Scale Items (Settoon and Mossholder, 2002) with a total of 14 items and using a Likert scale ranging from 1 very inappropriate to 4 very appropriate. CSSI has two dimensions, namely the Instrumental Support dimension which is related to encouragement from coworkers who are willing to listen sympathetically when individuals experience problems and be able to provide feedback as a form of concern and the Emotional Support dimension which is an individual perspective on concrete assistance obtained from coworkers when needed. This measuring tool is adapted into Indonesian and its reliability is remeasured and the coefficient value is obtained Cronbach's Alpha = 0.949. This value indicates that the measuring instrument is consistent and can be trusted to measure the sample in accordance with the research.

The next questionnaire is Individual Work Performance Questionnaire developed by Koopmans in 2012. It consists of 6 items which is used to measure the task performance of soldiers while facing the demands of the task. The scale is used a Likert scale starting from a value of 1 very dissatisfied up to a scale of 4 very appropriate. Prior to data collection, a readability test was carried out on the items to adjust the demands of the task according to the actual situation and conditions. After adaptation the coefficient value is obtained Cronbach's Alpha = 0.882, this questionnaire is reliable for measuring variables in the intended sample.

Finally, the questionnaire is used Utrecht Work Engagement Scale (Schaufeli et al, 2002) with total of 17 items. This item is used to measure the work engagement of soldiers who are carrying out tasks in conflict areas. There are 3 dimensions that are measured, namely the Vigor dimension which means a willingness to channel a high level of energy in work and resilience in the face of difficulties. Second, the Dedication dimension which is defined as enthusiasm and pride in the organization. Soldiers feel strongly involved in a job and experience a sense of meaning, enthusiasm, pride, inspiration and challenge. Third, the Absorption dimension, namely the concentration and seriousness of the soldier towards a job or task that he is currently carrying. The results of the reliability test obtained the coefficient value Cronbach's Alpha = 0.953.

The questionnaire distributed in the Google Form has a sequence consisting of an introduction regarding a brief explanation related to the research to be carried out, names of researchers and internal supervisors involved in this process, research informed consent, data on participants involved in the research, and followed by a questionnaire Coworker Support Scale Items, Individual Work Performance Questionnaire and the Utrecht Work Engagement Scale. The end of the questionnaire was closed with a gratitude and information regarding the completion of the questionnaire filling activity.

2.5 Analysis Techniques

The data that has been obtained will be screened first, to see the quality of the data, from the respondent's criteria to the completeness of other data. The next step is to carry out limited descriptive data testing in order to determine the value of Mean, SD, Skewness, Kurtosis. From this test, the distribution of the data is shown by the Skewness and Kurtosis values (Field, 2009). Hypothesis testing is used Hayes Program PROCESS Procedure using model 4 (simple mediation) which is integrated with SPSS 22.0. This process will automatically test whether the mediator model is fit or not, as well as display the coefficient value (Hayes, 2013).

III. Discussion

The initial steps in this research are descriptive statistical analysis, reliability and Pearson's product moment correlation of all measuring instruments used in the study. Through the previous explanation that all variables used in this study have a fairly good coefficient of Cronbach's Alpha value > 0.7 (Nunnally & Bernstein, 1994). In this study, a model test was also carried out to see as a whole, so that the relationship of all existing variables could be seen as a whole as part of a model and not separate. The results of hypothesis testing can be seen through three paths, namely *work engagement* as the dependent variable (path a), *task performance* as the dependent variable (path b & c), and the results of the analysis of the overall model of *mediation* (path c'). The process is continued by using the Macro Process by Hayes program and shows the following results.

Table 2. Mediator Test Results

	Coef	Se	t	LLCI	ULCI
Co-worker support – work engagement	1.010	0.027	37,613**	0.957	1.063
Co-worker support – task performance	0.214	0.018	11,780**	0.178	0.250
Work engagement – task performance	0.130	0.015	8,465**	0.099	0.159
Co-worker support – work engagement – task performance	0.345	0.010	33,984**	0.325	0.365

** $p < 0.01$

Table 5 shows the results of path analysis a, namely the relationship between *co-worker support* and *work engagement* showing significant results ($t = 37.613$, $p < .01$, LLCI .957 ULCI 1.063). Pathway b shows a significant relationship between *work engagement* and *task performance* ($t = 8.465$, $p < .01$, LLCI .099 ULCI .159). Meanwhile, the direct relationship between *co-worker support* and *task performance* (path c') also showed significant results ($t = 11,780$, $p < .01$, LLCI .178 ULCI .250). Furthermore, the mediation test between *co-worker support*, *work engagement*, and *task performance* showed partial mediation ($t = 33,984$, $p < .01$, LLCI .325 ULCI .365).

The results of the study explain that work engagement acts as a mediator in the relationship between *coworker support* and *task performance*. Soldiers who have high coworker support will increase the positive effect on work engagement and ultimately affect the task performance of soldiers when carrying out assignments. In this finding, the researcher suspects that the situation and conditions in the conflict area assignments have many similarities and task demands. In carrying out their main tasks, the soldiers will be divided into small teams of 10-13 people. These tasks will be completed jointly and have a relatively long period of time. This task group will jointly carry out more or less the same activities, including patrolling, ambushing, and staying together in the post. The conditions faced make soldiers need coworker support in every form of assignment. Their support in question has two types, namely instrumental support and emotional support. These two forms of support are indispensable for soldiers serving in conflict areas as a form of diversion in dealing with task challenges and limited communication with their families. Therefore, the higher the coworker support felt by the soldiers, the stronger the work engagement will be. This statement is supported by research by Shin et al (2018) which stated that when instrumental support and emotional support increase, it will be followed by an increase in

employee work engagement. This explains that coworker support has a positive relationship with work engagement. Another study explains that *coworker support* has the strongest positive relationship with the aspect of *dedication* compared to *vigour* and *absorption* (Karatepe, 2010).

Then the results of the study also show that the work engagement of Indonesian National Army (TNI) soldiers have a positive relationship to task performance in the assigned area. Although basically these assignments have different standards of success, in general the achievements in the field of work have the same characteristics. The soldiers on duty showed that they had high *work engagement* in all aspects, namely *vigor*, *dedication* and *absorption*. This condition is in accordance with research conducted by Boermans et al (2014) on Dutch soldiers who were serving as peacekeepers (UN). The study found that the work engagement condition of a soldier was relatively high compared to other employees. The researcher assumes that the conditions of work engagement in soldiers are influenced by various factors, one of which is the basic military education factor that must be undertaken by every individual who wants to become a soldier. According to Keats (2010) the military culture that is applied to individuals while attending basic military education will affect their professional attitude and erode the culture that existed in previous individuals.

Based on this description, it can be explained that soldiers who will face assignments and high job demands in conflict-prone areas really need support from colleagues (coworker support). With this support, soldiers will be more engaged to their work so that they are able to show good quality work in dealing with every task demands. Therefore, in preparing assignments in conflict-prone areas, organizations and units can prepare and consider the selection of soldiers so that they can provide maximum support between members in a team. Provision of limited briefing related to understanding the support of colleagues while at the assignment location needs to be given to each soldier. Efforts to create such support can help soldiers during the demands of the task so that they can achieve maximum results.

On This study has several limitations that affect the results of the study. First, the data collection conducted on soldier respondents who are in vulnerable areas in the country has a different situation from conflict areas abroad, so the results obtained cannot be generalized to all soldiers who are carrying out assignments. Second, the IWPQ measuring instrument that measures task performance will be more appropriate if the measuring instrument can explain the demands of the task in detail based on the rank group carried by the soldier. Therefore, if further research uses the IWPQ measuring instrument, it will be more considerate of the rank or class structure.

IV. Conclusion

4.1 Conclusion

The results of the research can be concluded that the soldiers who are on duty in vulnerable areas with the demands of tasks and unpredictable conflict situations, requires a situation that can be built to be positive. With the support of teammates (coworker support) provided both emotional support and instrumental support. It can help soldiers to buffer the negative feelings that they experienced while they were in the assignment area. Emotional support is shown by increasing concern for co-workers and being a good listener when other colleagues face problems or tiredness in their duties enough to be able to maintain the spirit of soldiers. Instrumental support is shown by trying to be involved in helping solve and providing problem solving suggestions based on personal experience is also positively enough to increase the confidence of soldiers to deal with stressors that arise. When soldiers feel safe even though they are in vulnerable areas, soldiers will be able to build more

engagement with their work (work engagement). They can also work beyond predetermined standards because they are well motivated. The soldiers became more mentally prepared and had a fairly strong energy (vigour). In addition, Soldiers are also more inspired, enthusiastic and feel proud of the work they do (dedication). They become more satisfied and are not burdened with the demands that arise even though they have to be in a long period of assignment (absorption). When the work engagement acts as a mediator has a well developed, soldiers can bring out their task performance to the maximum (task performance) and will minimize the risk of disciplinary action, dissatisfaction and even defection.

4.2 Suggestion

a. Theoretical Suggestions

Results from this research helps expand knowledge about task performance for Indonesian National Army (TNI) soldiers, especially those who are carrying out assignments in vulnerable areas (Papua). However, the sample selection in this study is still generalized by selecting soldiers from the task force and not classifying them based on rank or position. Therefore, further research can be adapted to the classification of rank or position held by each soldier while serving in vulnerable areas. Suggestions that can be given for further research is the further development research to other Indonesian National Army soldiers who are carrying out assignments with different characters and risks. This is to dig deeper into the relationship between work engagement and disciplinary action.

b. Practical Advice

Another development suggestion for the Indonesian Army organization and the units that will serve is to provide a briefing related to coworker support to soldiers who will carry out assignments to create more positive work team situation. Soldiers who are faced with high task dynamics and demands for success will be better equipped to maximize performance in completing their duties.

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