Determinants of the Success in Tasks of Indonesian Army Personnel in the UN Peace Mission in Lebanon

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ABSTRACT: This study examines and analyzes the Influence of Discipline and Workplace Spirituality on the success of the tasks of Indonesian Army Personnel in the U.N. peacekeeping mission in Lebanon, with motivation as an Intervening Variable. The respondents used are 136 members of the Indonesian Army in Lebanon taken using the Census sampling method. The data analysis method used is Structural Equation Modeling (SEM) using AMOS 21. The results indicate that discipline and workplace spirituality positively and significantly influence work motivation and the success of the tasks of Indonesian Army Personnel, and work motivation positively and significantly influence the success of the duties of Indonesian Army Personnel. The results of the mediation effect test prove that work motivation can partially mediate the influence of discipline and workplace spirituality on the success in the tasks of Indonesian Army Personnel as members of the U.N. peacekeeping forces in Lebanon.

KEYWORDS: Success in Tasks, Motivation, Discipline, and Workplace Spirituality

INTRODUCTION

In the efforts to apply a free and active foreign policy and participate in conducting world peace, Indonesia takes a substantial role by sending Garuda troops to Lebanon to carry out a peacekeeping mission in Lebanon, which has been fighting a prolonged civil war. This peacekeeping force is under the control of the U.N., which is carrying out a peacekeeping mission in Lebanon.

Discipline is a substantial factor for every soldier in carrying out duties and is the spirit of every soldier. Everyone agrees that Discipline is the main factor that must be maintained to achieve success, especially in the military field. It means soldiers will lose their identity and be the same as civilians without Discipline. In addition, motivation also needs to be considered. Motivation is a condition that encourages or causes a person to do any act or activity that takes place consciously (Bangun, 2010). Factors that influence work motivation exist through internal factors and external factors. Positive internal motivation arises from a desire to develop and express oneself, such as having a better career, self-actualization, etc. Meanwhile, negative internal motivation arises because of pressure, threats or fear, or worries, such as fear of being abandoned by a group or environment, loss, suffering, etc.

Workplace spirituality is one of the variables that highly affects performance and is currently very intensely discussed by human resource management researchers. Workplace spirituality is usually abbreviated as W.S. and is a highly fascinating variable to study concerning performance. Workplace Spirituality (W.S.) is a current issue that is one of the substantial variables in human resource management.

As a soldier who works in an area full of spiritual values, it is an obligation to understand spirituality in depth. However, in this case, spirituality is different from religion. Spirituality is the value of truth generally believed by humans and leads to the values of goodness. It is where the role of workplace spirituality or the nuances of spirituality in the Workplace will help the success of the U.N. peacekeeping task force serving in Lebanon.

On the other hand, (Jean-Claude Garcia -Zamor, 2003) states that many organizations consider merging workplace spirituality (W.S.) because it can create a positive relationship between employees and the organization. (Sheep, 2006) mentions that we live in a world that can be described as an organizational society. Sheep also claims that Workplace Spirituality is an important concept that can contribute to the well-being of individuals, organizations, and communities. Besides, the benefits derived from the Workplace Spirituality of organizations have been supported by many researchers (Daniel, 2010; Jean-Claude Garcia -Zamor, 2003; Vasconcelos, 2010). Also, the Spiritual Workplace is still in its infancy and requires more theoretical and empirical research (Milliman et al., 2003).

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In this study, the problems are ; (1) how is the influence of Discipline on the Work Motivation of Indonesian Army personnel in the Lebanon peace mission? (2) How is Workplace Spirituality influence Indonesian Army personnel's Work Motivation in the Lebanon peace mission? (3) How is the influence of Workplace Spirituality on the Success in Tasks of Indonesian Army personnel in the Lebanon peace mission? (4) How does Discipline affect Indonesian Army personnel in the Lebanon peace mission? (5) How does work motivation affect the Success in Tasks of Indonesian Army personnel in the Lebanon peace mission, (6) Does work motivation mediate the effect of workplace spirituality on the success in tasks of Indonesian Army personnel in the Lebanon peace mission?, and (7) Does work motivation mediate the influence of Discipline on the success in tasks of Indonesian Army personnel in the Lebanon peace mission?.

LITERATURE REVIEW

Discipline is essential to improve employee performance, and organizational growth is mainly used to discipline oneself in carrying out work individually and in groups (Sajilan & Tehseen, 2015). Discipline functions to train and shape an employee to do something better. Discipline is a process that can increase employee feelings to maintain and achieve organizational goals objectively by implementing administrative regulations as a whole. (D. Iskamto, Karim, et al., 2020). Also, Discipline helps educate employees to comply with applicable rules, procedures, and policies to perform well. (D. Iskamto et al., 2021; D. Iskamto, Karim, et al., 2020; Khajeh, 2018). According to Sinambela (2016), Discipline is a person's desire that arises from his heart to follow all the rules that apply to an organization. Sinambela (2016) revealed that work discipline is the ability of an employee to work regularly, diligently, and by applicable regulations. Thus it is concluded that Discipline is compliance with the rules set by the organization by taking the actions that should be taken.

There are many definitions of motivation presented by experts. The definition is almost the same: something that encourages someone to do a job. Guay (2010) explains that motivation refers to the reason underlying behavior. Likewise, Broussard and Garrison (2004) explain that motivation is "the attribute that moves us to do or not to do something." Deci et al. (1999) also conveyed the same thing. Deci explains that motivation involves a constellation of beliefs, perceptions, values, interests, and actions that are all closely related. Approaches to motivation can focus on cognitive behaviors and non-cognitive aspects or both. Conversely, some experts say motivation is a psychological process that drives behavior to a particular purpose and direction. Motivation is generally about the why and how of purposeful behavior (Kreitner, 2009). Armstrong then contributed to the theory of motivation. He argues that motivation is the direction of effort refers to what kind of action someone intends to do; the intensity of effort refers to how hard to take action, and persistence of effort refers to how zealous or how long someone can last to take action (Armstrong & Taylor, 2014). This opinion is also almost the same as Luthans' opinion. Luthans (2011) states that motivation starts with a physiological or psychological deficiency or needs that activate a behavior or drive aimed at a goal or incentive.

Ashmos and Duchon (2000) state that "organizations that are seen as rational systems are considering making room for the spiritual dimension. The emergence of a humanistic approach within the organization can analyze the dimension of spirituality. This more humanistic approach is called spiritual work, based on noble values that live in the human soul and are generally universally accepted by humans. Organizations recognize employees' critical role in the company and move from a rugged, rigid, bureaucratic management style to a people-oriented or humanistic style (Aldridge, Macy, & Walz, 1982; Argyris, 1964; Henderson, 1996). (Jalil, 2013) workplace spirituality is human awareness of the relationship between humans and God, including the individual's inner life, idealism, attitudes, thoughts, feelings, and expectations of the absolute, and how individuals express this relationship in everyday life. Spirituality in the Workplace is no longer confined by formal rules that even provide opportunities for cheating but plays with moral, ethical, and humanitarian rules that lead to justice and honesty. Mitroff and Denton (1999a) state that workplace spirituality is about finding purpose in life, creating solid relationships with co-workers, and having compatibility between individual core values and organizational values

Helmet (201), success is an achievement of the desire we have intended to achieve or the ability to go through and overcome ourselves from one failure to the next without losing spirit. Success is closely related to our carefulness in determining goals, while goals are goals we have set. Cash and Fischer (1987) stated that performance is often referred to as performance or result, defined as what has been produced by individual employees. Meanwhile, Baron and Greenberg (1990) stated that individual performance is also called job performance, work outcomes, and task performance (work results).

CONCEPTUAL FRAMEWORK AND HYPOTHESES

Discipline in the military world is the determining and most crucial factor for the task's success. Many studies state that Discipline is a factor that positively influences the success of tasks or performance. Hasibuan (2013) stated, "Discipline is an essential operative function of human resource management because the better the Discipline of employees, the higher the achievements they achieve. Tarmo, who examined the influence of motivation and Discipline on the performance of Navy soldiers at the Dumai Navy base, clearly said there was a significant influence on the performance of Navy soldiers serving in Lanal Dumai. The discipline variable has a strong positive influence on the soldier's performance variable.

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Empirical research has also found a positive relationship between Workplace spirituality constructs and job satisfaction. Robert, Young, and Kelly (2006) study the relationship between workers' spiritual well-being (spiritual well-being, religious well-being, and existential wellbeing) and job satisfaction. Clemmon and Fields (2011) show the result that workplace spirituality has a significant effect on work motivation. Mousa (2020), The variables of workplace spirituality in an organizational environment are strongly related to employee performance. Matriadi (2018) examined various variables that affect the performance of high school teachers in Lhokseumawe City. In a census study of high school teachers who served there, he explained that motivation positively affected the performance of high school teachers in Lhokseumawe City.

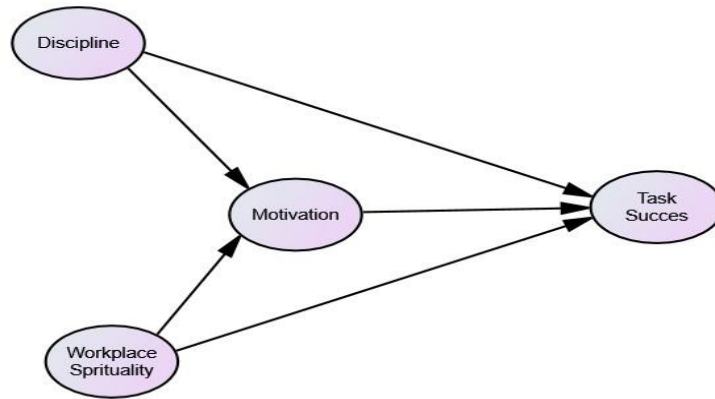The conceptual framework of this research is as follows:

Figure1. Conceptual Framework.

From the conceptual framework above, the hypotheses developed are as follows:
H1: Discipline positively and significantly influences the work motivation of Indonesian Army Personnel in Lebanon.
H2: Workplace Spirituality positively and significantly influences Indonesian Army Personnel's work motivation in Lebanon.
H3: Discipline positively and significantly influences the success of the task of Indonesian Army Personnel in Lebanon.
H4: Workplace spirituality positively and significantly influence the success of the task of Indonesian Army Personnel in Lebanon.
H5: Motivation positively and significantly influences the success of the task of Indonesian Army Personnel in Lebanon.
H6: Motivation mediates the influence of Discipline on the success of the tasks of Indonesian Army Personnel in Lebanon.
H7: Motivation mediates the influence of Workplace Spirituality on the success of the tasks of Indonesian Army Personnel in Lebanon.

RESEARCH METHODS
Population dan Sample
The population of this study is all Indonesian Army personnel in the Garuda Contingent, divided into 6 Task Forces. This study uses all the population as the respondent taken using a Census sampling model as appears in the following table:

Table 4.1. Population Distribution of the Indonesian Army Task Force of UNIFIL Konga in 2020

Work Unit Population	Population	
FHQSU Task Force	12	Soldiers
FPC Task Force	83	Soldiers
MPU Task Force	24	Soldiers
MCOU Task Force	8	Soldiers
CIMIC Task Force	3	Soldiers
HEALTH Task Force	6	Soldiers
Total	**136**	Soldiers

Source: Indonesian Army Headquarters, 2021

In selecting the number of samples, this study refers to the criteria proposed by (Joseph F. Hair et al., 2018) using the Maximum Likelihood Estimation (MLE) technique. The number of sound samples referring to MLE ranges from 100 to 200. Therefore, the expected number of samples is a minimum of 100 and a maximum of 200. This study involves 16 indicators concerning the third rule and requires a minimum sample size of 7 x 19 = 133. Based on the rules and the small population, the researchers use the

population as samples (respondents) using the Census technique, amounting to 136 Indonesian Army personnel from U.N. peacekeepers in Lebanon (Garuda Unifil Lebanon 2021 Contingent).

Operational Definition of Variables

The operational definition of variables serves to limit the variables of this study. It uses four latent constructs of 2 exogenous constructs; Discipline, workplace spirituality, motivation, and task success. In this study, the construct of work motivation is an intervening variable between all exogenous variables. A brief operational definition of variables can be seen in table 4.3 below:

Table 1. Operational Variables

No	Variables	Indicators	Measurement Scales
1	Discipline is the psychological attitude of a person or group who always wishes to follow or obey all predetermined rules. Anoraga (2007: 240).	Presence Obedience Punctuality Behavior Sumber : (Handoko, 2012)	Likert Scale
2	Workplace Spirituality is a framework of organizational values as evidenced by the organizational culture that encourages employees' transcendent experiences through work processes and feelings of connectedness with others, resulting in wholeness and happiness. Giacalone & Jurkiewicz (in Miller & Ewest, 2011)	Mystical Values The Value of a Job Sense of Togetherness Alignment with organizational values	Likert Scale
No	Variables	Indicators	asurement Scales
3	Motivation is a psychological drive that can direct individuals to achieve a goal. (Simamora (2017)	The Need for Achievement Certainty of Career Path Devotion to Duty Awards/Rewards Source : (Hermino, 2014)	Likert Scale
4	Success in Tasks is an achievement of a desire to be achieved or the ability to pass and overcome oneself from one failure to the next without losing enthusiasm. Success is closely related to accuracy in determining goals, while goals are targets (Helmet, 2012: 32)	Cessation of violence Humanitarian access Assisting the Lebanese Armed Forces Helping the Lebanese Government	Likert Scale

Data Analysis Method

Researchers collect data and information in the field, manage data and information, and use the Structural Equation Model (SEM) method to model and test hypotheses. Structural equation modeling (SEM) is a set of statistical techniques that allow the test of relatively complex relationships (Joseph F. Hair et al., 2018). What is meant by complex is a concurrent model created through several dependent variables while acting as an independent variable for other layered relationships. The model developed in this study is as follows:

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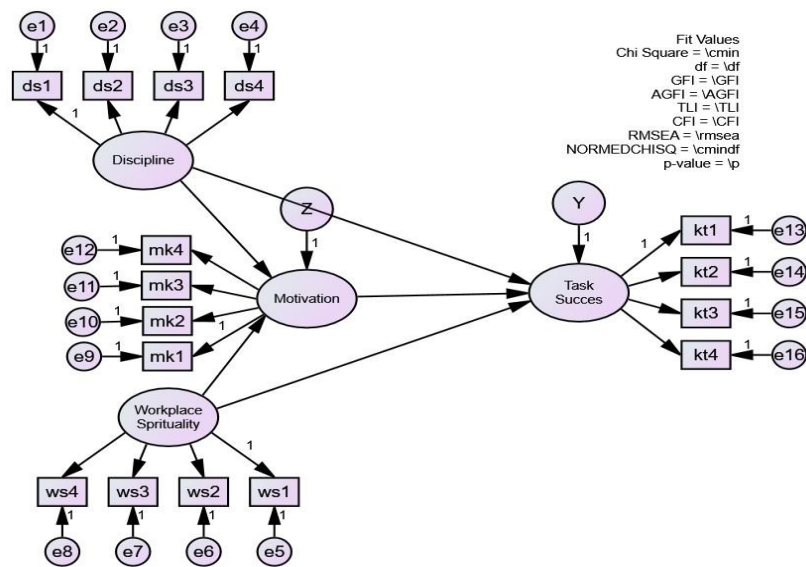

Figure 1. Full Model Path Analysis

The Structural Equations in this study are as follows:

a. The regression equation between exogenous variables (Discipline and workplace spirituality) and the intervening variable (work motivation).

$$\text{Job Satisfaction} = \beta_1 KS + \beta_2 WS + z_1 \text{ .... (1.1).}$$

Where:

β   = Regression coefficient KS   = Discipline
WS   = Workplace Spirituality z1   = *error term*

b. The regression equation between the exogenous variables of discipline and workplace spirituality, work motivation, and task success

$$\text{Performance} = \beta_1 KS + \beta_2\ WS + \beta_3 KT + z_2 \text{ .... (1.2). Where:}$$

β   = Regression coefficient
KS   = Discipline
WS   = Workplace Spirituality
K.T.   = Success in Tasks
K.K. = Job Satisfaction and
z2   = *error term*.

Table 2. The Effects of Exogenous Variables on Endogenous Variables

			Stand. Estimate	Understand. Estimate	S.E.	C.R.	P
Work_Motivation	<---	Discipline	0,52	0,473	0,098	4,837	***
Work_Motivation	<---	Workplace_Sprituality	0,408	0,37	0,09	4,112	***
Success _in Tasks	<---	Work_Motivation	0,464	0,418	0,123	3,386	***
Success _in Tasks	<---	Discipline	0,353	0,288	0,091	3,152	0,002
Success _in Tasks	<---	Workplace_Sprituality	0,238	0,194	0,082	2,359	0,018

Source: Amos Output (2021)

RESULTS DISCUSSION

The Effect of Discipline on the Work Motivation of Indonesian Army Personnel in Lebanon

The results of this study indicate the influence of Discipline on the work motivation of Indonesian Army Personnel of the world peacekeeping forces in Lebanon, where the estimated standardized coefficient value of 0.520 with a critical ratio (C.R.) value of 4.837 2.00 and a significance of 0.000 0.05. The results accept the first hypothesis (H1), which states that Discipline significantly influences work motivation. It means that Discipline can increase the work motivation of Indonesian Army soldiers by 52%. Similar to other studies (Prayogi et al., 2019), Discipline can increase employee motivation and morale. Furthermore, other studies also found a significant influence of work discipline on employee motivation and job satisfaction (Puji Astuti et al., 2020), indicating an

impact on increasing employee performance. In this case, the Indonesian Army Personnel in conflict countries, such as Lebanon. Further, the results of this study are also relevant to other empirical studies (Arif et al., 2019; Prayogi et al., 2019; Sulila, 2019; Tumilaar, 2015).

The Effect of Workplace Spirituality on the Work Motivation of Indonesian Army Personnel in Lebanon
The results of this study indicate a significant influence of workplace spirituality on the work motivation of Indonesian Army personnel of the world peacekeeping forces in Lebanon, where the estimated standardized coefficient value of 0.408 with a critical ratio (C.R.) value of 4.112 2.00 and a significance of 0.000 0.05. The results accept the second hypothesis (H2), which states that workplace spirituality significantly influences work motivation. It means that workplace spirituality can increase the work motivation of Indonesian Army personnel by 40.8%.

The result supports several previous empirical studies, such as research (Messakh et al., 2018), which state that the value of spirituality significantly affects motivation in completing work. Spirituality in business or work is a desire to find meaning and purpose in life. This test also validated research (Fanggidae, 2017; Nursiani et al., 2019) that spirituality significantly influenced motivation. It means that the higher the spiritual value will increase the motivation of Indonesian Army Personnel to carry out their duties in Lebanon. Furthermore, a positive relationship reveals that one's spiritual values could increase motivation and enthusiasm at work (Chen & Sheng, 2013).

The Effect of Discipline on the Success in Tasks of Indonesian Army Personnel in Lebanon The results prove a significant influence of Discipline on the success of the duties of Indonesian Army soldiers who are members of the world peacekeeping forces in Lebanon, where the standardized estimate coefficient value of 0.353 with a critical ratio (C.R.) value of 3.152 2.00 and a significance of 0.000 0.05. The results of this study accepted the third hypothesis (H3), which states that the discipline factor of Indonesian Army members has a significant effect on their success in tasks. It means that a good or high level of Discipline can increase the ability of Indonesian Army soldiers to complete their duties while in Lebanon, where the effect was 35.3%.

The results of this study validate several previous studies, such as by (Tumilaar, 2015), who found a positive and significant influence on the success in tasks of employees. Also, there is a significant effect in the partial relationship between Discipline and the ability of employees to carry out tasks (Arif et al., 2019). Furthermore, (Nasir et al., 2020) found a significant effect between the level of Discipline and the implementation of tasks. It means that if work discipline increases, the performance of Indonesian Army personnel in duties will increase.

The Effect of Workplace Spirituality on the Success in Tasks of Indonesian Army Personnel in Libanon
The results show a significant influence between workplace spirituality on the success of the tasks of Indonesian Army soldiers who are members of the world peacekeeping forces in Lebanon, with the estimated standardized coefficient value of 0.238, a critical ratio (C.R.) value of 2.359 2.00, and a significance of 0.018 0.05. The results of this study accept the fourth hypothesis (H4) that the workplace spirituality of Indonesian Army personnel significantly influenced their success in tasks. It means that good spirituality in the Workplace can increase the ability of Indonesian Army personnel to complete their duties while in Lebanon, where the effect is 35.3%.

This study has adopted several empirical studies, with the results in line with previous studies. Some of these empirical studies, for example (Astuti et al., 2020; Risgiyanti et al., 2020), say that the spiritual aspect significantly influenced high performance. Furthermore (Dubey et al., 2020, Esievo et al., 2019; Sony & Mekoth, 2019) also proposed the same opinion that spiritual values influence employees' success in carrying out their duties in the Workplace.

The Effect of Work Motivation on the Success in Tasks of Indonesian Army Personnel in Lebanon
The results show a significant effect between work motivation on the success of the tasks of Indonesian Army soldiers who are members of the world peacekeeping forces in Lebanon, where the estimated standardized coefficient value of 0.464 with a critical ratio (C.R.) value of 3.386 2.00 and a significance of 0.000 0.05. The results of this study accept the fifth hypothesis (H5), stating that the work motivation of Indonesian Army personnel significantly affects their success in tasks. It means that good work motivation can increase the ability of Indonesian Army personnel to complete their duties while in Lebanon, where the effect is 46.4%.

This study is in line with other research (Mahmud et al., 2018), which found the influence of work motivation on task success. Motivation is one of the factors that can improve a person's performance. Indonesian Army personnel's work motivation can be created through several processes, including fulfilling the need for achievement, the certainty of career paths, dedication to tasks, and rewards/rewards. The results of this study also support several previous studies, such as those (Bawoleh et al., 2015; Kuswati, 2020; Sudarno et al., 2016).

The Influence of Discipline on the Success in Task Indonesian Army Personnel through Work Motivation
The success of the Indonesian Army Personnel in carrying out the task of maintaining peace in Lebanon is not only influenced by the discipline factor of employees but also by work motivation. The work motivation of Indonesian Army Personnel also acts as a

mediating variable in the relationship between Discipline and the success of task execution. Examining the role of motivation as a mediating variable that indirectly affects Discipline and task success can appear from the test results concerning the theory by (Baron & Kenny, 1986) with the Sobel test tool developed by (Preacher & Hayes, 2004).

Based on Baron and Kenny's theory, the probability value criterion that should be on path c' is insignificant, where if the value of this criterion is exceeded, a complete mediation will occur. If the probability value of path c' is significant at 0.05, partial mediation will occur, or the intervening variable will give a partial effect between exogenous variables against endogenous variables. The calculation using the Sobel test is an interactive calculation tool for mediation tests carried out, and the results reveal that the probability value on path c' is significant (0.002). Work motivation partially mediates the relationship between the discipline variable and the success in tasks of Indonesian Army personnel in Lebanon.

The result of this study is in line with other empirical research, such as (Dziziyana et al., 2020; Harsono et al., 2021) claim that work motivation can act as an intervening variable in building the influence between employee discipline and work implementation. The results of other studies have validated several other studies, namely research (Efendi et al., 2020; Wahyudi et al., 2020). According to previous research, the success of an organization is influenced by employee work discipline, and work discipline requires various motivational factors, both intrinsically and extrinsically.

In the work organization context, the same studies (Iptian et al., 2020; Pratolo et al., 2020) found that work discipline positively and significantly influenced employee performance directly and through mediating work motivation.

The Effect of Workplace Spirituality on the Success in Tasks of Indonesian Army Personnel in Lebanon through Work Motivation as the Mediation Variable

The success in the tasks of Indonesian Army personnel to maintain world peace in Lebanon is not only influenced by workplace spirituality but also influenced by work motivation. The work motivation of Indonesian Army personnel also acted as a mediating variable in the relationship between workplace spirituality and task success. To know the role of work motivation as a mediating variable that indirectly affects the workplace spirituality variable with task success, it appears in the test results regarding theory by (Baron & Kenny, 1986), with the Sobel test tool developed by (Preacher & Hayes, 2004).

Based on Baron and Kenny's theory, the probability value criterion on path c' is insignificant. If the value of this criterion is exceeded, a complete mediation will occur. Meanwhile, if the probability value on path c' is significant at 0.05, partial mediation will happen, or the intervening variable will give a partial effect of exogenous variables on endogenous variables. Calculations using the Sobel test as an interactive calculation tool for the mediation test show that the probability value on path c' is significant (0.003). It means that work motivation partially mediates the relationship between workplace spirituality and the success in tasks of Indonesian Army personnel in Lebanon.

The result aligns with other empirical studies, such as those (of Aboobaker et al., 2019), revealing that workplace spirituality improves employee welfare by increasing employees' ability to complete their work. The increase in work motivation influences the success of employees in completing tasks. The results of other studies validate several other studies, namely research (Iptian et al., 2020; Pratolo et al., 2020; Wahyudi et al., 2020) finding that work discipline has a positive and significant effect on employee performance both directly or through the mediating variable of work motivation. However, this finding differs from research (Rahmawati et al., 2019), which examined in a different context that there was no effect of work motivation as a mediating variable on the indirect relationship between spiritual intelligence and emotional intelligence on teacher performance.

CONCLUSIONS AND SUGGESTIONS
Based on the results of the hypotheses tests described previously, this study concludes that;
1) discipline affects work motivation and the success in tasks of the Indonesian Army in Lebanon,
2) workplace spirituality influences work motivation and the success in tasks of the Indonesian Army in Lebanon,
3) work motivation affect the success in tasks of Indonesian Army in Lebanon, and
4) work motivation of Indonesian Army personnel roles as a motivational variable in the relationship between discipline and workplace spirituality on the success in tasks of Indonesian Army personnel in Lebanon.

Based on the description of the results, this study recommends several essential suggestions.
(1) To improve the Discipline of soldiers, the leadership of the Indonesian National Army (TNI) should increase the Discipline of soldiers by increasing and being punctual in attendance, obedience, and positive and responsible behavior towards the duties of soldiers who are serving in conflict countries, such as Lebanon.
(2) To increase the spiritual values of soldiers in the place of duty, the researcher recommends several things related to spiritual and work values, a sense of togetherness in carrying out their duties, and the alignment of individual soldier values with the Indonesian Army organization values. It is necessary to improve soldiers' performance in carrying out their duties.
(3) To increase the work motivation of TNI AD soldiers on duty, the researchers recommend several things related to the physical and non-physical needs fulfillment of soldiers. In this case, soldiers must also be given certainty regarding their career path certainty, dedication to duties, and adequate rewards as members of the Indonesian Army.

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(4) To increase the success in tasks of Indonesian Army personnel during their duties, leaders must improve the capabilities of soldiers, such as the ability to stop humanitarian violence, humanitarian access to civil society, and volunteer workers or humanitarian volunteers. Soldiers should also have combat or good military training so that soldiers serving in Lebanon can play an active role in training the Lebanese military and help the Lebanese civilian Government restore the state condition.

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