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The Effect of Teamwork, Work Stress, and Motivation on the Performance of Staff of the Indonesian Armed Forces Finance Center for the Papua Region II

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Abstract: This study aims to analyze the influence of teamwork, work stress, and motivation on the performance of TNI Finance Center staff for the Papua II Region. This study uses a quantitative approach with a survey method through data collection using questionnaires. The variables studied include teamwork, work stress, motivation, and performance as dependent variables. The results showed that teamwork had a positive and significant influence on performance, while work stress had a negative influence on personnel performance. Motivation was found to have a significant positive influence on performance, reinforcing the role of motivation as an important factor in increasing productivity. These findings make a theoretical contribution to human resource management in the military environment and provide practical implications in teamwork management strategies, work stress control, and motivation enhancement to support personnel performance optimization.

Keywords: Teamwork, Work Stress, Motivation, Performance, TNI

INTRODUCTION

Human Resources (HR) is an important asset in every organization, both in the public and private sectors. The performance of an organization is highly dependent on the quality and effectiveness of its human resources. In the context of military organizations such as the TNI, HR has a more specific and crucial role, considering that this organization is responsible for national security and other operational tasks that require high dedication, skills, and professionalism. Effective human resources in military organizations are not only required to have excellent physical abilities, but also mental strength and the ability to work together in a team, especially under high pressure and stressful conditions.

In a complex organization like the TNI, teamwork is an important factor that affects overall performance. Good teamwork allows individuals to support each other, share knowledge, and overcome challenges faced collectively. A strong team is one that is able to leverage the expertise of each member to achieve a common goal. However, in practice,

teamwork in military organizations often faces various obstacles, especially those related to high task pressure and operational demands.

The employees of the TNI financial staff region II are one of those who have a good performance in conducting financial reports, but with the lack of teamwork, the performance of the financial staff decreases, the description will be displayed in Table 1.1.

Table 1.1
Percentage of cases of solidarity level of the TNI Finance Team for the Papua II region

No	Faktor Ketidaksolidan	Deskripsi	Persentase Kasus
1	Kurangnya Komunikasi Efektif	Terbatasnya komunikasi antar anggota tim menyebabkan miskomunikasi dan kurangnya koordinasi.	40%
2	Konflik Interpersonal	Adanya perbedaan pendapat atau ketegangan antar anggota tim yang tidak terselesaikan dengan baik.	25%
3	Tidak Jelasnya Pembagian Tugas	Ketidakjelasan peran dan tanggung jawab masing-masing anggota tim.	30%
4	Minimnya Dukungan Pimpinan	pimpinan kurang memberikan arahan atau dukungan yang cukup dalam pelaksanaan tugas tim.	20%
5	Kurangnya Kepercayaan antara anggota	Anggota tim saling meragukan kemampuan satu sama lain, mengurangi kepercayaan dalam kolaborasi.	35%
6	Rendahnya Kolaborasi	Kurangnya kerja sama dalam menyelesaikan proyek atau tugas yang bersifat kolektif.	28%
7	Ketidakcocokan antara anggota tim	Perbedaan karakter atau gaya kerja yang mencolok di antara anggota tim.	22%
8	Kurangnya Sistem Penghargaan	Tidak adanya atau kurangnya pengakuan terhadap kontribusi individu dalam tim.	18%

The table shows eight factors that affect the insolvency of the team, especially the TNI region II financial staff, even though they are known to have good performance in compiling financial statements. These factors include "Lack of Effective Communication" which accounts for the highest cases (40%), followed by "Lack of Trust between Members" (35%), and "Unclear Division of Duties" (30%). Other factors such as interpersonal conflicts, low collaboration, and lack of leadership support also had significant contributions, with the percentage of cases at 25%, 28%, and 20%, respectively. In addition, "Mismatch between Team Members" and "Lack of a reward system" were also cited as causes, albeit with a lower percentage of cases, namely 22% and 18%.

In addition to teamwork, another factor that affects HR performance is work stress. Work stress can arise when the demands of a task exceed an individual's capacity to handle it. Prolonged stress not only negatively impacts an individual's mental and physical health, but also their productivity and performance quality. In the military context, personnel are often faced with stressful situations, both in terms of operational tasks, administration, and other external factors such as the political and security situation in their work areas. This high level of stress, if not managed properly, can degrade performance, undermine teamwork, and ultimately hinder the achievement of organizational goals.

Table 1.2
Data on the absence of TNI financial staff in the Papua II region

Keterangan	Total Karyawan	2023		2024	
		Jumlah (orang)	Bobot (%)	Jumlah (orang)	Bobot (%)
Izin	50	25	50%	30	60%
Sakit		30	60%	35	70%
Alpa		21	42%	23	46%
Datang Terlambat		28	56%	30	60%

The table depicts employee attendance data consisting of four categories: permit, sick, forgetful, and late arrival, with a total of 50 employees. In 2023, the number of employees who took permits was recorded at 25 people with a weight of 50%, while the sick reached 30 people (60%). The alpa category showed 21 people (42%), while employees who arrived late were recorded as many as 28 people (56%). In 2024, there will be an increase in each category. The number of employees with permits increased to 30 people (60%), and the sick increased to 35 people (70%). The alpa category also increased to 23 people (46%), as well as employees who arrived late, which increased to 30 people (60%). This shows an upward trend in number and weight in all categories from 2023 to 2024.

Motivation is also a key factor that affects HR performance. Motivation can be interpreted as an internal or external impulse that pushes a person to achieve a certain goal. In military organizations, personnel motivation can come from a variety of sources, such as a desire to serve the country, professional achievements, or encouragement from the work environment. A high level of motivation can help individuals overcome the challenges they face, increase their focus and commitment to the task, and maintain a spirit of teamwork. Conversely, low motivation can lead to decreased performance, both individually and collectively.

Table 1.3
Assessment data of TNI financial staff for the Papua II Region

No	Aspek Penilaian	Rata-Rata Nilai Tahun 2023		Rata-Rata Nilai Tahun 2024	
		Nilai	Kategori	Nilai	Kategori
1	Kualitas Hasil Kerja	76,22	Baik	70	cukup baik
2	Kuantitas Hasil Kerja	78,6		70	
3	Kerja	83,03		70,32	
4	Kedisiplinan	87,33		70,22	
5	Kemandirian	87,33		72,11	
6	Integritas	70,56		72,11	
7	Tanggung Jawab	80,1		70	
	Rata - Rata	79,3	70,44		

The table shows the average value of the performance assessment aspect of the TNI Finance Center for the Papua Region II in 2023 and 2024, which can reflect the relationship with the level of work motivation. There are seven aspects of assessment, namely the quality of work results, the quantity of work products, work, discipline, independence, integrity, and responsibility. In 2023, the average score of all aspects reached 79.3 with the category of "good." However, there was a decline in 2024 to 70.44 in the "fairly good" category. This decline in value is seen consistently in all aspects. For example, the quality of work results that was previously valued at 76.22 dropped to 70, and discipline from 87.33 dropped significantly to 70.22. A similar decline also occurred in independence and integrity which was previously valued at more than 87 and 70.56 to 72.11 in 2024.

This study focuses on the influence of teamwork, work stress, and motivation on the performance of TNI Finance Center staff in the Papua II region. The Papua II region is one of

the operational areas that has its own challenges, both in terms of geography, logistics, and socio-politics. Personnel serving in this region have to face various pressures, both related to operational and administrative tasks. In addition, the dynamic security situation in the Papua region is also an external factor that can affect the psychological condition and motivation of personnel.

METHOD

This study uses a quantitative approach with a survey design to analyze the influence of teamwork, work stress, and motivation on the performance of TNI Finance Center staff for the Papua II Region. The study population includes 50 personnel, and all of them are sampled through the saturated sample method. Data were collected using a Likert scale-based questionnaire that included indicators of teamwork, work stress, motivation, and performance. Data analysis was carried out using classical assumption tests (normality, linearity, and homogeneity) and path analysis to test causal relationships between variables. The results are expected to provide insight into the direct and indirect influence between the variables studied, as well as a reference for human resource management in the military environment.

RESULTS AND DISCUSSION

The results of the study show that teamwork, work stress, and motivation have a significant influence on the performance of TNI Finance Center staff for the Papua II Region. Based on descriptive analysis, teamwork has an average score of 4.3, which indicates a good level of cooperation, while the average score for work stress is 3.2, which indicates a moderate level of stress. Motivation and performance have an average score of 4.5 and 4.4, respectively, indicating a high level of motivation and good performance. Path analysis showed that teamwork had a significant positive influence on motivation (regression coefficient 0.52, $p < 0.05$) and performance (regression coefficient 0.48, $p < 0.05$). In contrast, work stress had a significant negative influence on motivation (regression coefficient -0.35, $p < 0.05$) and performance (regression coefficient -0.31, $p < 0.05$). Motivation was proven to be the variable with the most dominant influence on performance, with a regression coefficient of 0.65 ($p < 0.05$).

These results indicate that good teamwork is able to increase the work motivation of personnel, which in turn has a positive impact on their performance. In contrast, high work stress decreases motivation and performance, underscoring the importance of effective stress management. Motivation was found to be a major factor in improving personnel performance, supporting the theory that internal and external motivation play an important role in achieving optimal work outcomes. These findings are in line with previous research that shows that teamwork can increase productivity, while uncontrolled work stress can hinder performance. The practical implications of this study are the need to strengthen teamwork, better stress management, and develop strategies to increase personnel motivation to achieve optimal performance.

CONCLUSION

This study shows that teamwork, work stress, and motivation significantly affect the performance of staff personnel of the Indonesian Armed Forces Finance Center for the Papua Region. Teamwork has a significant positive influence on motivation and performance, emphasizing the importance of collaboration and synergy within the team to achieve optimal work results. In contrast, work stress has a negative effect on motivation and performance, indicating that uncontrolled pressure can be an obstacle to achieving organizational goals. Motivation proved to be the most dominant variable in influencing performance, suggesting

that internal and external motivation is essential for maintaining morale and effectiveness of personnel.

These results underscore the need to strengthen teamwork through training, effective communication, and the creation of a conducive work environment. Good stress management, such as workload management and providing psychological support, is also key to reducing the negative impact of stress on personnel. Additionally, increased motivation through rewards, recognition, and the provision of self-development opportunities can further encourage personnel to achieve better performance. With this strategy, it is hoped that the performance of the personnel of the TNI Finance Center for the Papua II Region can continue to be improved, supporting the achievement of overall organizational goals.

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