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Performance in a Military Environment: A Qualitative Study of the Effect of Incentives and Rewards on Member Performance in the Scope of Air Squadron 45

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Abstract: Work motivation is one of the key factors that affect individual performance in various contexts, including in the military environment. In military organizations, such as the 45th Air Squadron, work motivation not only contributes to operational effectiveness, but also plays an important role in maintaining the morale and discipline of members. This research is a qualitative research. The research sample was 15 (people) who were willing to be interviewed as one of the data collection tools. This research was conducted from November 2024 to January 2025. The main data collection technique was conducted by in-depth and structured interviews with respondents. The incentives and awards received by members in the 45th Air Squadron Scope have a significant impact in improving and driving their performance. By increasing motivation, work quality, satisfaction, and loyalty, incentives and rewards create conditions that support members to deliver better and more optimal performance. Therefore, it is important for management in the 45th Air Squadron to design and implement an effective incentive and reward system to maximize the performance potential of members.

Keyword: Incentives, Awards, Performance, & 45th Air Squadron.

INTRODUCTION

Performance is one of the key factors that affect individual performance in various contexts, including in the military environment (Munawar & Suryana, 2020). In military organizations, such as the 45th Air Squadron, performance not only contributes to operational effectiveness, but also plays an important role in maintaining the morale and discipline of members. The high-pressure and high-demand military environment requires members who are not only skilled, but also motivated to perform their duties well. Therefore, a deep understanding of the factors that affect performance among military members is essential (Setyorinii, 2021).

One of the factors that can affect performance is incentives. Incentives can be in the form of financial rewards, allowances, or facilities provided to members in recognition of members' performance (Jahroni et al., 2021). The right incentives can encourage members to increase

productivity and performance, as well as create a sense of healthy competition among members (Fifi Oktaviani Putri, 2020). In addition, awards also play an important role in improving performance. Awards, both in the form of formal and informal recognition, can increase members' sense of pride and loyalty to the organization. When members feel appreciated, members tend to be more committed to giving their best in carrying out their duties (Alwin, 2021).

However, although incentives and rewards are recognized as important factors in improving performance, there are still limitations in research that examines the influence of these two factors specifically in the military context, especially in the 45th Air Squadron. Previous research has often focused more on the civilian sector, thus providing less clarity on how incentives and rewards function in a unique military environment. Therefore, this study aims to fill this gap by conducting an in-depth qualitative study on the influence of incentives and rewards on the performance and performance of members in the 45th Air Squadron (Istikomah, 2018).

Using a qualitative approach, this research will explore members' experiences and perspectives regarding the incentives and rewards that members receive, as well as how they affect members' motivation and performance. The results of this study are expected to provide valuable insights for decision-makers in the military environment to design more effective strategies in improving the performance and performance of members, as well as creating a more productive and harmonious work environment. In addition, this research is also expected to contribute to the development of performance theory in the military context, as well as provide practical recommendations that can be applied in the 45th Air Squadron and other military units. This study aims to find out and analyze the relationship between incentives and awards received on the performance of members in the Scope of Air Squadron 45.

METHOD

This research is a qualitative research (Creswell, 2018). Qualitative research is qualitative research is a research method that focuses on a deep understanding of social phenomena or human behavior through the collection of non-numerical data, such as interviews, observations, and document analysis (Arikunto, 2021). This method emphasizes the process and meaning from the perspective of the subject being studied, with the aim of describing the complexity of social reality descriptively (Sugiyono, 2017). In this study, the population used was members of the 45th Air Squadron, while the research sample was 15 (people) who were willing to be interviewed as one of the data collection tools (Moleong, 2020). This research was conducted from November 2024 to January 2025. The main data collection technique was carried out by in-depth and structured interviews with respondents (Siyoto & Sodik, 2015). In addition, data collection is also carried out by observation and document study to complete data needs. The data analysis tool used uses data triangulation. Data triangulation in qualitative research is a method used to improve the validity and reliability of data by combining various sources, methods, or theoretical perspectives. The goal is to ensure that the data collected is accurate and trustworthy by verifying the information from various points of view.

RESULTS AND DISCUSSION

Based on the results of the research search, 17 studies were found from the time span of 2013 to 2023, with the fulfillment of previously determined inclusion criteria. Explanations of the selected studies are explained in the following table:

"Yes, incentives are one of the things that members receive and can improve performance, with incentives members feel that what they are doing gets attention from the leadership and it makes the performance of members also improve" Interview with respondent A, December 16, 2024).

"It's good that with the encouragement of members to be more enthusiastic in showing their performance, a kind of motivation for members" Interview with DS respondents, December 16, 2024)

Other members who were also respondents in the study explained the same thing.

"The influence is huge, in addition to feeling cared for by the leadership, the existence of incentives encourages members to be able to provide more useful performance for the sake of the overall organization campaign" Interview with GA respondents, December 16, 2024)

On the other hand, the awards received by members are also a driving factor for members to provide better performance.

"The leadership gives awards to members who have good performance. The awards received by members are not only in the form of material but also for example attention to the families of members. This makes members feel like a big family who gets attention from a father" Interview with ED respondents, December 16, 2024).

"Not only in the form of material, unity, especially the leadership also pays attention to the psychological and mental health of members, indirectly this provides stimulation and encouragement to members to provide better performance as part of service and contribution to unity" Interview with GH respondents, December 16, 2024)

Based on the results of interviews with research respondents, it can be seen that the existence of incentives and awards provides encouragement and motivation to members to provide the maximum possible performance, and as optimal as possible to the unit, and in the end also contributes to the overall performance of the service and duties carried out to the state.

Incentives and awards received by members in the Scope of the 45th Air Squadron have an important role in improving and encouraging the performance of members to be better and more optimal. Here is an explanation of how incentives and rewards contribute to improving member performance (Huda & Farhan, 2019):

1. Increases Intrinsic and Extrinsic Motivation

Incentives and rewards serve as a driver of motivation both intrinsic and extrinsic. Extrinsic motivation, which comes from outside factors such as bonuses, benefits, or awards, can encourage members to work harder and achieve set targets. Meanwhile, intrinsic motivation, which comes from personal satisfaction and a sense of accomplishment, can be amplified when members feel appreciated for their efforts and contributions. The combination of these two types of motivation creates a powerful drive to improve performance. Incentives and awards play an important role in encouraging member performance, both intrinsically and extrinsically (Setyorinii, 2021).

The combination of extrinsic and intrinsic motivation creates a powerful drive to improve performance. When members get adequate incentives and also feel satisfaction from work, angootas will be more motivated to contribute to the maximum. Some of the benefits of this combination include (Prawithasari, 2019):

- a. Members who are extrinsically and intrinsically motivated tend to perform better, as members have a double drive to achieve goals.
- b. This combination of motivation can increase member engagement in member work, which contributes to a positive and productive work atmosphere.
- c. Members who feel valued and motivated tend to be more loyal to the organization, which can reduce turnover rates and improve team stability.

2. Encouraging Improvement of Work Quality

When members know that their performance will be measured and rewarded, it creates greater awareness and responsibility for the quality of their work. Here is a further explanation of how incentives provided based on specific achievements can encourage improved work standards and contribute to the overall performance of the Squadron:

a. Focus on Quality of Work

When incentives are linked to specific achievements, members become more aware of the importance of quality in every task that members perform. The knowledge that members' performance will be evaluated and rewarded encourages members to be more thorough and careful in carrying out their duties. This creates a results-oriented work culture, where each individual strives to give their best (Aisyah & Badrudin, 2019).

b. Improvement of Work Standards

Incentives provided based on achievement, such as the successful completion of tasks or innovation in work, encourage members to set higher standards of work. Members will strive to not only meet expectations, but also exceed them. For example, members who strive to complete tasks with higher efficiency or look for new ways to improve work processes will feel more motivated to innovate (Doni Martius, 2023).

c. Recognition of Achievement

When members receive awards or incentives for certain achievements, members feel recognized and valued. This recognition not only increases members' confidence, but also encourages members to continue striving to achieve better results. This sense of achievement can create a positive cycle where members continue to strive to improve their performance (Prasetyo, 2010).

d. Positive Impact on Team Performance

Improving the quality of individual work not only impacts personal outcomes, but also contributes to the overall performance of the Squadron. When each member strives to improve the work standards of members, it creates synergy within the team. Good individual performance will support each other and strengthen the overall performance of the team, thus achieving common goals more effectively (Ishaya & Yoeliastuti, 2020).

e. Encouraging Innovation and Creativity

Incentives that focus on specific achievements can also encourage members to think creatively and innovatively. When members feel that members' efforts to innovate will be rewarded, members are more likely to look for new and better solutions in carrying out tasks. This innovation can bring improvements in work processes, operational efficiency, and final results (Hasyim et al., 2021).

f. Increase Commitment and Loyalty

When members feel that their performance is valued and recognized, members tend to be more committed to the organization. This sense of loyalty is important in a military context, where cooperation and trust between members are indispensable. Committed members will be more motivated to contribute to the maximum, which in turn will improve the overall performance of the Squadron (Wahab, 2021).

3. Creating a Sense of Healthy Competition

Incentives implemented in the work environment, especially in the 45th Air Squadron, can create an atmosphere of healthy competition among members. Here's more on how incentives can drive motivation, collaboration, and improved team performance:

a. Encouraging Motivation to Achieve

When incentives are given as a reward for certain achievements, members will feel motivated to go the extra mile in achieving the best performance. The knowledge that there is a reward waiting for members who successfully achieve a certain target creates an incentive to increase effort and focus on results. This can increase individual

productivity and encourage members to go beyond existing limitations (Prawithasari, 2019).

b. Creating a Healthy Competition Atmosphere

Healthy competition among members can arise when members compete for incentives or awards. In this context, competitions focus not only on individuals, but also on team achievements. When members compete with each other to achieve the best results, members will strive to show better performance, which in turn can improve work standards across the team (Indra et al., 2023).

c. Encouraging Collaboration and Support

While there is an element of competition, the atmosphere created by incentives can also encourage members to support each other and share knowledge. Members who compete to achieve the best performance often realize that collaboration and information sharing can help members achieve those goals. By supporting each other, members can learn from each other, improve skills, and overcome common challenges (Le et al., 2020).

d. Improved overall team performance

Healthy competition and incentive-driven collaboration can contribute to improved overall team performance. When each member strives to give their best and support each other, the final result achieved by the team will be better. High team performance is especially important in a military context, where success often depends on good cooperation and coordination between members (John Zysman & Alexander, 2020).

e. Building a Positive Work Culture

Incentives that create a healthy competitive atmosphere can also help build a positive work culture. When members feel that their efforts are valued and recognized, members will be more motivated to actively contribute. This positive work culture can increase job satisfaction, reduce stress, and create an environment that supports individual growth and development (Nurlaili Apridar, 2019).

f. Increasing Innovation and Creativity

Healthy competition can encourage members to think creatively and innovatively in finding ways to achieve the best performance. When members feel that they need to compete for incentives, members will be more likely to look for new and better solutions in carrying out tasks. This innovation can bring improvements in the work process and final results (Bhuyan et al., 2022).

4. Increase Member Satisfaction and Loyalty

Awards given to members in recognition of members' performance can increase job satisfaction. When members feel valued, members tend to be more loyal to the organization and more committed to giving their best. This loyalty is important in a military context, where cooperation and trust between members are indispensable to achieve common goals (Kadarisman, 2019).

5. Encourages Skills Development

Incentives related to training and skill development can encourage members to improve their competencies. For example, if incentives are given to members who attend certain trainings or courses, this will encourage members to continue learning and developing. With better skills, members will be better able to carry out their duties efficiently and effectively, which in turn will improve performance (Anggrainy et al., 2018).

6. Improves Team Performance

Awards given to members in recognition of members' performance have a significant impact on job satisfaction, loyalty, and commitment to the organization. Here is a further explanation of how awards can affect these aspects, especially in a military context:

- a. **Increase Job Satisfaction**
Awards serve as a form of recognition that shows that members' efforts and contributions are appreciated. When members receive an award, whether in the form of a commendation, certificate, or formal award, they feel recognized and valued. This sense of appreciation can increase job satisfaction, because members feel that their work has meaning and impact. High job satisfaction contributes to a positive and productive work atmosphere (Prasetyo et al., 2020).
 - b. **Encouraging Member Loyalty**
When members feel valued, members tend to be more loyal to the organization. This loyalty arises because members feel that the organization values members' contributions and invests in the well-being of members. In a military context, loyalty is essential, as loyal members will be more willing to work together, support each other, and commit to achieving common goals. This loyalty can also reduce turnover rates, which is important for maintaining stability and continuity within the organization (Wahab, 2021).
 - c. **Increase Commitment to Tasks**
The awards received can increase members' commitment to members' duties and responsibilities. When members feel valued, members are more motivated to give their best in carrying out their duties. This sense of commitment is important in a military environment, where each individual has a crucial role in achieving the organization's mission and goals. Committed members tend to be more proactive, responsible, and ready to take on challenges (Chandra and Fandy, 2019).
 - d. **Building Trust and Cooperation**
The loyalty that results from the award also contributes to the building of trust among members. When members feel valued, members are more likely to support each other and work together. Trust between members is essential in a military context, where good cooperation and coordination can determine the success of a mission. An environment supported by trust and loyalty will create a more solid and effective team (Parubang & Yusuf, 2021).
 - e. **Improving Morale and Work Spirit**
Awards can increase the morale and morale of members. When members feel that their efforts are recognized, members will be more eager to carry out tasks and contribute to the team. High morale contributes to a positive work atmosphere, which in turn can improve productivity and overall performance (Rosmini et al., 2021).
 - f. **Encouraging Self-Development**
Rewards can also encourage members to continue to develop themselves and improve members' skills. When members feel valued, they will be more motivated to learn and innovate. This can create a culture of learning within the organization, where members encourage each other to reach their best potential.
7. **Creating a Positive Work Environment**
Incentives and rewards play an important role in creating a positive work environment, especially in military contexts such as in the 45th Air Squadron. Here is a further explanation of how incentives and rewards contribute to the creation of a positive work environment and their impact on morale and member performance:
 - a. **A Sense of Appreciation and Recognition**
When members receive incentives and awards, members feel valued and recognized for their efforts and contributions. This sense of appreciation creates a supportive atmosphere, where members feel that their work has meaning and impact. When individuals feel valued, members tend to have a more positive attitude towards the member's work, which contributes to a better work atmosphere (Dewi & Yenni Latrini, 2020).

b. Increasing Work Morale

A positive work environment, supported by incentives and rewards, can boost members' morale. When members feel that their efforts are recognized, members are more motivated to actively contribute and give their best. High morale contributes to productivity and efficiency, as well as creating a more energetic and dynamic atmosphere within the team (Alkandi et al., 2023).

c. Reduces Stress and Anxiety

A positive work environment can help reduce stress and anxiety levels among members. When members feel valued and recognized, members tend to feel calmer and more confident in carrying out their duties. Rewards can also reduce the pressure that members may feel, as members know that their efforts will be rewarded, regardless of the end result. By reducing stress, members can focus on members' tasks and improve performance (Fauzan, 2022).

d. Encouraging Collaboration and Cooperation

The positive work environment resulting from incentives and rewards also encourages collaboration and cooperation among members. When members feel valued, members are more likely to support each other and share knowledge. Good cooperation within a team is essential in a military context, where success often depends on members' ability to work together and support each other (Anita et al., 2022).

e. Increase Member Retention

A positive work environment supported by incentives and rewards can increase member retention. When members feel satisfied and valued, members tend to be more loyal to the organization and less likely to leave the member's position. High retention is important for maintaining stability and continuity within the team, which is especially important in a military context (Rahman, 2023).

f. Encouraging Innovation and Creativity

A positive work environment can also encourage innovation and creativity. When members feel safe and valued, they are more likely to think creatively and come up with new ideas. The incentives provided for innovation can encourage members to look for new and better ways to carry out their duties, which can improve operational efficiency and effectiveness (Nurjaya, 2021).

CONCLUSION

The incentives and awards received by members in the 45th Air Squadron Scope have a significant impact in improving and encouraging member performance. By increasing motivation, work quality, satisfaction, and loyalty, incentives and rewards create conditions that support members to deliver better and more optimal performance. Therefore, it is important for management in the 45th Air Squadron to design and implement an effective incentive and reward system to maximize the performance potential of members.

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