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# The Influence of Development of Alutsista, Digital Capability, and Work Hapinesson Military Effectiveness Through Job Simplification as An Intervening Variable (Case Study in Batalion Intai Amfibi 2 Korp Marinir Surabaya)

**Bayu Abiantoro[1], Siti Mujanah[2], Dewa Ketut Raka Ardiana[3]**
**University of 17 Agustus Surabaya[1,2,3]**
[1] 1262300014@surel.untag-sby.ac.id, [2] ardiana@untag-sby.ac.id, [3] sitimujanah@untag-sby.ac.id
Correspondence: 1262300014@surel.untag-sby.ac.id
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***ABSTRACT***

*The military is one of the main pillars in maintaining the sovereignty and security of a country. The Indonesian National Army (TNI), which consists of three main forces (Army, Navy and Air Force) has an important function in maintaining security on land, sea and air. This research aims to analyze the influence of Alutsista Development, Digital Capability and Work Happiness on Military Effectiveness and Job Simplification. The population in this study were soldiers in the Batalion Intai Amfibi 2 Korps Marinir Surabaya total 100 soldiers using a saturated sample. Hypothesis testing in this research was carried out using a Structural Equation Model (SEM) approach based on Partial Least Square (PLS).Based on the 7 direct influence hypotheses processed in this research, there are 3 hypotheses which state that the influence is not significant while the other 4 hypotheses state that the influence is significant. The results of this research indicate that Alutsista Development and Work Happiness partially have an insignificant effect on Job Simplification. Meanwhile, Digital Capability has a significant positive effect on Job Simplification. Then Alutsista development, digital capability and job simplification partially has a significant positive effect on military effectiveness. Meanwhile, Work Happiness has no significant effect on Military Effectiveness.*

***Keywords:*** *Alutsista Development, Digital Capability, Work Happiness, Job Simplification, Military Effectiveness*

## I. INTRODUCTION

The military is one of the main pillars for maintaining the sovereignty and security of a country. In Indonesia, the role of the military is not only limited to regional defense, but is also involved in various aspects of national development. The Indonesian National Army (TNI), which consists of three main forces (Army, Navy and Air Force), has an important function in maintaining security on land, sea, and air. In addition, there are special forces, such as the Special Forces Command (Kopassus) and the Marine Corps, which have cross-dimensional operational capabilities and are often involved in international missions, including peacekeeping operations under the auspices of the United Nations.

Big cities, such as Surabaya, play an important role in supporting Indonesia's defense strategy, especially in the context of maritime defense. Surabaya, which has a large military base and modern defense infrastructure, serves as the center of military power in eastern Indonesia. Batalion Intai Amfibi 2 Korp Marinir Surabaya, an elite unit based in Surabaya, plays an important role in special reconnaissance operations and amphibious attacks. This unit is not only equipped with the latest technology but also with soldiers who are trained to face various challenges on the naval battlefield.

Military effectiveness in Indonesia, especially in Surabaya, continues to show significant improvement with all existing infrastructure, resources, and modernization efforts. Military effectiveness is very important in maintaining national security and responding to increasingly complex global challenges. As a strategic military powerhouse, Surabaya plays a key role in this effort, and its elite units are always ready to face future challenges.

## II. THEORETICAL STUDY

### A. Human Resource Management

Human resource management is a science or way of managing the relationships and roles of resources (workforce) owned by individuals efficiently and effectively and can be used optimally so that (goals) are shared by the company, employees, and society (Ricardianto, 2018).

### B. Work Motivation

Andika (2019) Motivation is one of the factors that influences human behavior. Motivation is also called a driving force, desire, support, or need that can make someone enthusiastic and motivated to reduce and fulfill

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their own impulses, so that they can act according to their needs. Certain methods that can lead to an optimal direction.

**C. Alutsista Development**

The (Marina Ika Sari, 2021) modernization of defence equipment is a long-term defence investment to maintain Indonesia's sovereignty, including economic sovereignty (economic resources and economic development infrastructure).

**D. Digital Capability**

Digital capability is the knowledge and skills to use communication tools, digital media, or networks to find, use, create, evaluate, and utilizinformation in a healthy, wise, intelligent, thorough, precise, and law-abiding manner in order to foster communication and interaction in everyday life(Cahen & Borini, 2020).

**E. Work Happiness**

Happiness at work is a feeling of desire to complete work well so that it can help employees increase their productivity(Syarifi et al., 2019).

**F. Military Effectiveness**

D. Hasibuan (2020) Work effectiveness is a condition that shows the level of success of management activities in achieving goals, including work quantity, quality, and timeliness in completing work.

**G. Job Simplification**

Job simplification is the process of removing tasks from existing roles to focus on them. Job simplification aims to develop better work methods that maximize results while minimizing expenses and costs(Sugi Priharto, 2023).

## III. CONCEPTUAL FRAMEWORK

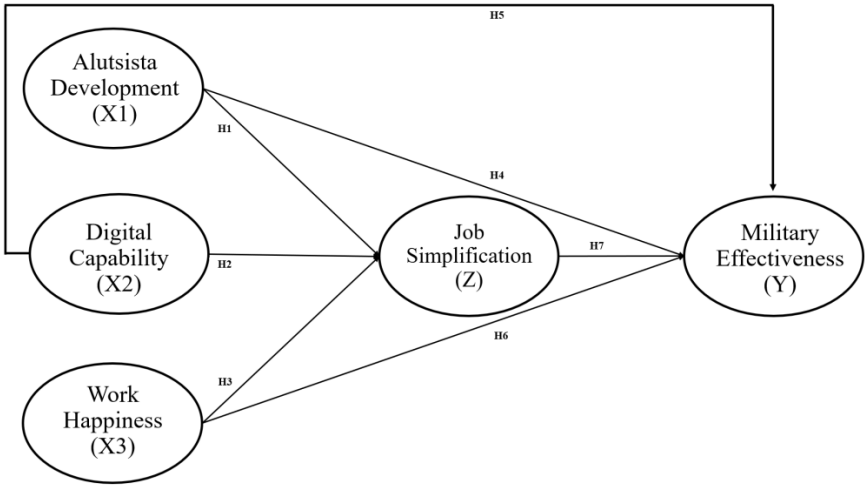


Figure 1 Conceptual Framework

Regarding the research context, problem formulation, literature review, and conceptual framework, then hypothesis that can be formed is as follows:

H1: The development of defense equipment had a significant impact on Job Simplification in Batalion Intai Amfibi 2 Korps Marinir Surabaya.

H2: Digital Capability has a significant influence on Job Simplification in Batalion Intai Amfibi 2 Korps Marinir Surabaya.

H3: Work Happiness has a significant effect on Job Simplification in Batalion Intai Amfibi 2 Korps Marinir Surabaya.

H4: The development of defense equipment had a significant impact on Military Effectiveness in Batalion Intai Amfibi 2 Korps Marinir Surabaya.

H5: Digital Capability has a significant influence on Military Effectiveness in Batalion Intai Amfibi 2 Korps Marinir Surabaya.

H6: Work Happiness has a significant effect on military effectiveness in Batalion Intai Amfibi 2 Korps Marinir Surabaya.

H7: Job Simplification has a significant effect on Military Effectiveness in Batalion Intai Amfibi 2 Korps Marinir Surabaya.

## IV. RESEARCH METHOD

**A. Data Types and Sources**

This study employed a quantitative research method with an explanatory approach to test and validate the hypotheses established by the researcher. The primary data for this study were gathered using questionnaires as the main data collection instrument.

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**B. Population**

The study population comprised 100soldiers in theBatalyon Intai Amfibi 2 Korps Marinir Surabaya. The sample is a small portion of the population selected for observation and analysis, functioning as a representation of the entire population to simplify the research process and ensure that it runs optimally(Kamaluddin et al., 2021). Based on the explanation above, the samples in this research will be the entire population, namely all 100soldiers in theBatalyon Intai Amfibi 2 Korps Marinir Surabaya.

**C. Data Collection**

The data collection technique used in this study was a survey using a questionnaire instrument. Respondents will be given a questionnaire containing questions regarding the variables studied, namely, the influence of alutsista development, digital capability, and work happiness on military effectiveness and job simplification at Batalyon Intai Amfibi 2 Korps Marinir Surabaya.

**D. Data Analysis Method**

Hypothesis testing in this study utilized a Structural Equation Model (SEM) approach with partial least squares (PLS) as the basis. The PLS is a variance-based SEM method that focuses on component analysis. SEM is a statistical technique designed to simultaneously evaluate complex relationships between variablesm, which are often difficult to measure directly.

The purpose of the hypothesis testing was to assess the presence and magnitude of influence among the research variables. This involves analyzing the Regression Weight values, specifically the Critical Ratio (CR) and probability (P) values. For the hypothesis to be accepted, the CR value must be ≥ 1.96 and the P value ≤ 0.05. When the results of the data processing meet these criteria, the proposed hypotheses are considered valid and supported.

## V. RESULT & DISCUSSION

### A. Evaluation of Measurement Model/ Outer Model

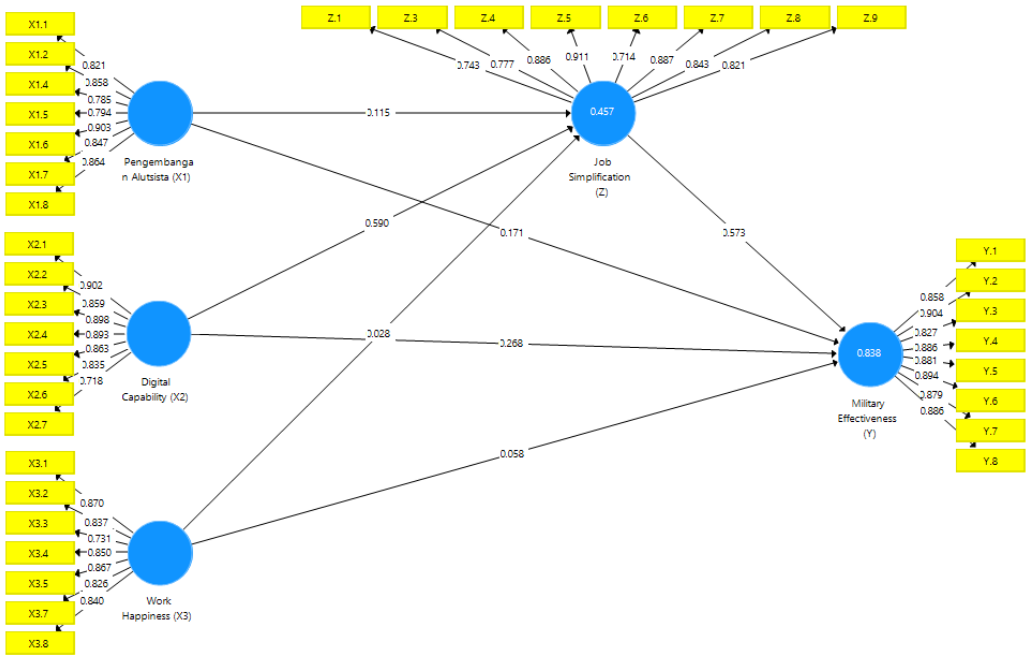


Figure 1 Outer Model

To test convergent validity, Outer Loading and Average Variance Extracted (AVE) are utilized. An indicator is considered to meet convergent validity in the good category if the Outer Loading > 0.7 and the Average Variance Extracted > 0.5. The following are the Outer Loading and Average Variance Extracted for each indicator in this research variable:

Table 1*Convergent Validity Test - Outer Loading*

| Variable | Indicator | Outer Loading |
|---|---|---|
| Alutsista Development (X1) | X1.1 | 0.821 |
| | X1.2 | 0.858 |
| | X1.4 | 0.784 |
| | X1.5 | 0.793 |
| | X1.6 | 0.903 |

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| Variable | Indicator | Outer Loading |
|---|---|---|
| | X1.7 | 0.847 |
| | X1.8 | 0.863 |
| Digital Capability (X2) | X2.1 | 0.901 |
| | X2.2 | 0.858 |
| | X2.3 | 0.898 |
| | X2.4 | 0.892 |
| | X2.5 | 0.863 |
| | X2.6 | 0.835 |
| | X2.7 | 0.717 |
| Work Happiness (X3) | X3.1 | 0.897 |
| | X3.2 | 0.837 |
| | X3.3 | 0.731 |
| | X3.4 | 0.845 |
| | X3.5 | 0.867 |
| | X3.7 | 0.826 |
| | X3.8 | 0.840 |
| Job Simplification (Z) | Z.1 | 0.742 |
| | Z.3 | 0.777 |
| | Z.4 | 0.885 |
| | Z.5 | 0.914 |
| | Z.6 | 0.714 |
| | Z.7 | 0.887 |
| | Z.8 | 0.842 |
| | Z.9 | 0.820 |
| Military Effectiveness (Y) | Y.1 | 0.858 |
| | Y.2 | 0.904 |
| | Y.3 | 0.827 |
| | Y.4 | 0.885 |
| | Y.5 | 0.881 |
| | Y.6 | 0.894 |
| | Y.7 | 0.878 |
| | Y.8 | 0.886 |

Source: Data processed by *Smart-PLS*

Based on the data in Table 1, there were no indicator variables with Outer Loading values below 0.5. Therefore, all indicators were deemed appropriate or valid for use in this study and could be used for further analysis.

Table 2*Convergent Validity Test - Average Varian Extracted (AVE)*

| Variable | Average Varian Extracted (AVE) |
|---|---|
| Alutsista Development (X1) | 0.705 |
| Digital Capability (X2) | 0.730 |
| Work Happiness(X3) | 0.693 |
| Job Simplification (Z) | 0.681 |
| Military Effectiveness (Y) | 0.769 |

Source: Data processed by Smart-PLS

Based on the data presented in Table 2, the Average Variance Extracted (AVE) values for all variables in this study were greater than 0.5. This indicates that each variable had good convergent validity.

In the following section, the results of discriminant validity testing using the Fornell-Larcker criteria and cross loading values are discussed. An indicator is considered to meet discriminant validity standards if its Fornell-Larcker and cross loading values are the highest for its own variable compared to other variables. The Fornell-Larcker and cross loading values for each indicator were as follows:

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Table 3*Discriminant Validity Test - Fornell-Larcker*

| | X1 | X2 | X3 | Z | Y |
|---|---|---|---|---|---|
| Alutsista Development (X1) | 0.840 | | | | |
| Digital Capability (X2) | 0.523 | 0.854 | | | |
| Work Happiness(X3) | 0.706 | 0.628 | 0.832 | | |
| Job Simplification (Z) | 0.443 | 0.667 | 0.479 | 0.85 | |
| Military Effectiveness (Y) | 0.606 | 0.776 | 0.622 | 0.825 | 0.877 |

Source: Data processed by Smart-PLS

Table 4 *Discriminant Validity Test - Cross Loading*

| | AD(X1) | DC (X2) | WH (X3) | JS (Z) | ME (Y) |
|---|---|---|---|---|---|
| X1.1 | 0.821 | 0.456 | 0.593 | 0.354 | 0.479 |
| X1.2 | 0.858 | 0.501 | 0.534 | 0.452 | 0.552 |
| X1.4 | 0.784 | 0.521 | 0.698 | 0.326 | 0.546 |
| X1.5 | 0.793 | 0.379 | 0.529 | 0.289 | 0.402 |
| X1.6 | 0.903 | 0.429 | 0.732 | 0.387 | 0.486 |
| X1.7 | 0.847 | 0.360 | 0.539 | 0.429 | 0.561 |
| X1.8 | 0.836 | 0.422 | 0.527 | 0.360 | 0.502 |
| X2.1 | 0.545 | 0.901 | 0.666 | 0.582 | 0.724 |
| X2.2 | 0.419 | 0.858 | 0.639 | 0.512 | 0.643 |
| X2.3 | 0.382 | 0.898 | 0.503 | 0.576 | 0.693 |
| X2.4 | 0.395 | 0.892 | 0.492 | 0.649 | 0.712 |
| X2.5 | 0.367 | 0.862 | 0.513 | 0.550 | 0.561 |
| X2.6 | 0.439 | 0.835 | 0.521 | 0.496 | 0.566 |
| X2.7 | 0.559 | 0.717 | 0.421 | 0.588 | 0.696 |
| X3.1 | 0.682 | 0.495 | 0.869 | 0.388 | 0.507 |
| X3.2 | 0.648 | 0.427 | 0.836 | 0.280 | 0.423 |
| X3.3 | 0.412 | 0.637 | 0.735 | 0.403 | 0.475 |
| X3.4 | 0.544 | 0.553 | 0.849 | 0.476 | 0.582 |
| X3.5 | 0.633 | 0.649 | 0.867 | 0.431 | 0.584 |
| X3.7 | 0.672 | 0.428 | 0.826 | 0.329 | 0.500 |
| X3.8 | 0.544 | 0.433 | 0.839 | 0.436 | 0.512 |
| Z.1 | 0.405 | 0.509 | 0.352 | 0.742 | 0.607 |
| Z.3 | 0.203 | 0.395 | 0.292 | 0.777 | 0.629 |
| Z.4 | 0.312 | 0.556 | 0.305 | 0.885 | 0.760 |
| Z.5 | 0.404 | 0.523 | 0.406 | 0.911 | 0.689 |
| Z.6 | 0.234 | 0.439 | 0.377 | 0.714 | 0.566 |
| Z.7 | 0.294 | 0.580 | 0.256 | 0.887 | 0.760 |
| Z.8 | 0.531 | 0.661 | 0.520 | 0.842 | 0.770 |
| Z.9 | 0.462 | 0.660 | 0.601 | 0.820 | 0.800 |
| Y.1 | 0.474 | 0.698 | 0.430 | 0.745 | 0.858 |
| Y.2 | 0.424 | 0.723 | 0.572 | 0.803 | 0.904 |
| Y.3 | 0.483 | 0.662 | 0.544 | 0.732 | 0.827 |
| Y.4 | 0.477 | 0.610 | 0.408 | 0.754 | 0.885 |
| Y.5 | 0.553 | 0.754 | 0.652 | 0.814 | 0.881 |
| Y.6 | 0.634 | 0.691 | 0.595 | 0.769 | 0.894 |
| Y.7 | 0.648 | 0.659 | 0.607 | 0.707 | 0.878 |
| Y.8 | 0.556 | 0.630 | 0.532 | 0.656 | 0.886 |

Source: Data processed by Smart-PLS

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Based on the data presented in Tables 3 and 4, it is evident that each indicator has the highest Fornell-Larcker and cross loading values for its respective variable compared to other variables. This indicates that the indicators used in this study possessed good discriminant validity for constructing their respective variables.

This section presents the results of the reliability testing using composite reliability, rho_A, and Cronbach's alpha values. An indicator is considered to meet reliability standards if the composite reliability values exceed 0.6 (Richard P. Bagozzi, 1998) (Chin & Dibbern, 2010), and if the rho_A and Cronbach's alpha values are greater than 0.7(Vinzi et al., 2010). The composite reliability, rho_A, and Cronbach's alpha values for each indicator are as follows:

Table 5*Reliability Test - Composite Reliability, rho_A, and Cronbach's Alpha*

| Variable | Composite Reliability | Rho_A | Cronbach's Alpha |
|---|---|---|---|
| Alutsista Development (X1) | 0.943 | 0.934 | 0.930 |
| Digital Capability (X2) | 0.949 | 0.940 | 0.937 |
| Work Happiness(X3) | 0.940 | 0.931 | 0.925 |
| Job Simplification (Z) | 0.944 | 0.940 | 0.932 |
| Military Effectiveness (Y) | 0.963 | 0.958 | 0.957 |

Source: Data processed by Smart-PLS

Based on the data presented in Table 5, it is clear that the composite reliability values for all research variables exceeded 0.6, and the values for rho_A and Cronbach's alpha were above 0.7. These findings demonstrate that each variable met the criteria for composite reliability, rho_A, and Cronbach's alpha. Consequently, it can be concluded that the variables exhibited a high level of reliability.

## B. Evaluation of Structural Model/ Inner Model

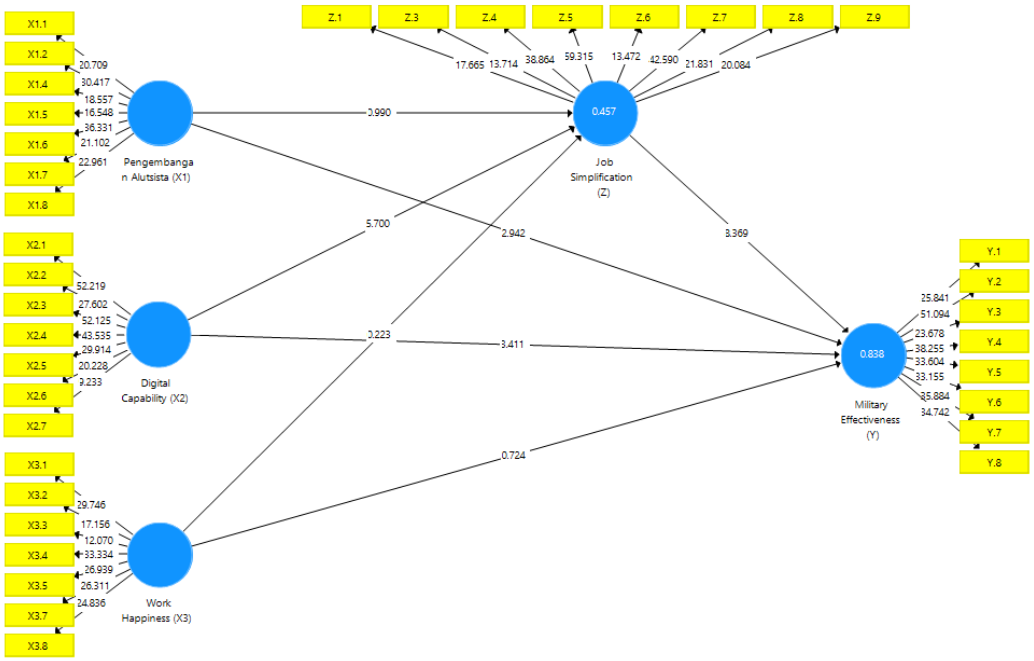


Figure 2 Inner Model

Path coefficient evaluation is used to indicate the strength of the effect or influence of exogenous variables on endogenous variables. Based on the inner model diagram displayed in Figure 3, it can be explained that the highest path coefficient value is the effect of Job Simplification on Military Effectiveness, which is 8.369. This is followed by the effect of Digital Capabilityon Job Simplification, which is 5.700, while the smallest effect is Professionalism on Organizational Commitment, which is 0.560. These results show that all variables in this model have positive path coefficient values. This indicates that the larger the path coefficient value of an exogenous variable on an endogenous variable, the stronger its influence.

Table 6*R-Square*

| | R-Square |
|---|---|
| Job Simplification (Z) | 0,457 |
| Military Effectiveness (Y) | 0,837 |

Source: Data processed by Smart-PLS

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Based on the data presented in Table 6, the R-squared values for the Job Simplification and Military Effectivenessvariables were 0.457and 0.837, respectively. This indicates that the exogenous variables explain 45.7% (moderate) and 83.7% (strong) of the variation in endogenous variables. The remaining 54.3% and 16.3% were due to the influence of other exogenous variables that were not measured in this study.

Table 7*Path Coefficient - Direct Effect*

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T-Statistics (\|O/STDEV) | P values | Signification |
|---|---|---|---|---|---|---|
| Alutsista Development (X1) →Job Simplification (Z) | 0.114 | 0.127 | 0.115 | 0.989 | 0.322 | Not Significant |
| Digital Capability (X2) →Job Simplification (Z) | 0.589 | 0.583 | 0.103 | 5.700 | 0.000 | Positive Significant |
| Work Happiness (X3) →Job Simplification (Z) | 0.027 | 0.024 | 0.123 | 0.223 | 0.823 | Not Significant |
| Alutsista Development (X1) →Military Effectiveness (Y) | 0.171 | 0.164 | 0.058 | 2.941 | 0.003 | Positive Significant |
| Digital Capability (X2) →Military Effectiveness (Y) | 0.267 | 0.583 | 0.103 | 3.411 | 0.000 | Positive Significant |
| Work Happiness (X3) →Military Effectiveness (Y) | 0.058 | 0.067 | 0.085 | 0.723 | 0.469 | Not Significant |
| Job Simplification (Z) →Military Effectiveness (Y) | 0.572 | 0.567 | 0.068 | 8.369 | 0.000 | Positive Significant |

Source: Data processed by Smart-PLS

Tables 7 present the results of the PLS calculation, indicating the influence between variables. From the data, it is evident that out of the 7 hypotheses tested in this research, a hypothesis is considered accepted or significant if the P-Values are less than 0.05. Three hypotheses indicate an insignificant effect, while the remaining four hypotheses show a significant effect. Below is an in-depth analysis of the influence between variables according to the proposed hypotheses:

**H1: Alutsista development influences job simplification.**

Based on the results of statistical tests that have been carried out, it was found that the influence of Alutsista Development on Job Simplification was not significant. These findings show that, although alutsista development is expected to make tasks easier and speed up mission completion, in reality, it is not enough to have a significant impact on simplifying work for soldiers. More sophisticated or new defense equipment increases the battalion's technical capabilities in carrying out missions but does not directly reduce their workload or simplify their operational processes. This suggests that there are other factors that may be more dominant in determining how simply or effectively a job is carried out in a military environment, especially in a battalion with special responsibilities. In the military environment, alutsista development is usually intended to increase combat power, precision, and effectiveness, but this does not always have direct implications for simplifying soldiers' tasks. Soldiers operating with more complex alutsista require extra time and energy to understand and operate properly. In addition, their tasks may become more complex as technical demands increase to maximize the use of technology. Herein lies the challenge for soldiers to integrate the use of the new alutsista with existing operational procedures without making the task more complex.

This finding may also indicate a gap between alutsista development and the effective implementation of job simplification in the field. Even though technology continues to develop, the effective integration of alutsista into soldiers' daily activities requires readiness and adaptation from a procedural and personnel perspective. Without support in the form of adequate training and clear new procedures, soldiers can face obstacles in optimizing new equipment in ways that truly simplify their job. In other words, efforts to reduce task complexity through alutsista development must be supported by good change management and high adaptability. These results are supported by the findings of (Anissa & Djuyandi, 2021) and(Putera et al., 2023), which show that the modernization and maintenance of alutsista still face various challenges, including a lack of efficiency in resource management and maintenance. This may indicate that efforts to develop alutsista have not yet had a

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direct impact on job simplification, considering existing obstacles, such as transparency, quality of human resources, and maintenance processes.

**H2: Digital capabilityinfluences job simplification.**

Based on the results of statistical tests that have been carried out, it was found that the influence of Digital Capability on Job Simplification has a significant positive effect. The results of this study indicate that soldiers' digital capabilities can significantly help simplify their tasks. These findings show that the higher the digital capabilities of soldiers, the greater their opportunities to utilize technology to speed up and simplify their work processes. Digital capabilities, in this case, enable soldiers to optimize the use of technological devices to reduce operational complexity, such as through faster access to information, more efficient data processing, and increased coordination and communication between soldiers and commands. With good digital capabilities, soldiers can utilize certain applications or software that help reduce manual workloads and increase the effectiveness of task completion. This positive influence also shows that soldiers with high digital capability are able to efficiently navigate and integrate technology into their routines, which ultimately leads to job simplification. Those with strong digital skills can tackle tasks in a more practical and faster manner. For example, in operational activities, soldiers may be able to use digital devices to monitor locations, read weather data, or receive orders directly without the need for lengthy processes. Thus, digitalization applied effectively in the military work environment can be a solution to deal with complex situations and enable soldiers to carry out their roles more simply but still efficiently.

In addition, this significant influence means that digital capability supports the creation of new innovations to simplify tasks in the field. Soldiers with strong digital skills tend to be more flexible in using technology to overcome challenges and complete tasks more easily. Their ability to adapt technology allows them to think more creatively in finding new ways to carry out tasks, such as using digital tools for simulations or tactical exercises. This facilitates simplification of procedures that may require longer and more complex stages, thereby encouraging efficiency and effectiveness in military operations. This finding is in line with research (Fortuna & Sudiana, 2022) showing that digital capability has a positive effect on personal innovativeness, which implicitly supports the efficiency and simplification of work processes. Apart from that, (Prakasa, 2022) also supports these findings, where digital capability has proven to be significant in increasing business sustainability through digital innovation which includes business process innovation, which is relevant to the job simplification aspect. Furthermore, (Ashdaq & Mandasari, 2022)digital competence has a significant positive influence on work effectiveness, indicating that digital skills can improve performance and simplify tasks in the work context.

**H3: Work happiness influences job simplification.**

Based on the results of statistical tests that have been carried out, it was found that the influence of Work Happiness on Job Simplification is not significant. The results of this study indicate that although job happiness is important for soldiers' well-being, it is not necessarily directly related to their efforts to simplify their tasks. In a military context, especially in special units such as the Amphibious Reconnaissance Battalion, the tasks often have a high level of complexity and require precision, toughness, and careful coordination. Job happiness can indeed increase enthusiasm and motivation, but simplifying work requires a more technical approach and is often influenced by other factors such as training methods, tools and technology used, and established work procedures. The insignificance of this effect also indicates that job happiness, although having a positive impact on soldiers' quality of life, may not necessarily influence how they perform their daily tasks. In the military, especially in combat units, soldiers' work is usually regulated by standard operational standards, and soldiers are required to comply with these procedures to ensure safety and mission effectiveness. Therefore, although soldiers feel happy with their work, this happiness is not directly related to simplifying tasks that are already tightly structured and tend to be difficult to simplify without changing operational standards or procedures.

Additionally, these results highlight that job simplification in a military context may be more dependent on other factor, such as the use of technology or the development of more specific technical capabilities. Job happiness generally influences aspects of behavior, motivation, and interpersonal relationships, which are important for maintaining team morale and spirit. However, job simplification requires specialized knowledge or abilities that may not be directly related to a soldier's level of happiness. In this case, job happiness functions more as a supporting factor than a main factor that can influence how efficiently a task can be completed or how simply the work can be organized. These

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findings can be compared with research (Wulandari & Widyastuti, 2014) that emphasizes the importance of work happiness in creating work productivity but does not directly link it to specific aspects of work simplification or work effectiveness. Furthermore, (Salas-Vallina et al., 2018) highlighted that work happiness is an important element in the context of knowledge-intensive organizations; however, this research focuses more on exploring the research agenda and does not provide direct evidence of a significant influence on work simplification or organizational effectiveness.

**H4: Alutsista development influences military effectiveness.**

Based on the results of statistical tests that have been carried out, it was found that the influence of Alutsista Development on Military Effectiveness has a significant positive effect. These results emphasize the importance of improving and modernizing alutsistasto support optimal military performance. This positive influence means that with adequate alutsista development, soldiers are better able to carry out their duties with higher effectiveness because alutsista, which is modern and appropriate to the needs of the field of duty, can strengthen combat power and increase mission success. In the context of amphibious combat units, which often operate in extreme and high-risk environments, the availability of reliable and updated alutsista provides tactical advantages and strengthens soldiers' preparedness to deal with various emergency situations and threats. This significant positive influence also reflects that alutsista development directly impacts soldiers' level of self-confidence and security in carrying out their duties. When soldiers are equipped with appropriate equipment that supports their mobility and effectiveness in the theater of operations, they will be more confident in facing challenges, which in turn increases their overall military effectiveness. Modern, easy-to-operate weapons, vehicles, or communication devices give soldiers a sense of confidence because they know that the equipment has been adapted to their operational needs. Thus, alutsista development not only strengthens the physical aspects of military operations but also increases the morale and preparedness of soldiers in the field.

In addition, the development of an effective alutsista allows soldiers to work more efficiently and productively because the equipment they use meets the demands of their tasks and adapts to terrain conditions. A continuously updated alutsista means that soldiers have access to the latest technology and tools that can provide strategic advantages, such as better maneuverability, stronger endurance, or higher accuracy. In military operations on challenging terrains, sophisticated defense equipment will help soldiers optimize the use of resources and time, thereby speeding up the mission completion process without compromising safety or quality of work. This indicates that proper alutsista development is closely related to high military effectiveness. This finding is supported by those of (Wijayanto et al., 2019) and(Very Hadi Kuncoro et al., 2024). Wijayanto et al. emphasized that the modernization of alutsista directly increases unit operational readiness, which is an important aspect of military effectiveness. In addition, Kuncoro et al. showed that alutsista development technology, including modernization and collaboration with the technology industry, contributes to an ideal national defense posture, which also strengthens military effectiveness when facing threats.

**H5: Digital capability influences military effectiveness.**

Based on the results of statistical tests that have been carried out, it was found that the influence of Digital Capability on Military Effectiveness has a significant positive effect. These results highlight the importance of digital capabilities in enhancing military operational effectiveness. This positive influence shows that the higher the digital capabilities of soldiers, the more effective they will be in carrying out complex and high-risk military tasks. In the modern military context, the ability to operate digital technology ranging from communication devices to digital navigation and mapping systems is essential in supporting the speed, accuracy, and coordination required in military operations. Soldiers who are skilled in using digital tools have a tactical advantage that allows them to perform their tasks more efficiently and respond to terrain situations. High digital capabilities also strengthen soldiers' ability to adapt to technological developments in the military world, which continue to change rapidly. Digitalization provides access to real-time information, increases decision-making accuracy, and facilitates fast communication between teams in the field and command headquarters. This plays a major role in increasing military effectiveness because soldiers trained in digital technology can obtain relevant intelligence information, share important data directly, and respond to changes in situations in the field immediately. In challenging amphibious operations, such as those carried out by the Amphibious Reconnaissance Battalion, access to information and the ability to utilize digital technology are crucial for maintaining operational excellence.

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In addition, soldiers' mastery of digital capabilities also strengthens their accuracy in carrying out missions and reduces the possibility of errors due to miscommunication or late information. The ability to use digital technology, such as GPS, advanced radio communication systems, or digital-based monitoring devices, allows soldiers to work with greater precision and structure. Integrated digital tools make it easier for soldiers to plan strategies, monitor locations in real-time, and track unit movements accurately so that the entire mission can be carried out with minimal risk. Thus, digital capabilities not only increase immediate effectiveness but also ensure that operations run according to strict security protocols, reducing the potential for mission failure. This finding is supported by research (Fortuna & Sudiana, 2022) (Zahra & Sudiana, 2022), which underlines the role of digital capability in increasing innovation and individual work effectiveness. Research (Yulianto & Susanto, 2024) strengthens the relevance of these findings by proving that digital capability significantly improves academic performance, which can be analogous to increasing effectiveness in the military context through mastering digital capabilities. The results of this study support the fifth hypothesis, indicating that digital capability is a key factor capable of driving effectiveness in various organizational contexts.

**H6: Work happinessinfluences military effectiveness.**

Based on the results of statistical tests that have been carried out, it was found that the influence of Work Happiness on Military Effectiveness was not significant. These findings suggest that, although work happiness may contribute to individual well-being, in a military environment oriented towards strict discipline and task performance, workplace happiness may not be the primary factor determining task success and effectiveness in operations. This means that soldiers who feel happy at work may not necessarily be more effective in carrying out missions and achieving their military goals. The insignificance of this effect may also indicate that in stressful and demanding military assignments, soldiers' focus more on obedience, discipline, and technical skills than on aspects of personal happiness. In a military environment that focuses on command structure and adherence to procedures, factors such as preparedness, physical and mental resilience, and adequate defense equipment support may have a greater influence on military effectiveness than soldier happiness. As a result, work happiness tends not to always correlate directly with expected operational outcomes, especially in the context of special units, such as the Amphibious Reconnaissance Battalion, where soldiers are faced with tasks that are high risk and often require personal sacrifice.

Additionally, these results may also indicate that happiness at work may function more as a supporting factor influencing individual motivation and satisfaction but not as a primary determinant of task performance. In military operations, mission success is determined more by physical readiness, mastery of skills, and the availability of adequate equipment and logistical support than happiness factors. Although work happiness may have an impact on long-term job satisfaction and loyalty, military effectiveness depends more on factors directly related to soldiers' operational readiness and technical capabilities in the short term. This finding is in line with research by (Syarifi et al., 2019) and, (Sumakud & Trang, 2021) who found that work happiness has a significant effect on performance, which can be interpreted as work effectiveness in a certain context. However, these results are more relevant in the context of service organizations or administration, and do not directly support the influence of job happiness on military effectiveness, which requires different work dimensions. Meanwhile, (Agustien & Drahen, 2020) showed that work happiness does not have a direct influence on performance, but through work motivation as a mediating variable. This is in line with research results that show that the direct influence of work happiness on job simplification and military effectiveness is not significant; therefore, mediating variables or other contexts may be more relevant in explaining this relationship.

**H7: Job simplificationinfluences military effectiveness.**

Based on the results of statistical tests that have been carried out, it was found that the influence of Job Simplification on Military Effectiveness has a significant positive effect. These results emphasize the importance of task simplification in increasing military operational effectiveness. These findings indicate that when the tasks faced by soldiers are simplified, they can reduce complexity and increase their understanding of the roles and responsibilities that must be performed. In the military context, job simplification means that soldiers can focus more on their core tasks, thereby reducing the risk of errors and increasing the efficiency of mission execution. Job simplification also allows soldiers to optimize the use of available time and resources. In a fast-paced environment, such as the military, where decisions must be made quickly and precisely, the ability to perform tasks in a clear

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and structured manner becomes critical. When soldiers properly understand what they expect, they are better able to make informed decisions in the field, coordinate well within teams, and act according to established procedures. In other words, job simplification not only impacts individuals but also strengthens teamwork and collaboration within units, ultimately contributing to overall military effectiveness.

These results show that, in the process of job simplification, it is important to carry out appropriate training and development for soldiers. By providing proper training, soldiers will not only feel more confident in carrying out their duties but will also be able to adapt to the changes required to carry out the mission. Job simplification coupled with adequate training and support will create an environment that allows soldiers to operate better, make maximum use of their skills and knowledge, and contribute positively to operational effectiveness in the field. This finding is in line with research Mulyati & Setyawati, (2024) that shows that simplifying bureaucracy directly has a positive and significant impact on employee performance through job satisfaction as an intermediary. This indicates that an effective simplification process can increase efficiency and productivity, which is relevant in the context of military effectiveness. Furthermore,Pratama et al., (2022) the result also support these findings, showing that bureaucracy simplification has a significant positive impact on employee performance, both directly and through the mediation of job satisfaction, strengthening the argument that organizational structure simplification increases individual and group effectiveness.

Table 8*Path Coefficient - Direct Effect*

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T-Statistics (\|O/STDEV) | P values | Signification |
|---|---|---|---|---|---|---|
| Alutsista Development (X1) →Job Simplification (Z)→Military Effectiveness (Y) | 0.065 | 0.074 | 0.068 | 0.966 | 0.336 | Not Significant |
| Digital Capability (X2) →Job Simplification (Z)→Military Effectiveness (Y) | 0.337 | 0.327 | 0.053 | 6.313 | 0.000 | Positive Significant |
| Work Happiness (X3) →Job Simplification (Z)→Military Effectiveness (Y) | 0.015 | 0.013 | 0.070 | 0.223 | 0.823 | Not Significant |

Source: Data processed by Smart-PLS

**H8: Alutsista development influences military effectiveness with Job simplification as an intervening.**

The development of alutsistasis an important element for increasing military capabilities. However, in the context of this research, the effect of simplification on military effectiveness is insignificant. This may be due to the nature of alutsista, which tends to focus more on technical and operational improvements rather than diretly simplifying soldiers' tasks. Soldiers from battalions, such as Amphibious Reconnaissance, require high skills to operate sophisticated alutsista, which can add to the complexity of their work if not accompanied by adequate training or system integration.

In addition, the alutsista being developed may not be fully relevant to soldiers' daily operational needs. If job simplification aims to simplify workflow and decision making, the development of alutsista will only have a significant impact if the defense equipment system is integrated with an efficient task management strategy. Thus, although the development of defense equipment is important, its impact on military effectiveness through task simplification requires a more focused approach for system integration and training.

**H9: Digital capability influences military effectiveness with Job simplification as an intervening.**

Digital capability plays a strategic role in supporting military effectiveness by simplifying tasks. In this study, the significant results showed that digital technology helps make soldiers' jobs easier by automating processes, improving communication, and providing quick access to relevant information. Advanced digital systems allow soldiers to focus on their core tasks without being hampered by administrative burden or time-consuming manual procedures.

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Digital capabilities also enable better coordination among battalion members, thereby increasing the overall operational effectiveness. When technology is used to simplify work, soldiers can become more efficient in completing their missions. Therefore, investments in digital capabilities, such as advanced software or battlefield information systems, not only increase task efficiency but also directly support the battalion's strategic objectives.

**H10: Work happiness influences military effectiveness with Job simplification as an intervening.**

Work happiness is an important factor that increases employee morale and satisfaction. However, in the context of this research, the effect of job simplification on military effectiveness is insignificant. This can happen because work happiness tends to have more of an emotional and psychological impact rather than directly simplifying tasks. Happy soldiers may be more motivated; however, this does not necessarily reduce the complexity of the tasks they face.

Another factor that may influence this finding is that soldiers' job happiness is not always directly related to their work mechanisms. For example, work happiness is influenced more by social relationships, satisfaction with the work environment, or superior support, which does not directly simplify operational tasks. Thus, to maximize the effect of work happiness on military effectiveness, it must be combined with a structural approach, such as training or the use of tools that support task simplification.

## VI. CONCLUSION

Research shows that digital capabilities and alutsista development have a significant positive influence on task simplification and military effectiveness, highlighting the importance of technological modernization and digital training in improving operational performance in Batalion Intai Amfibi 2 Korp Marinir Surabaya. By contrast, job happiness did not have a significant effect on task simplification or military effectiveness, indicating that the military environment is more influenced by technical factors, discipline, and logistical support. Additionally, task simplification has been shown to contribute significantly to military effectiveness by increasing the efficiency and coordination during mission execution.

## RECOMMENDATIONS

The following are suggestions for further research based on our results.

1. Academics are advised to conduct research that integrates other scientific disciplines, such as organizational psychology and information technology, as well as to develop more comprehensive measurement models to assess military effectiveness by considering additional variables such as job satisfaction and soldier engagement.
2. Researchers can conduct comparative studies between military units in different countries or different types of operation and use longitudinal methodologies to understand long-term changes in military effectiveness and the impact of policies on soldier performance.
3. Practitioners need to increase digital training for soldiers to master modern technology and ensure the development and maintenance of alutsista in accordance with operational needs to increase military effectiveness and preparedness.
4. Simplifying workflows should be a priority to increase the soldier focus and efficiency. In addition, holistic management of soldier welfare, including support for mental and physical health, remains important in maintaining motivation and readiness to face missions.

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