

THE EFFECTS OF COMPENSATION, CAREER DEVELOPMENT, AND ORGANIZATIONAL CULTURE ON SOLDIERS' MOTIVATION TO ATTEND THE OFFICER FORMATION EDUCATION (*DIKTUKPA*) FOR NCO RESOURCE OFFICERS MEDIATED BY STRATEGIC LEADERSHIP

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This study analyzed how compensation, organizational culture, and career development the motivation of NCO soldiers in attending Diktukpa through Strategic leadership as a mediating variable. This study addressed the research gap by involving Strategic leadership as a mediating variable to the direct and indirect effects of compensation, organizational culture, and career development on NCO students' motivation. This quantitative study employed Structural Equation Modeling (SEM) on Amos software 26. Data for this study were obtained from 340 randomly-selected NCO students. This research established the existence of a favorable relationship between soldier salary, career advancement, and organizational culture and soldiers' motivation to participate in Diktukpa as well as strategic leadership. A positive influence was also found in Soldier compensation, career development, and organizational culture on the motivation of Strategic leadership as a mediating variable. The results indicated the direction of evaluation and sound personnel planning that should be taken into account when hiring or accepting officers from non-commissioned officer sources, including pay, career development, organizational culture, and strategic leadership. It is important to boost NCO pupils' motivation for personal growth. The impact of strategic leadership on soldiers' motivation is presented in this study in connection to pay and career advancement. This study provides relevant insights into the current conditions and factors that included compensation and career development, Strategic leadership in influencing the motivation of the soldiers.

Key words: *Motivation, Compensation, Organizational Culture, Strategic leadership, Career, Officer Formation Education (Diktukpa)*

1. INTRODUCTION

Organizations that are well-developing require an ideal number of members. In the Navy organization, the need for first-level officer personnel continues to increase as the organization is developing at a rapid pace. At the present, the number of First Officers (*Pama*) only fulfilled 40-50% of the number of *Pama* personnel requirements. Navy officers are trained through three resources: Navy Academy alumni, Officers Career Soldier Alumni, and *Diktukpa* Alumni or Non-Commissioned Officers. One way to meet the needs of the First Officer (*Pama*) is to have more prospective students from the Non-Commissioned Officers or *Diktukpa*. However, Non-Commissioned Officers seem to have low motivation to attend *Diktukpa*, despite *Diktukpa* being an excellent career advancement opportunity.

In an organization, motivation has a favorable and considerable impact on job satisfaction [1]. Internal and external factors might cause the decline in number of soldiers who attend *Diktukpa*. The internal factor is related to low self-motivation, while external factors include organizational culture, career development patterns of NCO resource officers, and compensation set by the organization. Adequate work compensation can encourage the members of an organization will positively affect their motivation

level [2]. Substantially, every organization expects to advance their organizational culture, understand how organizational culture is enforced, encourage organizational innovation, and foster the career development of its members [3].

A successful career is the actualization and development of students' motivation to build professional careers [4]. Employee engagement and professional satisfaction are therefore enhanced through career development. Employees might be motivated by career growth and organizational support to overcome and lessen the effects of demanding employment [5]. Motivation can be assessed from workers' beliefs and perceptions, as well as through their behaviour, including choice of activities, level and quality of task engagement, persistence, and performance through Strategic leadership. Strategic leadership improves the self-development of employees by increasing their motivation [6]. Thus, the effect of compensation on motivation among employees to attend education and training to advance their Career Development remains unknown.

This study examined the impact of salary, career development, and organizational culture on soldiers' motivation to attend *Diktukpa*, which was mediated by strategic leadership, in order to address this issue. This

quantitative study was performed using the cross-sectional design. Data from this study were analyzed using Structural Equation Model (SEM) on Amos 26. SEM analysis examined the value of the fitting model as the value of goodness of fit and measured the significance level of the relationship between variables. Data were collected from 340 navy soldiers as samples, representing a population of 1200. This research provides a more comprehensive appeal to the motivation of soldiers in attending *Diktukpa*. This study addressed the research gap in this topic by engaging Strategic leadership as a mediating factor in strengthening the direct influence on motivation in implementing education as well as indirect influences between compensation, organizational culture, and career development.

This article consists of several sections. Section two discusses the topics of salary, professional advancement, company culture, strategic leadership, and incentive for enrolling in *Diktukpa*. The third section describes the method of this study. The fourth section explains the results and findings, including descriptive statistics, hypothesis test results, and mediation test results. The fifth section presents the discussions consisting of hypothesis analysis and synthesis of research results. The sixth section shows the conclusions, limitations and recommendations.

2. LITERATURE REVIEW

Compensation, Strategic leadership, and motivation to attend *Diktukpa*

Employees with high motivation tend to show good performance as well. Studies conducted by [7]–[9] demonstrate how remuneration has a positive and considerable impact on work motivation. Purba & Sudibjo (2020) Added that compensation favorably affects employee motivation. It has been also identified as one of the factors that affect employee performance [11].

Syahrudin et al., (2021) this study sought to ascertain the following: (1) the impact of state defense education on employee discipline, (2) the impact of state defense education on work motivation, (3) the impact of state defense education on work motivation through work discipline, (4) the impact of compensation on work discipline, (5) the impact of payment on work motivation, (6) the impact of compensation on work motivation through work discipline, and (7) the impact of employee discipline on work motivation [12]. Masaga et al. (2019), elucidate how the board of directors' strategic leadership is an important moderating factor in the relationship between the executive compensation system and the performance of commercial

bank workers [13]. Mulyani et al. (2020), provide data showing that variables related to leadership and compensation have a combined 52 percent impact on work motivation variables [14]. Tannady & Sitorus (2017) Also mentioned the potential impact of leadership and salary on work motivation [15].

H1: Job compensation affects the motivation of Non-Commissioned Officers to attend Diktukpa.

H2: Compensation affects Strategic leadership to attend Diktukpa.

H3: compensation effect on the motivation of Non-Commissioned Officers to attend Diktukpa through Strategic leadership.

2.2. Career development, motivation, and Strategic leadership of NCO to attend Diktukpa

Human resource development serves as a career development that will affect (a) the role of the employee in the planning process (career management). According to Stone & Davis in Kaswan & Akhyadi (2015), some factors affect one's performance in goal setting. Successful Career planning has the motivation from within, and the drive to work hard to achieve the goals [16]. Motivation is a complex entity that stimulates the emergence of many theories and models [17], [18]. Alkaabi et al.,

(2017) demonstrate the importance of self-efficacy, competence beliefs, task value and motivation, self-determination, and goal orientation in educational motivation [19].

In their research Marbun et al. (2022), explained that while career development and leadership style have a favorable impact on performance, leadership does not affect motivation [20]. Meanwhile, Zaini & Kurnianingsih (2022) explained how career growth has a favorable and significant impact on worker motivation and performance [21]. Additionally, leadership and career advancement have a favorable and considerable impact on worker performance. In another study, Ahmad et al. (2022) discussed how factors such as personal motivation and influences might affect professional development and future preparedness for strategic leadership [23]. Khalid et al. (2017) explained that Strategic leadership is influential in gaining inspiration and motivation to be successful and have excellent career development [24].

H4: career development affects the motivation of Non-Commissioned Officers to attend Diktukpa

H5: career development affects Strategic leadership of Diktukpa.

H6: Career development affects the motivation of Non-Commissioned Officers to attend Diktukpa through Strategic leadership.

2.3. Organizational culture motivation, and Strategic leadership NCO on Diktukpa

Shao (2019) used theory of Strategic leadership to develop a theoretical model that explores the impact of senior executive leadership behaviour on strategic alignment IS-Business in the context of assimilation Enterprise Systems (ES) [25]. Organizational culture is seen as a critical moderator in research models based on contingency theory. According to empirical analysis's findings, organizational culture acts as a limiting factor between motivation and strategic leadership. Sewang (2013) concluded that job happiness is significantly influenced by leadership, corporate culture, and work motivation [26]. Munawaroh et al. (2021) Additionally, it was stated that organizational culture and strategic leadership have a major impact on business success, while motivation has a significant impact on competitive strategy but not on business performance [27]. Saluy et al. (2022) identified that corporate culture has a favorable impact on employee motivation, whereas leadership had no impact on employee motivation [23].

H7: organizational culture affects the motivation of Non-

Commissioned Officers to attend Diktukpa.

H8: organizational culture affects Strategic leadership of soldiers in attending Diktukpa.

H9: organizational culture affects the motivation of Non-Commissioned Officers to attend Diktukpa through Strategic leadership as a mediating variable

2.4. Strategic leadership and the motivation of Non-Commissioned Officers to attend Diktukpa

Work motivation is an essential factor in achieving job satisfaction [28]. The increasing demand for higher intrinsic motivation and inadequate top-tier human resources require organizations to prioritize the enhancement of work motivation to attain their objectives while maintaining the satisfaction of their members [29]. Effective leadership practices involve behaviours that inspire and direct efforts towards accomplishing organizational goals by communicating a vision that heightens employee awareness of the significance of organizational values, mission, and outcomes, as highlighted by Johan et al., (2021).

According to Cortes & Herrmann (2021), Strategic leadership focuses on synthesizing constructs and categorizing executive behavioural

motivations and putting in order a large number of enterprise-level constructs influenced by strategic leaders [31]. Therefore, leadership strategies are increasingly recognized in the business administration literature as an important antecedent of motivation [32].

H10: Strategic leadership influence on the motivation of Non-Commissioned Officers to attend Diktukpa

3. METHODOLOGY

This comparative causal investigation was carried out to examine the facts that might be the causes based on the data in order to analyze the potential causal links. A quantitative technique was used to analyze the data to determine how organizational culture, career development trends, and educational remuneration, all of which are mediated by strategic leadership, affect student motivation. The cross-sectional design was used, and 5-point Likert scale [33] was also employed: 1 - Strongly Disagree; 2 - Disagree; 3 - Undecided; 4 - Agree; 5-Strongly Agree.

The population for this study comprises Non-Commissioned

Officers of the Navy, consisting of 1200 personnel who have undergone or will undertake further education officers. A proportional stratified random sampling was employed to group the population into subgroups or strata based on similarity and then randomly select members from each stratum to create representative samples [34]. This approach prevents the impacts of population heterogeneity and ensures an accurate representation of the population [35]. The sample size was determined using Slovin's formula as follows [36].

n = sample size

N = population

e = sampling error 5%

The sample in the study is part of the population, namely as many as 340 personnel serving the Education and Training Command (*Kodiklatal*), Work Unit (*Satker*) and Main Command (*Kotama*) who proposed, the Department of Education of the Navy and several other related parties to be selected as samples using Proportional stratified random sampling technique.

The data analysis process involves several steps. First, the

returned questionnaires are selected for completeness, and only filled questionnaires are used in the study. The data is then tabulated, and respondents' answers are scored and categorized into three class intervals: high, medium, and low, based on the Mean value (M) and standard deviation value (SD). The Mean value (M) and standard deviation value (SD) are calculated using the SPSS program. The second step in the data analysis process involves using the Structural Equation Modeling (SEM) method. The Amos 26 software is used for structural analysis. The next analysis is to evaluate the suitability of the model by assessing various criteria for the goodness of fit. This includes evaluating Chi-Squares, Goodness-of-Fit Index (GFI), Adjusted Goodness-of-Fit Index (AGFI), and Root Mean Square Error (RMSR) as recommended by [37]. A thorough evaluation of the model's suitability is crucial to ensure accurate and reliable results.

4. RESULTS

4.1. Descriptive Statistics

The distribution of respondents' responses to questions about compensation variables, career

growth, corporate culture, strategic leadership, and motivation was described in this analysis. The frequency distribution of the responses and the mean values for each variable served as the foundation for the analysis. The following classification was used to determine the limits of class intervals:

Table 1. The average category of respondents

Interval	Category
4.20	Very High
3.40	Height
2.60	Moderate
1.80	Low
1.00	Very Low

Table 2. Result of Descriptive Analysis of Each variable

Variables	Mean	Category
Compensation	3.28	Moderate
Organizational Culture	4.30	Very High
Career Development	4.30	Very High
Strategic leadership	4.14	Height
Motivation	4.14	Height

Table 2 displays the results of the descriptive analysis for each

variable. Respondents rated two variables, Career Development and Organizational Culture which scored a very high of 4.30. Two other variables, Strategic leadership and Motivation scored high of 4.14. Compensation scored moderate of 3.28. These results suggest that the students in the *Diktukpa* education program perceive their compensation as high, either during or after the completion of their education. In addition, the study highlights the significant roles of organizational

culture, career development, and Strategic leadership play in the education of Non-Commissioned Officer naval resources.

4.2. Hypothesis test results

Hypotheses of this study were statistically tested using SEM processing to identify significant relationships between variables as shown by a critical ratio (c.r) and the significance probability of each relationship between variables [38]. The following are results of hypothesis testing using AMOS test:

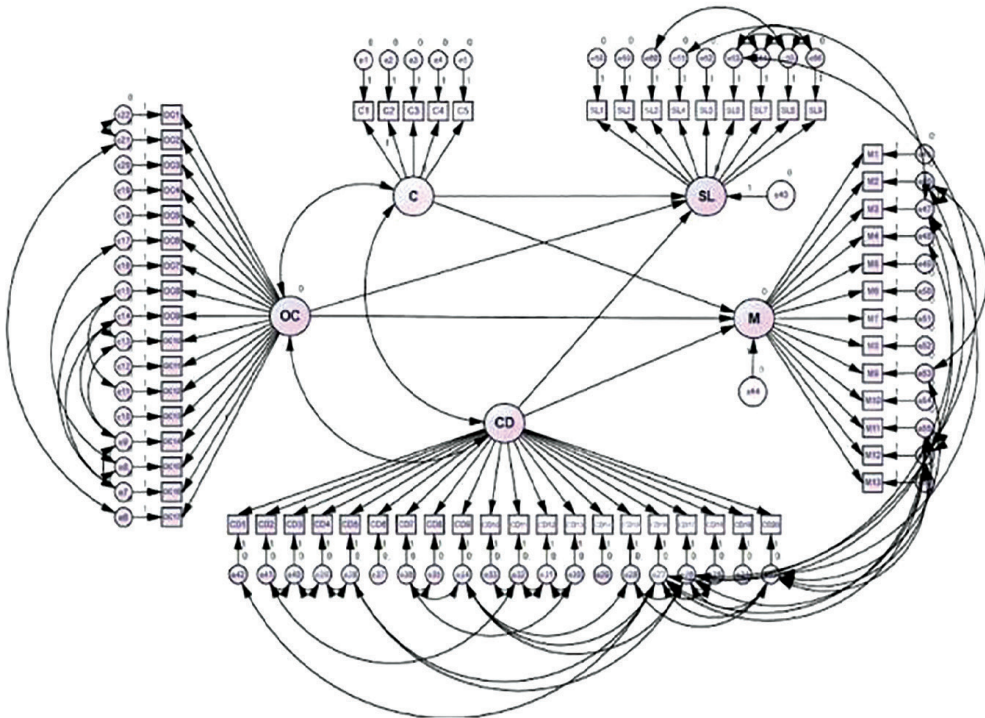


Fig. 1 Structural Equation modelling in research

Table 3. Regression Weight Variables of direct influence

No	Hypothesis	Variable	Estimate	C.R	P
1	H1	K → M	,103	2.478	***
2	H2	K → SL	,155	3.043	***
3	H4	PK → M	,377	4.329	***
4	H5	PK → SL	,775	9.500	***
5	H7	BO → M	,176	3.333	***
6	H8	BO → SL	,182	3.139	,002
7	H10	SL → M	,422	5.222	***

Table 3 presents the structural equation models that have been generated as seen in Fig. 2.

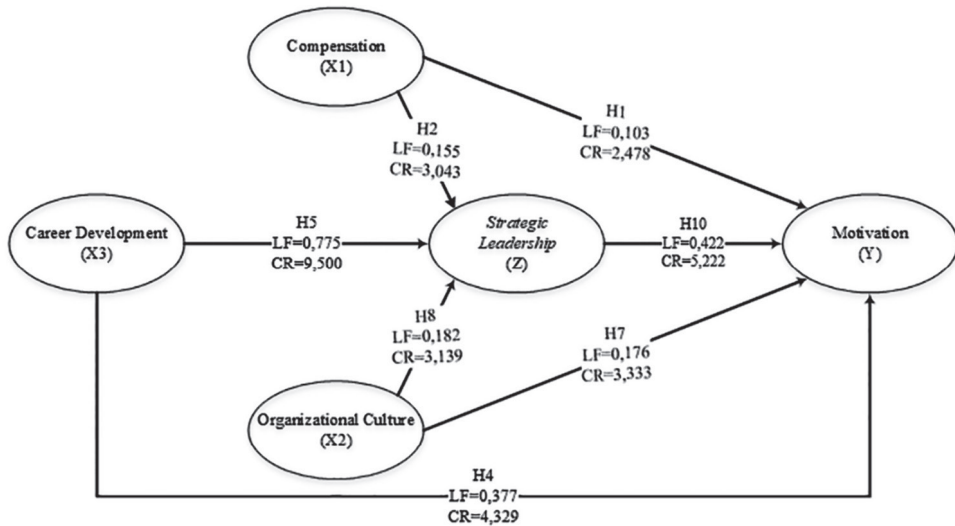


Fig. 2 Results of Structure Equation Modelling analysis

Fig. 2 shows that motivation is influenced by compensation (0.103 x compensation), the value of Strategic leadership is influenced by compensation of (0.155 X compensation), the value of the soldier’s motivation is influenced by the career development of soldiers of (0.377

X career development), the value of Strategic leadership influenced by career development (0.775 X career development), motivation influenced by organizational culture (0.176 X organizational culture), value Strategic leadership influenced by the organizational culture of (0.182 X organizational culture) and

motivation is influenced by Strategic leadership by (0.422 X Strategic leadership).

4.3. Mediating Variable Testing Results.

with values smaller than 5%. The Sobel test had a value of 8.538, which was greater than 1.96, indicating that there is a significant influence of Career Development (X3) on Non-Commissioned Officers' motivation

Table 4. The results of Sobel test analysis on indirect influence variables

No	Hip	Variable	In	Sb	Sat	Test Value			Ket
						Sobel	Aronian	Goodman	
1	H3	$K \rightarrow SL \rightarrow M$.109	.035	0.140	9.607	9.604	9.611	accepted
2	H6	$PK \rightarrow SL \rightarrow M$	0.016	0.072	0.042	8.538	8.535	8.541	accepted
3	H9	$BO \rightarrow SL \rightarrow M$	0.024	0.064	0.046	13.15	13.15	13.17	accepted

Table 4 shows the hypothesis testing of the third hypothesis using mediation analysis, as presented. The Sobel test was used to determine the indirect effect, and the p-value column showed good results for all tests, including Sobel (0.03), Aroian (0.03), and Goodman Test (0.03), which had values lower than 5%. The Sobel test value of 9.607 was greater than 1.96, indicating that compensation (X1) has a significant effect on Non-Commissioned Officers' motivation (Y) through Strategic leadership (Z) as a mediating variable. Therefore, we can conclude that compensation has an indirect effect on motivation through Strategic leadership as a mediating variable.

The results in the p-value column for hypothesis 6 were good for all tests, including Sobel (0.02), Aroian (0.01), and Goodman Test (0.02),

(Y) through Strategic leadership (Z) as a mediating variable. Therefore, we can conclude that Career Development has an indirect effect on motivation through Strategic leadership as a mediating variable.

5. DISCUSSIONS

Hypothesis 1

The findings presented in Table 3 show that the remuneration variable significantly affects the motivation of Navy Non-Commissioned Officers to attend Diktukpa as evidenced by the significant P-value of 5% at and the rating loading factor of 0.103, CR value of 2.478, and CR value. Therefore, to make a more effective policy, various aspects of compensation for Non-Commissioned Officer soldiers who are prospective students of the Navy should be taken into consideration.

Thus, **Hypothesis 1 (H1) is accepted.**

This study supports the results of prior studies. Muhammad (2018) conducted a study on 400 employees of PT Hamatestu Indonesia, while Yusril (2017) involved 451 permanent employees of PT Otsuka Indonesia across ten departments [39]. Hypothesis 1 showed the direct effect of compensation on motivation. The path coefficient was 0.227, with significance (sig. $t = 0.040$). Therefore, H1 which states that providing better compensation can increase employee motivation is accepted. Similarly, Susanto (2016) studied how salary and leadership affect employee motivation, while Erwinsyah et al., (2015) determined at PDAM Tirta Musi Palembang how compensation affects employee motivation [8], [40]. From these studies, it can be inferred that providing compensation can increase the motivation of soldiers to attend *Diktukpa* education.

Hypothesis 2

Table 3 based on a large P-value of 5%, a rating loading factor of 0.155, and a CR value of 3.043, it can be seen that the remuneration variable has a significant impact on strategic leadership. Policies made in the Navy should consider various aspects of compensation for Non-Commissioned Officer soldiers who are prospective students of the Navy. Thus, **Hypothesis 2 (H2) is accepted.**

According to Naim & Lenka (2020), Strategic leadership plays a crucial role in facilitating employee development by motivating them to enhance their skills and offering opportunities to realize their full potential. The decisions made by the board of directors, as noted by (Samimi et al., 2020), have a significant impact on resource allocation and long-term commitment implications for the organization. Strategic leadership, particularly radical change, is considered the most critical determinant in enhancing organizational performance through employee motivation [41]. Compensation, as noted by Busenbark et al. (2016), can align the interests of the CEO (Strategic leadership) and shareholders. However, the literature in this area is fragmented due to the existence of theoretical fault lines, which rarely incorporate theories beyond specific domains. It can be inferred that the compensation of soldiers in carrying out *Diktukpa* education may affect the effectiveness of Strategic leadership [42].

Hypothesis 3

Mediating variable testing indicated the presence of the effect of compensation (X1) on the motivation (Y) of Non-Commissioned Officers through Strategic leadership (Z) as a mediating variable. The Sobel test proved the indirect effect, thus then **Hypothesis 3 is accepted.**

Research by Widodo (2017) intends to investigate the impact of pay, leadership, and organizational culture on employee performance through work motivation. The impact of variable remuneration, leadership, organizational culture, and motivation on employee performance was demonstrated in this study in a favorable and substantial manner. Research by Timsal & Malik (2015) demonstrates that wage packages are the most important factor affecting the effect of compensation policies on motivation levels. In their research Mulyani et al. (2020) describe how salary and leadership, separately and combined, either directly or indirectly, have a favorable impact on both motivating variables. Masaga et al. (2019), explain their research that executive compensation to bank performance has the same correlation to Strategic leadership. According to this study's findings, troops' attendance at Diktukpa is driven by remuneration, not strategic leadership.

Hypothesis 4

As seen in Table 3, the career development variable for Non-Commissioned Officers in the Navy has a significant impact on the motivation of Navy Non-Commissioned Officers in attending Diktukpa. This is supported by the loading factor value of loading factor = 0.377 with CR = 4.329 and P =

significant at $\alpha = 5\%$. **Therefore, hypothesis 4 is accepted.**

Putri (2019) found that career development has a positive and significant impact on work motivation. Similarly, Umar (2015) and Susilo *et al.*, (2018) also discovered a beneficial relationship between professional growth and work motivation, which results in increased motivation levels. Muogbo, (2013) Additionally, it was discovered that highly motivated workers can considerably enhance their performance since contented workers are more dependable and positive in their attitudes. The success of an organization depends on having motivated personnel. Therefore, providing good career development opportunities for personnel in the form of *Diktukpa* program will improve soldiers; motivation to continue their education.

Hypothesis 5

Table 3 explains that career development of Non-Commissioned Officers of the Navy has an influence on Strategic leadership as shown by the value loading factor = 0.775 with CR = 9.500 and P = significant at $\alpha = 5\%$. Therefore, **Hypothesis 5 (H5) is accepted.**

Naim & Lenka (2018), outlined how the business places a strong emphasis on mentoring, strategic leadership, information sharing, and social media as a reflection of its long-

term commitment to professional development Y generation. Norman et al. (2018) also discussed specifically the gap in the creation of sustainable opportunities for learning, Strategic leadership, a sense of connection and dialogue between tutors and organizations, the creation of systems for recording and recording learning, and empowerment. Younas & Bari, (2020) defined Strategic leadership as the ability of leaders to create a vision and influence others by making the right decisions to keep the organization sustainable and offer effective career development for employees.

Hypothesis 6

The results of the data analysis showed the influence of Career Development (X3) on the motivation (Y) of Non-Commissioned Officers mediated by Strategic leadership (Z). Fig. 2 and Table 4 present the results of the sobel test, where the indirect effect was found significant. Hence

Hypothesis 6 is accepted.

In the study conducted by Marbun et al. (2022), the influence of leadership was minimal on drive. Though employee performance was positively impacted by both career advancement and leadership style. On the other side, Zaini & Kurnianingsih, (2022) found that leadership and career development have a simultaneous positive and significant impact on employee

performance, and that both have a positive and significant impact on work motivation. Dermawan et al., (2018) suggested that managers effectively lead their subordinates, and provide encouragement, guidance, counselling, control, and exemplary leadership while maintaining honesty and firmness. Ahmad et al. (2022) also stated that one's personality, characteristics, and motivation are crucial aspects to be taken into consideration in determining future Strategic leadership and career development. Khalid et al. (2017) emphasized the importance of Strategic leadership in inspiring and motivating employees to excel in their career development. Therefore, the well-planned career development program is expected to positively influence motivation with the mediation of Strategic leadership, ultimately benefiting both organizations and personnel in their Officer formation education.

Hypothesis 7

Table 3 explains that organizational culture influences the motivation of Non-Commissioned Officers soldiers in attending *Diktukpa* Navy program. The *rated loading factor* = 0.176 with CR = 3.333 and P = significant at $\alpha = 5\%$ showed that **Hypothesis 7 (H7) is accepted.**

Wahab (2008) defines organizational culture as a set

of beliefs and values that are understood, adopted, and practised by an organization. Organizational behavior guidelines are based on organizational culture. Sutoro (2020) argued that corporate culture affected how people behaved to achieve goals through a process of arousal, direction, and maintenance. Pujiastuti et al. (2018) discovered a favorable and considerable impact of company culture on personnel motivation. Higher levels of employee work motivation are the result of improved company culture. Giantari & Riana, (2017) studied the impact of organizational culture on employee performance and job motivation at Klumpu Bali Resort Sanur using 52 employees as samples. The findings of the study support the finding of Bhatti *et al.*, (2020), It shows a link between company culture and both organizational productivity and employee performance. Similarly, Fernandes & Maupa (2018) in Makassar that company culture has a favorable and considerable impact on employees' motivation. Therefore, a good organizational culture that supports education is likely to increase the motivation of NCO soldiers in attending *Diktukpa*.

Hypothesis 8

As seen in

Table 3 organizational culture influences Strategic leadership as

shown by the rated loading factor = 0.182 with CR = 3.139 and P = significant at $\alpha = 5\%$. Thus **Hypothesis 8 is accepted.**

Ogbeibu et al., (2017) examined the impact of good attitudes from top management towards employee creativity in the Nigerian manufacturing industry. They argued that a positive organizational culture could act as a catalyst for economic development and modernization by creating multiplier effects [59]. Employee creativity, as defined by (Amabile & Pillemer, 2012; Ogbeibu *et al.*, 2017), involves the production of new and innovative ideas that challenge existing ideologies and offer new solutions [58], [60]. Additionally, Obeidat & Al Thani (2020) stated that Strategic leadership develop better comprehension of the organizational environment and culture [61]. Therefore, a supportive strategic leadership environment and a favorable organizational culture can help the education and training program be implemented successfully.

Hypothesis 9

Sobel test indicated that organizational culture (X2) affects the motivation (Y) of Non-Commissioned Officers mediated by Strategic leadership (Z). Fig. 2 and Table 4 show that the indirect effect is proven significant, therefore **Hypothesis 9 is accepted.**

Naim & Lenka (2018) defined The capacity of a person to define a strategic vision, think strategically, and inspire others to build a sustainable future for the organization is known as strategic leadership [49]. Younas & Bari (2020) noted that the interaction between managers and leaders within an organization is related to strategic leadership, while proposed that distributing strategic leadership can include defense-related subjects like resilience, university information, and mentoring in a learning framework [51], [62]. Shao (2019) revealed that the association between motivation and strategic leadership was modified by organizational culture [25], while Samimi et al. (2020) examined how followers are affected by and perceive strategic leaders' leadership approaches [31]. Munawaroh et al. (2021) noted that corporate culture and strategic leadership both significantly affect business success and motivation [27], while Saluy et al. (2022) illustrated how leadership and corporate culture have a positive impact on employee motivation [23]. As a result, strategic leadership can have an impact on motivation when organizations and members are encouraged to carry out and attend officer formation education efficiently.

Hypothesis 10

Table 3 explains that Strategic leadership influences the motivation of Navy Non-Commissioned Officers. It can be shown by rated loading factor = 0.422 with CR = 5.222 and P = significant at $\alpha = 5\%$. It implies **Hypothesis 10 is accepted.**

Strategic leadership refers to the ability of decision-makers in forming the future, align individuals with a shared vision, and inspire them to succeed despite obstacles [63]. This phenomenon has been studied and discussed across various sectors such as the military, business, and education. Stamevska & Stamevski (2020) asserted that strategic leaders need to have a strong passion for work beyond monetary and power-driven incentives [64]. They also need to be goal-oriented. Likewise, Bose & Ndegwa (2019) found Strategic leadership positively affected organizational performance through motivation [65]. Cortes & Herrmann (2021) highlighted the fact that executive behavioral motivations are categorized and constructs are synthesized as part of strategic leadership [66]. This study analyzed and summarized prior research on the impact of strategic leaders, such as chief executive officers, senior management teams, and boards of directors, on innovation. It also provided a framework to drive future studies in this crucial field.

CONCLUSIONS

This study used strategic leadership as a mediating variable to examine the impact of pay, career advancement, and organizational culture on soldiers' motivation to attend Diktukpa. The data demonstrates that the motivation of Navy Non-Commissioned Officers to attend Diktukpa is significantly influenced by compensation. Strategic leadership is impacted by compensation as well. Strategic leadership creates organizational agility that enables quick response to changes in a highly competitive environment. Soldier performance is also somewhat influenced by compensation, leadership, organizational culture, and motivation.

Compensation, career development, and organizational culture of Student Non-Commissioned Officers in the Navy can be improved through various methods including improvement of knowledge, capabilities and attitudes, initiative and innovation through various training and education. Second, the results of this study provide good personnel evaluation and planning direction that the admission or recruitment of officers from Non-Commissioned Officer or *Diktukpa* sources take into account the compensation, career development, organizational culture, and Strategic leadership to improve

their interest in NCO Navy for self-development. This study offers significant theoretical contributions as it clarifies the relationship between compensation and career development in the Strategic leadership of military personnel.

FUTURE WORK

Future researchers are encouraged to address the limitation of this present study. Since this study on this matter is relatively new, future researchers need to evaluate the proposition of career development as a significant predictor of students' motivation. Second, this study discussed strategic management, thereby Strategic leadership is included as a variable. Third, there are certain limitations to the method and sample size of this study. This quantitative study only measured the relationships between variables based on numerical data. Whereas, qualitative study is a more explorative approach than measuring relationships between variables that should be applied in future studies. Fourth, the subjects of this study were Non-Commissioned Officers and soldiers who can attend *Diktukpa*.

Future researchers are recommended to analyze different types of data in determining the motivation for career development and education of Non-Commissioned Officers of the Navy. They can also carry out an in-depth interview to

gain data related to the relationship between the type of leadership and educational motivation to enrich the literature on this issue (Delphi, Grounded theory, etc.). Finally, new variables can be included in future studies.

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