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The Influence of Unit Command Leadership and Unit Culture on Soldier Performance Mediated by Soldier Job Satisfaction (Study in the XIII/Merdeka Military Regional Command Headquarters)

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ABSTRACT

The objective of this research is to determine the relationship between unit commander leadership style and unit culture on soldier performance through job satisfaction as an intervening variable at XIII/Merdeka Military Regional Command Headquarters. The population of this study was based on managerial & staff positions consisting of 364 soldiers. The samples was 61 soldiers of XIII/Merdeka Military Regional Command Headquarters. This study uses quantitative methods. Primary data were collected used a questionnaire as an instrument to prove the results of the study. By using Smart Partial Least Squares (PLS), the analysis of the collected data reveals and tests hypothesis. The research result showed that commander's leadership style did not significantly affect on soldier performance while unit culture has a positively affect on soldier performance.

Keywords: unit commander leadership, unit culture, soldier performance, soldier job satisfaction

INTRODUCTION

Facing the development of national and state life by paying attention to increasingly dynamic global dynamics, the TNI AD as part of the nation's component has the responsibility to prepare

leaders who have the ability to adapt quickly to any environmental changes that occur and have high integrity in managing the TNI organization. AD is oriented to the interests of the nation that relies on diversity as a characteristic of Indonesia and Indonesian wisdom which is a source of inspiration in building the survival of the nation and state. It is time to prepare the leaders of the Indonesian Army to go through the stages of preparing leaders as a result of evaluating the scope of work, which is arranged based on the scope of duties and authorities that is constantly evolving, by compiling the scope of duties and authorities in the future so that TNI AD leaders can prepare early on for leaders who have commitment and integrity. tall one. In order to increase its role in the life of the nation and state, the TNI AD must continuously improve the quality of human resources in order to prepare and build dynamic social interactions with all components of the nation as well as an effort to prepare leader resources who are able to accommodate various interests and are able to be synergized with various dynamics. developing nation. The future leaders of the TNI AD are the central figures of the TNI. If we refer to history, the TNI AD should start implementing and developing holistic leadership by prioritizing unity, unity, and wisdom. This understanding is important to show the identity of the TNI AD leadership, which is actually very flexible and characterized by Indonesian wisdom and able to communicate with various components of the nation.

The TNI AD leadership that implements a holistic leadership strategy is very much in line with the Sapta Marga which always upholds truth, justice, and defends the country, so it is time for the TNI AD leadership to have the determination to create future TNI AD leadership that must be based on a high understanding and awareness in answer the main task challenges. To answer the demands mentioned above, if we look at the real conditions of the current leadership of the TNI AD, it is still necessary to make improvements to create the expected leader.

There are some factor will affect soldier performance. Unit command leadership will affect the soldier performance based on Griffin (1980), Chen (2004). Unit culture also will affect the soldier performance based on Wallach (983), Sheridan (1992). Job satisfaction will affect soldier performance based on Ostroff (1992), McGee and Cavender J(1984). Unit command leadership will affect the soldier job satisfaction based on Handoko (1995), Derek (1993) and De Groot, Scott and Thomas (2000).

The main question in this research are:

1. Does unit command leadership have an effect the soldier performance at the XIII/Merdeka Military Regional Command Headquarters?
2. Does unit culture have an effect the soldier performance at the XIII/Merdeka Military Regional Command Headquarters?
3. Does job satisfaction have an effect the soldier performance at the XIII/Merdeka Military Regional Command Headquarters?

To answer this problem, the objectives of this research are :

1. To analyze the effect of unit command leadership on the soldier performance at the XIII/Merdeka Military Regional Command Headquarters
2. To analyze the the effect of unit culture on the soldier performance at the XIII/Merdeka Military Regional Command Headquarters

3. To analyze the effect of job satisfaction on the soldier performance at the XIII/Merdeka Military Regional Command Headquarters.

LITERATURE REVIEW

Commander Leadership Style

Leadership is the ability to influence a group towards the achievement of a goal. Leadership is a person who is carried out in certain situations, and is directed through the communication process towards the achievement of one or several specific goals. Leadership concerns the process of intentional social influence carried out by one person on others to structure activity and influence within a group or organization (Robbins, 2006). Rivai (2004) argues that leadership is understood as the power to move and influence people. Leadership as a tool, means or process to persuade people to be willing to do something voluntarily / joy. There are several factors that can move people, namely because of threats, rewards, authority and persuasion.

Unit Culture

The organization in the structure of the military organization in the TNI AD is also referred to as a unit. In a unit there is a leader (officer) who is referred to as the unit commander who oversees members including non-commissioned officers and enlisted men.

According to Rivai (2004), he argues that culture exists at three levels, namely artifacts, espoused values and basic assumptions. Artifacts are things that exist to define culture and reveal what culture really is to those who pay attention to culture, in artifacts including products, services, even behavior patterns of members of an organization and this artifact according to Schein is the first level organizational culture. Espoused values are the reasons an organization gives to support its way of doing things and it is the second level of organizational culture. The third level of organizational culture is the Basic Assumption, namely beliefs that are considered to already exist by members of an organization.

Soldier Job Satisfaction

Lodge and Derek (1993), argue that people will feel satisfied if there is no discrepancy between what they want and their perception of reality. Although there is a difference, if the difference is positive, the person or employee will feel satisfied, and vice versa. Employees will feel satisfied when they get something they need. The greater the needs are met, the more satisfied they will be, and vice versa.

Lawler in Robbins (2006), said that the measure of satisfaction is based on the reality that is faced and accepted as compensation for the effort and effort given. Job satisfaction depends on the suitability or balance (equity) between what is expected and reality. Indications of job satisfaction are usually associated with absenteeism, labor turnover, work discipline, loyalty and conflict in the work environment.

Soldier Performance

Byars (1984), defines performance as the result of one's efforts achieved by the presence of abilities and actions in certain situations. So it can be said that work performance is the result

of the relationship between effort, ability, and task perception. Effort is the result of motivation that shows the amount of energy (physical or mental) used by individuals in carrying out a task. While the ability is an individual characteristic used in carrying out a job. Ability usually cannot be affected directly in the short term. Furthermore, task perception is an indication that individuals believe that they can realize their efforts in tasks and work.

Winardi in Waridin and Guritno (2005) said that performance is a universal concept which is the operational effectiveness of an organization, part of the organization and its employees based on predetermined standards and criteria, because organizations are basically run by humans, performance is actually human behavior. in playing the roles they perform within an organization to meet established standards of behavior in order to produce desired actions and results.

HYPOTHESIS DEVELOPMENT

The Effect of Leadership Style on Job Satisfaction

Handoko (1995) states that leadership style is how a leader can properly direct individual goals and organizational goals. Lodge and Derek (1993), argue that people will be satisfied if there is no discrepancy between what they want and their perception of reality. From the two notions of leadership style and job satisfaction, a conclusion can be drawn that if the applied leadership style can properly direct the goals of the organization with the aspects/goals expected by the individual for his work, the higher his job satisfaction. According to De Groot et.al (2000), charismatic leadership has a positive relationship with job satisfaction. Kirkpatrick and Locke (1996), found a positive relationship between charismatic behavior and performance, job satisfaction and attitudes through leaders. Both Howell and Frost's and Kirkpatrick's studies found that individuals working under charismatic leaders reported that the work performed would be more interesting, enjoyable and satisfying than individuals working under leaders who use non-charismatic styles: this is an exception to the fact that all individuals perform identical jobs.

Based on the description above, the hypothesis can be formulated as follows:

H1: "Commander's leadership style has a positive effect on job satisfaction"

The Influence of Organizational Culture on Job Satisfaction

Wexley and Yulk (1992) in Waridin and Masrukhin (2006) state that job satisfaction is an individual's general attitude towards his work. Each individual has a different level of satisfaction according to the value system that applies within him. The more aspects that are in accordance with the wishes of the individual, the higher the job satisfaction. From the description it can be It is said that job satisfaction is a person's feelings towards his work by considering the aspects that exist in his work so that a feeling of pleasure or displeasure arises in his work situation and co-workers. What the individual feels can be positive or negative depending on the perception of the work being done.

Nurhajati Ma'num and Bisma Dewabrata (1995), the results of their research prove that there is a positive influence between organizational culture and job satisfaction. Wallach (1983), states that a person's job satisfaction and work results depend on the suitability of the person's characteristics with the organizational culture.

Based on the description above, the hypothesis can be formulated as follows:

H2: "Unit culture has a positive effect on job satisfaction"

The Influence of Job Satisfaction on Soldier Performance

Ostroff (1992) suggests that job satisfaction has a significant relationship with performance, then someone who feels satisfied with his job usually works harder and better than people who experience stress and are not satisfied with their work. Satisfaction and attitudes are important in determining behavior and response to work. Through this an effective organization can achieve its work. The statement that job satisfaction and work attitude are related to one's performance, has been proven by Iaffaldano and Muchinsky (1985), there is a weak positive correlation. While others based on the meta-analysis of Petty, Gee and Cavender (1984) showed a strong positive relationship between job satisfaction and performance (Soon Hee Kim, 2002). Based on the description above, the following hypothesis can be formulated:

H3: "Job Satisfaction has a positive effect on Soldier Performance"

The Influence Of Leadership Style on Soldier Performance

Path Goal theory explains the behavior of directive style leaders, supportive styles, participatory styles, caregiver styles and achievement orientation styles affect this hope. So that it affects the work performance of subordinates and the performance of subordinates. By using one of the four styles, a leader must try to influence the perceptions of subordinates and be able to motivate them about task clarity, goal achievement, job satisfaction and effective performance (Griffin, 1980).

Chen (2004) in his research examines the effect of organizational culture and leadership roles on organizational commitment, job satisfaction and employee performance in small and medium-sized industrial companies in Taiwan. Besides, Byars (1984), said that to manage and control various subsystem functions within the organization in order to remain consistent with organizational goals, a leader is needed because the leader is an important part in improving the performance of workers.

Based on the description above, the hypothesis can be formulated as follows:

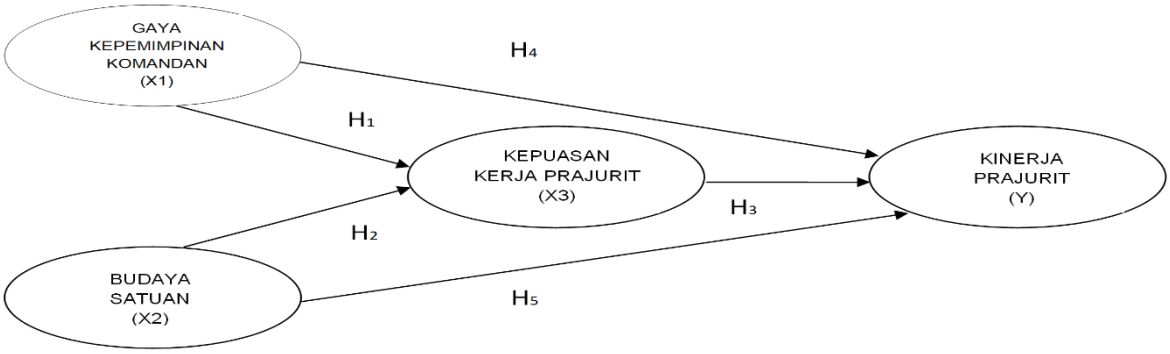
H4: "Leadership Style has a positive effect on Soldier Performance"

The Influence of Unit Culture on Soldier Performance

The results of the research by Waridin and Masrukhin (2006) show that organizational culture which is indicated by the culture of requiring employees to find ways that are more effective and willing to take risks, careful in carrying out work, attention to employee welfare, demands for concentration achieved, high enthusiasm at work. , as well as the obligation to realize the targets and duties of the agency have a positive influence on employee performance. Meanwhile, Wallach (1983), shows that employee performance in pleasant work outcomes including job satisfaction, tends to stay in the organization and work involvement, depending on the match between individual characteristics and organizational culture.

Sheridan (1992), shows that organizational culture is significantly positively related to employee performance, voluntary turnover and organizational commitment. It is said that variations in cultural values have an influence on turnover rates and employee performance.
Based on the description above, the hypothesis can be formulated as follows:
H5: "Unit Culture has a positive effect on Soldier Performance".

Research Theoretical Framework



Source:
H1 : Lok and Peter (2004), Soon He Kim (2002), Ismail (2008)
H2 : Lok and Peter (2004), Griffin (1980), Brahmasari and Suprayetno (2008)
H3 : Koesmono (2005), Ostroff (1992)
H4 : Masrukhin dan Waridin (2006)
H5 : Shea, M (1999), Sheridan (1992)

METHODOLOGY

The number of samples taken for the maximum likelihood estimation method (MLE), the sample size that can be valid results for estimation and interpretation of SEM results are between 100 - 200. Maximum Likely Estimates which are the default program in AMOS are very often used and are widely proven not to be affected by abnormal data).

The population of this research is all TNI AD soldiers in the Kodam XIII/Merdeka Headquarters which includes elements of leadership (officers) and subordinates (Ninara and Tamtama) as many as 364 soldiers. The sample in collecting or taking questionnaires at Kodam XIII/Merdeka was 161 soldiers.

The analytical tool used in this research is structural equation model-based analysis (SEM). Operated through the AMOS 16.0 program. Research modeling using SEM allows a researcher to answer research questions that are dimensional and regression.

RESULT AND DISCUSSION

Validity and Reliability Test

Validity or the level of accuracy, precision or accuracy is the ability of a measuring instrument to measure what it is supposed to measure. In other words, the instrument can measure the variables (constructs) desired by the researcher [11].

Internal consistency is the first criterion to test the reflective measurement model to see the reliability value at the construct level Internal consistency is usually measured using composite

reliability. The value of internal consistency is in the range of 0 and 1, with the higher the value of internal consistency indicating the higher the level of reliability of the measuring instrument. The value of internal consistency between 0.6-0.7 is stated as a sufficient internal consistency value for exploratory research and 0.7-0.95 is referred to as satisfactory.

Based on the above, the variables or variables in this study are variables that have a composite reliability of 0.7. The following is the composite reliability value of each variable.

Table 1. Composite Reliability

Variable	*Composite Relibility*
X1	0,906
X2	0,913
X3	0,944
Y	0,957

Source: Smart-PLS 3 data processing output in 2021

In the composite reliability table, it can be seen that the value of each construct is above 0.7 which indicates that all constructs are reliable or reliable. The reliability test with composite reliability above can be strengthened by using Cronbach's alpha value. A variable can be declared reliable if it has a Cronbach's alpha value greater than 0.7. However, 0.6 to 0.7 is still acceptable. The following is the Cronbach's alpha value of each research variable:

Table 2. Cronbach's Alpha

	Cronbach's Alpha
X1	0,883
X2	0,890
X3	0,933
Y	0,950

Source: Smart-PLS 3 data processing output in 2021

Convergent validity is a measure that shows the extent to which an indicator is positively correlated with other indicators in the same construct. The value of convergent validity is measured using average variance extracted or AVE. An AVE value of 0.5 or more indicates that the construct explaining more than half of the variance does come from the indicators. An AVE value less than 0.5 indicates that more variance comes from the error, not from the construct.

Table 3 Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
X1	0,495
X2	0,570
X3	0,653
Y	0,692

Source: Smart PLS 3 data processing output in 2021

Based on the AVE table, it can be seen that the value of each construct for the construct or variable X2, X3 and Y is above 0.5 indicating that the construct explaining more than half of the variance does come from its indicators, while the X1 variable is below 0.5 which indicates that the indicators in variable X1 are not related to each other.

Structural Equation Modelling (SEM) Analysis

Data analysis using SEM-PLS consists of two steps. The first step is to see the validity and reliability of the measuring instrument which is manifested by the collected data. The next stage is to analyze the data in accordance with the proposed hypothesis. The first stage is called testing the measurement model and the second stage is called the structural model testing.

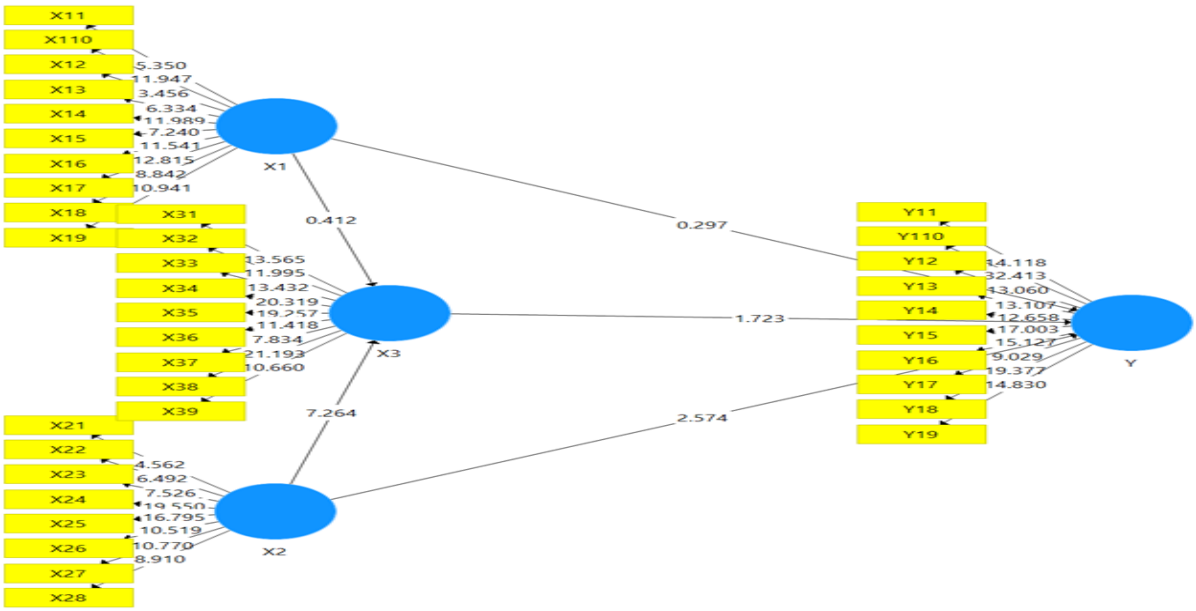


Table 4 Hypothesis Test Result

	T *Statistics* (O/STDEV)	P *Values*	Conclusion
X1 -> X3	0,412	**0,681**	Rejected
X1 -> Y	0,297	**0,767**	Rejected
X2 -> X3	7,264	**0,000**	Accepted
X2 -> Y	2,574	**0,010**	Accepted
X3 -> Y	1,723	**0,086**	Rejected

Hypothesis Test

Hypothesis 1 in this study is leadership style has no significant effect on job satisfaction. Based on the data processing that has been done, it can be seen in table 4 that the influence of the commander's leadership style (X1) on the job satisfaction of soldiers (X3) produces a probability value (P) of 0.412 and t-count of 0.681. The P value is > 0.05 and the t-count < t table or t-count < 2.138 so it can be concluded that there is no influence of the commander's leadership style on the job satisfaction of soldiers.

Hypothesis 2 in this study is organizational culture has a positive effect on job satisfaction. Based on the data processing that has been carried out, it is known that the effect of unit tradition (X2) on soldier job satisfaction (X3) produces a probability value (P) of 0.000, or > 0.05 and a t-count value of 7.264, or <2.138 indicating that there is a cultural influence. unit on job satisfaction of soldiers.

Hypothesis 3 in this study is job satisfaction does not have a positive effect on the performance of soldiers. Based on the data processing that has been carried out, it is known that the P value is 0.086, or > 0.05 and the t value is 1.723, or < 2.138 on the relationship between soldier job satisfaction (X3) and soldier performance (Y), indicating that there is no influence on job satisfaction. soldier's work on the performance of soldiers.

Hypothesis 4 in this study is that leadership style does not have a positive effect on the performance of soldiers. Based on the data processing that has been carried out, it is known that the P and t-values on the relationship between commander's leadership style (X1) and soldier's performance (Y) are 0.767 and 0.297. The P value > 0.05 and the t-count < t table or t-count < 2.138 indicate that there is no influence of the commander's leadership style on the performance of the soldiers.

Hypothesis 5 in this study is that unit culture has a positive effect on the performance of soldiers. Based on the data processing that has been done, it is known that the influence of unit tradition (X2) on the performance of soldiers (Y), resulting in a P value of 0.010, or <0.05 and a t-value of 2.574 or > 2.138 indicating that there is an influence of unit culture on the performance of soldiers.

CONCLUSION AND SUGGESTION

Based on the results of the hypothesis testing that has been carried out, it can be concluded that:

Conclusion:

1. Commander's leadership style did not significantly affect on soldier performance at the XIII/Merdeka Military Regional Command Headquarters,
2. Unit culture affect positively on soldier performance at the XIII/Merdeka Military Regional Command Headquarters
3. Soldier job satisfaction is not significantly influenced by the commander's leadership style at the XIII/Merdeka Military Regional Command Headquarters.

Suggestions:

1. The leadership elements at Kodam XIII/Merdeka (Officers) must try to improve their performance again by motivating themselves to always work hard in doing every job even in difficult situation. Steps that can be taken are by participating in several training and development activities, as well as increasing attention and personal approach between leaders and their subordinates.
2. A review of the indicators that make up the variables of job satisfaction such as the adequacy of salary or benefits, promotion in accordance with the performance of soldiers, responsible superiors, superiors who support the work carried out by their

subordinates and interesting jobs for soldiers will determine the level of job satisfaction of soldiers. The indicator of salary adequacy in accordance with the responsibilities borne by soldiers has the lowest value. Therefore, there is a need for continuous improvement in the provision of salaries to soldiers, for example by increasing periodic salaries and performance allowances, so that soldiers can feel satisfaction in their work and it is hoped that soldier performance will increase.

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