

SOLDIER PERFORMANCE: THE ROLE OF LEADERSHIP STYLE, WORK ENVIRONMENT, AND WORK DISCIPLINE (FINDING FROM NAVY COMMAND FLEET, INDONESIA)

Andi Abdul Aziz¹

¹Faculty of Economics, Universitas Negeri Jakarta
Jakarta, Indonesia
andiaaziz38@gmail.com

Dedi Purwana²

²Faculty of Economics, Universitas Negeri Jakarta
Jakarta, Indonesia
dpurwana@unj.ac.id

I Ketut R. Sudiarditha³

² Faculty of Economics, Universitas Negeri Jakarta
Jakarta, Indonesia
ketut.sudhiardhita@unj.ac.id

Abstract

This study aims to examine the effect of leadership style and work environment on soldiers who are mediated by work discipline. This study used a quantitative method by distributing questionnaires to 260 respondents who were KRI soldiers in the Fleet II Commando Eskorta Ship Unit. The data from the questionnaire were analyzed descriptively and quantitatively. Descriptive analysis is used to describe respondents' characteristics and research variables based on the questionnaire results. In contrast, quantitative analysis is carried out using Structural Equation Modeling (SEM) study with the AMOS and SPSS programs. Based on the results of SEM analysis, it is concluded that leadership style has no significant effect on work discipline. In contrast, the work environment has a positive impact on work discipline. The results further show that the work environment and work discipline have a positive effect on the performance of the soldiers. At the same time, the leadership style does not affect the performance of the soldiers. In further testing, the results of the mediation test using the Sobel test show that work discipline engagement can mediate the influence of leadership style and work

environment on performance. This can indicate that an increase in leadership style and work environment can improve work discipline, which in turn will enhance the performance of soldiers. The leadership style variable has a positive effect on the Soldier Performance variable through work discipline. The work environment variable has a positive effect on the soldier's performance variable through work discipline.

Keywords: Leadership Style, Work Environment, Work Discipline, Soldier Performance, Structural Equation Modeling (SEM).

INTRODUCTION

Transformation continues in all fields, and this affects organizations, including the Indonesian National Army (TNI). In-depth employee development is a top priority for management in many organizations. Today's organizations and companies have demonstrated this through investing in training and increasing understanding of the impact of leadership, discipline, and effective employee performance (Hotho and Dowling, 2010). Baysak and Yener (2015) stated that developed countries have a budget for leadership development and employee performance that reaches a higher percentage than funds for other areas of the organization.

In Indonesia, the budget in the APBN for the Ministry of Defense and the TNI has also increased from 107 Trillion in 2018 to 108 Trillion in 2019 (Ministry of Finance, 2019). The portion of the increase is intended so that the TNI can improve its performance optimally.

The Indonesian Navy (TNI AL), as part of the TNI, is responsible for the defense and security operations of the Republic of Indonesia at sea. To carry out its duties, the operational readiness of the TNI AL system is essential. In carrying out marine operations, the Indonesian Navy oversees three Regional Fleet Commandos (Koarmada I is based in Jakarta, Koarmada II is found in Surabaya, and Koarmada III is based in Sorong). The Regional Fleet Command as a supervisor and operational user of Aleut Sista

(KRI/Warship of the Republic of Indonesia), is responsible for fulfilling the conditions for KRI to be ready to sail and fight both personnel and material which is carried out by ship units. The Koarmada II Eskorta Ship Unit as the object of research consists of 20 combat ships of various types, including the domestically produced missile-destroyer class (PKR) equipped with the Vertical Launcher System (VLS), the Van Speijk class equipped with Harpoon missiles, Yakhont C- 108, the Sigma class with the latest technology, the Corvette class with large-caliber missiles and cannons and the Parchim class with anti-submarine capability. KRI from each type has a big enough role in carrying out marine operations tasks even though most of the ships are more than 35 years old. This Ship Unit is under the guidance of the Fleet II Command. It is the largest ship unit in the Indonesian Navy where most of the security duties, combat training with foreign countries to the UN mission assigned to Koarmada II are the main tasks of the Eskorta Ship Unit. Therefore, improving the performance of soldiers is very vital to support all activities both at and outside the base.

In this study, several factors were taken to influence soldiers' performance, including leadership style, work environment, and work discipline. In fulfilling its duties, the Koarmada II Eskorta Ship Unit must meet conditions ready to sail and fight both personnel and material. Soldiers in these ships as human resources in the Indonesian Navy are central figures in the Second Koarmada Eskorta Unit organization. The work system, which is formed from the combination of various qualifications, demands soldiers' performance be able to properly carry out their duties and responsibilities.

Leadership in the Koarmada II Eskorta Unit is not determined by the Commander's leadership style alone. Still, it is also influenced by the character and leadership style of the Division Head Officers, Department Head Officers, and Palaksa in KRI in the Senator. The lack of fulfillment of officers in each KRI and the number of officers who have to follow operational assignments with other ships has dramatically influenced the Koarmada II Eskorta Ship Unit's leadership. This condition is getting more complex due to the high mobility of the commanders from each KRI while at Pangkalan. As a result of many tasks in the Fleet and outside service, Commanders often leave the ship, which has a direct impact on personnel development (Administration and Personnel Satkor

Koarmada II, 2018). An effective leadership style is essential so that the organization continues to run optimally (Gharehbaghi and McManus, 2013).

The working environment in the Koarmada II Eskorta Unit is very different when compared to the company's conditions in general, even with Indonesian Navy personnel serving on land. Room conditions have a very high level of risk. The crew members in each KRI have limited accommodation in situations that are mostly poorly maintained due to malfunctioning or damage to several sewer systems. Also, the personnel of each KRI occupies a room adjacent to the ammunition and fuel warehouse so that during work, alertness and vigilance are the main demands to avoid work accidents. With this limited scope, the KRI soldiers still have to face the weather conditions on the bumpy sea while carrying out their operational duties. Soldiers will receive higher physical and psychological stress, which is further exacerbated by the material condition of the KRI, which is mostly equipped with inadequate accommodation as a result of the ship's age, which averages more than 35 years.

The level of performance can be realized by the level of discipline of the 2nd Koarmada Eskorta Unit soldiers, totaling 1601 personnel in carrying out their daily duties. A discipline is a form of member loyalty to the rules and leadership. Discipline can be seen from the level of absenteeism and the number of violations that have occurred. According to their level, the discipline of the personnel of the 2nd Koarmada Eskorta Unit can be categorized as good because no personnel do not enter without information. However, there was still 17 personnel who were recorded as having committed violations in 2018, namely: twelve disciplinary violations, two late violations, three criminal offenses (Administrative Data and Personnel of Satkor Koarmada II in 2018). This can be used as an indicator of a decrease in the discipline which can have an impact on the performance of soldiers. From this it can be seen that the performance of the soldiers is still below the optimal level

In addition to the phenomena that occur above, in previous studies, there are still differences in the results of research between the influence of discipline, leadership style, and work environment on employee performance. Research conducted by Ebrahimi et al. (2016), Mtinkulu (2015), Triayong et al. (2013), and Faggidae (2015) stated that leadership style affects employee performance. Meanwhile, Anyango (2015) says that

leadership style does not affect employee performance. Tumilaar (2015), Abidin (2014) found that work discipline affects performance. On the other hand, Putranti (2017), who uses the satisfaction variable as a mediating variable, found that work discipline does not influence organizational performance. Asrarulhaq and Kuchinke (2016), Acar (2013), Masrukin and Waridin (2016) found that the work environment affects employee performance. This shows that the better the work environment will affect employee performance. Meanwhile, Lutfi (2018), Tjandra, and Setiawati (2013) found that the work environment has no significant effect on employee performance. Judging from previous research results on the relationship between leadership effectiveness and work environment with employee performance, there is still controversy over the results of several researchers (research gap).

Based on the background of the problem, the gap phenomenon, and the research gap, the researcher took the title *The Influence of Leadership Style and Work Environment on Soldier Performance with Work Discipline as an Intervening Variable*.

Based on the description of the background, the main problems in this study are:

1. Is there an influence of leadership style on discipline
2. Is there an influence of the work environment on discipline
3. Is there any effect of discipline on performance
4. Is there an influence of leadership style on performance
5. Is there an influence of the work environment on performance
6. Is there an influence of leadership style on performance through discipline
7. Is there an influence of the work environment on performance through discipline

The results of this research are expected to be useful both theoretically and practically. Theoretically, the results of this study are expected to contribute to enriching the literature in examining various theories that have accumulated in the field of human resource management, as well as providing information to those who wish to deepen the lot of leadership, environment, discipline, and performance. While practically it is hoped that this research will be of benefit to all parties, especially the Satkor Koarmada II TNI AL. The results of this study are beneficial for factors related to the performance of soldiers.

LITERATURE REVIEW

Employee Performance

Performance is the result of individual employees in an organization. The achievement of organizational goals cannot be separated from the organization's resources that are encouraged or run by employees to play an active role as actors in achieving these goals. Achieving maximum performance is inseparable from leadership's role in motivating subordinates to carry out work efficiently and effectively. Rivai (2017) argues that performance is a description of the level of achievement of implementing an activity/program/policy in achieving the goals, objectives, mission, and vision of the organization as stated in the strategic planning of an organization. Meanwhile, Siagian (2016) argues that performance is an activity according to his responsibilities with expected results. Performance results from work in quality and quantity achieved by an employee in carrying out his duties following the duties assigned to him. However, in reality, many organizations lack information about the performance of employees in the organization. Performance or performance resulting from the work function of a person or group's activities in an organization is influenced by various factors such as leadership style and work environment to achieve organizational goals within a certain period (Masrukhin and Waridin, 2016). Meanwhile, according to Rivai (2017), internal factors such as discipline and motivation play a significant role in determining performance because performance is related to the willingness of a person or group of people to carry out activities and be refined according to responsibility results as expected. Wibowo (2013) explains that employee performance results from work that has a strong relationship with the organization's strategic goals.

Work Discipline

According to Turang et al. (2015), discipline is a condition created and formed through a process of a series of behaviors that show the values of obedience, obedience, order, and order. Because it is one with him, the attitude or action he does is not felt at all like a burden, and on the contrary, it will burden him if he does not act as usual. The values of obedience have become a part of his behavior in his life. Attitudes and actions like this are created through being fostered through family, education, and experience or the introduction of exemplary from the environment. Discipline will make him know what

should be done, what should be done, what can be done, what should not be done (prohibition). These results were also confirmed by Sugiarto (2014), who examined work discipline and remuneration for the performance of employees of Dismatbek Koarmatim.

Leadership Style

Leadership is the process by which one influences followers to achieve and is objective and directs the organization in a way that makes it more cohesive and coherent. Leaders carry out the process by applying their knowledge and skills (Turang et al., 2015). Leadership has been researched from various perspectives, including by Chaganti et al. (1991), and has been linked to many organizational problems. Over time, several leadership models have emerged; listed below are the main leadership theories: relationships, behavior, participation, management, situations, contingencies, traits, and the grand man theory. The leadership style has several factors, including effectiveness, cooperation, participation, delegation, and appreciation. The relationship between leadership and organizational performance has been tested, and it has been shown that leadership style is considered and supported as an essential factor affecting employee performance.

Work Environment

The work environment has a vital role for someone in carrying out a job. A comfortable and conducive work environment will motivate someone to work and tend to positively influence organizational performance. Dewi (2014) states that executives need the formulation of strategies in determining corporate policies to achieve the final goals and the means that will be used to achieve these goals. The formulation of an effective and efficient method is a formulation that combines forward-oriented perspectives with the internal and external environment of the organization. The environment always influences the organization in carrying out its activities, either directly or indirectly. The organization's survival is greatly influenced by the organization's ability to manage these environmental influences. The organization's environment is divided into two types, namely the external environment and the internal environment (Andamdewi, 2013). According to Londo, Tewal, & Rumokoy (2016), the work environment is divided into two types, namely the conditions of the work environment concerning the physical aspect and the conditions of the work environment that affect the psychological elements. The

working environment condition related to the physical stuff is everything associated with the work environment's physical part. Meanwhile, a non-physical work environment is a work environment that cannot be perceived with the five senses, such as color, smell, sound, and taste.

Based on previous research, researchers tried to analyze the influence of leadership style and work environment on soldiers' performance with work discipline as a mediating variable in the Eskorta Koarmada II Ship. Describe the relationship between leadership style variables, work environment, work discipline, and performance can be described in the model research as follows:

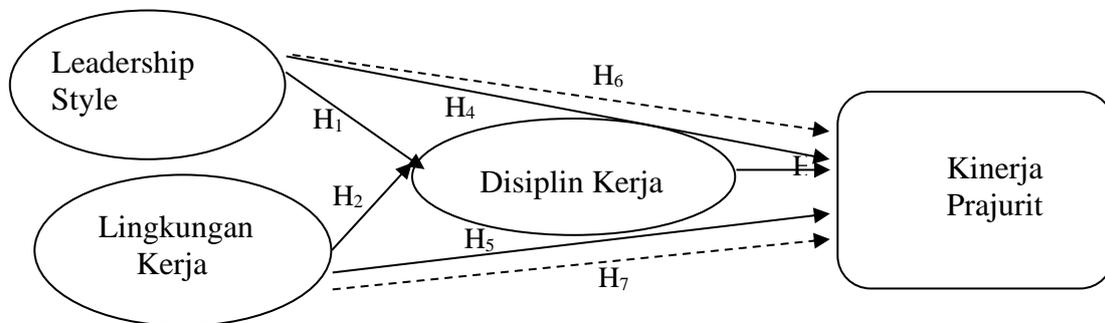


Figure 1. Research Framework on the Effect of Leadership Style and Work Environment on Soldier Performance with Work Discipline as a mediating variable.

Based on the theoretical study and theoretical framework above, the hypothesis of this study is as follows:

- H1 There is a significant influence between leadership style on work discipline.
- H2 There is a significant influence between the environment on work discipline.
- H3 There is a significant influence between discipline on performance.
- H4 There is a significant influence between leadership style on performance.
- H5 There is a significant influence between the environment on performance.
- H6 There is a significant influence between leadership style on performance through discipline.

- H7 There is a significant influence between the environment on performance through discipline.

RESEARCH METHOD

This research was conducted using a survey method, where this study took a sample of one population and used a questionnaire as a data collection tool. The design of this survey method is quantitative with primary data. Quantitative with a descriptive format aims to explain, summarize various conditions, various situations, or multiple variables that arise in the society that is the object of the research based on what happened. This research was conducted at Satkor Koarmada II TNI AL. Other data related to the soldier's performance were obtained from interviews, questionnaires, and observations.

The research was conducted in 2019, starting from January 2019 to July 2019; this is adjusted to the process of review, and performance appraisal carried out by the company. This research is a quantitative research design because it is concept development and data collection to examine the influence of leadership style and work environment on discipline, which has implications for soldiers' performance. Based on the calculation, the size of the sample used in this study was 260 respondents. The data analysis technique used is Structural Equation Modeling (SEM) analysis with AMOS and SPSS programs.

RESULT AND DISCUSSION

The results of the analysis will be carried out from the respondent's data as much as 260. Then the results can be seen as follows:

1. The results of testing hypothesis 1 in this study indicate that the GK variable does not significantly affect the DK variable. This is evidenced by the critical value of and a probability value that exceeds 0.089 (above 0.05). Thus the conclusion is that hypothesis 1 is rejected.
2. The results of testing hypothesis 2 in this study indicate that the LK variable has a positive and significant effect on the DK variable. This is evidenced by the critical value of 5.720 and a probability value of 0.00 (below 0.05). Thus the conclusion is that hypothesis 2 is accepted.

3. The results of testing hypothesis 3 in this study indicate that the DK variable has a positive and significant effect on the KP variable. This is evidenced by the critical value of 1.9 and a probability value of around 0.05. Thus the conclusion is that hypothesis 3 is accepted.
4. The results of testing hypothesis 4 in this study indicate that the variable GK does not significantly affect the variable KP. This is evidenced by the critical value of 0.959 and a probability value of 0.338 (above 0.05). Thus the conclusion is that hypothesis 4 is rejected.
5. The results of testing hypothesis 5 in this study indicate that the LK variable has a positive and significant effect on the KP variable. This is evidenced by the critical value of 1.9 and a probability value of around 0.05. Thus the conclusion is that hypothesis 5 is accepted.
6. The results of testing hypothesis 6 in this study indicate that the variable GK has a positive and significant effect on KP through DK. This is evidenced by the Sobel value of 2.6610 and a probability value of 0.003 (below 0.05). Thus the conclusion is that hypothesis 6 is accepted.
7. The results of testing hypothesis 7 in this study indicate that the LK variable has a positive and significant effect on the KP variable through DK. This is evidenced by the critical value of 2.5259 and a probability value close to 0.011 (below 0.05). Thus the conclusion is that hypothesis 7 is accepted.

The Influence of Leadership Style and Work Discipline

The leadership style variable has no significant effect on the work discipline variable as described above. This is based on the calculated model of the goodness of fit on the hypothesized model. This is in line with research made in good research by Rosmiyati (2014), which states that leadership style does not significantly influence work discipline. His study analyzes leadership styles by combining and integrating various leadership styles into work disciplines. These results are reinforced by Diantari (2013), which states that authoritarian leadership styles do not significantly affect work discipline. Organizations that apply an autocratic leadership style are considered to have used rigorous work discipline in their organizations. Whatever their leadership style, soldiers will still try to be disciplined. In many kinds of literature, it is stated that leadership styles

can be developed into authoritarian, transformative, and participative leadership styles. On the other hand, Sutarmaningtyas (2014), Ramli (2013), Pratama (2012) have conducted research that states that leadership style has a significant positive effect on soldier performance

The Influence of Work Environment and Discipline

Work environment variables have a positive relationship with discipline variables as described above. This is based on the calculated model of the goodness of fit on the hypothesized model. This is in line with research conducted by Noor et al. (2018), Riyanto, and Sutrisno (2016) Putranti (2017), which states that there is a positive relationship between work environment and work discipline. The results of his research state that there is a strong influence between the work environment and soldiers' work discipline. This is supported by Andriani (2010), who stated that the company would need the obedience of its members to the rules and regulations that apply to the company, which are based on their work environment. A supportive work environment will make soldiers more disciplined in managing their work.

Effect of work discipline and soldier performance

The discipline variable has a positive relationship with the soldier's performance variable as described above. This is based on the calculated model of the goodness of fit on the hypothesized model. This is in line with research made by Srijani (2014) Meilani and Ibrahim (2015) Nugroho (2015). LK is the dominant variable in explaining the DK variable; Ferawati (2017) states that a high level of discipline will improve PT's performance. Cahaya Indo Persada Surabaya. These results were also confirmed by Sugiarto (2014), who examined work discipline and remuneration for the performance of employees of Dismatbek Koarmatim. The conclusion is that work discipline partially and simultaneously in the study positively influences employee performance. Fiati et al. (2011) examined the level of discipline on private banks' performance in Kudus. His research results show that discipline either simultaneously or partially affects the performance of remote bank employees in Kudus. Likewise, Hidayat et al. (2014), who examined the Bumiputera Semarang Life Insurance, concluded that the level of discipline has a significant effect on employee performance. In military organizations in Indonesia, discipline must be upheld, which will undoubtedly improve soldiers' performance.

Senator Koarmada II highly supports soldier discipline, which will impact his soldiers' performance.

The Influence of Leadership Style and Soldier Performance

The leadership style variable does not significantly affect the soldier's performance variable as described above. This is based on the calculated model of the goodness of fit on the hypothesized model. This is in line with the research made by Pradana et al. (2016), which states that leadership style does not have a direct and insignificant effect on the performance of the employees of the Cooperative and Umkm Jember Regency. These results are corroborated by Haryanto (2017), who examined the influence of leadership style, compensation, and organizational commitment on CV's performance. Indyferyto Group Yogyakarta. On the other hand, this result is not in line with Asrar ul-Haq and Kuchinke (2016). The title impact of leadership styles on employees attitude towards their leader and performance: Empirical evidence from Pakistani banks. The results have the conclusion that there is a significant relationship between leaders who have transformational leadership styles and employee performance. The laissez-faire leadership style also has a strong connection with employee performance regarding employee effectiveness and satisfaction. Acar (2012) confirms a positive effect of leadership and organizational culture on employee performance in the logistics industry. This difference can also be caused because, in military organizations, the leadership style tends towards authoritarianism; the leadership style does not significantly affect the performance of soldiers. In this case, the soldiers will perform at their best even if the leadership style's strength increases or decreases.

Effect of Work Environment and Soldier Performance

The work environment variable has a positive influence on the soldier's performance variable as described above. This is based on the calculated model of the goodness of fit on the hypothesized model. This is in line with the research made in Budianto (2017) and Muhammad (2016), which found the results of the work environment, compensation, and workload affect employee performance. Boose (2017) confirms that there is a significant influence of the work environment on employee performance at PT. Manado City Maumbi Shipping Company. Megawati (2019) also states a significant effect of the work environment on employee performance at the North Malang Pratama tax service office.

On the other hand, this result is not in line with Ferry (2018), which states that the work environment does not significantly affect the performance of soldiers. In military organizations, a comfortable working environment can improve the performance of soldiers. The training field and other supporting facilities, both physical and non-physical, will increase the work effectiveness of the Koarmada II Satkor.

The Influence of Leadership Style and Soldier Performance through Work Discipline

The leadership style variable has a positive effect on the Soldier Performance variable through work discipline as described above. This is based on the calculated model of the goodness of fit on the hypothesized model. This is in line with Rompas et al. (2018) in their study, which also states that soldier performance is influenced by work discipline and leadership style. In his research, partially work discipline has a significant effect while leadership style does not affect employee performance. Organizational leaders need to evaluate and pay attention to leadership styles and work discipline to improve employee performance. Pradana (2016) also uses a mediation variable that states that leadership style on employee performance positively and significantly affects employee work motivation. In this study, the Leadership Style in Satkor Koarmada II will improve work discipline, which impacts Soldier Performance.

Environmental Influence and Soldier Performance through Work Discipline

The work environment variable has a positive effect on the soldier's performance variable through work discipline as described above. This is based on the calculated model of the goodness of fit on the hypothesized model. This is in line with research made in previous research by Fathonah (2017) and Josephine (2017), which used mediating variables. His study takes the form of the influence of the work environment on employee performance in the production section through work motivation as an intervening variable at PT. Trio Corporate Plastic has the result that the intervening variable can mediate the effect of the work environment on soldiers' performance. In military organizations such as the Satkor Koarmada II. A good and comfortable work environment is expected to increase work discipline, which will motivate soldiers to improve their performance.

CONCLUSION

Based on the results of research with research indicators, predetermined respondents, and analysis of the research data carried out, several conclusions can be drawn as follows:

1. The leadership style variable does not have a significant effect on work discipline variables. This means that an increase or decrease in leadership style does not significantly affect work discipline.
2. Work environment variables have a positive effect on work discipline variables. This means that if the leadership style increases, it will significantly affect the rise in work discipline. Therefore, in the future the institution must create a good environment to increase the level of discipline of soldiers.
3. The work discipline variable has a positive effect on the soldier's performance variable. This means that if the work discipline increases, it will significantly affect the soldiers' performance. Therefore, the organization must maintain a level of discipline for each soldier to improve the performance of the soldiers.
4. The leadership style variable does not affect the soldier's performance variable. This means that an increase or decrease in leadership style does not significantly affect work discipline.
5. Work environment variables have a positive effect on the performance variables of soldiers. This means that if the work environment increases, it will significantly affect the performance of soldiers. Therefore, in the future the institution must create a good environment to increase the performance of soldiers.
6. The variable of leadership style has a positive effect on soldiers' performance variable through work discipline. This means that if the leadership style increases, it will indirectly affect the increase in soldiers' performance significantly through work discipline.
7. Work environment variables have a positive effect on the performance variables of soldiers through work discipline. This means that if the work environment increases, it will indirectly affect the increase in soldiers' performance significantly through work discipline.

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