

Exploring Performance Indonesia Soldiers: Leadership Style, Work Environment and Work Discipline

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This study aims to support the leadership style and environment of competencies mediated by work discipline. The study uses quantitative methods by surveying 260 respondents who are soldiers of The Koarmada II Eskorta Ship Unit. Data is processed using the AMOS Structural Equation Modeling (SEM) program. The results of the study concluded: leadership style is not significant for work discipline, a positive work environment is important for work discipline, leadership style does not significantly influence performance, a positive work environment correlates for performance and so to is there a positive relationship regarding work discipline for performance. Meanwhile, both the leadership style and the work environment are positive for soldier performance through work discipline; This means that if the work environment is conducive it will immediately have a significant impact on increasing the competence of soldiers through effective work coordination. The findings of this study are work disciplines that mediate leadership styles and what work environments can do to improve soldier performance. However, this research still needs to be developed with other mediations and expanded respondents with different objects.

Key words: *Leadership style, work environment, work discipline, soldier performance.*

Introduction

Employee development in various organisations is continuously carried out to achieve success which makes it a top priority for management to consider. At present many investments have been used for both education and training to increase the understanding of the impact of leadership, discipline on effective employee performance (Hotho & Dowling, 2010). Expenditures on leadership development and employee performance continue to reach a higher

percentage in comparison to other sectors' budgets. In 2013, US \$ 15.5 billion was spent by US companies on employee development, specifically related to leadership and discipline (Baysaka & Yener, 2015). Across all branches of the US military, significant resources have been invested in recent years to develop leadership competencies to improve organisational performance. In Indonesia, the the State Budget for the Ministry of Defense and the Indonesian National Army also increased from 107 Trillion in 2018 to 108 Trillion in 2019 in Indonesian dollars (Ministry of Finance, 2019). The portion of the increase is intended so that the TNI can increase its performance optimally.

The Koarmada II Eskorta Ship Unit in fulfilling its duties must be ready to sail with both personnel and material in battle conditions. Soldiers in these ships can be considered as human resources for the Navy and are central figures. The work system formed by combining various qualifications requires the performance of soldiers to be able to carry out their duties and responsibilities properly. The key success factor of the Satkor Koarmada II organisation is the "The man behind the gun" factor, that largely determines performance success.

Based on the results of the soldier's army from the Eskorta Koarmada II in 2018, there were 45% of soldiers having a value below 60 while the results of urikes in 2018 showed that only 51% of soldiers had health status (stakes) 1. This indicates the physical condition of 45% which is indicative of the less optimal soldiers during testing. Stakes 1 indicates the best condition of soldiers, while 49% fall within conditions of Stakes 2 and 3 which means when examined through urine and blood tests; the soldier is not feeling healthy. Poor health, and stringent physical, and wellness assessments can result in soldiers being ineligible to attend school and subsequently promoting their careers. This of course, also affects their performance.

Asrar-ul-Haq & Kuchinke (2016) conducted research within the Pakistani banking sector with specific regard to the impact of a manager's leadership style on the performance of subordinates; based on these results the Human Resource Management Department (HRM) is expected to form a professional department to assist managers in terms of deciding which leadership style is best to choose. the results of the research indicated that the laissez-faire leadership style shows a negative relationship with employee performance results in terms of effectiveness, and employee satisfaction. On the other hand the findings of the Anyango research paper (2015) conducted at the Bank of Africa in Kenya show that the transformational leadership style is the style most exhibited in the bank followed by both the transactional and laissez-faire leadership style. While Ebrahimi et al. (2016) conducted research in the Guilan Province manufacturing company; test results showed that there is a relationship between transformational leadership and exploratory innovation; but that there is also a negative relationship between transformational leadership and exploitative innovation. In addition, it was found that there was a negative relationship between transactional leadership and

exploratory innovation and there was a subsequent = relationship between transactional leadership and exploitative innovation.

Other research has been carried out in industry and in education in Indonesia. Elgelal & Noermijati (2015) summarized that transformational leadership has a significant effect on employee performance through job satisfaction, this indicates that job satisfaction being expressed can mediate the effect of transformational leadership on employee performance. While Mtimkulu et al. (2014) conducting research at the Eastern Free State Hospital, South Africa found that performance declined while absenteeism increased because of the autocratic and laissez-faire leadership styles that are extremely prevalent in hospitals. In this research, we are trying to study how leadership style with employee performance can assist in mediating employee work discipline which is a model that has never been studied. This study aims to describe the influence of leadership style and work environment on soldier performance utilising work discipline as a mediating variable.

Literature Review

Leadership Style

Leadership has been studied from various perspectives, and has been linked to many organisational problems. Over time, several models of leadership have emerged; these include the: relationships, behavior, participation, management, situations, contingencies, traits and great man theories (Chaganti & Damanpour, 1991). The definition of the leadership approach is that it is an approach to nature and process. The nature approach has been proposed for more than a century as the idea that leadership is inherent, while the process approach shows that leadership is a transactional process that is modern and more logical; these operate as a classification system to find out what leadership really means. These systems theoretically try to define and interpret leadership in logical thinking. Northouse (2013) described four different criteria related to leadership style, namely: process orientation, influence, group context and achievement of goals

A leader in carrying out his leadership style can be very influential on the level of employee work discipline, meaning that the better the leadership style, the better the level of employee work discipline, and vice versa. An effective leadership style adopted in an organization creates positive work effectiveness for employees (Martoyo, 2006). While in Budiwibowo's research (2014) shows that leadership style has both a positive and significant effect on employee work discipline, because the higher the leadership ability to develop transformational and transactional leadership, the better the influence in improving employee work discipline. Dapu (2015) concluded that there is a significant influence between an autocratic leadership style on work discipline. This result is supported by research by Elgelal & Noermijati (2015)

which states that transformational, transactional and autocratic leadership styles have a positive effect on work discipline.

Leaders need to support and control the performance of their subordinates because leaders do not give freedom to subordinates to make their own decisions in the implementation of tasks. Robbins et al. (2001) revealed that leadership has the ability to influence a group towards achieving goals. The ability of employees to achieve the goals and objectives of the organisation reflects employee performance. So, it can be concluded that the leadership style has a big role in improving employee performance.

Utilising a leadership style that suits the situation and condition of the organization, means that the employee will be more enthusiastic in carrying out his obligations. Leadership style influences employee work discipline, because leadership style is an activity influencing and directing the behaviour of subordinates or others to achieve organizational goals (Kartono, 2006). The research of Khairizah et al. (2015) found that the leadership style possessed by superiors will affect the work of employees; a conducive leadership style will improve employee performance. Fiati (2011), Fauzia et al. (2014) and Kasenda (2016) found in their research that work discipline has an effect on employee performance; Correlation test results show the relationship between the two is strong.

Leadership style research on performance through mediating variables studied by Putra et al. (2019) indicated that the results of the leadership style have both a positive and significant effect on work discipline. Leadership style has an important role in upholding the discipline of an institution or organization t thus also having an impact on performance.

H1: Effect of leadership style on soldier work discipline

H3: Effect of leadership style on soldier performance

H6: Effect of leadership style on soldier performance through work discipline as mediation

Work Environment

Environment are defined as institutions or outside forces that have the potential to influence organisational performance; the environment is formulated into two: namely, the general environment and the special environment. The general environment is anything outside the organisation that has the potential to influence it. . This environment can be found in the form of social and technological conditions. While the special environment is the part of the environment that is directly related to the achievement of the goals of an organization (Robbins et al. 2011).

The formulation of strategy required executives to set organizational policies to achieve the final goals and what ways will be used to achieve these final goals. The formulation of an effective and efficient strategy is a formulation that combines a forward-looking perspective with both the internal and external environment of the organization in consideration (Dewi, 2014; Shehry & Youssif 2017). The work environment is anything that is around the workers and which can affect themselves in carrying out the tasks that are assigned. Work environment consists of the physical and non-physical environment that is so attached to employees that it cannot be separated in order to get good performance. Organizational survival is greatly influenced by the ability of the organization to manage this environmental influence. Meanwhile according to (Andamdewi, 2013) the environment in the organization is divided into two kinds, namely the external environment and internal environment. The work environment, according to Londo et al. (2016) can be divided into two types, namely the condition of the work environment which involves the physical aspect, this can include anything that involves the physical aspect of the work environment. While the non-physical work environment is a work environment that cannot be captured with the five senses, such as colour, smell, sound, and taste.

Riyanto et al. (2017) states that there is a strong influence between the work environment and employee work discipline. The company will require obedience from its members on the rules and regulations that apply to the company based on its work environment. Likewise, it has been found that there is a strong influence between the work environment on employee work discipline (Inbar et al. (2018).

A good work environment will make employees more disciplined that have an impact on increasing the quality and quantity of work, so that effective and efficient performance is achieved. Kasenda (2016), Fiati (2011), and Fauzia et al. (2014) concluded that work discipline influences employee performance; Correlation test results show the relationship between the two is strong.

Tjandra (2013) revealed that a good work environment can support work performance so that employees have a positive work spirit and this can improve employee performance. Terry (2006) found that the work environment can be interpreted as forces that can influence both directly and indirectly on the performance of an organisation or company. Work environment research on performance through work discipline mediation variables was investigated by Putra et al. (2019). The results of this research concluded that intervening variables are able to mediate the influence of the work environment on employee performance.

H2: Effect of work environment on soldier work discipline

H4: Effect of work environment on soldier performance

H7: Effect of work environment on soldier performance through work discipline as mediation

Work Discipline

Discipline lets you know what to do, and what not to do (prohibition) (Turang 2015). Work discipline effectively applied is a leadership communication tool as stated by Rivai & Jauvani (2013). This paper stated that work discipline is a tool used by managers to change behaviour and is also utilised as an effort to increase awareness and willingness to obey all company regulations and prevailing social norms.

A. Agrawal (2014) states that work discipline is obedience in implementing the rules that are required or expected by the company so that each workforce can carry out work in an orderly and smooth manner. Whereas Thaief et al. (2015) argues the notion of work discipline is an attitude of respect, and obedience to applicable regulations, both written and unwritten. It also includes being able to carry orders out and for employees to not easily avoid receiving sanctions if they violate their duties and any authority given to them.

Work discipline is a tool used by managers to communicate with employees to be willing to change behaviour and as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms (Rivai & Sagala, 2009). In the understanding of work discipline stated above, there is an understanding of responsibility and obedience. Both of these words indicate a mental attitude that must be possessed by an employee in carrying out their duties. Work discipline is positively associated with employee performance, because with high discipline the leader can implement an action so that the work standards set can be obeyed by employees (Trahan & Steiner, 1998).

The results of this research (Fiati, 2011) showed that simultaneous and partial work discipline affected the performance of employees of private banks in Kudus. Likewise with Fauzia, et al. (2014) concluded that discipline has a positive and significant effect on employee performance, where the results of the correlation test show that the relationship between the two is strong. Similarly Kasenda (2016) states that simultaneous or partial work discipline has a significant effect on employee performance. This means that there is an influence between the variables of work discipline on employee performance in the company. Improved employee discipline will improve employee performance at work. Riyanto et al. (2017) states that good discipline reflects the magnitude of one's responsibility for the tasks assigned to him. This encourages workplace passion, increased enthusiasm for work, and the realization of company goals. Thorough organisational discipline will reflect strength, because usually an employee who is successful in their work will have high discipline. In order to realize the company's goals, the first thing the company must build and uphold is the discipline of its employees.

H5: Effect of work discipline on soldier performance

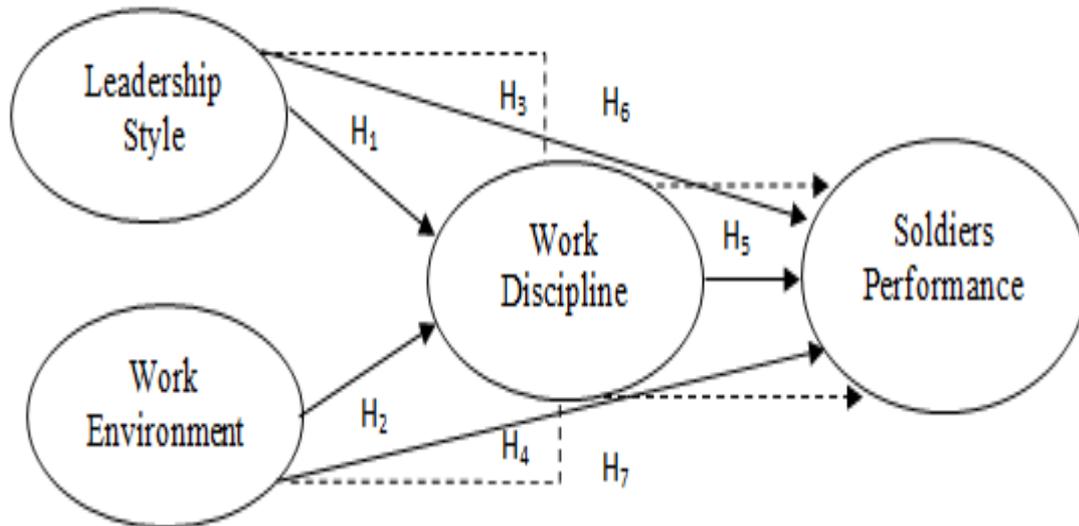
Employee Performance

An organization needs the support of human resources as this is the key to achieving the goals set. Quality human resources will help organizations in increasing labour productivity. Strategic positions that can increase organisational productivity are the type of employees, namely individuals who work in an organization or company. Performance is "measurement of results" (Robbins et al. 2001).

Performance is the result of individual employees in an organization. Achievement of organisational goals cannot be separated from the resources owned by organisations that are driven or run by employees playing an active role as an actor in achieving these goals. Achieving maximum performance will not be separated from the leadership role in motivating subordinates to carry out work efficiently and effectively. Performance is a description of the level of achievement in the implementation of an activity/program/policy in achieving the goals, objectives, mission, and vision of the organisation as stated in the strategic plan. (Rivai & Sagala, 2009).

Luthans (2005) performance is the quantity or quality of something produced or the services provided by someone who does the work. Khairizah et al. (2015) states that the results of work related to organisational goals are quantity, quality, efficiency, and other effectiveness criteria. As work performance, a soldier's performance is a result of work achieved by a person in carrying out the tasks assigned to him based on his requisite skills, environmental adaptation, experience, leadership, team, sincerity and time. Internal factors such as discipline and motivation play an important role in determining performance because performance is related to the willingness of a person or group of people to carry out activities and be improved in accordance with responsibilities with expected results (Rivai & Sagala, 2009).

Figure 1. The Conceptual Framework



Research Method

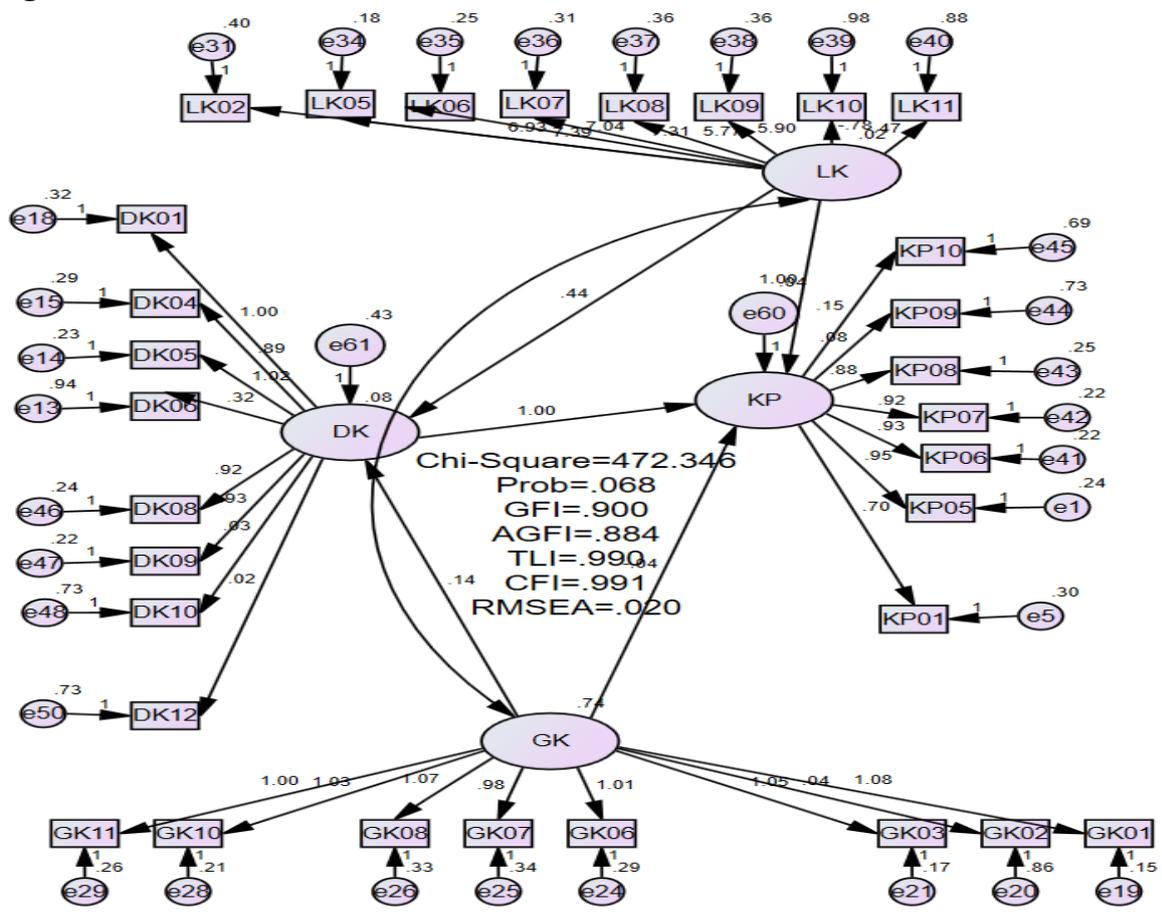
This study uses a survey method that uses a questionnaire as a data collection tool. The population is all soldiers of the Eskorta Koarmada II Ship Unit both officers, non-commissioned officers and enlisted men. Random sampling was obtained by 260 respondents. Based on Hair's suggestion, et al. (2014) the minimum number of samples is 200 respondents to support the use of the data analysis process by using exploratory factor analysis in the use of structural equation modelling (SEM) techniques.

Data were analysed using the SEM AMOS program; the validity and reliability tests are first performed. Meanwhile, to test the indirect effect using the Sobel test which is a test tool used to determine the relationship through a mediating variable; whether the relationship through a mediating variable is significantly capable as a mediator in that relationship.

Result and Discussion

The model suitability test is conducted to find out the research model that is made already meets the goodness of fit criteria so that the research model can be further analysed; The following are the results of the suitability test of the research model.

Figure 2. Test Fit of the Research Model



Hypothesis conformity test is done by looking at the t-value, which is the value of the critical ratio (CR) on the regression weight with provisions, if the value is ≥ 1.96 with a probability value of less than 0.05 or a *** sign, indicating a value of less than 0.001 or close to zero, then the research hypothesis in the study can be accepted.

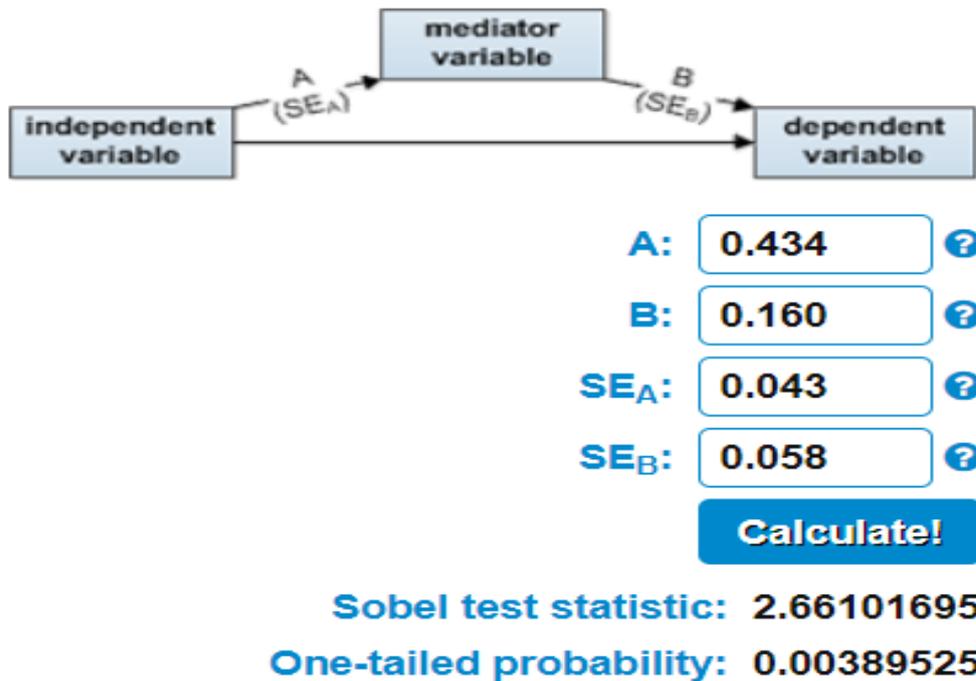
Table 1: Regression Weight Model

| | | | Estimate | S.E. | C.R. | P | Label |
|----|------|----|----------|-------|-------|------|-------|
| DK | <--- | GK | .144 | .085 | 1.699 | .089 | |
| DK | <--- | LK | .301 | .053 | 5.720 | *** | |
| KP | <--- | GK | .304 | .317 | .959 | .338 | |
| KP | <--- | LK | .348 | .181 | 1.9 | .05 | |
| KP | <--- | DK | 2.878 | 1.501 | 1.9 | .05 | |

Source: Output AMOS (2019)

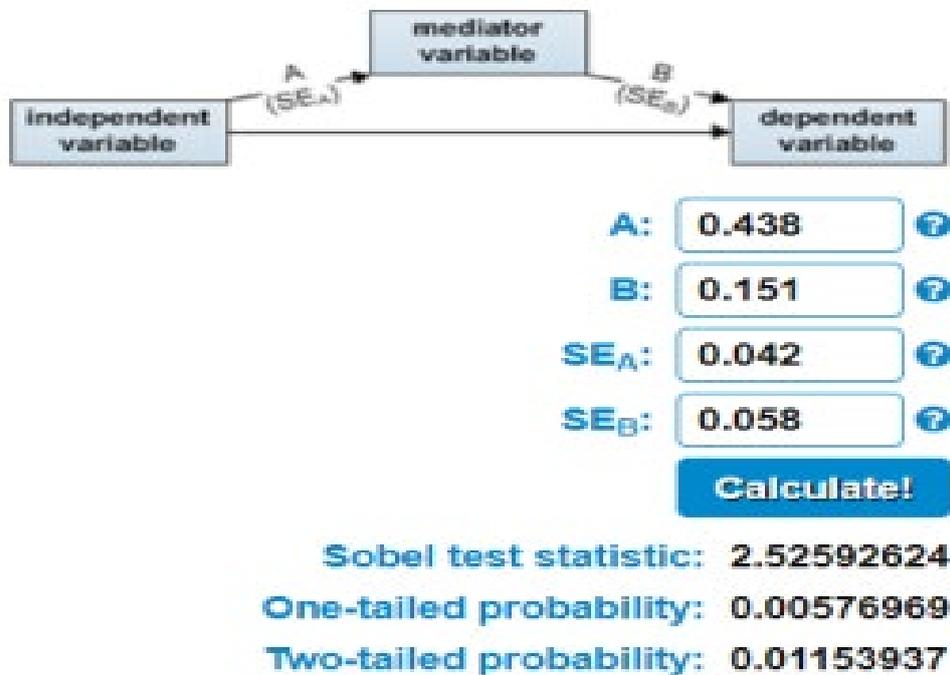
For testing the indirect effect of leadership style that affects the performance of soldiers through work discipline and how work environment affects the performance of soldiers through work discipline, tested using the Sobel Test.

Figure 3. Calculation of the Sobel Test Effect of Leadership Style on Soldier's Work through Work Discipline



In the calculation of Sobel above obtained a figure of 2.6610 which is greater than 1.967 and a probability of 0.003 (below 0.05) so that it can be concluded that the work discipline variable can mediate the influence of leadership style on pre-order performance.

Figure 4. Calculation of The Sobel Test on The Influence of The Work Environment on The Performance of Soldiers through Work Discipline



In the Sobel calculation above, a figure of 2.5259 is greater than 1.967 and a probability of 0.011 (below 0.05) so that it can be concluded that the work discipline variable can mediate the effect of the work environment on pre-sequential performance.

H1. The influence of leadership style on work discipline

The critical value is 1,699 and the probability value exceeds 0.089 (above 0.05); the conclusion is the hypothesis is rejected. The results of this study reject the theory and the previous research. The leadership style adopted in an organisation creates positive work effectiveness for employees. Leadership style that suits the situation and condition of the organisation allows for employees to be more enthusiastic in carrying out their obligations. Leadership style influences employee work discipline, because leadership style is an activity influencing and directing the behaviour of subordinates or others to achieve organizational goals (Kartono, 2006).

A leader in carrying out his leadership style is very influential on the level of employee work discipline, meaning that the better the leadership style, the better the level of employee work discipline, and vice versa (Martoyo, 2006). Leadership style does not significantly influence work discipline. This is in line with Rosmiyati's (2014) research which states that leadership style does not significantly affect work discipline. These results are reinforced by Fuadi &

Djastuti (2018) that empirical findings indicate that companies must pay attention to leadership style, organisational culture and work discipline if their employee performance is to be improved.

In the military organization, Satkor Koarmada II, the authoritarian leadership style was deemed to have applied a very strict work discipline in its organisation so that whatever its leadership style, the soldiers would continue to try to be disciplined. In many literatures it is mentioned that leadership styles can be developed into authoritarian, transformative and participative leadership styles. Therefore, the leadership style in this organisation has no influence considering that it has become an obligation a for soldiers to carry out tasks with very strict discipline in order to achieve the success of the organisation's goals.

H2. The influence of the work environment on work discipline

The critical value is 5.720 and the probability value is 0.00 (below 0.05); the conclusion is that the hypothesis is accepted. The results of this study are in line with the theory and support previous research. Work discipline is a tool used by managers to communicate with employees to be willing to change behaviour and as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms (Rivai & Sagala, 2009). The company will really need obedience from its members on the rules and regulations that apply to the company based on its work environment.

The work environment has a positive relationship with this discipline in line with research Riyanto & Sutrisno (2017), states that there is a positive relationship between the work environment and work discipline. The results of this research show that there is a strong influence between the work environment on work discipline.

Within the Satkor Koarmada II military organisation, one of the work environments that is supported is the harmonious communication between members of the army. The importance of this is as a mirror to create a conducive work environment. Members of the organisation in this case have good communication among their fellow members and this includes both superiors and subordinates. Therefore, the work environment can reflect work discipline that is conducive in carrying out duties as soldiers.

H3. The influence of leadership style on soldier performance

Critical value is 0.959 and probability is 0.338 (above 0.05); the conclusion is the hypothesis is rejected. The results of this study reject the theory which some previous research reject whilst some also accept. Robbins et al. (2001), revealed that leadership is the ability to influence a group towards achieving goals. The ability of employees to achieve the goals and objectives of

the organisation reflects effective employee performance. So it can be concluded that leadership style has a big role in improving employee performance.

Leadership style has no significant effect on soldier performance, this is in line with research by Putra et al. (2019). This research states that leadership style has no direct and no significant effect on employee performance. On the other hand these results are not in line with Asrar ul-Haq & Kuchinke (2016) which found that there was an impact of leadership styles on employees' attitude towards their leaders and performance: empirical evidence from Pakistani banks. The results have concluded 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 relationship with employee performance in terms of employee effectiveness and satisfaction. Acar (2012) reinforces that there is a positive effect of leadership and organisational culture on employee performance within the logistics industry.

In the Satkor Koarmada II military organisation, however the leadership style applied in carrying out its duties as a leader, did not affect the performance of the soldiers; this is because in military organisations the leadership style tends to be strictly authoritarian. Therefore, the leadership style does not significantly influence the performance of soldiers; in this case the soldier will do his best performance even if the strength of the leadership style goes up or down. On the other hand, the leadership style carried out in non-military results indicate that the leadership style has a positive effect on employee performance. Based on that leadership style in this case is very necessary to achieve organizational success.

H4. The influence of work environment on soldier performance

The critical value is 1.9 and the probability value is around 0.05; the conclusion is that the hypothesis is accepted. The results of this study support the theory and previous research. Terry (2006) found that work environment can be interpreted as forces that can influence both directly and indirectly on the performance of an organization or company. The work environment has a positive effect on the performance of employees, this is in line with the research of Budianto & Katini (2017) which found the work environment has an effect on employee performance. Boose et al. (2017) and Aryono (2017) reinforces that there is a significant influence between the work environment and employee performance.

In military organisations a comfortable work environment can improve soldier performance. Field training and other facilities, both physical and non-physical will increase the effectiveness of the work of Satkor Koarmada II. Thus, the success of achieving the best performance a conducive work environment is needed; this has reflected the real needs of soldiers in carrying out their duties.

H5. The influence of work discipline on soldier performance

The critical value is 1.9 and the probability value is around 0.05; the conclusion is that the hypothesis is accepted. The results of this study support the theory and previous research. Good employee discipline shows that a company can maintain the loyalty and quality of its employees. In addition, by knowing employee work discipline, the value of performance can be known; this is due to work discipline and employee performance having mutually needed relationships. Trahan & Steiner (1998) suggested that work discipline is positively associated with employee performance, because with discipline the leader can implement an action so that the work standards set can be obeyed by employees.

Work discipline has a positive effect on soldier performance, this is in line with research (Fiati, 2011) Fauzia, et al. (2014) Kasenda (2016) states that a high level of discipline will improve performance. It was concluded that work discipline partially and simultaneously has a positive influence on employee performance.

In military organizations in Indonesia, discipline must be upheld; and certainly can improve soldier performance. Satkor Koarmada II upholds the discipline of servicemen, for example in carrying out tasks on time and with which each individual has a high level of personal responsibility ensures the strict enforcement of discipline specifically due to the military culture. Therefore, the duty of the soldier in carrying out tasks with a high level of discipline is very strong so that the adequate performance of tasks can be achieved.

H6. The influence of leadership style on soldier performance through work discipline

Sobel value of 2.6610 and probability value of probability 0.003 (below 0.05); the conclusion is that the hypothesis is accepted. Work discipline can mediate leadership style influencing the performance of soldiers, this is in line with research conducted by Putra et al. (2019) that employees are able to improve their performance based on their leadership style and motivation, even though they do not see the employee being disciplined or not working. Nevertheless, mediating work discipline can further enhance the influence of leadership style and motivation on employee performance. Likewise, the results of Susanty & Baskoro's (2012) research found that leadership style has a significant positive impact on work discipline and employee performance. Based on the conditions that occur in the field, this study produces recommendations for future work improvements related to leadership style, work discipline, and employee performance.

In this study, the leadership style in Satkor Koarmada II will improve work discipline which has an impact on soldier performance. Every soldier who is led is very hopeful that they will have a leader that has a leadership style that can accommodate the needs or tastes of each

soldier so as not to experience boredom. The success of a leader can be due to the leadership style that is applied in the hearts of each of his subordinates. Success in applying an effective leadership style makes soldiers more disciplined because they realise that their needs are in accordance with themselves. This organization successfully assigns leaders who have been able to apply appropriate leadership styles, so that success in carrying out their duties can successfully support the performance of soldiers.

H7. The influence of work environment on soldier performance through work discipline

Sobel value is 2.5259 and probability value is close to 0.011 (below 0.05); the conclusion is that the hypothesis is accepted. Work discipline can mediate the work environment influencing the performance of soldiers, this is in line with research Suwondo & Sutanto (2015) that a comfortable work environment and high work discipline will improve employee performance.

This research uses work discipline as mediation which also gives leads to a significant increase in the performance of soldiers. This means that when success is created in soldier discipline it can automatically improve soldier performance. A comfortable and conducive work environment is the main requirement in achieving success in carrying out tasks. In military organizations such as Satkor Koarmada II, a good and comfortable work environment through work discipline will be able to improve individual soldier performance. It has become a tradition in the military that discipline is the focus of carrying out tasks. Therefore, if discipline is continuously carried out having become an obligation, then the creation of a more promising performance can be more successful in carrying out duties as a soldier.

Conclusion and Future Works

Based on the results of data processing and analysis of conclusions can be concluded as follows: (1) Leadership style does not significantly influence work discipline; meaning that the rise or fall of leadership style does not significantly affect work discipline. (2) The work environment has a positive effect on work discipline; this means that if there is a good work environment this will significantly and positively affect work discipline. (3) Leadership style does not affect the performance of soldiers; meaning that the rise or fall of leadership style does not significantly affect work performance. (4) The work environment has a positive effect on soldier performance; this means that if the work environment is good it will significantly affect the performance of the soldier. (5) Work discipline has a positive effect on the performance of soldiers; it means that if the work discipline is good, it will significantly increase the performance of soldiers. (6) Leadership style positively influences the performance of soldiers through work discipline; it means that if the leadership style is good, it will indirectly affect the performance of the soldier significantly through work discipline. (7) The work



environment has a positive effect on the variable performance of soldiers through work discipline; it means that if the work environment is good, it will indirectly influence a performance increase of soldiers significantly, through work discipline. The findings of this study have proven that leadership style and work environment can improve soldier performance through high work discipline.

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