

The Influence of Leadership Style and Work Motivation on the Performance of Soldiers in the Planning Staff of the Iskandar Muda Military Command

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Abstract

This study aims to analyze the influence of leadership style and work motivation on soldier performance. Leadership style is the way a leader influences, directs, and mobilizes soldiers to achieve organizational goals. Work motivation is the internal and external drive that encourages soldiers to work better and achieve desired outcomes. The research method used is quantitative with a survey approach. Data were collected through questionnaires distributed to soldiers in the Planning Staff Unit of Kodam Iskandar Muda. Data analysis was conducted using multiple regression. The results of the study indicate that leadership style has a positive and significant influence on soldier performance. Work motivation also has a positive and significant influence on soldier performance. Simultaneously, leadership style and work motivation contribute significantly to improving soldier performance. This study implies that to enhance soldier performance, an effective leadership style and increased work motivation through various supportive programs and policies are required.

Keywords: Leadership Style, Work Motivation, Soldier Performance.

I. INTRODUCTION

In the era of globalization, accompanied by rapid advancements in science and technology as well as the growing trend of digitalization, the professionalism of Human Resources (HR) is a necessity for every organization to survive and compete in fulfilling its primary functions and tasks. According to Hadari Nawawi (in Rahman, 2020), Human Resources (HR) holds at least three meanings. The first understanding is that HR is a potential or asset that plays a role as a resource in managing a business or organization.

Without human resources, other resources remain idle and are less beneficial in achieving organizational goals (Hasibuan, 2019). In response to the inevitable phenomenon of globalization, the Indonesian National Armed Forces (TNI) have undertaken efforts to adapt through the redefinition, repositioning, and re-actualization of the TNI's role in national life, which also brings consequential impacts toward a new era in implementing its professionalism. The development of professionalism within the TNI is a subsystem of the overall capability-building system of the TNI. The development of TNI professionalism is the core of the TNI

Human Resources development, which is an integral part of the development of Indonesian Human Resources. Along with the new paradigm of the TNI Army's role, which was initially based on a security approach but has now shifted towards a prosperity approach, the TNI Army must swiftly anticipate this, one way being by enhancing the professionalism of personnel within the organization.

The Iskandar Muda Military Regional Command, or Kodam IM, is an Operational Main Command at the Headquarters level of the Indonesian National Armed Forces (TNI), which reports directly to the Commander of the TNI. It also serves as a Development Main Command at the Army Headquarters level, reporting directly to the Chief of Staff of the Army. Kodam Iskandar Muda is led by the Commander of Kodam, who is assisted by several staff members, including Intelligence, Operations, Personnel, Logistics, Territorial, and Planning staff, and oversees 13 Work Units.

Several indicators of the performance quality of Kodam Iskandar Muda can be observed from the achievements in Bureaucratic Reform Development and the results of the Integrity Zone Development within the work units under Kodam Iskandar Muda. Based on the self-assessment of Bureaucratic Reform, the performance of Kodam Iskandar Muda over the past few years has been unstable or tends to fluctuate.

Table 1
The results of the Bureaucratic Reform (RB) assessment of Kodam IM

YEAR	2021	2022	2023
VALUE RB	61,8	75,37	75,01

Source: Army Planning Staff

From the data above, it is evident that the results of the Bureaucratic Reform assessment of Kodam Iskandar Muda are still unstable and tend to fluctuate each year. This is due to the fact that the Planning Staff of Kodam Iskandar Muda has not yet been fully optimal in carrying out its role as the quality assurance body in the field of Bureaucratic Reform, leading to a low understanding of the importance of Bureaucratic Reform development within Kodam Iskandar Muda. The instability in the Bureaucratic Reform development results for Kodam Iskandar Muda is also attributed to the performance of the work units under Kodam Iskandar Muda. This can be seen from the achievements in the Integrity Zone development within the Kodam Iskandar Muda work units.

Table 2
The results of the Integrity Zone (ZI) assessment of the Kodam Iskandar Muda work units.

NO	UNITS	VALUE		NOTE
		2022	2023	
1.	Makodam IM	-	66,22	
2.	Korem 011/LW	-	67,73	
3.	Korem 012/TU	89,09	-	
4.	Rindam IM	68,68	65,25	
5.	Bekangdam IM	76,83	74,19	
6.	Paldam IM	85,19	72,92	
7.	Kesdam IM	60,00	59,90	

The Influence of Leadership Style and Work Motivation on the Performance of Soldiers in the Planning Staff of the Iskandar Muda Military Command

8.	Zidam IM	87,50	79,56
9.	Brigif 25/Swh	86,94	72,61
10.	Hubdam IM	90,61	84,82
11.	Kodim 0101/KBA	-	74,92
12.	Rumkit Tk. II IM	94,15	81,25
13.	Rumkit Tk. IV Loks	-	-

Source: Kodam Iskandar Muda Planning Staff

From the data above, it is clear that the results of the Integrity Zone development assessment for the Kodam Iskandar Muda work units are not satisfactory and tend to decline from the previous year. This indicates that the performance of the Kodam Iskandar Muda Planning Staff is still lacking. It is also important to note that none of the Kodam Iskandar Muda work units have achieved the status of Corruption-Free Area (WBK)/Clean and Serving Bureaucracy (WBBM). The Planning Staff should be more active in providing guidance and understanding of the importance of Integrity Zone development to all members of the work units.

The decline in performance and the failure to meet the performance targets of the Kodam Iskandar Muda Planning Staff are essentially caused by internal conditions within the Planning Staff. These internal conditions can be observed from the aspects of leadership and the motivation of the soldiers in carrying out their duties effectively. One factor influencing the performance level of the soldiers in the Kodam Iskandar Muda Planning Staff is how a leader can lead and influence their personnel.

Leaders can also motivate and manage subordinates, and different leadership styles can impact both individual and organizational performance (Vu, Plimmer, Berman, and Ha, 2021). Therefore, leadership style is one of the most important factors for organizations in enhancing performance (Jamali, Bhutto, Khaskhely, and Sethar, 2022).

Based on the author's experience while serving at Kodam Iskandar Muda, it is apparent that the leadership within the Kodam Iskandar Muda Planning Staff cannot be considered fully effective. This is because there are leaders within the Planning Staff who are indifferent or less attentive to their subordinates. The staff leaders have not paid adequate attention to the welfare of their members in achieving the primary duties of their units. Generally, these leaders are too preoccupied with their own affairs, rarely providing briefings or directions to their members, and are quick to approve work outcomes without assessing the standards of the tasks. As a result, this leads to suboptimal performance in the assigned tasks or work. On the other hand, there are still many tasks that do not meet the targets or outputs of activities. This indicates a lack of effective leadership in personnel development planning. Additionally, a leader should also supervise the work of their members/employees so that objectives can be achieved (Robbins & Coulter, 2019). Given the role of the Kodam Iskandar Muda Planning Staff in controlling activity implementation, a leader with a commendable leadership style is needed to guide and influence staff members, which will positively impact the unit's performance. A leader with a good leadership style will have a significant positive influence on their subordinates, helping the organization achieve its primary goals. Conversely,

if a leader has a poor leadership style, it will hinder their subordinates' ability to perform their duties and result in low performance (Wuryani, Rodlib, Sutarsib, Dewib, and Arif, 2021). The following is data from interviews conducted by researchers.

Table 3
Data on the Number of Staff Officers Leading Roll Calls/Staff Meetings.

UNITS	OCTOBER				NOVEMBER				TOTAL
	I	II	III	IV	I	II	III	IV	
Korem 011/LW	1	2	1	1	1	1	1	1	9
Korem 012/TU	1	1	1	1	1	1	1	1	8
Rindam IM	1	1	2	1	1	2	1	1	10
Denmadam IM	1	2	2	1	1	1	1	2	11
Brigif 25/Swh	1	1	1	1	1	1	1	1	8
Kodim 0101/KBA	1	1	1	1	1	1	1	1	8
Bekangdam IM	2	1	1	1	1	1	1	1	9
Zidam IM	3	2	1	1	2	1	2	2	14
Hubdam IM	2	1	3	1	1	3	1	2	14
Paldam IM	1	1	1	1	1	1	1	1	8
Kesdam IM	2	1	1	2	1	2	1	1	11
Rumkit Tk II IM	1	1	1	1	1	1	1	1	8
Rumkit Tk IV Lsw	2	2	1	1	2	1	2	1	12

Source: Consultation/Interview, Data Processed Again 2024

Based on the table above, it can be observed that the leadership style within the Kodam Iskandar Muda Planning Staff is still categorized as weak. This is evident from the interviews with members of the Kodam Iskandar Muda Planning Staff, where it was found that, on average, staff officers lead roll calls or meetings only 8 to 14 times over a period of two months. It can be concluded that the applied leadership style is considered indifferent and somewhat neglectful towards the staff members. This is not in line with the expected leadership, where a leader should have a sense of responsibility towards their members. Leaders should also be able to influence their members and guide them to achieve set objectives. In doing so, leaders need to be aware of each member's strengths and identify areas that need improvement.

The second factor affecting the low performance of the Kodam Iskandar Muda Planning Staff is the work motivation of its members. Motivation is the drive that prompts individuals to engage in activities aligned with the goals or objectives set by the organization and its leaders (Taohid, Sujai, and Nugraha, 2021).

Below is the data collected by the researcher during the year 2023.

The Influence of Leadership Style and Work Motivation on the Performance of Soldiers in the Planning Staff of the Iskandar Muda Military Command

Table 4
Data on Late Product Delivery by Kodam IM Work Units for Fiscal Year 2023

SATUAN	STAF					JML
	REN	PROG	GAR	ANEV	JEMEN	
Korem 011/LW	1	3	2	3	1	10
Korem 012/TU	2	5	2	3	1	13
Rindam IM	2	5	2	4	1	14
Denmadam IM	2	6	2	4	1	15
Brigif 25/Swh	2	6	2	4	1	15
Kodim 0101/KBA	2	4	2	4	1	13
Bekangdam IM	2	5	1	3	1	12
Zidam IM	1	2	1	1	1	6
Hubdam IM	1	2	1	2	-	6
Paldam IM	2	5	2	3	1	13
Kesdam IM	2	4	3	3	1	13
Rumkit Tk II IM	2	6	4	4	1	17
Rumkit Tk IV Lsw	1	3	1	3	1	9

Source: Srendam IM

Based on the table above, it is evident that the work motivation of the soldiers in the Kodam Iskandar Muda Planning Staff remains at a low level. This is reflected in the data showing that many products from the Kodam Iskandar Muda Planning Staff are prepared and delivered late or beyond the deadline. If this condition persists, it could lead to less accurate planning for Kodam Iskandar Muda, potentially hindering the work programs and budget of Kodam Iskandar Muda in the future. This situation indicates that the leadership within the Kodam Iskandar Muda Planning Staff is lacking in providing motivation and encouragement to their staff members, resulting in low enthusiasm and motivation among the planning staff.

Based on the above phenomenon, the author is interested in exploring further the "Influence of Leadership Style and Work Motivation on the Performance of Soldiers in the Kodam Iskandar Muda Planning Staff."

II. LITERATURE REVIEW

2.1. Human Resource Management

According to Dessler (2017), Human Resource Management is the process of acquiring, training, evaluating, and compensating employees, and addressing issues related to labor relations, health and safety, and fairness.

Based on the expert opinions on human resource management above, it can be concluded that human resource management is a process, procedure, activity, and policy involving planning, organizing, and supervising to effectively manage human resources, ensuring that positions and functions within the organization are appropriately assigned.

2.1.1. Function of Human Resource Management

It is the task of Human Resource Management to manage people as effectively as possible to achieve a human resource unit that feels satisfied and is satisfying. Human Resource Management is a part of general management that focuses on human resources. The functions of Human Resource Management, like those of general management according to Rivai (2014), are as follows:

1. Managerial Function
 - a. Planning
 - b. Organizing
 - c. Directing
 - d. Controlling
2. Operational Functions of Human Resource Management
 - a. Recruitment
 - b. Development
 - c. Compensation
 - d. Integration
 - e. Maintenance
 - f. Termination of Employment

2.2. Leadership Style

According to Hasibuan (2019), leadership is translated into terms such as traits, personal behaviors, influence on others, patterns, interactions, cooperative relationships among roles, the position of an administrative role, and persuasive and perceived legitimacy of influence. Sutrisno (2017: 9) defines leadership as the activity of influencing the behavior of others, or the art of influencing human behavior both individually and in groups.

2.3. Work Motivation

Motivation is the force that energizes, directs, and sustains behavior. According to Robbins (2016; 201), motivation is the willingness to exert high levels of effort to achieve organizational goals, conditioned by the effort's ability to meet specific individual needs. People are motivated when they expect that a certain action will lead to the achievement of goals and valuable rewards that fulfill their needs and desires. The term motivation can refer to the various goals individuals have, the ways individuals choose their goals, and the ways others attempt to influence their behavior.

Based on the expert opinions on motivation above, it can be concluded that motivation is the force and willingness of an individual to exert high levels of effort that influences productivity, leading to the achievement of goals and rewards.

2.4. Performance

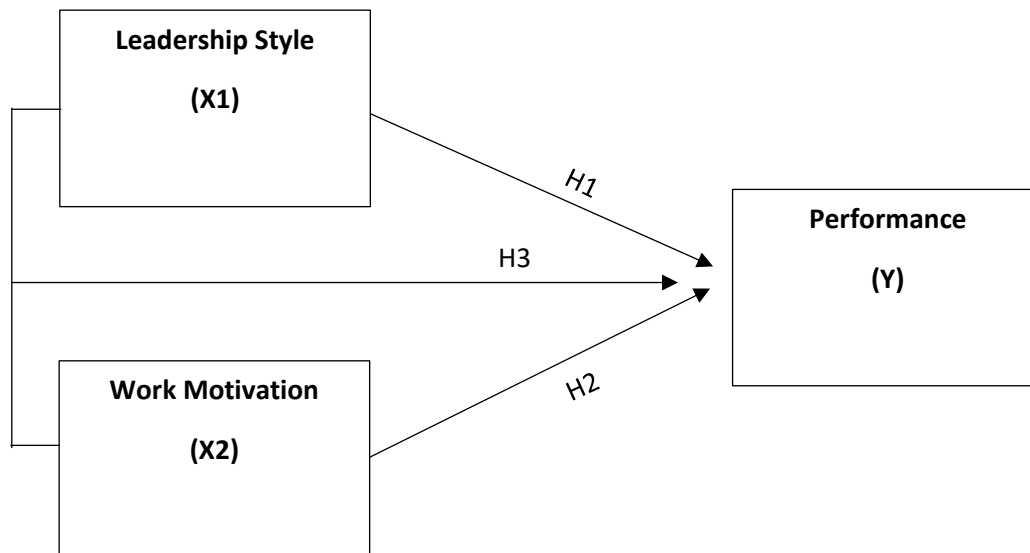
Performance comes from the concept of "performance." Some define performance as work results or achievements. However, performance actually has a broader meaning, encompassing not only the results but also how the process unfolds. According to Hasibuan (2019), performance is about carrying out work and the results achieved from that work.

According to Mangkunegara (2017;135), performance essentially refers to the activities and results that an individual or a group of people can achieve or continue within the execution of their work tasks effectively. Performance is the quality of behavior oriented towards tasks and work. Meanwhile, according to Suntoro, performance is the work results

The Influence of Leadership Style and Work Motivation on the Performance of Soldiers in the Planning Staff of the Iskandar Muda Military Command

achieved by an individual or a group of people within an organization, in accordance with their authority and responsibilities, aimed at achieving the organization's objectives legally, without violating laws, and consistent with moral and ethical standards (Hasibuan, 2019).

Thus, it can be concluded that employee performance is the individual behavior or work process oriented towards tasks and work to achieve the goals of an organization.



Picture 1 Research Paradigm

Based on the framework above, the hypotheses in this research are formulated as follows:

H1: Leadership style has a positive effect on the performance of soldiers in the Kodam Iskandar Muda Planning Staff.

H2: Work motivation has a positive effect on the performance of soldiers in the Kodam Iskandar Muda Planning Staff.

H3: Leadership style and work motivation have a simultaneous effect on the performance of soldiers in the Kodam Iskandar Muda Planning Staff.

III. RESEARCH METHODS

The research object is the target for obtaining data. This aligns with Sugiyono's (2018) explanation that "The research object describes what and/or who is being studied. It also specifies where and when the research is conducted. Additional aspects may be included if deemed necessary."

Research methods are techniques or approaches used to search for, obtain, collect, or record data, including primary data. Sugiyono (2004:1) states that "Research methods are essentially scientific ways to obtain data for specific purposes and uses."

The research location chosen is the Kodam Iskandar Muda Planning Staff environment, located at Jalan Ahmad Yani No. 1, Banda Aceh, Aceh Province.

According to Sugiyono (2018), "Research design is all the processes involved in planning and conducting research."

The primary source is the results of the questionnaire filled out by respondents, specifically soldiers in the Kodam Iskandar Muda Planning Staff. The data collection techniques used by the author are as follows:

- a. Questionnaire
- b. Documentation
- c. Observation

Sugiyono (2018) states that, "Population is the area of generalization consisting of objects/subjects that have specific qualities and characteristics determined by the researcher to be studied and then concluded. The population in this study is all soldiers in the Kodam Iskandar Muda Planning Staff, totalling 120 individuals."

A sample is a subset of the number and characteristics of the population (Sugiyono, 2018:81). In this study, the sample is taken using Slovin's formula. The planned sample size for the study is 55 respondents out of a total population of 120.

The data analysis methods used in this study are as follows:

1. Validity Test

The validity test indicates the extent to which a measurement tool can measure what it is intended to measure. If researchers use a pre-designed questionnaire, it must measure what it aims to measure. According to Sugiyono (2017:121), a valid instrument means that the tool used for obtaining data (measuring) is valid. Valid means the instrument can measure what it is supposed to measure.

2. Reliability Test

After conducting the validity test, the next step is the reliability test. This test is used to analyze the data/instrument of the research, such as items in a questionnaire, to determine whether they are reliable or not. The method used for this reliability test is Alpha Cronbach's.

3. Multiple Linear Regression

Simple regression equations are calculated using the SPSS application. This calculation is performed to find the functional relationship between variable x and variable y or, in other words, to predict the value of the dependent variable when the independent variable values are changed.

4. Normality Test

5. Multicollinearity Test

6. Heteroscedasticity Test

7. Hypothesis Testing

8. Partial Test (T-Test)

9. Simultaneous Test (F-Test)

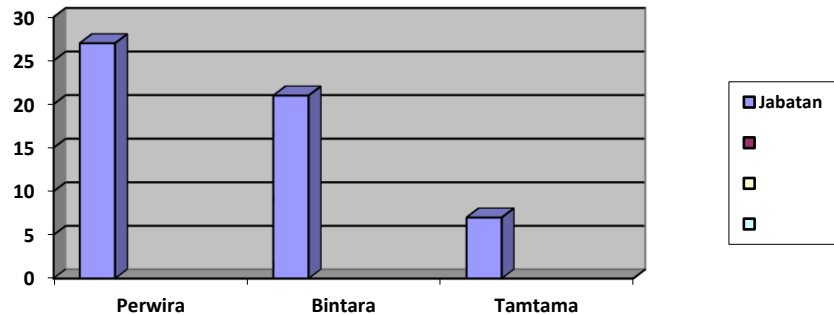
10. Coefficient of Determination

The Influence of Leadership Style and Work Motivation on the Performance of Soldiers in the Planning Staff of the Iskandar Muda Military Command

IV. RESEARCH RESULTS AND DISCUSSION

4.1. Respondent Characteristics

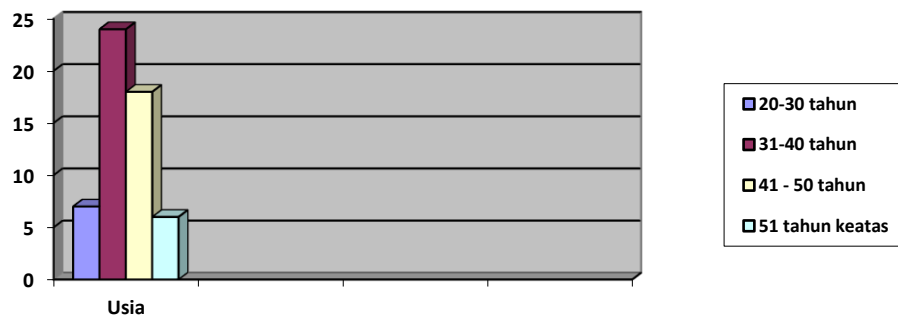
Respondent characteristics are used to understand the diversity among respondents based on their positions and age.



Source: Data processed, 2024

Picture 2 Respondent Diagram Based on Position

Based on the respondent position characteristics in Diagram 1, it can be seen that the majority of respondents hold officer positions, with 27 soldiers, followed by non-commissioned officers (Bintara) with 21 soldiers, and enlisted personnel (Tamtama) with 7 soldiers.



Source: Data processed, 2024

Picture 3 Respondents by Age

Respondents aged between 20-30 years old total 7 individuals, those aged between 31-40 years old total 24 individuals, respondents aged between 41-50 years old total 18 individuals, and respondents aged 51 years and older total 6 individuals. Based on the age characteristics of the respondents, the majority are between 31 and 40 years old, with 24 individuals.

4.2. Results of Quantitative Descriptive Testing

Based on the results of the quantitative descriptive analysis, the variables of Leadership and Performance are categorized as fairly good, while Work Motivation is categorized as good. This is indicated by the following average total scores:

Table 5
Results of the Descriptive Testing of Research Variables

Variable	Score	Notes
Leadership	3,24	Fairly Good
Work Motivation	3,47	Good
Performance	3,22	Fairly Good

Source: Data processed, 2024

4.3. Results of Classical Assumption Testing

The normality test result yielded a value of 0.129, indicating that the data used in the study is normally distributed since this value is greater than 0.05. The multicollinearity test result showed a variance inflation factor (VIF) value of 1.021, meaning the research data is free from multicollinearity issues, as there is no correlation among independent variables in the regression model since this value is less than 10. The heteroscedasticity test results showed a significance value for leadership style of 0.767 (> 0.05) and for work motivation of 0.410 (> 0.05), indicating that there is no heteroscedasticity, meaning there is no unequal variance of residuals from one observation to another. The autocorrelation test result, with a calculated Chi-Square value of 4.56, indicates that there is no autocorrelation issue, as this value is smaller than the Chi-Square table value. The next step is to conduct multiple regression analysis with the following results:

Table 6
Results of Multiple Regression Test

VARIABEL	UNSTANDARDIZED COEFFICIENTS	STANDARDIZED COEFFICIENTS
	B	B
Constant	6,496	
Leadership Style	0,954	0,561
Work Motivation	0.848	0,533
Dependen variabel: Performance		

Source: SPSS 26.0 Output Results, Reprocessed 2024

Based on Table 6, which presents the results of the multiple regression test, the following multiple regression equation is obtained: $Y_1 = 6.496 + 0.954X_1 + 0.848X_2$.

Based on the results of the multiple regression test in Table 2, the value of b_1 is 0.954. This indicates that, according to the research findings, leadership style has a positive effect on performance, with a partial effect of 0.954.

To determine the extent of the influence of independent variables on the dependent variable partially, we can look at the Standardized Coefficients Beta value. The leadership style variable has a Beta value of 0.561, which means there is an influence of 56.1% of leadership style on performance, indicating a strong/high impact.

Based on the results of the multiple regression test in Table 2, the value of b_2 is 0.848. This indicates that motivation has a positive effect on performance, with a partial effect size of 0.848.

The Influence of Leadership Style and Work Motivation on the Performance of Soldiers in the Planning Staff of the Iskandar Muda Military Command

To determine the extent of the independent variables' effect on the dependent variable partially, the Standardized Coefficients Beta value can be used. For the variable of work motivation, the Beta value is 0.533, indicating a 53.3% effect of work motivation on performance, with a high/strong influence criterion.

This study also measures the extent to which the model explains the dependent variable. If the R Square value approaches 0, it indicates that the independent variables have a weak ability to explain the relationship with the dependent variable. However, if the R Square value approaches 1, it indicates a strong explanatory power of the independent variables for the dependent variable.

Table 7
Determination of the Influence of Leadership Style and Work Motivation on Performance
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.531 ^a	.281	.213	7.681

a. Predictors: (Constant), WorkMotivation, Leadership Style

Source: Data Processing Results SPSS 26.0, 2024

From these results, the combined effect of leadership style and work motivation on performance is indicated by the coefficient of determination (R^2) value of 0.281. This means that the variables of leadership style and work motivation explain 28.1% of the variance in performance, which is considered to be a moderate effect.

4.4. Partial Test (T-Test)

Table 8
Results of the Partial Test on the Influence of Leadership Style and Work Motivation on Performance

Variabel	T _{value}	t _{table}	Sig.	Prob.	Notes
X1	3,124	2,006	,005	0,05	Significant
X2	2,849	2,006	,010	0,05	Significant

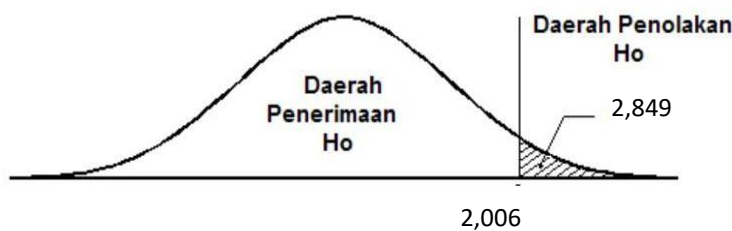
Source: SPSS 26.0 Output, Processed 2024



Source: SPSS Version 26.0 Output, Reprocessed, 2024

Picture 4 Results of One-Tailed Testing for the Leadership Style Variable on Performance

Based on Figure 4, it shows that for the leadership variable, the t-value (3.124) is greater than the t-table value (2.006). The significance value of 0.005 is less than 0.05. Therefore, H_a is accepted and H_0 is rejected, which means that leadership has a positive and significant effect on performance.



Source: SPSS Version 26.0 Output, Reprocessed, 2024

Picture 5 Results of One-Tailed Test for the Effect of Work Motivation on Performance

Based on Figure 5, it shows that for the work motivation variable, the t-value is greater than the t-table value ($2.849 > 2.006$). The significance value for the effect of work motivation on performance is $0.010 < 0.05$. Therefore, H_a is accepted and H_0 is rejected, indicating that work motivation has a positive and significant effect on performance.

4.5. Simultaneous Test (F-Test)

Table 9
Results of the Simultaneous Test of the Influence of Leadership Style and Work Motivation on Performance

Variabel	f_{value}	f_{table}	Sig.	Prob.	Notes
Leadership Style and Work Motivation on Performance	4,113	3,17	0,031	0,05	Significant

Source: SPSS Version 26.0 Output, Reprocessed, 2024

The F-test calculation yields an F_{value} value of 4.113, which is greater than 3.47, and a significance value of 0.031, which is less than 0.05. This means that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, indicating that there is an effect of leadership style and work motivation on performance.

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the results of the research and discussion regarding leadership style and work motivation on performance, the following conclusions can be drawn:

1. Leadership style, work motivation, and performance of the soldiers at the Planning Staff Unit of Kodam Iskandar Muda.
 - a. The respondents' feedback on the leadership style of the Planning Staff Unit at Kodam Iskandar Muda falls into the "fairly good" category. The motivation ability sub-variable is the highest, while the decision-making ability sub-variable is the lowest.
 - b. The work motivation of the soldiers at the Planning Staff Unit of Kodam Iskandar Muda falls into the "good" category. The intrinsic motivation sub-variable is the highest, while the extrinsic motivation sub-variable is the lowest.
 - c. The performance of the soldiers at the Planning Staff Unit of Kodam Iskandar Muda falls into the "fair" category. The quality sub-variable is the highest, while the timeliness sub-variable is the lowest.

The Influence of Leadership Style and Work Motivation on the Performance of Soldiers in the Planning Staff of the Iskandar Muda Military Command

2. Leadership style has a positive effect on the performance of soldiers at the Planning Staff Unit of Kodam Iskandar Muda.
3. Work motivation has a positive effect on the performance of soldiers at the Planning Staff Unit of Kodam Iskandar Muda.
4. Leadership style and work motivation simultaneously have a positive effect on the performance of soldiers at the Planning Staff Unit of Kodam Iskandar Muda.

Recommendations

Based on the conclusions drawn from the research findings and discussion, the researcher offers several suggestions that may help the institution regarding leadership style and work motivation as follows:

1. Suggestions for the Organization:
 - a. From the leadership style variable, the lowest average score was found in the decision-making ability, with a "sufficient" criterion. Therefore, it is recommended to conduct training, workshops, and provide wider course opportunities specifically for officers to enhance their knowledge and skills, thus increasing confidence in making strategic, tactical, and operational decisions. Focus on developing analytical, planning, and risk assessment abilities. Implement mentoring and coaching programs to facilitate decision-making skill development at all levels. Utilize advanced information systems and technology to collect, analyze, and present relevant data to support decision-making.
 - b. From the work motivation variable, the lowest average score was in the intrinsic motivation sub-variable, which falls into the "sufficient" category. Therefore, the organization should provide formal recognition and rewards for personnel achievements and contributions, whether in the form of medals, certificates, or promotions. Implement health and wellness programs to maintain the physical and mental well-being of personnel, which may include sports facilities, regular health check-ups, and mental health support. Hold regular dialogue sessions between leaders and members to discuss issues, challenges, and solutions, offering members a chance to share their views.
 - c. From the performance variable, the lowest average score was in the punctuality sub-variable, which is categorized as "sufficient." The organization should ensure that all procedures and work standards are clearly documented and easily accessible, including expected completion times for each task. Implement an effective scheduling system to ensure that all tasks and activities are well-organized and monitored regularly. Enforce time discipline rules strictly and consistently, with appropriate sanctions or corrective actions for violations. Conduct regular supervision to ensure that tasks and activities are carried out according to the established schedule.
2. Suggestions for Future Researchers

The results of this research can be used as a comparison and reference for future researchers. However, this study has limitations, so it is suggested that

future researchers add other variables as independent variables that may influence performance.

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The Influence of Leadership Style and Work Motivation on the Performance of Soldiers in the Planning Staff of the Iskandar Muda Military Command

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