

Improving the Performance of Yonzipur 11/DW Soldiers in View of Leadership Style, Work Discipline and Motivation

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Abstract

The Yonzipur 11 Durdhaga Wighra combat assistance unit is responsible for the construction of military infrastructure on the battlefield and in peacetime. However, despite the cessation of hostilities, there is a possibility that some soldiers may still engage in misconduct and lack motivation, which could negatively impact their performance. This research aims to enhance performance by examining the influence of leadership style, work discipline, and motivation. The research method employed quantitative methods with descriptive analysis. The research sample consisted of 84 respondents, selected through random sampling. The results of the descriptive analysis of leadership style, work discipline, motivation, and performance of soldiers were categorized as sufficient. The results of data analysis indicated a significant positive effect of leadership style and work discipline on the performance of soldiers through direct and indirect motivation. However, work discipline exhibited a negative effect on the performance of soldiers. The role of motivation in positively mediating the influence of leadership style and work discipline on the performance of soldiers demonstrates the importance of motivation as an organizational priority, as it provides insight into the performance of soldiers.

Keywords: *job satisfaction, job achievement, work productivity*

I. INTRODUCTION

The TNI plays a pivotal role in the safeguarding of the national defense system, ensuring the security of both the country and its borders (Sari & Suheryadi, 2020). The primary responsibilities of the Indonesian Army (TNI AD) are to fulfill the obligations of the TNI land branch in the realm of defense, safeguard the territorial integrity of the land border region with neighboring nations, and execute the enhancement of defense capabilities on land (as stipulated in Law Number 34, 2004). The Indonesian Army's principal responsibilities are discharged by two distinct forces: the Main Combat Command (Komando Pasukan Khusus-KOPASSUS) and the Army Strategic Reserve Command (KOSTRAD), in addition to 15 Military Regional Commands (KODAM) dispersed across the territory of the Unitary State of the Republic of Indonesia (NKRI), including the Jayakarta Jakarta Military Regional Command (Kodam).

According to the data provided by the staff on the acceptance of individuals transferring from external units to enter Kotama Kodam XVI/Ptm, it has been observed that there is still a frequent occurrence of personnel arriving late, exceeding the designated time limit. This occurrence is nearly annual, coinciding with the movement of individuals into the unit. In order to conduct the corps report inside the unit, personnel officials are required to individually call each member of the personnel to inquire and confirm their arrival plans.

The primary responsibility of Kodam Jayakarta, located in Jakarta, is to establish and maintain security and stability in the capital region. The objective of Kodam Jaya is to protect the sovereignty of the state and safeguard the territorial integrity of the Unitary State of the Republic of Indonesia (NKRI) in accordance with Pancasila and the 1945 Constitution (Kodam Jaya, 2021). The topic of discussion is Pancasila and the 1945 Constitution, as referenced in the source Kodamjaya (2021). The Yonzipur Unit 11 Durdhaga Wighra is a military unit that is specifically trained in warfare and combat aid. It is under the command of the Jayakarta Military Command. The Kodam Jayakarta, established on June 13, 1959, is responsible for the execution of construction activities in both military and non-military environments. Nevertheless, even in times of peace, there have been instances of alleged misconduct by military personnel while carrying out their duties. It is alleged that some subordinate unit commanders prioritize personal interests and outdated hierarchies, which leads to a lack of motivation and a subsequent decline in performance.

The high or low performance of soldiers in the Yonzipur 11/DW unit cannot be separated from the role of a leader. The role of the leader in this case includes the ability to motivate, influence and support his soldiers in achieving goals and to contribute to the success and effectiveness of the organization (Jabeen & Rahim, 2021). In terms of leading, of course, each individual has a different leadership style depending on their respective characters. Therefore, leadership style is very important, because leaders can influence the organization and its followers so that leadership has a strong impact on soldier performance (Baig et al., 2021). There are still elements of subordinate unit commanders who place primordial egocentric sources of graduates and ranks. Subordinate unit commanders lack emotional closeness and do not know subordinates and their family members formally or informally. So that some unit commanders do not dare to reprimand or punish soldiers who commit violations even though there are already rules governing the legal rules of soldier discipline. In carrying out tasks or orders, some soldiers can be said to be serving well, but not on the basis of awareness but on the basis of threats. This makes the existing leadership style have a negative effect on the actions of a soldier, so that leaders are accustomed to abusing the functions of soldiers and organizations by abusing power.

The implementation of work discipline is one of the ways to generate high-quality human resources that may effectively enhance the performance of troops. Work discipline refers to an individual's adherence to the norms and regulations of an organization. It involves voluntarily joining the organization based on awareness and personal conviction, rather than being compelled to do so (Novitasari et al., 2021).

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Discipline is the fundamental capacity to regulate one's behavior by refraining from actions that contradict established principles and by actively engaging in actions that align with those principles. This pertains to an individual's capacity and readiness to inwardly adapt and regulate their behavior in order to adhere to the standards, regulations, legalities, and conventions that are relevant within the surrounding socio-cultural context. The implementation of work discipline is a crucial element in enhancing the performance of troops. The lack of adherence to proper discipline will result in numerous obstacles in the process of enhancing the soldiers' performance. The implementation of work discipline in Yonzipur 11/DW Kodam Jayakarta Jakarta is currently confronted with a number of challenges. These challenges include an increase in the number of law violations in terms of quality and quantity, as well as suboptimal completion of tasks such as administration, training, and performance. The objective of optimizing work completion, including administration, training, and assignments, has not been achieved.

Work motivation is defined as the conscious drive that prompts an individual to actively pursue their duties or work. It determines the manner, duration, direction, and intensity of their efforts, all in pursuit of specified goals (Morkevičiūtė & Endriulaitienė, 2020). Motivation is defined as the cognitive and emotional process in which an individual's wants and desires propel them to engage in a sequence of actions that ultimately result in the attainment of a certain objective (Schunk & DiBenedetto, 2020). The presence of motivational energy can enhance the efficiency and speed of any task (Supriyanto et al., 2020). Motivation is defined as the state of being actively involved in a task with a strong feeling of personal will and decision-making. Individuals who are motivated exhibit visible signs of engagement in an activity due to its inherent appeal and enjoyment (intrinsic motivation) or because they acknowledge its significance and objective (Kanat-Maymon et al., 2020). Motivation has a significant impact on the level of performance achieved. This may be attributed to a multitude of variables affecting both the physical and social aspects of individuals' lives, particularly in their roles as warriors and citizens. It is typical for Yonzipur 11/DW troops to require a considerable degree of incentive and recognition from their commanders in order to flourish and perform their duties to an optimal standard. This is because they lack an intrinsic motivation to work. The execution of the activity with maximum efficiency is challenging due to the numerous requirements and rules that must be adhered to. The obligations and directives that must be observed by all soldiers during their period of active service. However, there is an inverse relationship between the two factors, as demotivation frequently arises among Yonzipur 11/DW troops. This is a consequence of physical, mental, or emotional fatigue resulting from prolonged stress. Furthermore, the failure to meet the welfare entitlements of a soldier, such as education, career advancement, leave, and the enhancement of official housing, along with the presence of a division or grouping where leaders do not interact with subordinates or soldiers, and the absence of clear rewards and punishments, are contributing factors to the lack of clarity in the system of rewards and punishments. The absence of clear and well-defined incentives and punishments is the primary factor contributing to the demotivation of soldiers. Yonzipur 11 is comprised of troops from the DW.

Performance can be defined as the effectiveness and efficiency with which an individual carries out a set of behaviors that contribute to the achievement of organizational objectives and have an influence on organizational outcomes. The quality and contribution to the success and sustainability of an organization are largely determined by its performance (Ismail et al., 2021).

II. LITERATURE REVIEW

Organizational effectiveness is contingent upon the presence of robust leadership and management. Effective leaders are able to articulate a clear and compelling vision for the future, inspiring those within an organization to work towards its realization. It is not the case that every individual occupying a leadership position also possesses the qualities of a manager, nor vice versa. As defined by Robbins et al. (2020), a leader is an individual who possesses the ability to exert influence over others and holds management power. Leadership is defined as the actions and behaviors of individuals who guide and direct a group, exerting influence to help the group accomplish its objectives. The leadership style of an individual is defined as the manner in which they conduct themselves, behave, and make judgments in a given situation. This has a direct impact on the well-being of employees. As with any other human, leaders exhibit a wide range of variability, and there are several effective leadership styles. As outlined by Robbins and Coulter (2018), leadership styles can be classified into three categories: autocratic, democratic, and laissez-faire. The autocratic style is characterised by the imposition of work methods, the making of unilateral decisions, and the limitation of employee participation. The democratic style of leadership involves the active involvement of employees in decision-making processes, the delegation of authority, and the utilisation of feedback as a training opportunity. The laissez-faire style permits employees to make their own decisions and complete work in any manner they see fit.

Work discipline is not merely a means of imposing penalties to control employees; rather, it is a strategy of training and fostering good intra-organizational relationships. Employees play a crucial role in developing appropriate connections within a firm. According to Taohid et al. (2021), work discipline is defined as a regulation or directive established by the management of a company and approved by the owners of capital or the board of directors. In order to ensure that those who are part of the organization willingly adhere to the established hierarchy, it is important to demonstrate the principles of obedience and order. In their study, Solihah et al. (2021) identified three indicators for assessing work discipline: adherence to time rules, compliance with corporate regulations, and adherence to work discipline. These indicators can be further broken down into three categories: time management, adherence to corporate policies, and adherence to workplace standards.

Leaders create an environment that fosters a sense of worth and provides opportunities for employees to develop and enhance their skills. This is a crucial factor in driving employee motivation and plays a significant role in the overall success of a business (Robbins & Coulter, 2018).

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Robbins et al. (2020) define motivation as the process by which an individual's efforts are activated, guided, and sustained in order to accomplish objectives. Individuals who are highly motivated engage in constructive voluntary actions that they have chosen to perform. These individuals are likely to possess intrinsic motivation, which is the most effective type of motivation, provided that it aligns with their desired goals. This motivation is derived from the satisfaction derived from accomplishments, acknowledgment, advancement, and personal growth (Wahjoedi, 2021).

The process of evaluating performance varies among businesses. Commonly, assessments are conducted through the use of unstructured written feedback. During this process, the appraiser and the individual being assessed engage in a discussion of performance in broad terms before delving into specific goals, targets, or objectives that were established in the prior assessment. Although this type of evaluation allows for the identification of issues during the conversation, its lack of strict limits renders it susceptible to allegations of favoritism and prejudice. An alternative approach to evaluating performance is to compare it directly to predetermined criteria or attributes (Armstrong & Taylor, 2020). As per Donkor's (2021) research, employee performance can be defined as the measurable impact of employee actions that support the achievement of corporate objectives. A well-conducted employee performance review or assessment enables a leader to identify, evaluate, plan, and enhance individual performance. This tool serves to incentivize high achievers to sustain their exceptional performance and to inspire underperformers to improve. In Simarmata et al. (2021), four indications for assessing employee performance are presented, one of which is the personnel count. The indicators utilized to assess employee performance encompass the quantity of tasks completed, the quality of work produced, adherence to deadlines, and the capacity to collaborate effectively.

The theoretical framework is a conceptual model that connects multiple ideas based on recognized fundamental problems and their interrelationships. In order to design the study conceptual model to resemble Figure 1, it is necessary to consider the following factors:

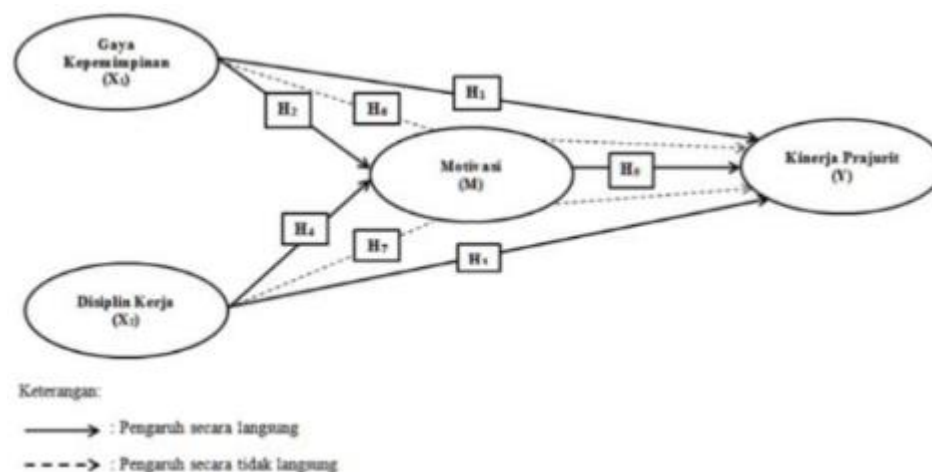


Figure 1. Research Paradigm

The research conceptual model presented above serves as the foundation for the hypothesis of this study.

1. Hypothesis (H1) is as follows: It can be posited that leadership style has a positive effect on soldier performance.
2. Hypothesis 2 (H2): A positive correlation has been demonstrated between leadership style and motivation.
3. Hypothesis 3 (H3): It can be demonstrated that work discipline has a positive effect on soldier performance.
4. Hypothesis 4 (H4): It can be demonstrated that work discipline has a positive effect on motivation.
5. Hypothesis 5 (H5): It can be demonstrated that motivation has a positive effect on soldier performance.
6. Hypothesis 6 (H6): The influence of leadership style on soldier performance is positively mediated by motivation.
7. Hypothesis 7 (H7): It can be demonstrated that motivation positively mediates the effect of work discipline on soldier performance.

III. RESEARCH METHOD

This section discusses how the research was conducted. The main topics of this section are: (1) study design; (2) population and sample (research objectives); (3) data collection techniques and instrument development; and (4) data analysis procedures.

Research Design

The variables examined in this study are leadership style, motivation, work discipline, and soldier performance. The research was conducted at Yonzipur Unit 11/DW Kodam Jayakarta Jakarta, where the author has previously worked. The tasks were identical.

Population and Sample

The sample determination in this study employed the Slovin formula (Umar, 2013) as follows:

$$n = \frac{N}{n \cdot d^2 + 1}$$

Description:

n : Number of samples

N : Total population = 316 respondents

d2 : Precision (set at 10% with a 90% confidence level)

In accordance with the results of the above calculations, the overall sample 75.96 people. To increase precision or estimation with a limit error that occurs is 10% of 75.96 people, then:

$$(10\% \times 75.96 = 7.596)$$

$$(75.96 + 7.596 = 83.556)$$

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So that the size for the sample 83.556 is rounded up to 84 people. This research will involve 84 respondents as a sample and it is hoped that the hypothesis test results will be able to represent the population of this study.

Data Collection Techniques and Instrument Development

The data collection techniques employed in this study included interviews, observations, a literature review, and the distribution of questionnaires containing questions and statements pertaining to leadership style, work discipline, motivation, and performance among soldiers.

Data Analysis Technique

Validity and reliability tests were conducted using the SPSS software. The data is deemed valid if the value of the r-count exceeds that of the r-table (Sugiyono, 2018). According to Sekaran and Bougie (2016), reliability is classified as low ($r < 0.60$), sufficient ($r = 0.70$), and good ($r > 0.80$). Subsequently, the data from 84 respondents were subjected to SEM-PLS analysis. The evaluation of the PLS model is divided into two categories: 1) Evaluation of the outer model, including the following values: Indicator reliability is deemed valid if the outer loading value is greater than 0.5. Discriminant validity is demonstrated by the cross-loading of the indicator variable, which is valid if the indicator variable value is greater than that of other latent variables. Internal consistency is considered reliable when the composite reliability (CR) value is greater than 0.6. Convergent validity is considered valid if the average variance extracted (AVE) is greater than 0.5. 2) The inner model evaluation includes the significance value and R square (R²) (Hair et al., 2019).

IV. RESULT AND DISCUSSION

Quality Data Test

The results of the descriptive analysis of leadership style variables, work discipline, motivation, and performance of soldiers in this study indicate that the acquired average total score can be categorized as moderate and high. This can be observed from the following chart.

Table 1.

Descriptive Test Results of Research Variables

Variable	Score Percentage
Leadership Style	53,74%
Work Discipline	54,59%
Motivation	54,30%
Soldier Performance	54,80%

Source: data processed, 2022

Table 1 presents the findings of the descriptive test analysis, indicating that the leadership style level of the Yonzipur 11/DW Unit falls under the "Fair" group. Consequently, the leadership position within the unit requires a proficient leader who is able to comprehend the intricacies of the rapidly evolving global landscape. When duties are well-organized and the commander maintains a strong rapport with the soldiers, the soldiers will exhibit a high level of effectiveness. The work discipline of troops at the Yonzipur Unit 11/DW Unit is classified as "fair." The presence of a commander in a unit is of great importance, as their conduct has a significant impact on the maintenance of work discipline among the troops. The continued occurrence of disciplinary offenses among troops is evident from the rising number of legal violations, as well as suboptimal fulfillment of administrative chores, training, and exercises. Consequently, it is of paramount importance for unit commanders to prioritize the optimization of an efficient work discipline program in order to enhance soldiers' adherence to the established program.

The motivation level of troops in the Yonzipur 11/DW Unit is deemed sufficient. This implies that the unit commander bears responsibility for offering motivation and taking into account the typical or potential degree of exertion exerted by a soldier in order to fulfill their responsibilities. It is the duty of every soldier to fulfill their obligations. Those who are not fulfilled in their employment or in carrying out responsibilities and commands will not develop psychological maturity and will consequently feel disappointed. Soldiers may exhibit diminished motivation in their work, which manifests as physical, mental, or emotional fatigue caused by stress. Moreover, the failure to provide soldiers with the necessary welfare benefits, such as educational opportunities, promotions, time off, and improvements to housing conditions, along with the presence of a division or grouping within the ranks, leaders not interacting with subordinates, and a lack of transparency regarding rewards and punishments, are the primary factors leading to demotivation among soldiers in Yonzipur 11/DW.

In the meantime, the performance level of troops in the Yonzipur 11/DW Unit is classified as satisfactory. The commander plays a pivotal role in influencing the performance of troops, as performance serves as the primary indicator of a soldier's capacity to effectively complete assigned tasks and duties. By enhancing the morale of the troops and providing positive reinforcement, the soldiers in the Yonzipur 11 / DW Unit of the Jayakarta Kodam will perform their duties with greater diligence, resulting in an overall improvement in performance.

Data Analysis Structural Equation Model-Partial Least Square (SEM-PLS) Assessing Instruments (Outer Model)

Reliability Indicator

The data presented in Figure 2 provides a basis for the following analysis. The PLS algorithm indicates that the value of the outer loading indicators, X1.1, X1.12, X1.3, X1.4, X1.5, X1.6, X2.2, X2.3, X2.6, X2.7, M2, M4, M5, M6, Y1, Y4, and Y8, exceeds 0.5. Consequently, it can be concluded that each latent variable is capable of explaining the variance of each indicator that measures it with a value greater than 0.5. This implies that the indicator variable should be retained.

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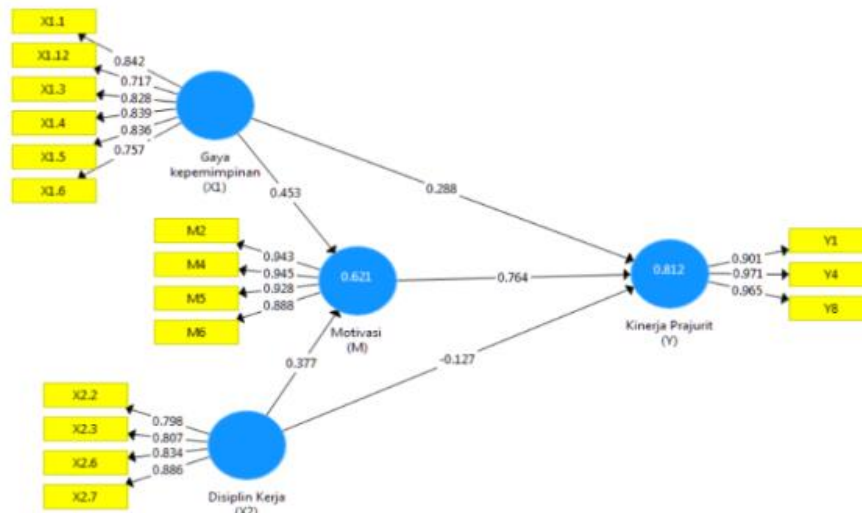


Figure 2. PLS Algoritm

Source: processed data, 2022

Discriminant Validity

The following is the value of cross loading and fornell-lacker criterion.

Table 2.
Cross Loading

Construct Indicator	Leadership Style (X1)	Work Discipline (X2)	Motivation (M)	Soldier Performance (Y)
X1.1	0,842	0,597	0,561	0,654
X1.12	0,717	0,597	0,717	0,664
X1.3	0,828	0,614	0,475	0,546
X1.4	0,839	0,686	0,551	0,512
X1.5	0,836	0,662	0,684	0,633
X1.6	0,757	0,701	0,588	0,619
X2.2	0,730	0,798	0,533	0,498
X2.3	0,592	0,807	0,642	0,482
X2.6	0,652	0,834	0,615	0,600
X2.7	0,702	0,886	0,665	0,632
M2	0,673	0,672	0,943	0,803
M4	0,680	0,674	0,945	0,795
M5	0,700	0,685	0,928	0,893
M6	0,742	0,709	0,888	0,789
Y1	0,689	0,668	0,921	0,901
Y4	0,730	0,604	0,790	0,971
Y8	0,743	0,620	0,792	0,965

Source: processed data, 2022

Table 2 indicates that the cross-loading value for each indicator of each latent variable is the most highly correlated with the value of the latent variable. Therefore, it can be concluded that each latent variable has discriminant validity, which is a prerequisite for advancing to the next stage.

Table 3.
Fornell-Lackers Criterion

Construct	Leadership Style (X1)	Work Discipline (X2)	Motivation (M)	Soldier Performance (Y)
Leadership Style (X1)	0,805	-	-	-
Work Discipline (X2)	0,802	0,832	-	-
Motivation (M)	0,755	0,740	0,926	-
Soldier Performance (Y)	0,762	0,669	0,887	0,946

Source: processed data, 2022

Table 3 indicates that the correlation value of the Fornell-Lacker criterion between constructs is greater than the correlation value between other constructs. This suggests that the criterion has good discriminant validity and is therefore a viable approach.

Internal Consistency

Table 4 will present the values of composite reliability and Cronbach's alpha for all variables.

Table 4.
Composite Reliability dan Cronbach's Alpha

Construct	Cronbach's Alpha	Composite Reliability	Criterion
Leadership Style (X1)	0,891	0,916	Reliable
Work Discipline (X2)	0,852	0,900	Reliable
Motivation (M)	0,945	0,960	Reliable
Soldier Performance (Y)	0,941	0,963	Reliable

Source: processed data, 2022

Table 4 indicates that all constructs meet the reliability criteria. This is evidenced by the composite reliability value and Cronbach's alpha exceeding 0.60, indicating that the predetermined indicators have been able to measure each latent variable with sufficient precision. Alternatively, it can be stated that the four measurement models exhibit good internal consistency values.

Convergent Validity

A more accurate assessment of convergent validity can be made by examining the AVE value.

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Table 5.

Average Variance Extracted (AVE)		
Construct	AVE	Criterion
Leadership Style (X1)	0,647	Reliable
Work Discipline (X2)	0,692	Reliable
Motivation (M)	0,868	Reliable
Soldier Performance (Y)	0,896	Reliable

Source: processed data, 2022

The AVE value presented in Table 5 can be interpreted to indicate that the square root value of AVE exceeds the minimum criteria for the AVE value, specifically 0.50. This suggests that the measure of convergent validity is satisfactory or can be considered to have met the criteria for convergent validity.

Assessing the Structural Model (Inner Model)

Coefficient of Determination.

Table 6 presents the results of the R-square estimation conducted using Smartpls 3.

Table 6.

R-Square Result

Endogenous Variable	R Square	R Square Adjusted	Description
Motivation (M)	0,621	0,612	Strong
Soldier Performance (Y)	0,812	0,804	Strong

Source: processed data, 2022

Table 6 indicates that the coefficient of determination (R^2) for Motivation (M) is 0.612, which represents 61.20% of the variance in Soldier Performance (Y). Similarly, the coefficient of determination for Motivation is 0.804, which represents 80.40% of the variance in Soldier Performance. These findings suggest that Motivation contributes to both Motivation and Soldier Performance. The higher the adjusted R-square value, the greater the endogenous latent variable can explain the dependent latent variable, thereby improving the structural equation. Furthermore, from this adjusted R-square value, the amount of Q2 can be calculated using the following calculation:

$$\begin{aligned}
 \text{Value of } Q^2 &= 1 - (1 - R_1^2) (1 - R_2^2) \\
 &= 1 - (1 - 0.612) (1 - 0.804) \\
 &= 0.923952 \\
 &= 92.34\%
 \end{aligned}$$

The results of Q2 indicate that the magnitude of the relationship between latent variables is 92.34%, which suggests a direct influence between variables. This indicates that the observed values have been accurately reconstructed. Consequently, the model exhibits satisfactory predictive relevance, as evidenced by the Q2 value exceeding zero. This substantiates the model's predictive relevance.

Hypothesis Test

The results of the bootstrapping process, which involved 84 respondents and 500 resamples, are presented below.

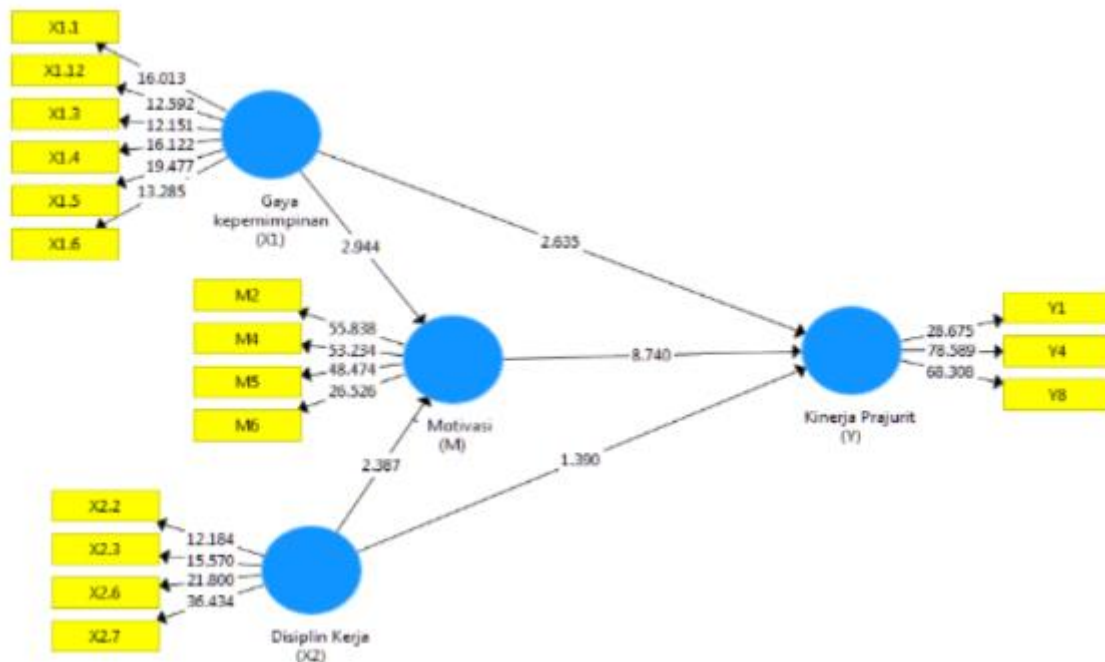


Figure 3. PLS Algorithm
Source: processed data, 2022

Figure 3 of the PLS Bootstrapping analysis indicates that the hypothesis of this study can be summarized as follows:

Table 7.
Hypothesis Test Result

Construct	Original Sample (O)	T Statistic (o/stdevl)	T table	P value	Hypothesis Description
X1 → Y	0,288	2,635		0,009	Accepted
X1 → M	0,453	2,944		0,003	Accepted
X2 → Y	-0,127	1,390	1,96	0,165	Rejected
X2 → M	0,377	2,387		0,017	Accepted
M → Y	0,764	8,740		0,000	Accepted

Source: processed data, 2022

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The following analysis is based on Table 7. The results of the hypothesis test indicate that the following hypothesis is supported by the data:

1. The results of the hypothesis test indicate that leadership style (X1) has a significant positive effect on soldier performance (Y), with a coefficient direction of 0.288 and a t-count of 2.635, which is greater than 1.96 with a significance level of 0.009, which is less than 0.05. Consequently, the initial hypothesis (H1) of this research is validated (H1 is accepted and H0 is rejected). The results of this study align with those of Menge et al. (2021), which indicate that leadership style has a significant positive effect on performance. Consequently, in order to enhance individual performance, leaders must prioritize addressing external and internal needs. Leaders develop a vision, and then they adjust organizational and individual goals to achieve individual priorities and those of the organization. They do this by sharing their perspective and empowering their followers to overcome challenges. A competent leader provides group guidance and leads their followers to the optimal destination. Consequently, the leadership style of a leader is of paramount importance. Therefore, leaders must possess the ability to take action promptly. Consequently, the leadership style can have a positive impact on the performance of the soldiers.
2. The results indicate that leadership style (X1) has a significant positive effect on motivation (M), with a coefficient direction of 0.453, t count 2.944 > 1.96, and a significance level of 0.003 < 0.05. Consequently, the second hypothesis (H2) of this study is accepted (H1 is accepted and H0 is rejected). These findings align with the conclusions of Guterresa et al. (2020), who demonstrated that leadership style has a significant positive impact on motivation. This indicates that a leader employs a variety of techniques to influence followers. In light of the prevailing opinion regarding the influence of leadership on motivation, it can be posited that leadership is inextricably linked to motivation. This is because in any organizational setting, the leader is invariably responsible for providing support to their subordinates. The success of an organization is contingent upon a multitude of factors, including the leadership style that is employed within the organization. A leader is considered successful if they are able to motivate their subordinates to become creators or activators. The significance of motivating soldiers is paramount in the context of applied leadership. The objective is to enhance soldier performance.
3. The effect of work discipline on soldier performance is insignificant and negative, with a coefficient direction of -0.127 and a t-count of 1.390, which is less than 1.96 with a significance level of 0.165, which is greater than 0.05. Consequently, the third hypothesis (H3) of this study is rejected. This implies that the self-attitude of a soldier who is accustomed to being undisciplined results in a person who is inconsistent, likes to change opinions, is confused when consistent, and develops a wishy-washy attitude and a lack of assertiveness. These factors collectively contribute to a reduction in performance.

4. The results indicate that work discipline has a significant positive effect on motivation, with a coefficient direction of 0.377 and a t-count of 2.387, which is greater than 1.96 with a significance level of 0.017, which is less than 0.05. Therefore, the fourth hypothesis (H4) in this study is accepted (H_a is accepted and H_o is rejected). These results align with the findings of Razak et al. (2018), which indicate that work discipline has a significant positive effect on work motivation. This suggests that the implementation of a work discipline program by the Unit aims to enhance a person's sense of responsibility for the tasks assigned to them. This can motivate or encourage work enthusiasm and the realization of organizational or agency goals. Therefore, it is imperative for every leader or supervisor to consistently strive to instill good discipline in their subordinates. A leader or supervisor is considered effective in their role if their subordinates demonstrate good discipline.
5. The results of the study indicate that motivation (M) has a significant positive effect on soldier performance (Y), with a coefficient direction of 0.764, t count of 8.740, and a significance level of 0.000. Consequently, the fifth hypothesis (H5) of this study is accepted (H_1 is accepted and H_0 is rejected). These findings align with the conclusions of previous research conducted by Guterres et al. (2020) and Wahjoedi (2021). Their studies demonstrated that motivation has a significant positive impact on employee performance. This implies that an increase in motivation will result in enhanced employee performance. Work motivation serves to encourage employees to perform their duties and to achieve both personal and organizational goals.

In the meantime, the results of the mediation role test for the role of motivation in mediating the effect of leadership style and work discipline on soldier performance can be presented in the following table.

Table 8.

Test Results of the Role of Motivation in Mediating the Effect of Leadership Style and Work Discipline on Soldier Performance

Construct	Original Sample (O)	T Statistic (lo/stdevl)	T table	P value	Hypothesis Description
X1 → M → Y	0,288	2,635	1,96	0,009	Accepted
Construct	Original Sample (O)	T Statistic (lo/stdevl)	T table	P value	Hypothesis Description
X2 → M → Y	0,453	2,944	1,96	0,003	Accepted

Source: processed data, 2022

The data presented in Table 8 was utilized for this analysis. The results of the mediation role test for the role of motivation in mediating the effect of leadership style and work discipline on soldier performance are as follows:

1. The results of the mediation analysis indicate that motivation (M) plays a significant positive role in mediating the effect of leadership style (X1) on soldier performance (Y).

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The t-value for this relationship is 2.704, which is greater than the t-table value of 1.96 with a significance level of 0.007, which is less than 0.05. Therefore, it can be concluded that the sixth hypothesis (H6) in this study is accepted (H_a accepted and H_o rejected). These findings align with the conclusions of previous research conducted by Chien et al. (2020) and Guterresa et al. (2020), which posits that the role of motivation can mediate the effect of leadership style on employee performance. This indicates that motivation is a crucial consideration, as it furnishes insights that facilitate an understanding of employee performance. When a leader provides support and motivation, employees are more likely to perform their tasks/jobs with greater enthusiasm and dedication, thereby enhancing their own performance. This is because they feel a sense of autonomy and empowerment, which in turn motivates them to excel.

2. Motivation (M) serves as a significant positive mediator of the effect of work discipline (X₂) on soldier performance (Y), as evidenced by a t-count of 2.360 exceeding the t-table value of 1.96 with a significance level of 0.019, which is below the 0.05 threshold. Consequently, the seventh hypothesis (H7) of this study can be accepted, with the null hypothesis (H_o) being rejected. These results align with the findings of Razak et al. (2018), who posit that motivation can act as a mediator between work discipline and employee performance. This implies that employees with high work discipline are more likely to complete their work on time. However, it is crucial for organizations to prioritize motivation as a means of encouraging timely completion of work.

V. CONCLUSIONS AND SUGGESTIONS

Conclusion

The role of motivation in mediating the influence of leadership style and work discipline on performance demonstrates the necessity for Unit Leader Yonzipur 11/DW to cultivate enthusiasm among soldiers for their work. This enthusiasm should be cultivated in a way that encourages effective and integrated collaboration among all members of the unit. The significance of motivation is evident in its capacity to initiate, direct, and reinforce human behavior, thereby encouraging individuals to exert themselves with vigor and enthusiasm in pursuit of optimal outcomes

Suggestion

In order to foster motivation among the soldiers under their command, the leaders of the Yonzipur 11/DW Unit must provide them with the necessary motivation to perform their duties with enthusiasm and dedication. Although motivating soldiers is challenging, it is the responsibility of a leader to strive to motivate their subordinates in order to facilitate the advancement and growth of the unit under their command.

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