

Impact of Transformational Leadership, Work Motivation, and Organizational Culture on Soldier Performance: Study on 9/SDK Cavalry Battalion

Miftakhurohman

Master of Management, Jenderal Achmad Yani University, 40531, Indonesia
miftakhurohman@mm.unjani.ac.id

V. Santi Paramita*

Master of Management, Jenderal Achmad Yani University, 40531, Indonesia
veronikasanti@mn.unjani.ac.id

Abstract

The Cavalry Unit constitutes a component of the Combat Assistance Unit, which is under the ownership of the Indonesian Army. In terms of both security and battle, the primary objective of the Cavalry Battalion is to ensure that troopers exhibit peak performance. Nevertheless, the leadership frequently fails to address the issue of poor performance among troops. The objective of this study is to ascertain the impact of transformational leadership, work motivation, and organizational culture on the performance of soldiers. The study methodology employed a descriptive approach using quantitative methods. The study sample consisted of nine soldiers randomly recruited from the 87 Cavalry Battalion. The study findings indicate that transformational leadership, work motivation, and corporate culture have a positive impact on troop performance, both individually and collectively. Efforts to enhance overall performance in the 9th Cavalry Battalion/Satya Dharma Kala necessitate the integration and optimization of three key factors: transformational leadership, work motivation, and organizational culture.

Keywords: Organizational Culture, Transformational Leadership, Soldier Performance, Work Motivation

I. INTRODUCTION

The TNI AD is a branch of the Indonesian National Armed Forces (TNI) that is tasked with ensuring the security of land border regions with neighboring states, developing and strengthening land troops, and conducting defense initiatives on land. The user is referring to Indonesian law number 34 of the year 2004. The TNI AD is comprised of three units: the Combat Unit (SATPUR), the Combat Aid Unit (satbanpur), and the Administrative Assistance Unit (ADU). The acronym SATBANMIN stands for "Saturday Bank Minimum." The Cavalry Unit is a component of the Combat Assistance Unit under the ownership of the TNI AD. Each Major Command of Empowerment (Kotama) consists of two organizations under the Cavalry Unit, namely the Battalion of Cavaliers and the Companion of Cavaliers. The Cavalry Battalion is a specialized military force primarily responsible for security and combat operations. One example of such a battalion is the 9th Cavalry Battalion/Satya Dharma Kala.

The 9th Cavalry Battalion/SDK engages in ongoing unit development and reviews to assure the readiness of the Cavalries for their missions. The success of the

aim is closely linked to the development of dependable troop performance. Nevertheless, the leadership of the 9/SDK Cavalry Battalion did not prioritize addressing the issue of poor performance, which ultimately hindered the battalion's progress. This is evidenced by the decline in the physical fitness levels of the troops between 2020 and 2021.

In addition, the underperformance of the 9/SDK Cavalry Battalion can be attributed to several factors. Firstly, the soldiers' educational background is inadequate for their assigned roles. Secondly, they receive insufficient support from superiors in terms of career development. Thirdly, there is a lack of coordination in both duty-related and non-duty-related activities. Finally, the soldiers fail to fulfill tasks assigned by leadership to their fullest extent.

The performance of an organization is contingent upon the performance of its individuals. This implies that the actions and conduct of organization members, both as individuals and in groups, have the potential to influence organizational performance. (Tjahjono, 2018). Transformational leadership, job motivation, and company culture all have an impact on individual performance. The reference is from Robbins and Judge (2020).

Leadership plays a pivotal role in enhancing organizational efficiency, with transformational leadership being the most impactful type that positively influences employee and organizational performance (Demir and Budur, 2019). Scientific team leaders may enhance staff performance by practicing team-centered transformational leadership behavior, which involves emphasizing group identity, communicating group vision, and promoting team development (Jackson, 2020). Bakker et al. (2020) posited that transformational leadership is crucial in an organization due to its capacity to inspire, motivate, and direct individuals towards collective objectives that transcend their individual interests. Transformational leadership may foster a more efficient, imaginative, and inventive work atmosphere by assisting team members in uncovering their latent abilities and motivating them to further their personal and professional growth.

The actual state of the 9/SDK Cavalry Battalion reveals that the transformational leadership within the unit is not entirely effective. This is due to the fact that the decisions and policies implemented by the unit's leadership occasionally conflict with the desires of the soldiers, indicating a lack of close connection between the leader and the soldiers. The change in leadership within the unit has resulted in a shift in policy, which has therefore diminished the soldiers' motivation despite their ongoing job responsibilities. In addition, the commander's observation of the origin of graduation and focus results in a reduced emotional connection between the leader and the soldier. Furthermore, the performance evaluation and the promotion of the aspect of closeness contribute to the soldier's demotivation. Additionally, there is the consideration of members who take into account the age of the Lower Unit Commanders, which results in less motivation to fulfill their responsibilities. Furthermore, the Lesser Unit Commander is unable to effectively serve as a positive role model for their subordinates. This suggests a deficiency in assuming a leadership position in constructing a meticulously designed and harmonized entity that may serve as a model for leadership.

Another influential component of work motivation is its impact on performance. Enhancing performance may be achieved by fostering both internal and external sources of work motivation. (Pratama & Elistia, 2020). Motivation is a cognitive process

Impact of Transformational Leadership, Work Motivation, and Organizational Culture on Soldier Performance: Study on 9/SDK Cavalry Battalion

that elucidates the level of focus and determination towards achieving a certain objective. Intensity is directly proportional to the level of effort exerted. Nevertheless, a high level of intensity alone does not lead to excellent job performance unless the exertion is aligned with the organization's positive objectives. (Kosasih, 2018). The men of the 9th/SDK Cavalry Battalion exhibit less motivation in carrying out their responsibilities, resulting in a decline in their overall performance. This is attributed to the discrepancy between the incentives or wages soldiers get and their actual requirements. Despite the existence of pay regulations, soldiers perceive that the incentives or salaries they receive are insufficient to satisfy their demands. Consequently, soldiers tend to exhibit less attention in fulfilling their tasks. Each battalion leadership unit has unique policy needs, which in turn influence the desires of the leadership. This may lead to physical, mental, or emotional weariness due to extended stress. The disease leads to a decline in an individual's drive to do a duty, resulting in a lack of enthusiasm from the soldier.

Organizational culture, in conjunction with leadership and work motivation, plays a pivotal role in enhancing soldiers' performance. It fosters a high level of motivation among soldiers, encouraging them to utilize the opportunities offered by the organization to showcase their skills. However, the organizational culture in the 9/SDK Cavalry Battalion falls short of meeting the standards for enhancing soldier performance. This conclusion is based on observations and interviews, which revealed that the organizational culture fails to provide soldiers with the necessary freedom granted by leadership. Furthermore, the support system and nominal space required by soldiers are not adequately provided. Consequently, soldiers lack motivation to perform at their best. Additionally, it was demonstrated that some leaders exhibited inadequate supervision over their troops. Specifically, these leaders seldom monitored the soldiers' well-being during the week, which resulted in soldiers perceiving no significant difference between the presence or absence of leadership. The organizational culture is characterized by a paucity of military engagement in the pursuit of novel physics and the execution of responsibilities remains inadequate.

II. LITERATURE REVIEW

II.1 Transformational Leadership

Transformational leadership is a leadership paradigm that prioritizes the motivation and inspiration of subordinates towards achieving greater objectives. Leaders who employ this strategy seek to exert influence and modify their mentality, beliefs, and behavior via constructive contact and powerful personal impact. The citation "Kotamena et al., 2020" refers to a publication by Kotamena and colleagues in the year 2020.

As defined by Robbins & Judge (2023), a transformational leader is an individual who inspires, guides, and intellectually stimulates their followers, resulting in a significant and noteworthy impact on them. Demir & Budur (2019) posit that leadership plays a pivotal role in enhancing organizational efficiency. They suggest that transformational leadership, in particular, has a highly favorable impact on employee and organizational performance. Furthermore, Asbari (2020) asserts that transformational leadership provides a moral framework that enhances the well-being of a collective, institution, or nation, and should not cause harm to its followers.

The authors of this research employ the characteristics of idealized influence, inspiring motivation, intellectual stimulation, and individual concern as defined by Robbins and Judge (2023) to measure transformational leadership.

II.2 Work Motivation

Work motivation is defined as the state of being that compels an individual to perform a task or engage in work with utmost effort and a strong inclination towards their job. Work motivation is essential for achieving professional success, as a lack of desire may lead to poor work performance and unsatisfying outcomes. (Diefendorff et al., 2022). (Taohid et al., 2021) posits that work motivation may serve as a catalyst for an employee to exhibit strong work discipline without the need for external pressure. Conversely, a lack of motivation can negatively impact an individual's work discipline, regardless of their inherent job capabilities. It signifies that a person's motivation in pursuing a desired objective may be influenced by environmental inputs, personal preferences, and interactions.

As defined by Armstrong and Taylor (2020), motivation refers to the intensity and orientation of conduct, as well as the influences that shape individuals' actions. Individuals are driven by motivation when they possess the expectation that a certain activity would likely result in the attainment of a significant objective and corresponding reward, which fulfills their wants and aspirations. The term "motivation" encompasses the diverse objectives that humans pursue, the manner in which individuals select their objectives, and the techniques utilized by others to influence their conduct.

In this research, the motivation of work was evaluated using indicators from Maryani et al. (2021), which encompass intrinsic motivation factors such as the desire for success, the perceived value of the task, responsibility, and the aspiration for personal growth. The extrinsic motivation indicators include factors such as policy and administration, interpersonal ties, compensation, and recognition.

II.3 Organizational Culture

The success of a company is significantly influenced by its organizational culture. Organizational culture is defined as the set of principles, convictions, actions, and standards that are observed and followed by those within the company. (Robbins & Judge, 2023). (Lubis & Hanum, 2020) posit that organizational culture is pivotal for enhancing employee performance. It serves as a framework that guides all personnel in cultivating efficient, innovative, collaborative, productive, and ethical approaches to work. This engenders a sense of responsibility and accountability in the delivery of high-quality services to stakeholders. (Assoratgoon & Kantabutra, 2023) posit that organizational culture is a pivotal factor in integrating sustainability into a company. Moreover, as Pathiranage et al. (2020) posit, organizational culture may be defined as the norms that are regarded by members of the organization as their working environment. These norms exert an influence on the manner in which members behave and adjust to the company's objectives. Organizational culture can be defined as the manner in which individuals within an organization engage with one another and with external parties. (Robbins & Judge, 2023) defines organizational culture as a set of commonly understood meanings embraced by individuals, which sets the organization apart from others. The shared system of meanings includes the values, beliefs, and assumptions that define the organization.

Impact of Transformational Leadership, Work Motivation, and Organizational Culture on Soldier Performance: Study on 9/SDK Cavalry Battalion

This research utilized indicators from Alasyari et al. (2023) to assess the organization's architecture. These indicators include detail orientation, outcome orientation, team collaboration/orientation, and integrity.

II.4 Employee Performance

Performance is defined as the measure of an individual or organization's capability to achieve a certain objective or outcome. Performance, in essence, pertains to the degree of efficacy and efficiency demonstrated in the execution of a certain job or activity. (Paais & Pattiruhu, 2020). (Jiang et al., 2020) asserts that staff performance serves as a reflection of the competencies and skills possessed by each individual staff member within a company. (Fuertes et al., 2020) posited that exceptional staff performance is essential for delivering high-quality service to clients and increasing the organization's profitability. The enhanced employee performance results in long-term competitive advantage. Employee excitement and dedication are often fostered when workers or other management in the business do their tasks efficiently. The manner in which the business engages or communicates with workers is crucial in enhancing employee performance. This is because it serves as a catalyst for motivation and the acquisition of new information or skills.

The authors Keomorakath & Fendy (2021) describe employee performance as a crucial factor for managers to guarantee that workers accomplish desired outcomes in line with the agency's goals. Furthermore, they may gain from competition.

The research assessed the performance of troops by using indicators proposed by Niati et al. (2021), which include job quality, work quantity, and cooperative abilities.

III RESEARCH METHOD

This section discusses how the research was conducted. The main topics of this section are: (1) type of research; (2) population and sample (3) data collecting techniques unit; (4) data analysis techniques

III.1 Type of Research

This study employs descriptive methodologies with a quantitative approach at each level, supported by logical reasoning. It is a causal investigation that aims to uncover the underlying elements responsible for the formation of the issue. The study seeks to empirically examine the stated hypothesis of a research topic. The data sources used in this research include both primary and secondary sources. The main data for this research was collected via questionnaires sent to the troops of the 9th Cavalry Battalion/SDK. Secondary data was gathered from various sources, including academic papers, websites, and books.

III.2 Population and Sample

The population under investigation comprises 366 troops belonging to the 9th Cavalry/Satya Darma Kala Battalion. The Slovin formula will be employed in the sample determination of this investigation. The research will include a sample of 87 responders, with the aim of obtaining data from the hypothetical trial that can accurately reflect the whole study population.

III.3 Data Collecting Techniques

The sample determination approach employed in this research is simple random sampling, which ensures that all components in the population under consideration are represented and have an equal probability of being selected as subjects. (Sekaran & Bougie, 2016).

III.4 Data Analysis Techniques

The SPSS 25 software is employed to conduct a double regression analysis. In order to establish a valid relationship equation for the best linear unbiased estimator (BLUE) and satisfy the classical or ordinary least squares (OLS) assumptions in the double regression analysis, it is necessary to conduct a classical assumption test. This test includes assessing normality, multicollinearity, and heteroscedasticity. (Ghozali, 2016).

IV RESULT & DISCUSSION

IV.1 Descriptive Data Analysis Result

Once the characteristics of the respondents have been identified and validity tests have been conducted, the next step is to analyze the data collected from the questionnaire. This descriptive analysis aims to provide a detailed description of the variables in the research by classifying the scores obtained and calculating the frequency of indicators related to transformational leadership, work motivation, organizational culture, and soldier performance.

Table 1. Result of Research Variable Descriptive Analysis

No.	Variable	Indicator	Percentage	Average	Category
1	Transformational Leadership	Idealized influence	63.55	63.42	High Enough
		Inspirational motivation	56.16		
		Intellectual stimulation	58.78		
		Individual consideration	75.21		
2	Work Motivation	Intrinsic motivation	50.41	48.50	Low
		Extrinsic motivation	46.59		
3	Organizational Culture	Detailed orientation	53.61	60.16	High Enough
		Outcome orientation	58.05		
		Collaboration/team orientation	65.19		
		Integrity	63.79		
4	Soldier Performances	Quality of work	24.01	63.85	High Enough
		Volume of work	19.69		
		Ability to collaborate	21.65		

Source: Primary data processed, 2023

The findings in Table 1 indicate that the degree of transformational leadership is classified as "high enough." This implies that transformational leadership is a style of leadership that seeks to inspire, motivate, and change individuals within the company towards higher objectives. The presence of transformational leadership in the 9th Cavalry Battalion/Satya Dharma Kala is somewhat satisfactory, as it exhibits some positive attributes. However, there is still potential for improvement. While this leadership style may have been successful in motivating members and bringing about

Impact of Transformational Leadership, Work Motivation, and Organizational Culture on Soldier Performance: Study on 9/SDK Cavalry Battalion

positive change, there is still room for improvement in terms of its efficacy in inspiring and altering companies on a worldwide scale.

The job motivation variable falls under the low category, indicating that troops in the unit feel demotivated while performing their responsibilities and tasks. A lack of motivation may detrimentally affect the morale, efficiency, performance, and overall welfare of troops.

The organizational culture variable for the 9th Cavalry/Kala Satya Dharma Battalion is rated quite high. This suggests that the battalion has developed certain aspects of a strong and positive organizational culture, including attention to detail, focus on achieving results, emphasis on teamwork, and commitment to integrity. Nevertheless, there are still aspects that need examination in order to fortify and cultivate a more robust corporate culture.

The soldier's performance variable is rated high enough. This indicates that the troops of the 9th Cavalry Battalion/Satya Dharma Kala are fulfilling their duties and obligations adequately. The category indicates that the troops in the unit meet the stated performance criteria, but there is still potential for additional progress and development.

IV.2 Classical Assumption Test Result

The classical assumption test is employed to assess the presence of any issues with the classical assumptions inherent in an Ordinary Least Square (OLS) linear regression model. The classical assumption tests conducted in this study encompass normality tests, multicollinearity tests, and heteroscedasticity tests.

Table 2. Result of Classical Assumption Test

No	Classical Assumption Type	Test Result	Interpretation
	Data Normality Test (Kolmogorov-Smirnov)	(sig) ≥ 0.05	
1	The influence of transformational leadership, work motivation, & organizational culture on soldier performance	0.200	Normal distributed data
	Multicollinearity test	Tolerance value ≥ 0.05 VIF ≤ 10	
2	The influence of transformational leadership, work motivation, & organizational culture on soldier performance	(X ₁) 0.419 2.388 (X ₂) 1.000 1.000 (X ₃) 0.419 2.388	There is no multicollinearity
	Heteroscedastisity test (Glejser)	(sig) ≥ 0.05	
3	The influence of transformational leadership, work motivation, & organizational culture on soldier performance	(X ₁) 0.425 (X ₂) 0.481 (X ₃) 0.872	There is no heteroscedastisity

Source: Primary data processed, 2023

Table 2 indicates that the following conclusions may be drawn:

1. The data may be considered to have a normal distribution based on the results of the normality test, since the significance value in the double regression equation is 0.200, which is more than 0.05. This implies that the residual value is the remaining

- value of the data after accounting for the spread of a group or variable that follows a normal distribution.
2. The results of the multicollinearity test on the double regression equation indicate that the tolerance value is greater than 0.10 and the VIF value is less than 10. This suggests that the data does not exhibit a flawless correlation between the independent variables or is devoid of indications of multicollinearity.
 3. A heteroskedasticity test result greater than 0.05 indicates that there is no resemblance between the residual variables in the regression model. In other words, there is no heteroskedasticity present.

Once it has been established that all the fundamental assumptions of traditional regression analysis are satisfied, the study may proceed to investigate the impact of transformational leadership, work motivation, and organizational culture on the performance of troops in the 9th Cavalry Battalion, also known as Satya Dharma Kala. The outcomes of the dual regression analysis in this investigation are presented in the following table..

Table 3. Multiple Regression Analysis Results

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.359	3.207		1.259	0.178
	X1	0.244	0.103	0.303	2.367	0.020
	X2	0.192	0.079	0.203	2.446	0.017
	X3	0.261	0.092	0.363	2.834	0.006

a. Dependent Variables: Y

Source: Primary data processed, 2023

Table 3 presents the multiple regression equation utilized in this investigation.

$$Y=4.359+0.244X1+0.192X2+0.261X3+e$$

The findings of the multiple regression analysis indicate that transformational leadership (X1), work motivation (X2), and organizational culture have a notable and favorable impact on troop performance (Y). Consequently, for every 1 unit increase in transformational leadership (X1), there is an expected increase of 0.244 units in soldier performance (Y). Similarly, a one-unit increase in work motivation (X2) is expected to result in a 0.192 increase in soldier performance (Y), and a one-unit increase in organizational culture (X3) is expected to lead to a further increase of 0.261 in soldier performance (Y). Therefore, enhancing the performance of soldiers may be achieved by augmenting transformational leadership, fostering work motivation, and cultivating a conducive corporate culture. The enhancement of transformational leadership entails the cultivation of leadership attributes that foster change, creativity, and instill inspiration in troops. The enhancement of job motivation entails the bolstering of troops' internal and extrinsic motivation, which in turn fosters dedication and enhances performance. Enhancing organizational culture involves the cultivation of values, conventions, and communication patterns that enhance performance and cooperation within the unit. Enhancing these elements is anticipated to result in a substantial

Impact of Transformational Leadership, Work Motivation, and Organizational Culture on Soldier Performance: Study on 9/SDK Cavalry Battalion

improvement in troop performance. Nevertheless, it is crucial to acknowledge that these findings are derived from a comprehensive examination. It is therefore possible that any individual unit or organization may possess its own distinct circumstances and characteristics that might impact the correlation.

Following the completion of numerous linear regression tests, a partial t-test is conducted to verify the accuracy of the hypothesis employed in this research. The partial t-test is necessary to ascertain the magnitude of the association between two variables, regardless of whether the association is reciprocal or not. The hypothesis test is constructed using the null hypothesis (H₀) and the alternative hypothesis (H_a) by comparing the calculated t-value with the critical t-value from the table, as previously described by Sugiyono (2017). The table displays the results of the partial hypothesis test conducted in this investigation.

Table 4. Summary of Hypothesis Testing Results

No.	Relationship	Hypothesis	t	Sig.	Result
1	X1 to Y	H1	2.367	0.020	Accepted
2	X2 to Y	H2	2.446	0.017	Accepted
3	X3 to Y	H3	2.834	0.006	Accepted

Source: Primary data processed, 2023

Table 4 indicates that the results of hypothesis testing in this study are as follows:

1. Transformational leadership (X1) has a significant positive effect on soldier performance (Y), as indicated by a beta coefficient of 0.244 and a t-count of 2.367, which is greater than the critical value of 1.663 at the 0.05 significance level. Consequently, the initial hypothesis (H₁) of this study is validated (H₁ is accepted, while H₀ is rejected). This indicates that the transformational leadership style employed in the 9/SDK Cavalry Battalion has a positive impact on enhancing soldier performance. This implies that leaders in the 9/SDK Cavalry Battalion who apply a transformational leadership approach have been successful in motivating soldiers, inspiring them, and assisting them in achieving superior results in the performance of their duties. These results align with the findings of prior research conducted by Idris et al. (2022), Romawati et al. (2022), Bakker et al. (2022), Kistiyanto et al. (2022), and Gumel (2022), which indicates that transformational leadership has a significant positive impact on employee performance.
2. The results indicate that work motivation (X2) has a significant positive effect on soldier performance (Y), with a beta coefficient direction of 0.192 and a t-count of 2.446, which is greater than the critical value of 1.663 with a significance level of 0.017, which is less than 0.05. Therefore, the initial hypothesis (H₂) is accepted (H₁ is accepted and H₀ is rejected), indicating that soldiers who feel more motivated and excited about their work tend to exhibit superior performance. This suggests that the provision of support from leaders, appropriate rewards, and a positive work environment has motivated soldiers to perform at a higher level. These findings align with those of previous studies conducted by Ibrahim et al. (2022), Romawati et al. (2022), Widarko & Anwarodin (2022), Kistiyanto et al. (2022), and Hasibuan (2022), which indicate that work motivation has a substantial positive impact on employee performance.

3. The impact of organizational culture on military performance is notably positive, as evidenced by a beta coefficient of 0.261 and a t-count of 2.834, which exceeds the critical value of 1.663 at a significance level of 0.006, indicating statistical significance at the 0.05 level. Consequently, the initial hypothesis (H3) of this research is validated (H1 is confirmed and H2 is rejected), indicating that an encouraging organizational culture, characterized by traits such as attention to detail, focus on achieving goals, emphasis on teamwork, and adherence to ethical principles, may have a beneficial impact on military performance. Consequently, within the 9/SDK Cavalry Battalion, troops exhibit a sense of support, operate within a favorable atmosphere, and adhere to standards that promote enhanced performance. The findings align with those of Jufrizen et al. (2022), Hasibuan (2022), Setyorini et al. (2022), Haryadi (2022), Nurlina (2022), and Kenedi et al. (2022), which indicate that the study's results are consistent with those of previous research found that corporate culture has a significant and positive impact on employee performance.

In parallel, the results of hypothesis testing on the impact of transformational leadership, work motivation, and organizational culture on troop performance will be presented in the following table.

Table 5. Summary of Hypothesis Testing Results

No.	Relationship	Hypothesis	F	Sig.	Result
1	X1, X2, and X3 to Y	H4	20.862	0.000	Accepted

Source: Primary data processed, 2023

The data in Table 5 indicates that the F count value of 20.862 is greater than 2.48, with a significance level of 0.000, which is less than 0.05. Consequently, the findings of this hypothesis test confirm the research hypothesis since the calculated F value is greater than the critical F value. These findings suggest that the performance of troops in the 9th Cavalry Battalion/Satya Dharma Kala is highly influenced by transformational leadership, job motivation, and organizational culture. This implies that by cultivating transformational leadership that fosters strong work motivation and promotes a favorable company culture, troop performance may be enhanced. In summary, when inspirational leaders, motivated troops, and a supportive work culture converge, the optimal conditions for enhancing soldier performance within the 9/SDK Cavalry Battalion may be created.

To assess the extent to which transformational leadership, work motivation, and organizational culture influence troop performance, the following table is employed.

Table 6. Results of Coefficient Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.430	.409	.591	2.970

a. Predictors: (Constant), X1, X2, X3

Source: Primary data processed, 2023

Impact of Transformational Leadership, Work Motivation, and Organizational Culture on Soldier Performance: Study on 9/SDK Cavalry Battalion

Table 6 indicates that the coefficient of determination is 0.409, which is equivalent to 40.90%. This figure represents the extent to which the performance of troops at the 9/Satya Dharma Kala Cavalry Battalion can be attributed to the factors of transformational leadership, work motivation, and organizational culture. The remaining 59.10% of the variation is accounted for by other factors that are not included as independent variables in this research. The factors of transformational leadership, work motivation, and organizational culture have a significant impact on the performance of troops at the 9/Satya Dharma Kala Cavalry Battalion.

III. CONCLUSION AND SUGGESTION

V.1 Conclusion

The findings of the descriptive analysis indicate that transformational leadership, organizational culture, and army performance fall under the high group, whereas work motivation falls within the poor category. The data analysis findings indicate that transformational leadership, work motivation, and organizational culture have a substantial and favorable impact on troop performance, both individually and collectively. Therefore, the presence of influential commanders, driven troops, and a nurturing organizational environment may foster ideal circumstances for enhanced soldier efficacy within the 9/SDK Cavalry Battalion.

V.2 Suggestion

Furthermore, the author proposes the following recommendations:

1. Develop and enhance transformational leadership skills. The stakeholders of the 9/Satya Dharma Kala Cavalry Battalion should prioritize the development of transformational leadership qualities. Customized training and development programs may be implemented to enhance the skills and abilities of both current leaders and those who want to become leaders. Promoting the adoption of inspirational leadership styles, empowering subordinates, and fostering innovation can enhance the quality of leadership within the unit. For example, conducting a roll call for squad commanders and above can enhance their ability to effectively lead their subordinates.
2. The objective is to cultivate a robust work ethic 9/Satya Dharma It is the responsibility of the Kala Cavalry Battalion to create an environment that encourages elevated levels of job motivation. This entails understanding the individual motivating elements of each employee and using them to enhance engagement and work happiness. Offering explicit acknowledgment, incentives, and prospects for professional growth may inspire troops to perform to their utmost potential in their duties. This may be achieved by offering preferential educational options and assigning high-priority tasks to exceptional individuals.
3. The enhancement of a favorable corporate culture is contingent upon the implementation of effective management initiatives. These initiatives serve to promote a healthy corporate culture, which is contingent upon the exemplification of ideal principles by Battalion commanders and the fostering of a culture of mutual assistance and teamwork. One method of enhancing the organizational culture is to establish connections outside the 9/SDK Cavalry Battalion unit. These connections could take the form of a foster family, with the goal of providing support, affection,

- and guidance to one another in respect to various issues both inside and outside the unit.
4. The utilization of performance measuring and assessment tools is essential for the stakeholders of the 9/Satya Dharma Kala Cavalry Battalion. These stakeholders must employ objective and pertinent performance monitoring and assessment methodologies in order to facilitate the identification of areas for improvement and to provide troops with constructive criticism. Implementing frequent and systematic performance assessments enables management to efficiently monitor and oversee military performance.
 5. The advancement of a favorable corporate culture is of significant importance. The conclusion that company culture has a substantial beneficial impact on military performance underscores the need for cultivating a healthy and robust organizational culture. This may be accomplished by advocating for positive principles, enhancing the exchange of information and cooperation among military personnel, and establishing a welcoming and encouraging environment for work. Leaders and commanders must enhance an organizational culture that places emphasis on achieving excellence and collaboration. The 9/SDK Cavalry Battalion should implement activities designed to foster cohesion and collaboration among its soldiers. This may be achieved by organizing regular field psychology events and inter-company and inter-platoon contests. These initiatives will help enhance the spirit of cooperation among the battalion's members.

REFERENCE

- Alasyari, A. R., Ajid, M., Irpan, O. N., & Alkhawas, S. (2023). The Effect of Organizational Culture on Employee Job Satisfaction. *Journal of Syntax Admiration*, 4(1), 117-124.
- Armstrong, M., & Taylor, S. (2020). *Armstrong's Handbook of Human Resource Management Practice*.
- Asbari, M. (2020). Is transformational leadership suitable for future organizational needs? *International Journal of Social, Policy and Law*, 1(1), 51-55.
- Assoratgoon, W., & Kantabutra, S. (2023). Toward a sustainability organizational culture model. *Journal of Cleaner Production*, 13
- Bakker, A. B., Hetland, J., Olsen, O. K., & Espevik, R. (2022). Daily transformational leadership: A source of inspiration for follower performance?. *European Management Journal*.
- Demir, A., & Budur, T. (2019). Roles of leadership styles in corporate social responsibility to non-governmental organizations (NGOs). *International Journal of Social Sciences & Educational Studies*, 5(4), 174-183.
- Diefendorff, J. M., Kenworthy, M. E., Lee, F. C., & Nguyen, L. K. (2022). Work motivation. In *Oxford Research Encyclopedia of Psychology*.
- Fuertes, G., Alfaro, M., Vargas, M., Gutierrez, S., Ternero, R., & Sabattin, J. (2020). Conceptual framework for the strategic management: a literature review-descriptive. *Journal of Engineering*, 2020, 1-21.
- Ghozali, I. (2016). *Multivariate Analysis Application with IBM SPSS 23 Program*.
- Gumel, A. A. (2022). Effect Of Transformational Leadership Style On Employees' performance In Selected Commercial Banks, Abuja.

Impact of Transformational Leadership, Work Motivation, and Organizational Culture on Soldier Performance: Study on 9/SDK Cavalry Battalion

- Haryadi, D. (2022). The Role Of Organizational Culture On Improving Employee Performance Through Work Discipline. *Journal of Mantik*, 6(1), 686-698.
- Hasibuan, S. (2022). The Effect Of Organizational Culture, Principal Leadership And Motivation On Teacher Performance In Madrasah. *Al-Tanzim: J. Manag. Islamic Education*, 6, 41-53.
- Ibrahim, M., Karollah, B., Juned, V., & Yunus, M. (2022). The Effect of Transformational Leadership, Work Motivation and Culture on Millennial Generation Employees Performance of the Manufacturing Industry in the Digital Era. *Frontiers in Psychology*, 13.
- Idris, I., Suyuti, A., Supriyanto, A. S., & As, N. (2022). Transformational leadership, political skill, organizational culture and employee performance: a case study from tourism companies in Indonesia. *GeoJournal of Tourism and Geosites*, 40(1), 104-110.
- Jackson, C. J. (2020). Transformational leadership and gravitas: 2000 years of no development?. *Personality and individual differences*, 156, 109760.
- Jiang, X, Du, J, Zhou, J., & Cui, Y. (2020). The impact of negative informal information before a change on performance: A within-person approach.
- Jufrizen, J., Mukmin, M., Nurmala, D., & Jasin, H. (2021). Effect of Moderation of Work Motivation on the Influence of Organizational Culture on Organizational Commitment and Employee Performance. *International Journal of Business Economics (IJBE)*, 2(2), 86-98.
- Kennedy, J., Knights, B., & Gaddafi, M. (2022). The Effect Of Organizational Culture On Employee Performance. *International Journal of Educational Review, Law And Social Sciences (IJERLAS)*, 2(6), 817-826.
- Keomorakath, P. I. C. H., & Fendy, S. (2021). The Correlation between Training, Career Development and Employee Performance with Moderating Variable of Job Satisfaction: A Case Study in Cambodia.
- Kistiyanto, O., Marbawi, M., & Dharma, Y. (2022). The Influence Of Leadership And Work Motivation On The Performance Of Kodim 0103/North Aceh Soldiers With Organizational Commitment As Interviening Variables In Handling Of Rohingya Refugee In Lhokseumawe City. *International Journal of Educational Review, Law And Social Sciences (IJERLAS)*, 2(3), 357-476.
- Kotamena, F., Senjaya, P., & Prasetya, A. B. (2020). A literature review: Is transformational leadership elitist and antidemocratic?. *International Journal of Social, Policy and Law*, 1(1), 36-43.
- Thank you, A. (2018). The impact of transformational leadership, organizational culture and employee motivation on employee satisfaction and its implications for PDAM performance in Banten Province. *Journal of Government and Civil Society*, 1(2), 159-190.
- Lubis, F. R., & Hanum, F.. (2020). Organizational culture. In 2nd Yogyakarta International Conference on Educational Management/Administration and Pedagogy (YICEMAP 2019) (pp. 88-91). Atlantis Press.
- Maryani, Y., Entang, M., & Tirmidhi, M. (2021). The relationship between Work Motivation, Work Discipline and Employee Performance at the Regional Secretariat of Bogor City. *International Journal of Social and Management Studies*, 2(2), 1-16.
- Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The Effect of Training on Work Performance and Career Development: The Role of Motivation as Intervening

- Variable. Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences, 4(2), 2385-2393.
- Nurlina, N. (2022). Examining Linkage Between Transactional Leadership, Organizational Culture, Commitment and Compensation on Work Satisfaction and Performance. *Golden Ratio of Human Resource Management*, 2(2), 108-122.
- Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics and Business*, 7(8), 577-588.
- Pathirana, Y. L., Jayatilake, L. V., & Abeysekera, R. (2020). A literature review on organizational culture towards corporate performance. *International journal of management, accounting and economics*, 7(9), 522-544.
- Pratama, G., & Elistia, E. (2020). Analysis of work motivation, transformational leadership and organizational culture towards employee performance mediated by job satisfaction in the Z-generation workforce.(02).
- Robbins, S. P., & Judge, T., A. (2023). *Organizational Behavior Global Edition 18th*. Pearson Education Limited: United Kingdom.
- Romawati, N., Supriadi, B., & Setyadi, M. S. (2022). Analysis of Transformational Leadership Style and Job Motivation on Employee Performance with Job Satisfaction as Intervening Variables in Ijen Suites Resort and Convention Hotel Malang. *East African Sch J Econ Bus Manag*, 5(8), 215-222.
- Sekaran, U., & Bougie, R. (2016). *Research Methods for Business: a Skill-Building Approach*, 7th. Chichester, West Sussex, United Kingdom: John Wiley & Sons
- Setyorini, T., Manafe, J. D., & Nino, I. J. (2022). The Role of Organizational Commitment and Organization Culture Toward Job Performance.(3).
- Sugiyono. (2018). *Quantitative, Qualitative and R&D Research Methods*. Bandung: Alfabeta
- Taohid, M. G. R., Sujai, R. A. D. A., & Nugraha, N. M. (2021). Does Work Discipline Affected by the Working Environment and Work Motivation? *Economics. Ecology. Socium*, 5(1), 13-23.
- Tjahjono, H. K., Prasetyo, F., & Palupi, M. (2018). Transformational leadership on organizational citizenship behavior and affective commitment. *Journal of Service Management and Marketing*, 11(2), 217-232.
- Act No. 34 of 2004 on the Indonesian National Army (TNI).
- Widarko, A., & Anwarodin, M. K. (2022). Work Motivation and Organizational Culture on Work Performance: Organizational Citizenship Behavior (OCB) as Mediating Variable.