

Transformational Leadership Model In Ground-Force Army And Its Impact On Soldier Performance (Study at Kodim0911 Nunukan,Korem 091/ASN,Kodam VI Mulawarman)

Valian Wicaksono¹, Zaenal Fanani², Muhammad Sholeh²Niswatin Hasanah³

¹*Student of Resistance Study, Postgraduate, Brawijaya University*

²*Lecturer of Resistance Study, Postgraduate, Brawijaya University*

³*Lecturer State Polytechnic Of Jember*

Corresponding Author: ValianWicaksono

Abstract: The objective of research is to analyze the effect of transformational leadership model on soldier performance. More specifically, the impact of transformational leadership model on performance of soldiers at Kodim 0911 Nunukan, Korem 091/ASN, Kodam VI Mulawarman, is investigated. Sampling technique is total sampling because the sample entails all members of population or all soldiers at Kodim 0911 Nunukan, Korem 091/ASN, Kodam VI Mulawarman. Research type is explanatory and the analysis technique is Structural Equation Model supported by software WarpPLS 5.0. Result of research indicates that transformational leadership model has an impact on performance of soldiers at Kodim 0911 Nunukan, Korem 091/ASN, Kodam VI Mulawarman. This impact is rated for 72% while the remaining is affected by other variable beyond research. Leadership model applied at Kodim 0911 Nunukan, Korem 091/ASN, Kodam VI Mulawarman, includes intellectual stimulation and inspirational motivation. Some factors are influencing soldier performance, and these include commanders who are attentive to soldier interest, commanders who give inspiration to soldier, commanders who provide intellectual stimulation, and commanders who always think far ahead through orientation toward soldier achievement.

Keyword: motivation, leadership, performance

Date of Submission: 05-01-2018

Date of acceptance: 18-01-2018

I. INTRODUCTION

High work achievement is a measure of soldier quality. This achievement is very important thing because it helps soldier to attain the goals of military organization. High work achievement has a meaning that soldiers have been truly functional as the producer of the work through effective and efficient ways in achieving organizational goals. If the goals related with work achievement of soldiers are successfully attained, then the developmental goals on military field, including creating a just and prosper community in accord with Five Principles and National Constitution, can also be achieved. This research attempts to review how far is work motivation of a leader in transformational leadership model and what is the impact of this model on performance of Ground-Force Army soldiers at Kodim 0911 Nunukan, Korem 091/ASN, Kodam VI Mulawarman. Taking these problems into account, the author then has interest on doing a research titled with: TRANSFORMATIONAL LEADERSHIP MODEL IN GROUND-FORCE ARMY AND ITS IMPACT ON SOLDIER PERFORMANCE (Study at Kodim 0911 Nunukan, Korem 091/ASN, Kodam VI Mulawarman).

II. METHOD OF RESEARCH

Time and Location of Research

Research was conducted at Kodim 0911 Nunukan, Korem 091/ASN, Kodam VI Mulawarman. Main reason why this location is selected is that this institution is the place where the author serves on military. By this reason, it is expected that the result of research conducted by the author would reinforce the strength of transformational leadership model and also its impact on performance of Ground-Force Army soldiers. Time of this research started from 10 July 2016 to 20 October 2016.

Sampling Technique

Sampling technique is total sampling because the sample entails all members of population or all soldiers at Kodim 0911 Nunukan, Korem 091/ASN, Kodam VI Mulawarman.

Data Processing Technique

The analysis technique is Structural Equation Model (SEM) supported with software WarpPLS 5.0.

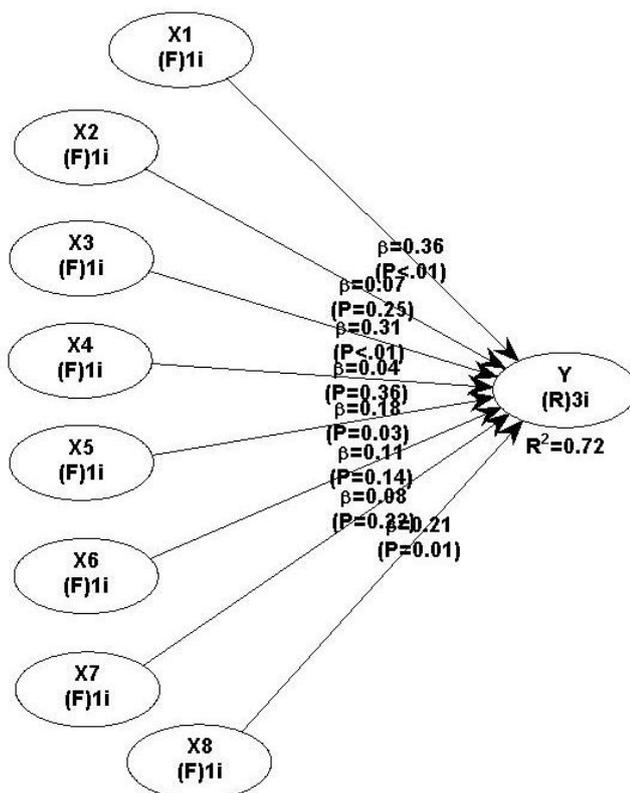
III. RESULT

The Effect of Transformational Leadership Model on Soldier Performance at Kodim 0911 Nunukan, Korem 091/ASN, Kodam VI Mulawarman

Transformational leadership model is a structural model made with Partial Least Square (PLS). The creation of this model would help the author to develop a theory. PLS reinforced with Structural Equation Model (PLS-SEM), therefore, is aimed to investigate the predictive relationship across the constructs by ensuring whether there is a relationship or an effect across the constructs. The use of PLS-SEM brings some consequences, respectively that the testing can be done without a strong theoretical base, or it may be run by disregarding some assumptions (non-parameters), or the precision parameter of prediction model is estimated from coefficient of determination (R-Square). Therefore, PLS-SEM is very proper in this research for theoretical development. Some variables in SEM are named as: predictor, response and mediation variables. Mediation variable can change into response variable if it is affected by predictor variable, or may shift into predictor variable if it is influenced by response variable.

Mediator variable is also called as intervening variable because theoretically, this variable influences the observed phenomena (endogenous variable) but this effect must be inferred first through the effect of relationship between exogenous variable and phenomena. If exogenous variable does not have anymore effect on endogenous variable after controlling mediator variable, then so called perfect or complete mediation occurs. If the effect exogenous variable on endogenous variable declines but still differs from 0 after controlling mediator variable, then partial mediation is considered as happening (Jogiyanto & Abdillah, 2009).

Some reasons emerge on why WarpPLS is used as the tool in statistical data processing. The approach of variance in WarpPLS is very useful in understanding the effect of variable with certain complexities. Constructs and indicators are stood in recursive format, and thus, variance is a proper way to investigate the effect. The load of each item can be estimated which facilitates the author to declare the load value that approximately represents the position of latent variable as predictor variable and its effect on response variable. The following is the description of transformational leadership model and its impact on soldier performance at Kodim 0911 Nunukan, Korem 091/ASN, Kodam VI Mulawarman.



Interpretation of Paths

Implication of Result of Research

Result of data analysis using WarpPLS 5 indicates that transformational leadership model has an impact on soldier performance at Kodim 0911 Nunukan, Korem 091/ASN, Kodam VI Mulawarman. This impact is rated for 72%, while the remaining is influenced by other variable out of this research.

The performance of soldiers at Kodim 0911 Nunukan, Korem 091/ASN, Kodam VI Mulawarman, indeed has increased when the commanders show high orientation toward, or are attentive to, the interest of soldiers. The environment of Kodam VI is reflecting such condition. Respondents assume that military environment can successfully increase stair of loyalty, either top-down or bottom-up. If the presence of the commanders who are attentive to soldier interest is increasing for 1%, then soldier performance improves for 0.36%.

The commanders who always give inspiration to soldier must be helpful to increase soldier performance. It happens in military environment at Kodam VI Mulawarman. If the capacity of commanders to inspire soldier increases for 1%, then soldier performance improves for 0.04%.

Intellectual stimulation done at Kodim 0911 Nunukan, Korem 091/ASN, Kodam VI Mulawarman, is managed by sending soldiers into military education when they prepare for rank promotion. Through such stimulation, the commanders attempt to increase intellectual capacity of the soldiers to keep them loyal to work, which in turn would improve their performance. When the capacity of commanders to give intellectual stimulation increases for 1%, then soldier performance may improve for 0.11%. Within transformational leadership model, the commanders not only give delegation to soldiers but also stimulate them with creative ideas and effective problem-solving methods, which shall be meaningful for soldiers in dealing with their problem and challenges. Authoritarian leadership is not found at Kodim 0911 Nunukan, Korem 091/ASN, Kodam VI Mulawarman.

The commanders of Kodim 0911 Nunukan, Korem 091/ASN, Kodam VI Mulawarman, always find necessary to improve soldier achievement. This achievement is very important thing to consider. It is not only giving individual recognition to soldier, but also helping to empower the standing of the nation. It is indicated by a proof that when the orientation of commanders toward soldier achievement increases for 1%, then soldier performance improves for 0.21%. This achievement of soldiers would result in recognitions and privileges given by their corp. Such acknowledgment to soldier achievement may help increasing soldier loyalty, which in turn also meaningful to improve soldier performance.

Regarding to result of data analysis, leadership model applied at Kodim 0911 Nunukan, Korem 091/ASN, Kodam VI Mulawarman, includes leadership models of intellectual stimulation and inspirational motivation.

IV. CONCLUSION

Conclusion

1. Leadership model applied at Kodim 0911 Nunukan, Korem 091/ASN, Kodam VI Mulawarman, include intellectual stimulation and inspirational motivation.
2. Several factors are influential to the performance of Ground-Force Army soldiers at Kodim 0911 Nunukan, Korem 091/ASN, Kodam VI Mulawarman. These include: commanders who are attentive to soldier interest, commanders who give inspiration to soldier, commanders who provide intellectual stimulation, and commanders who always think far ahead through orientation toward soldier achievement.

Suggestion

Transparent relationship between commanders and soldiers shall be developed to avoid unfavorable military leadership model identified with authoritarian style. Further study shall be conducted at higher level of military leadership for determining the policy of leaders in making decision for their members.

REFERENCES

- [1]. Mosadeghrad and Yarmohammadian, (2006). "A Study of Relationship between Manager's Leadership Style and Employees' Job Satisfaction", *Leadership in Health Service*, Vol.19, No.2, pp. xi-xxviii.
- [2]. Markovich, Y, Davis, A.J, Dick, R.V (2007). "Organizational Commitment Profiles and Job Satisfaction among Greek Private and Public Sector Employees". *International Journal of Cross Cultural Management*, Vol.7 No 1, 2007, pp. 77 – 99.
- [3]. Mosadeghrad and Yarmohammadian, (2006). "A Study of Relationship between Manager's Leadership Style and Employees' Job Satisfaction", *Leadership in Health Service*, Vol.19, No.2, pp. xi-xxviii.
- [4]. Robbins, Stephen P. (2005), *Organizational Behavior*, Prentice Hall International Edition, Eleventh edition.

- [5]. Rad, Ali Mohammad Mosadegh, Yarmohammadian, Mohammad Hossein. (2006). "A Study of Relationship between Managers Leadership Style and Employees Job
- [6]. Hofstede, G. (1983). "The Cultural Relativity of Organizational Practices and Theories", *Journal of International Business Studies*, Vol. 14, pp. 75-89 (Fall, 1983).
- [7]. Koesmono, H. (2007). "Pengaruh Kepemimpinan dan Tuntutan Tugas terhadap Komitmen Organisasi dengan Variabel Moderasi Motivasi Perawat Rumah Sakit Swasta Surabaya", *Jurnal Manajemen dan Kewirausahaan*, Vol. 9, No. 1, hal. 30-40.
- [8]. Lok, P and Crawford, D. (2004). "The Effect of Organizational Culture and Leadership Style on Job Satisfaction and Organizational Commitment – A Cross National Comparison", *The Journal of Management Development*, Vol. 23, No. 4, pp. 321- 338.
- [9]. Mosadeghrad and Yarmohammadian, (2006). "A Study of Relationship between Manager's Leadership Style and Employees' Job Satisfaction", *Leadership in Health Service*, Vol. 19, No. 2, pp. xi-xxviii.
- [10]. Moustofa, Karen South. (2004). "A Cross-Cultural Investigation of Temporal Orientation in Work Organization: A Differentiation Matching Approach". Dissertation at University of Memphis.
- [11]. Sekaran, Uma (2003), *Research Methods For Business: A Skill Building Approach*, John Wiley and Sons, Inc, Fourth Edition.
- [12]. Soedjono (2005). "Pengaruh Budaya Organisasi terhadap Kinerja Organisasi dan Kepuasan Kerja Karyawan pada Terminal Penumpang Umum di Surabaya", *Journal Manajemen dan Kewirausahaan*, Vol. 7, No. 1, hal 22-47
- [13]. Wallach, E. (1983), "Individuals and Organizations: The Cultural Match", *Training and Development Journal*, pp. 29-36.
- [14]. Warr, et.al. (1979), "Scales for the measurement of some work attitudes and aspects of psychological well-being", *Journal of Occupational Psychology*, Vol. 52, pp. 129-148.
- [15]. Warrick, D.D (1981), "Leadership Styles and Their Consequence", *Journal of Experiential Learning and Simulation*, pp. 153-172.
- [16]. Wikipedia. (2008), "Myers-Briggs Type Indicators", Wikipedia, the free encyclopedia. Diakses bulan November 2008.
- [17]. Yamazaki, Yoshitaka. (2004). "An Experiential Approach to Cross Cultural Adaptation: A Study of Japanese's Expatriate's Learning Style, Learning Skills, and Job Satisfaction in the United States". Dissertation at Department of Organizational Behavior. Case Western Reserve University.
- [18]. Stoner, J.A.F, & Winkel C., 2003, *Perencanaan dan Pengambilan Keputusan dalam Manajemen*, (alih bahasa: Simamora Sahat), Jakarta: PT Rineka Cipta.
- [19]. Terry, G., dan Leslie R., 2005, *Dasar-dasar Manajemen* (terjemahan oleh G.A. Ticoalu), Jakarta: Bumi Aksara.