

# The Influence of Leadership Style To Army's Performance In Military Organization At Yonif Raider's (Terrorist Ambush) 503 Mayangkara Mojokerto

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**Abstract:** The National Army of Indonesia (TNI) as a military organization has a challenge in the future to create an Army capable of constantly adapting to political, economic, social and cultural developments. To produce optimal performance, it is necessary to organize various activities in a planned, coordinated, controlled and well maintained, so that required a management colored with skills and cooperation are rational. Besides it is still needed other more specific capabilities, including the leadership style, motivation and discipline of Infantry Battalion soldiers, The Raider 503 / Mayangkara.

The Purpose of this study was to examine the influence of leadership style on performance and to know the performance of soldiers in Yonif Raider 503 Mayangkara Mojokerto. The research used to test the hypothesis is explanatory research. This research was conducted in Yonif Raider 503 Mayangkara, Mojokerto. This study uses part / sample of all soldiers who served in Yonif Raider 503 Mayangkara, Mojokerto with the number of soldiers as many as 87 people.

The result of this research is leadership style that influence to soldier performance in military organization in Yonif raider 503 Mayangkara Mojokerto equal to 81,8% and the rest equal to 18,2% influenced by other variable outside of research conducted. The performance of soldiers in military organizations in the royals of the 503 Mayangkara Mojokerto raiders was demonstrated by the loyalty, achievement and cooperation made by the commander with the soldiers, but so far the lack of cooperation was done because the respondents assumed that the style of leadership used tended to use absolute authoritarian leadership style.

**Keyword:** Leadership style, Army's performance, Military

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## I. Introduction

### 1.1 Background

Infantry Battalion of The Raider 503 / Mayangkara is a combat troop that previously had only operational specifications in all terrain and weather (Linud), has now been adept in the operation of the terrorist ambush (Raider). The name of Yonif Linud The Raider 503 / Mayangkara unity was officially changed to Yonif Para Raider 503 / Mayangkara. These troops have operational capabilities in all terrain and weather, both in urban areas, mountain forests, rivers, swamps, seas, and beaches. With this exercise their abilities are coupled with Raider abilities. The battalion is part of a unit of the Linud 18 / Trisula Malang Brigade, which is located in Mojosari sub-district, Mojokerto, Mojokerto regency, East Java. As an air force troop that is also part of the PPRC TNI (TNI Quick Reaction Hacker). To produce optimal performance it is necessary to organize various activities in a planned, coordinated, controlled and well maintained, so that required a management in color with skills and cooperation are rational. Besides it is still needed other more specific capabilities, including the leadership style, motivation and discipline of soldiers Infantry Battalion of The Raider 503 / Mayangkara.

In order to anticipate the task it takes leadership and soldiers who have good work motivation and soldier discipline. This is slightly less intense because what has happened lately according to the author's observation is how to improve the directive leadership style that is suitable to be applied in the Infantry Battalion The Raider The Raider 503 / Mayangkara, the leader who gives subordinate instructions about the task including expectations and the completion time according to standard performance, this is still not seen at the level of the executing officer up to the section heads in each section. Commands or instructions given by the Commander have not been fully conveyed and understood by subordinates. But gradually the giving of instructions can be run effectively by increasing supervision in various fields. Then other obstacles are still a disciplinary violation of soldiers, due to punishment is not assertive given by the previous leadership and lack of

control and supervision of the Section Head of each section, and the motivation of the work of a small soldier who declined due to lack of awards obtained soldiers, because the distance and the relationship between superiors and subordinates too far. So the leader cannot directly assess the performance of the soldier. Improved leadership style directive, motivation, discipline and high soldier performance is highly expected by the organizational unit. The more soldiers who have high performance, then the professionalism of Infantry Battalion soldiers of The Raider 503 / Mayangkara

The key to success of a military unit is to rely on the performance of its soldiers directly or indirectly to contribute to the agency. Performance is a measure that shows the performance of soldiers in performing tasks and functions of the agency. Performance appraisals are used by agencies to assess the performance of their soldiers or evaluate the work of soldiers. Performance appraisal can be seen through the work process. This work process can describe soldiers who have the desire to excel. To achieve organizational goals is not an easy thing for a leader. A leader must be able to be a mover for others or subordinates to be able to run every organization's activities in achieving the goals desired by the organization. Organizational leaders can perform various ways in influencing other people or subordinates to perform actions that are always directed in achieving organizational goals (Brahmasari and Suprayetno, 2008). This method can be said as a picture of the leadership style contained in a leader. Leadership style is identical with the attitude of a leader in leading an organization. In general, many leaders are adjusting their leadership style to the condition of leading organization. There is even a leader who has more than one style of leadership in an effort to achieve organizational goals.

## **II. Material And Methods**

### **2.1 Research Approach**

This research was conducted to determine the influence of leadership on the achievement and performance of TNI AD soldiers in Yonif Para Raider 503 Mayangkara Mojokerto. To know the influence of the matter the researcher will do Hypothesis testing.

### **2.2 Place and Time of Research**

This research was conducted in Yonif The Raider 503 Mayangkara, Mojokerto. This location was chosen as the object of research because the unit of Yonif The Raider 503 Mayangkara Mojokerto is one of the best airborne infantry troops owned by the Army. The Battalion is part of the units of the Linud 18 / Trident, the 2 / Mojokerto Infantry Division as well as the air force, which is also part of the TNI (TNI Reaction Quick Puller).

### **2.3. Sampling technique**

This study uses part / sample of all soldiers who served in Yonif The Raider 503 Mayangkara, Mojokerto with the number of soldiers as many as 87 people. This is done because the number is enough to represent from all soldiers amounted to 673 people.

### **2.4. Data analysis**

Data analysis technique was used Regression Linear Beganda. According to Rosadi (2011) multiple regression models with k-variable predictors can generally be written in the form of the following equation:

$$Y_i = \beta_0 + \beta_1 X_{1i} + \beta_2 X_{2i} + \dots + \beta_k X_{ki} + \varepsilon_i$$

Where

$i = 1, 2, \dots, n$

$n =$  observations ammount

$j = 1, 2, \dots, k$

$k =$  predictor variables ammount

$Y_i =$  response variable for  $i$  observation

$\beta_0, \beta_1, \beta_2, \dots, \beta_k =$  regression parameters

$X_{1i}, X_{2i}, \dots, X_{ki} =$  the  $j$  predictor variable on the  $i$  observation

$\varepsilon_i =$  error for observation of average id  $E(\varepsilon_i) = 0$  and var variety  $(\varepsilon_i) = \sigma^2$

## **III. Result**

### **3.1. Validity test**

According to Ghozali (2007) a questionnaire will be valid if the question on the questionnaire is able to reveal something that will be measured by the questionnaire. Test validity is to know the suitability of the tool measured by what is measured, validity test will be said valid if the value of  $R > \alpha$  5%, the validity value measured in this study include independent variables and bound using SPSS Version 16.00. From result of data processing, question instrument given to respondent already have valid requirement with condition that  $n = 100$ ,

$\alpha = 0,05$ , and  $r \text{ table} = 0,201$ , if requirement  $r \text{ arithmetic} > r \text{ table} (0,195)$ , hence can be said valid. Validity indicates the extent to which a measuring instrument is able to measure what it wants to measure. The high degree of validity indicates the extent to which the data has accumulated does not deviate from the description of the variables studied (Umar, 2003). Result of validity test of leadership style to soldier performance is presented in table 1 ..

**Table 1.** Test Result Validity of leadership style (X) and performance of soldier (Y)

Variabel	Item	R
Authoritarian (X1)	x1.1	0,717
	x1.2	0,670
	x1.3	0,711
	x1.4	0,734
	X1.5	0,697
Participatory(X2)	x2.1	0,812
	x2.2	0,745
	x2.3	0,621
	x2.4	0,732
	X2.5	0,744
Delegative (X3)	x3.1	0,616
	x3.2	0,790
	x3.3	0,593
	x3.4	0,701
	x3.5	0,687
Situational (X4)	x4.1	0,822
	x4.2	0,673
	x4.3	0,650
	x4.4	0,720
	x4.5	0,831
Army Performance (Y)	y1	0,732
	y2	0,766
	y3	0,710
	y4	0,822
	y5	0,689
	y6	0,724

(Primary Data, April 2018)

### 3.2. Reliability Test

Reliability Test aims to determine the suitability between the question relationships that were raised in the research questionnaire with the theme raised between 1 question and the other question. Ghozali (2007), a questionnaire is said to be reliable or reliable if one's response to a statement is consistent or stable over time. Basic analysis used is if Cronbach Alpha value  $> 0,50$ , then item or item of question is reliable. (Ghozali, 2007). Table 3 is an explanation of the results of data processing with SPSS 16.00 is the relationship of accuracy between the statement one with the next statement.

**Table 2.** Reliability Test

Variable	Alpha coefficient
Authoritarian (X1)	0,807
Participatory (X2)	0,713
Delegative (X3)	0,632
Situational (X4)	0,578
Army Performance (Y)	0,765

Primary Data (processed) 2018)

Table. 2. Reliability test of leadership style variables (X) and performance of soldier (Y) with the result of alpha coefficient more than alpha cronbach value is 0.5, it can be said reliable. A tool is reliable if the device in measuring a different phenomenon constantly measures the extent to which a measuring instrument can be trusted and reliable, to measure reliability in an instrument using alpha cronbach based on the average of measurement instrument data grain correlation. According to Malhotra (1996) an instrument is said to be reliable if the alpha value is greater or equal to 0.5.

### 3.3. Testing Classic Classification of Multiple Regression

The classical assumption is a regression feasibility test to determine the effect of leadership style on the performance of soldiers seen from several assumptions. The existence of multiple regression analysis of this researcher know how much influence the leadership style on the performance of soldiers in the form of percentage of the coefficient of determination. The first step taken is to find the model of multiple regression equation of the case under study. Warrior performance as a dependent variable or so-called dependent variable

symbolized by Y to independent or independent variable is leadership style. Multiple regression analysis was performed with the help of SPSS 16.00 series software.

### 3.3.1. Autocorrelation Test

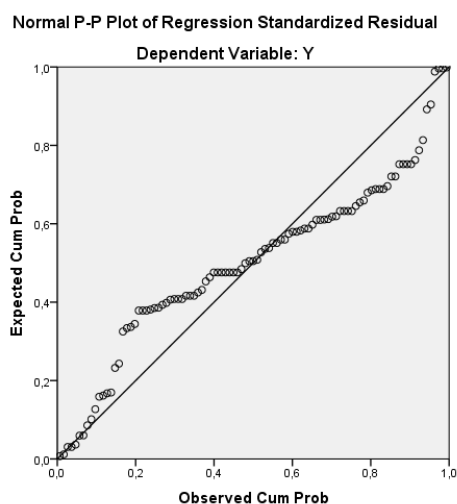
Autocorrelation Test is used to know the relationship between 2 or more variables, this analysis aims to know how strong the relationship between one or several variables with one other variable. Based on correlation test results can be seen that the value of *pearson* correlation below 0.5 indicates that there is no correlation between each variable. Sarwono (2006) states the correlation coefficient is a measure of covariant statistics or associations between two variables. The magnitude of 90 correlation coefficients ranged from  $\pm 1$  to  $- 1$ . The correlation coefficient shows the strength of the linear relationship and the relationship direction of two random variables. If the correlation coefficient is positive, then both variables have direct relationship. This means that if the value of high leadership style variable then the performance variable of soldiers will be high too. To simplify the interpretation of the strength of the relationships between the two variables the authors give the following criteria:  $r: 0$  no correlation,  $r: > 0 - 0.25$  very weak correlation,  $r: > 0.25 - 0.5$  correlation is enough,  $r: > 0.5 - 0.75$  strong correlation, and  $r: > 0.75 - 0.90$  very strong correlation,  $r: 1$  strong correlation.

### 3.3.2. Normality Test (P-Plot)

The normality assumption test aims to test a regression model, a style of leadership variable, a performance variable of a soldier, or both have a normal distribution or not. A good regression model is a normal or near-normal distribution. The basis for decision-making fulfills normality or not, as follows:

- If the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets normality.
- If the data spreads far from the diagonal line and follows the direction of the diagonal line, then the regression does not meet the normality.

The results of the classical assumption test on the p-plot normality test showed that the data of statistical analysis showed that the data spread on the diagonal line as in figure 1 which means that the regression meets the normality value.



**Figure 1.** P-Plot Leadership Style on Soldiers Performance

### 3.3.3. Test Assumptions Heterodoxy

The result of the heterodoxy assumption test The leadership style on soldier performance in Yonif The Raider 503 Mayangkara Mojokerto is presented in Figure 3. The heterodoxy assumption test aims to test whether in the linear regression model there is a variance inequality of the residual one observation to the other residual observation. Basic decision-making whether or not there is heterodoxy, as follows:

- If there is a certain pattern like the points that exist form a pattern of literature (wavy, widened, then narrowed), then there heterodoxy.
- If there is no certain clear pattern and the spots spread above and below the number 0 on the Y axis, then there is no heterodoxy.

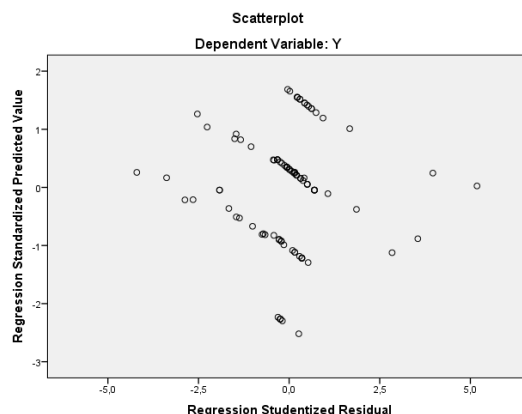


Figure 2. Multi-collinear Test The leadership style of the Army Performance

### 3.3.4. Test Assumptions Multi-Collinear

The result of data calculation through SPSS version 16.00 shows that the value of tolerance close to number 1 which means that the regression is free from Multi-Collinear. Multi-Collinear assumption test aims to test whether in the regression model found the existence of independent variables. Multi-Collinear can be known from the tolerance value and Variance Inflation Factor (VIF). If the tolerance value is close to 1 and the VIF is at about 1, the regression is free of multicollinearity (Santoso, 2000).

Table 3. Assumption Test Multicollinearism leadership style to soldier performance

Variabel	VIF	Keterangan
Authoritarian (X1)	1,201	Non- Multi-collinear
Partisipatory (X2)	1,112	Non- Multi-collinear
Delegative (X3)	1,072	Non- Multi-collinear
Situational (X4)	1,128	Non- Multi-collinear
Army Performance (Y)	1,053	Non- Multi-collinear

(Primary Data April 2018)

### 3.4. Leadership Style Influence on Soldiers Performance at Yonif The Raider 503 Mayangkara Mojokerto

Each organization has a different style of leadership. An organizational value tends to be influenced also by the value of its leader. Leaders seek that by sharing ideas, debates and discussions, joint rituals, social learning, recognition, and employment relations, hoping that their values will also be part of the work team's values. The term "ethos" is the *esprit d'corps*, morale or morale, which will guide the beliefs of an individual or team of work which is the breath of leadership.

A person with a strong character demonstrates encouragement, energy, determination, self-discipline, will, and a formidable mentality. A person with a strong character will attract his followers, and otherwise a person with a weak character will show his opposite nature, he tends to be permissive, irregular, indecisive and inconsistent, a trait that will distance him from followers. Organizations need leaders with strong and good characters, leaders who will guide the future of their followers and who will show that their leadership is trustworthy. Thus, to be an effective leader one must win the trust of his followers which in turn the followers will follow also his vision.

Leadership character can influence to the performance specially the soldier, one of the factors to improve the work performance of soldier is organizational motivation, this matter because problem often faced is performance of warrior influenced by character from leadership. Based on regression analysis result, it is found that leadership style influence to soldier performance in military organization in yonif raider 503 Mayangkara Mojokerto equal to 81,8% and the rest equal to 18,2% influenced by other variable outside research conducted. The complete results of regression analysis can be seen in the following table.

Table 4. Results of Leadership Regression Analysis on Soldiers Performance

Variabel	Beta
Constanta	4,888
Authoritarian	-0,228*
Partisipatory	0,254*
Delegative	0,054**
Situational	0,370***
Keterangan :	
R square = 81,8%	*** : p ≤ 0,000
Radjusted = 77,1%	** ) : p ≤ 0,05

N = 96  
F-hitung = 17,483

Source: Primary data processed 2018

Based on the results of regression analysis using SPSS 16.00 program obtained the regression results presented in table 5 that the style of authoritarian leadership negatively affect the performance of soldiers in military organizations in Yonif the Raider 503 Mayangkara Mojokerto of 0.228. The authoritarian leadership style is represented by the assignment done only by the commander, the respondent assumes that the increase of commission assigned by the commander of 1% will decrease the performance, because during this time the soldier's expectation is to accept the task and assist the tasks between soldiers and reduce the stress level of work by reducing the number of tasks received from the commander. Participatory leadership style has a positive influence on the performance of soldiers with a beta value of coefficient of 0.254 which is represented by the commander gives encouragement to the soldiers to continue to perform then with the many commanders who motivate soldiers will improve the performance of soldiers in military organizations in Yonif the raider 503 Mayangkara Mojokerto. Delegated leadership style has a positive influence on the performance of soldiers with the value of 0.504 coefficient bet which means that the increased credibility of the commander to the soldier of 1% then be able to improve the performance of soldiers because the soldiers feel that the commander knows the ability of 0,504. The situational leadership style represented by the willingness of the commander to provide assistance to the soldiers in dealing with the problem with the beta coefficient of 0.370 which means that the increasing military professionalism in helping the soldiers by 1% then improve the performance of soldiers in military organizations in Yonif raider 503 Mayangkara Mojokerto of 0.370.

## IV. Conclusion

### 4.1 Conclusions

- a) The style of leadership Influence of the performance of soldiers in military organizations in the yonif raider 503 Mayangkara Mojokerto is 81.8% and the remaining 18.2% influenced by other variables outside of the research conducted.
- b) The performance of soldiers in military organizations in the yonif raider 503 Mayangkara Mojokerto indicated by the loyalty, achievement and cooperation made by the commander with the soldier, but so far the lack of cooperation made because the respondents assume that the style of leadership used tend to use authoritarian leadership style absolute.

### 4.2 Suggestions

A further approach should be required between the commander and the soldier to avoid a model of military leadership that is absolute for authoritarian style of leadership, it is necessary to create a military policy related to the style of leadership that is in accordance with the needs so that the task and authority are not only given by the commander and more flexible compared to authoritarian military leadership.

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