

THE EFFECT OF LEADERSHIP AND DISCIPLINE ROLE ON IMPROVEMENT PERFORMANCE OF PASMAR SOLDIERS 2

Imam Wahyudi ¹, Widi Permono²

^{1,2}Prodi Master in Applied Marine Operations TNI AL Command and Staff School
wimam735@gmail.com

Keywords:
Leadership, Discipline,
Soldier Performance

Abstract

Facts in the field, there are still some Pasmars 2 soldiers who are not optimal in their work, both in daily tasks and presence in the field. This study aims to determine and analyze the influence of leadership and discipline roles on improving the performance of soldiers in Pasmars 2. The research sample was taken from 313 Marines Brigif-2 Marines from 1,442 population who are ready personnel from Brigif-2 Marines. The data analysis used is multiple regression analysis, with the results showing that partially leadership variables have a positive effect on improving the performance of soldiers in Pasmars 2, partially discipline has a positive effect on improving the performance of soldiers in Pasmars 2, and simultaneously leadership and discipline have a positive effect. and significantly to increase the performance of soldiers in Pasmars 2.

I. INTRODUCTION

The Marine Corps, abbreviated as Kormar, is one of the TNI's Main Operational Commands (Kotama Ops), which is located directly under the TNI Commander. (Setneg RI, 2019). The Marine Corps is in charge of carrying out amphibious operations, coastal defense operations, and securing strategic outer islands within the framework of OMP and OMSP as well as other operations in accordance with the policies of the TNI Commander. The Marine Corps, apart from being the Main Operations Command (Kotama Ops), is also the Kotama Bin in charge of fostering the strength and readiness of Marine units to operate as well as fostering maritime potential to become a maritime security defense force located under and responsible to the Chief of Naval Staff (Setneg RI). (Setneg RI, 2019).

Based on the main tasks above, soldiers are required to have high performance in every task completion. Performance is an achievement or level of success achieved by Pasmars 2 soldiers in carrying out work in a certain period. According to Moehariono "Performance is the result of work achieved by a person or group of people in an

organization both quantitatively and qualitatively, in accordance with their respective authorities and responsibilities" (Moehariono, 2020). Personnel of an agency can work well if they have high performance, so that they can produce good work as well. With high performance, it is expected that organizational goals can be achieved. On the contrary,

Facts on the ground show that there are phenomena and problems from ideal conditions related to the performance of Pasmars 2 soldiers, namely that there are still some Pasmars 2 soldiers who work not optimally in completing tasks, for example there are still delays in sending staff reports to the upper command. Based on the Pasmars 2 violation data report, it was still found that several soldiers had committed minor, moderate or severe violations, this would affect the completion of tasks in the service. This can arise because it is influenced by several factors or indicators from both internal and external factors, but the urgency to be considered in this study is the variable of leadership and discipline.

Discipline is the most important operative function for a soldier, because the better a person's discipline at work, the higher work performance he can achieve (Utari, et al., 2020). Soldier discipline is true obedience and obedience for every TNI soldier who is supported by an awareness that is based on the Sapta Marga and the Soldier's Oath to fulfill his duties and obligations and behave and behave in accordance with the rules or procedures of life for TNI soldiers. According to Hasibuan, discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Hasibuan, 2018).

The leader or unit commander in a military environment has a central position for soldiering life, because a military organization is an organization that focuses on the line of command so that a unit commander must understand the projected tasks and responsibilities to lead his unit. Armstrong in Sudarmanto's book states that leadership is a process of inspiring all employees to work as well as possible to achieve the expected results. Leadership is the ability and personality of a person in influencing and persuading other parties to take action to achieve common goals (Numberi, 2010).

The success or failure of an organization is largely influenced by the human factor (HR) as the executor of the work. Empowerment of human resources owned by the organization is directed to achieve high performance, it is necessary to develop both in terms of external employees, namely related to leadership and internal aspects of employees related to discipline. Leadership functions as a driving force for the organization, making decisions and directing the organization so that it continues to run in accordance with its founding goals. Meanwhile, employee discipline needs to be nurtured and maintained properly, because the decline in discipline slows down the implementation of tasks and will have bad consequences for the organization, of course it will reduce organizational performance.

II. RESEARCH METHODS

To analyze and understand more deeply the problems that occur, researchers use several theories as a guide in analyzing research problems (Utari, et al. 2021). The theories used in this research are theories related to leadership theory, disciplinary theory and performance theory. According to Thoha "Leadership is an activity to influence the behavior of others, or the art of influencing human behavior both individually and in groups". Thoha also stated that a leader is someone who has the ability to lead, meaning that he has the ability to influence other people or groups without regard to the form of reason (Thoha, 2007). Supomo stated that employee discipline is a form of training that seeks to improve and shape employee knowledge, attitudes and behavior so that these employees voluntarily work cooperatively with other employees and improve their work performance (Supomo, 2018). According to Moeheriono, performance is the result of work achieved by a person or group of people in an organization both quantitatively and qualitatively, in accordance with their respective authorities and responsibilities (Moeheriono, 2020).

The variables in this study are divided into 2, namely the independent variable and the dependent variable. The independent variable (X) is the variable that affects (Yusuf, 2016), while the dependent variable (Y) is the variable that is affected. The operational definitions of each variable to be observed in this study are as follows:

1. The independent variable, leadership (X1), is operationally defined as an activity to influence the behavior of others, or the art of influencing human behavior, both individually and in groups.
2. Discipline independent variable (X2), operationally defined as a person's awareness and willingness to obey all company regulations and applicable social norms.
3. The dependent variable of soldier's performance (Y) is defined as a work result or outcome achieved by an employee in carrying out his duties in accordance with the responsibilities given to him during a certain period.

The hypothesis is a temporary answer to the formulation of the problem or sub-problem proposed by the researcher, which is described from the theoretical basis or theoretical study and still has to be tested for truth. The hypotheses in this study are:

1. Ho1 = There is no influence of leadership on the performance of soldiers in Pasmars 2.
2. Ha1 = There is an influence of leadership on the performance of soldiers in Pasmars 2.
3. Ho2 = There is no influence of discipline on the performance of soldiers in Pasmars 2.
4. Ha2 = There is an influence of discipline on the performance of soldiers in Pasmars 2.
5. Ho3 = There is no influence of leadership and discipline together on the performance of soldiers in Pasmars 2.
6. Ha3 = There is a joint influence of leadership and discipline on the performance of soldiers in Pasmars 2.

The research method used by the researcher is a quantitative research method, where this method is called the positivistic method because it is based on the philosophy of positivism, it is used to examine certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative statistics with the aim of testing the established hypothesis (Sugiyono, 2012).

The population that is the subject of this research is the 2nd Marine Brigade soldier which includes elements of leadership and subordinates, totaling 1442 personnel. The non-probability sampling technique used is incidental sampling. Determination of the number of samples using the Slovin formula (Sugiyono, 2012). The research sample was taken from the population of Brigif 2 Mar personnel based on the Slovin formula with the assumption that the population was normally distributed using the Slovin formula, so that the sample obtained was 313 people. To obtain related data, the researcher has determined the primary data source plan, namely: 1st, 3rd and 5th Marines Infantry Battalion Commander; All 1st, 3rd and 5th Marines Infantry Battalion Officers; and 100 (one hundred) non-commissioned officers from each 1st, 3rd and 5th Marines Infantry Battalion.

Quantitative data collection is done by using a questionnaire or a questionnaire taken at random. After the data is collected, the next process is data processing (Syukur, et al., 2021). The data processing process is adjusted to the needs of the analysis to be done. The initial process of data processing begins with testing the data, which are validation and reliability. Data analysis is an activity to process data that has been collected into a new set of results and discoveries or in the form of proof of a hypothesis. In this study, quantitative data analysis techniques were used, namely a data analysis technique using numerical calculations and statistical formulas from the primary data that had been collected.

III. RESULTS AND DISCUSSION

Description of research in the form of research objects and subjects, research results and discussions conducted by researchers on research problems. The object of research is the performance of Pasmar 2 soldiers, while the research subject is the place where the object of research is attached, namely Pasmar 2 with soldiers in it. Researchers carried out research using quantitative research methods by carrying out primary and secondary data collection, conducting observations at the 2nd Marine Brigade as a place of research and conducting interviews with several sources related to research questions.

Pasmar 2 is one of the Main Executing Commands of the Marine Corps, which is led by a high ranking Navy officer with the rank of Brigadier General TNI (Mar) who is also known as Commander of Pasmar 2. Sulawesi and NTT, while Mako Pasmar 2 itself is in Gedangan Sidoarjo, East Java. Pasmar 2 has the main task of carrying out

operations and capacity building in amphibious operations, coastal defense operations, and security operations for strategic outer islands in the context of War Military Operations (OMP) and Military Operations Other Than War (OMSP) as well as other operations and fostering maritime potential into strength. defense and security of the marine dimension in accordance with the Dankormar policy.

Data analysis was carried out after all the questionnaires distributed had been collected. Data processing in this study consisted of testing questionnaires in the form of validity tests, reliability tests, normality tests, multicollinearity tests, heteroscedasticity tests, autocorrelation tests, hypothesis tests, and correlation and regression tests.

In the leadership variable (X1), the researcher uses 14 statement items in which already represent several indicators of leadership itself in accordance with leadership theory and distributed to 313 respondents. Based on the results of processing leadership data on the respondent's statement on average on the leadership variable, it can be seen that for respondents who gave an assessment of strongly agree there were 46.3%, for respondents who gave an assessment of agree there were as many as 50.7% and those who gave a doubtful assessment. there are as many as 2.7% while the respondents who give an assessment of disagree there are as many as 0.3% and those who give an assessment of strongly disagree there are as many as 0%. When looking at the overall results on the leadership variable, it can be seen that the average value weight is 1.

In the discipline variable (X2), the researcher uses 9 statement items which already represent several indicators of the discipline itself according to the disciplinary theory and distributed to 313 respondents. Based on the results of disciplinary data processing on the respondent's statement on average on the disciplinary variable, it can be seen that for respondents who gave an assessment of strongly agreeing there were 48.13%, for respondents who gave an assessment of agreeing there were 49.16% and those who gave a doubtful assessment. there are as many as 2.59% while the respondents who give an assessment of disagree there are as many as 0.1% and those who give an assessment of strongly disagree there are as many as 0%. When looking at the overall results on the Discipline variable, it can be seen that the average value weight is 1.

In the Performance variable (Y), the researcher uses 11 statement items in which already represent several performance indicators themselves in accordance with performance theory, and distributed to 313 respondents. Based on the results of data processing Performance against the respondent's statement on average on the performance variable, it can be seen that for respondents who gave an assessment of strongly agree there were as many as 42.46%, for respondents who gave an assessment of agreeing there were as many as 52.86% and those who gave a doubtful assessment. there are as many as 4.35% as for respondents who give an assessment of disagree there are as many as 0.31% and those who give an assessment of strongly disagree there are as many as 0%. When looking at the overall results on the performance variable, it can

be seen that the average value weight is 1.

The validity test aims to check whether the contents of the questionnaire are appropriate to measure what you want to measure and are sufficiently understood by all respondents as indicated by the small percentage of respondents' answers that do not deviate too much from the answers of other respondents. A valid questionnaire means that the questionnaire used to collect data is valid. The validity test is useful to find out whether there are statements in the questionnaire that must be discarded/replaced because they are considered irrelevant. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. Validity test is used to measure the validity or validity of a questionnaire. The method used, the questionnaire items declared valid and invalid are: declared valid, if: $r_{count} \geq r_{table}$; declared invalid, if: the value of $r_{count} < r_{table}$. Where the number of respondents in the validity and reliability test is 313 respondents ($r_{table} = dfN-2$), then obtained from the table: $r_{Product\ Moment}$, $r_{table} = r_{313} = 0.113$. The results of the validity test of the independent variables: leadership (X1), discipline (X2) and the dependent variable: soldier's performance (Y) are valid and meet the requirements of $r_{count} \geq r_{table}$.

Reliability test was conducted to test whether the question items for the dimensional variables were reliable or internally consistent. Reliability test is to measure the reliability of an instrument, in this study used Cronbach's Alpha coefficient. Stating that the value of an instrument is said to be reliable if the Cronbach's Alpha value 0.6.78 (Ghozali). The reliability test uses Reliability Analysis Statistics with Cronbach Alpha (α) with Cronbach Alpha (α) > 0.60 . If the value of Cronbach Alpha (α) > 0.60 , it can be said that the variable is reliable. Based on table 1 below, it can be seen that the Cronbach alpha value of all variables is greater than 0.60, thus all items in the measurement instrument can be declared reliable.

Table 1. Variable Reliability Test Results

No.	Research variable		coef. Reliability Cronbach's Alpha (r_{ac})	Note.
a)	Independent variable			
	(1) Leadership (X1)	=	0.968	Reliable (tall)
	(2) Discipline (X2) =	=	0.926	Reliable (tall)
b)	Dependent variable			
	Soldier Performance	=	0.911	Reliable (tall)

Multiple linear regression analysis is used to measure the presence or absence of a relationship between two or more variables and also shows the direction of the relationship between the independent variables and the dependent variable. In this study, multiple linear regression analysis was used to measure whether or not there was an influence between leadership and discipline as an independent variable on the performance of soldiers as the dependent variable.

Table 2. Multiple Regression Coefficient Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.		
	B	Std. Error	Beta				
1	(Constant)	-0.068	1.351		-0.050	0.960	
	Leadership	0.294	0.037		0.343	7,880	0.000
	Discipline	0.748	0.055		0.597	13,720	0.000

a. Dependent Variable: Soldier Performance

From table 2, multiple linear regression equations can be arranged as follows:

$$Y = -0.068 + 0.294X_1 + 0.748X_2 + e$$

1. The constant value is -0.068, meaning that if the independent variables Leadership (X1) and Discipline (X2) are constant or equal to zero, the Soldier Performance (Y) will be -0.068 units.
2. Leadership regression coefficient value (X1) is 0.294, then Leadership has a positive effect on Soldier Performance (Y), the higher the leadership variable value, the higher the soldier's performance, assuming the other independent variables are constant.
3. Discipline regression coefficient value (X2) is 0.748, then the Discipline variable has a positive effect on Soldier Performance (Y), the higher the value of the discipline variable, the higher the soldier's performance, assuming the other independent variables are constant.

The t-test was used to determine the partial effect of the independent variable on the dependent variable. The criteria for testing the t test is if the probability value is less than 0.05 then partially the independent variable affects the dependent variable. The t-test conducted in this study was used to partially test the effect of leadership (X1) and discipline (X2) on the performance of soldiers (Y).

Table 3.T . Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-0.068	1.351		-0.050	0.960
Leadership	0.294	0.037	0.343	7,880	0.000
Discipline	0.748	0.055	0.597	13,720	0.000

a. Dependent Variable: Soldier Performance

The t value of the leadership variable (X1) is $7,880 > 1,967$ (t table), this indicates that leadership partially affects the performance of soldiers (Y), so the hypothesis is accepted. The t-count value of the discipline variable (X2) is $13.720 > 1.967$ (t table), this shows that discipline partially affects the performance of soldiers (Y). so the hypothesis is accepted.

The F test is basically used to show the simultaneous effect of independent variables on the dependent variable. The criteria for testing the F test is that if the probability value is less than 0.05 then the independent variable simultaneously affects the dependent variable. 83 In this study the F test is used to determine whether there is a simultaneous influence between leadership (X1) and discipline (X2) on performance. soldier (Y).

Table 4.F . Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	5729.991	2	2864,995	661,122	.000b
Residual	1343,396	310	4,334		
Total	7073,387	312			

a. Dependent Variable: PERFORMANCE
b. Predictors: (Constant), MOTIVATION, DISCIPLINE

According to table 4, it can be seen that the calculated F value is $661.122 > 3.301$ (f table), this shows that leadership and discipline simultaneously affect the performance of soldiers (Y), so the hypothesis is accepted.

Discussion

Analysis of the coefficient of determination is the analysis used to determine how much the contribution of leadership and discipline to improving the performance of soldiers (Y). From the results of processing the determination analysis data using SPSS version 25, in the table above, the R square value of 0.810 is obtained based on this value, it can be seen that the value of the coefficient of determination based on the formula $(KD) = R^2 \times 100\%$ is $0.810 \times 100\% = 81\%$ can be stated that leadership and discipline have an influence on increasing the performance of Pasmars 2 soldiers by 81%.

Based on the results of the regression coefficient analysis between (X1) and (Y) of 0.294 and has a positive effect. This indicates a unidirectional change. That is, every time there is an increase in leadership by one unit, it can increase the performance of soldiers by 0.294 units and vice versa if there is a decrease in leadership by one unit, it can reduce the performance of soldiers by 0.294 units assuming the other independent variables are constant. In addition, based on the results of the T test analysis, it was found that the t count was $7.880 > t$ table 1.967 and the significance value was less than 0.05, this indicates that the leadership role (X1) partially has an effect on improving the performance of soldiers (Y).

Based on the results of the regression coefficient analysis between (X2) and (Y) of 0.748 and has a very significant effect. This indicates a unidirectional change. That is, every time there is an increase in discipline by one unit, it can increase the performance of soldiers by 0.748 units and vice versa if there is a decrease in discipline by one unit, it can reduce the performance of soldiers by 0.748 units assuming the other independent variables are constant. In addition, based on the results of the T test analysis, it was found that the t count was $13,720 > t$ table 1,967 and the significance value was less than 0.05, this indicates that discipline (X2) partially has an effect on improving the performance of soldiers (Y).

Based on the results of the F test analysis, it was found that f count $661.122 > f$ table 3.301 and the significance value is less than 0.05, this indicates that the role of leadership (X1) and discipline (X2) simultaneously or jointly has an effect on improving the performance of soldiers (Y). The results of this study prove that leadership and discipline have a positive and significant effect on improving the performance of soldiers in Pasmars 2. Furthermore, based on the results of the Coefficient of Determination Analysis to find out how much leadership and discipline contribute to improving the performance of soldiers, according to the formula $\text{Coefficient of Determination} / KD = R^2 \times 100\% = 0.810 \times 100\% = 81\%$, which means that leadership (X1) and discipline (X2) simultaneously have a contribution of 81% influence on improving the performance of soldiers (Y).

IV. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of research conducted to analyze and prove the influence of the role of leadership and discipline on improving the performance of soldiers in Pasmars 2, by processing data using SPSS 25 for windows, the following conclusions can be drawn:

1. The role of leadership partially has a significant effect on improving the performance of Pasmars 2 soldiers, with a regression coefficient value of 0.294. Where it can be interpreted that the better the leadership of the Unit Commanders in the ranks of Pasmars 2, the better the performance of the soldiers in Pasmars 2. On the other hand, if the leadership level of the Unit Commander decreases, it will be followed by a decrease in the performance level of the Pasmars 2 soldiers.
2. Discipline partially has a significant effect on improving the performance of Pasmars 2 soldiers, with a regression coefficient value of 0.748. Where it can be interpreted that the higher the level of discipline of Pasmars 2 soldiers, the performance produced by Pasmars 2 soldiers will also increase. Conversely, if the level of discipline decreases, it will be followed by a decrease in the performance level of Pasmars 2 soldiers.
3. The role of leadership and discipline simultaneously has a significant effect on improving the performance of Pasmars 2 soldiers, this is evidenced by the results of the F test showing a significance value of less than 0.05, which is 0.000, which means that leadership and discipline together have an effect on improving the performance of soldiers in the army. Pasmars 2.

Suggestion

The recommendations that can be given to improve the performance of Pasmars 2 soldiers are as follows:

1. To the Unit Commanders in the ranks of Pasmars 2 to increase their leadership role in building the organization they are crewed by taking concrete actions and not just theory, namely by providing good examples and role models to their soldiers, as well as motivating their soldiers to continue to excel for the glory and progress of the Corps Marines, and it is also hoped that the Unit Commanders will be able to resolve the problems in the unit properly and wisely so that the unit's performance can improve.
2. As a suggestion and input to the Pasmars 2 Commander to always urge and remind all soldiers under him to always improve discipline by complying with all applicable rules in the Pasmars 2 environment. Discipline must always be upheld, maintained and fostered continuously during the existence of the soldiers and the organization.

standing, discipline applies to every soldier anywhere, anytime and under any conditions, discipline is also the responsibility of every individual in the unit or organization. With a high level of discipline, it will reduce the problems that exist in the unit so that the organization can run smoothly and can achieve maximum Pasmabar 2 performance.

3. So that the Commander of Pasmabar 2 continues to improve the leadership role of his officers, especially the Unit Commanders in the ranks of Pasmabar 2 and also improves the discipline of all soldiers under his ranks, so that the performance of Pasmabar 2 will increase. With a good leadership role and a high level of discipline of soldiers, it is hoped that the unit's performance can increase.

REFERENCES

- Ghozali. (nd). *Multivariate Analysis Application With SPSS Program*.
- Hasibuan. (2018). *Human Resource Management*. Jakarta: PT Bumi Aksara.
- TNI Headquarters. (2019). *TNI Regulation No. 49 of 2019 concerning the Organizational Principles and Procedures of the Indonesian Navy Headquarters*. Jakarta: TNI Headquarters.
- Moehariono. (2020). *Competency-Based Performance Measurement*. Jakarta: PT Raja Grafindo Persada.
- Numberi, F. (2010). *Leadership Throughout the Ages*. Jakarta: PT Bhuna Popular Science.
- Prasetyo, Indra; Aliyyah, Nabilah; Rusdiyanto; Utari, Woro; Suprapti, Sri; Kartika, Chandra; Winarko, Ruddy; Chamariyah; Panglipursari, Dwi Lesno; Muninghar, Halimah, Nur; Aminatuzzuhro; Indrawati, May; Junus, Onong; Herli, Mohammad; Hafidhah; Kustiningsih, Nanik; Gazali; Kusuma, Adriani; Aina, Muslimatul; Bustaram, Isnain; Risal, Zef; Zainurrafiqi; Amar, Siti Salama; Umah, Khoiroh; Khadijah, Susan Novitasari; Gustomi, Mono Pratiko; Irawan, Hendra; Rochman, Arif Syafi'ur; Pramitasari, Dini Ayu; Farid, Muhammad Miftah; Kalbuana, Nawang. (2021). *Effects of Organizational Communication Climate and Employee Retention Toward Employee Performance*. *Journal of Legal, Ethical and Regulatory*. Vol: 24 Issue: 1S (2021)
- State Secretariat of the Republic of Indonesia. (2019). *Presidential Decree No. 66 of 2019 concerning the Organizational Structure of the Indonesian National Armed Forces*. Jakarta: The State Secretariat of the Republic of Indonesia.
- Sugiyono. (2012). *Educational Research Methodology*. Bandung: Alfabeta.
- Supomo. (2018). *Human Resource Management*. Bandung: Yrama Widya.
- Syakur, Abd.; Utari, Woro; Chamariyah. (2021). *Correlation between Organizational Roles, OBC, and Organizational Commitment toward Employees of the Limited Liability Company of State Electricity Company of APJ Jember*. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities*. Vol 4,



No 2 (2021)

Thoha. (2007). *Leader In Management*. Jakarta: PT Raja Grafindo.

Utari, Woro ; Iswoyo, Andi; Chamariyah; Mardiana, Fitra; Hidayat, Widi; sane; Rusdiyanto. (2021). *Effect Of Work Training, Competency and Job Satisfaction on Employee Productivity: A Case Study Indonesia*. *Review Of International Geographical Education*. 11(4), Winter, (2021)

Utari, Woro; Setiawati, Ratna; and Fauzia, Nur. (2020). *The Effect of Work Discipline on the Performance of Employees in Compensation Mediation: A Case Study Indonesia*. *PalArch's Journal of Archeology of Egypt/Egyptology* 17 (9) (2020)

Yusuf, M. (2016). *Research Methods Quantitative, Qualitative & Combined Research*. Jakarta: Prenadamedia Group.