



MILITARY LEADERSHIP AND LEADER PERFORMANCE: THE MEDIATING ROLE OF ORGANIZATIONAL MILITARY BEHAVIOR

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Abstract

This study aims to examine the effectiveness model of military leadership and organizational military behavior (OMB) on the organizational performance of the Indonesian National Armed Forces (TNI). This research uses descriptive and explanatory survey methods. The population in this study were 69 POMDAM and DENPOM units throughout Indonesia. The data collection technique uses cross-sectional techniques through Google Forms. The data analysis used is the Partial Least Square-Structural Equation Model. The findings of this study conclude: (1) the new concept has valid and reliable indicators; (2) military leadership and OMB significantly affect performance; (3) military leadership significantly affects organizational performance through OMB as mediation. Therefore, this research is expected to assist one of the crucial sectors in Indonesia and be considered in research in the military sector. Furthermore, the concepts and models in this study should be empirically tested in further research.

Keywords: military leadership; organizational military behavior; organizational performance

Article Info

History of Article
Received: 10/03/2023
Revised: 29/03/2023
Published: 10/08/2023

Jurnal Riset Bisnis dan Manajemen
Volume 16, No. 2, August 2023,
Page 107-116
ISSN 1979-0600 (Print)
ISSN 2580-9539 (Online)

INTRODUCTION

Over time, in implementing defense policy, the Ministry of Defense works diligently every year to develop and improve its operations so that the implementation of national defense can run transparent, professionally controlled, and responsibly. The TNI, as the main component of national defense, is always guided by applicable rules or laws (Manurung, 2017). National resilience is also important so that people's lives can be guaranteed. National resilience is the ideal condition for a country to develop national strength to face various threats and disturbances for the nation's survival (H. Hendrawan, Yuningsih, Rahayu, & Sari, 2022). Strengthening the resilience of the Indonesian state is necessary to have good performance from the leaders of TNI soldiers, especially within the TNI-AD Military Police unit. The main task of the TNI-AD Military Police unit is to organize and enforce discipline, law, and order related to the needs of the TNI-AD to support the main tasks of the TNI-AD, namely to uphold state sovereignty and the integrity of the land territory of the Unitary State of the Republic of Indonesia (Azmi, 2020). With large duties and responsibilities, of course, the level of performance is of great concern in the military world because it can affect work achievement when carrying out their obligations as members of the TNI soldier, especially the top leaders within the AD Military Police.

The performance of work unit members is the output of the Leader's Performance, and several indicators still need to be improved within the scope of the performance of the Army Military Police Leaders in charge of implementing and enforcing discipline, law, and order in the environment, and for the interests of the Indonesian Army to support the task. The main objective of the Indonesian Army is to uphold State Sovereignty and the integrity of the land territory of the Unitary State of the Republic of Indonesia. One of the forms to increase

the performance of the TNI is to reform the bureaucracy. Reform of the TNI bureaucracy must emphasize improving the quality of its human resources. The recapitulation of the settlement of cases carried out by the Heads of the Army Military Police at each POMDAM in 2020 shows that the resolution of these cases is proof of the leadership's performance in administering, enforcing discipline, law, and order within and for the interests of the Indonesian Army. Further details can be seen in Table 1.

Table 1. Recapitulation of Crime Cases / Violations / Pel. Traffic in 2020 at every POMDAM

No	SATPOMAD	Sisa Lalu	Masuk	Sisa Dan Masuk	Selesai	Sisa	Ket
1	Pomdam I/BB	4	162	166	162	4	
2	Pomdam II/Swi	0	124	124	121	3	
3	Pomdam III/Slw	18	237	255	253	2	
4	Pomdam IV/Dip	6	117	123	123	0	
5	Pomdam V/Brw	1	153	154	153	1	
6	Pomdam VI/MLw	8	108	116	112	4	
7	Pomdam IX/Udy	7	78	85	80	5	
8	Pomdam XII/Tpr	0	61	61	61	0	
9	Pomdam XII/Mdk	5	83	88	83	5	
10	Pomdam XIV/Hsn	1	102	103	102	1	
11	Pomdam XVI/Ptm	3	198	201	199	2	
12	Pomdam XVII/Cen	0	148	148	140	8	
13	Pomdam XVIII/Kas	0	128	128	128	0	
14	Pomdam Jaya	17	161	178	166	12	
15	Pomdam IM	0	110	110	108	2	
16	Puspomad	0	11	11	8	3	
Jumlah		70	1981	2051	1999	52	

(Source: Appendix B, Letter of Danpuspomad, Headquarters of AD Military Police, January 2021, Signed by Commander of Puspomad Dirbindik)

From table 1, the most frequent violation cases in 2020 were at POMDAM III/Siliwangi, with a total of 237 (two hundred thirty-seven) cases of violations against members of the Indonesian Army unit, while the remaining unresolved cases were 2 (two) cases, in second place is POMDAM XVI/Patimura with 198 (one hundred and ninety-eight) violation cases entered and the remaining unresolved cases are two violation cases, third place POMDAM with the most violation cases is Bukit Barisan POMDAM with 162 (one hundred and sixty two) incoming violation cases and the remaining 4 (four) unresolved cases. While the smallest number of cases was, 11 (eleven) cases and 3 (three) unresolved cases were at PUSPOMAD. Let us look at the number of cases resolved and violation cases that entered each POMDAM in 2020. It can be assumed that the performance of the Army Military Police leadership at PUSPOMAD is the best. The performance of the leadership of POMDAM III Siliwangi is the lowest.

Organizational performance has become the most important issue for every organization, both profit and non-profit, even though researchers have different opinions and definitions of performance, which is still an issue of debate among organizational researchers (Prayoga, Siti Hidayah, & Handayani, 2022). Performance is a requirement that must be known and notified to certain parties to find out the level of achievement of institutional results related to the organization's vision and to know the positive and negative impacts of an operational policy taken (Listiani, 2015). According to (George & Jones, 2012), there are fundamental differences regarding performance if organizational performance can be defined as individual or collective performance. Organizational performance can be influenced by several factors, such as leadership (Tampi, 2014). Understanding the effect of leadership on performance is very important because some researchers see leadership as one of the main driving forces for improving organizational performance (Yukl, 2013). Leadership is the main driving force in the organization so that all goals, vision, and mission can be achieved (Setiawan, 2022). Howieson (2019) provides a concept related to leadership, namely using our power to win people's hearts and minds to achieve common goals; mind by giving people a clear understanding of what they must do, why, and how it can be done by the heart by generating feelings of challenge, involvement, ownership, commitment, and excitement.

Leaders are a key resource in every organization (Dewi, 2021). Leaders must effectively become a determinant of life and death and the progress and decline of an organization. With a leader, the organization can run properly and cause chaos between people or members of corporate groups (Adam, 2021). The quality of a leader's performance is often regarded as the most important factor in the success or failure of an organization both business and public-oriented, in general as the success or failure of leader (Sudiarta, 2018), is usually perceived as the success or failure of a leader (Tobigo, 2016). The performance of the leadership of a military organization is indicated by their ability to interact with members of the unit, how they prepare it, how they provide motivation and knowledge, personality and organizational systems that accompany it in the leadership process (Fitriani, Ake, & Rachmawaty, 2020). Leadership is the process of influencing the commitment of others to realize their full potential in achieving added value and a shared vision with passion and integrity (Andayani & Soehari, 2019).

According to Yudistyo et al. (2020), A commander as a leader needs to make efforts to improve the quality of his leadership in supporting soldiers' performance. Meanwhile, according to (Ramdani, 2019), effective leadership encourages a decrease in violations of members of the TNI in units. Leadership impacts performance, as stated (Lai, Tang, Lu, Lin, & Lee, 2020; Saleem, Zhang, Gopinath, & Adeel, 2020). Based on (Fitriani, Tahir, & Parawu, 2022), research explains that the role of leadership can improve the performance of Koramil soldiers 1407-29/Kahu, Bone Regency. In line with this research, in the study of Kurniawati (2022) and Yudistyo et al. (2020), it was found that leadership has a positive and significant relationship to job performance in Members of the Indonesian Army National Army (TNI-AD). Research shows that leadership can have positive and negative influences, depending on the dimensions (Ojokuku, Odetayo, & Sajuyigbe, 2012). In fact (Okwu, Akpa, & Nwankwere, 2011) found the fact that different leadership styles can produce different performances. An organization will succeed or even fail, largely determined by leadership factors. However, it is different from research (Adam, 2021) that a democratic leadership style does not affect the performance of the Indonesian Navy in DKI Jakarta.

The next factor that can affect performance is Organization citizenship behavior (OCB). Organizational citizenship behavior (OCB) is citizenship behavior for extra action that goes beyond the description of the role that has been assigned. OCB is a variable used to understand individual behavior within organizations (A. Hendrawan, Suchahyawati, & Indriyani, 2017). This study tries to propose a new construct, namely organizational military behavior (OMB) which is modified from the OCB concept and applied to the context of military organizations. In the context of the military in Indonesia, the organizational military behavior approach refers to the role, functions, and duties of the TNI in articles 5, 6, and 7. In these three articles, the TNI is mandated to act as a tool of the state in the field of defense, whose duties are based on state policies and political decisions. The TNI functions as a deterrent to every form of a military threat, whether from within the country or abroad, to take action against every threat and restore the condition of a country that has been disrupted due to war or security disturbances.

The TNI is tasked with upholding state sovereignty and maintaining the territorial integrity of the Unitary State of the Republic of Indonesia based on Pancasila and the 1945 Constitution. Organizational Military Behavior in the TNI, especially in this case, the TNI AD military police, is all voluntary behavior to protect the entire nation and all of Indonesia's bloodshed from threats and disturbances against the integrity of the nation-state, which the main tasks are carried out through War Military Operations (OMP) and Military Operations Other Than War (OMSP). Some research results show that OCB positively affects employee performance and organizational effectiveness. However, in the context of the public sector, especially the military sector, the performance and effectiveness of the TNI, especially the military police units, are still being questioned. Public sector performance considers much formal performance (in the role) and ignores dimensions of work behavior such as OCB (extra-role), intrusive motives, and commitment (Camilleri & Heijden, 2007). So it is important to know and understand the identification of units that influence OCB. Although measures of OCB and task performance are positively correlated, research generally indicates that they are conceptually and empirically indistinguishable from one another (Podaskoff et al., 2014).

Based on the existing problem formulation description, the research objective is to determine the effect of military leadership and organizational military behavior on the organizational performance. Besides trying to validate the new construct, this research is aimed at understanding the mediating role of OMB in the relationship between military leadership and organizational performance. It is hoped that the results of this research can provide theoretical contributions and input to TNI management in order to improve organizational performance.

METHOD

The subjects in this study were military leadership as the independent variable, organizational military behavior as the mediating variable, and performance as the dependent variable. The object of research is the population of commanders from POMDAM and DENPOM, totaling 69 people. To answer research questions, the type of research carried out is verification. Data collection was carried out using a questionnaire (Appendix A) containing statements to be answered by respondents, so the design of this study was an exploratory survey with a cross-sectional method. The statements in the questionnaire use a differential semantic scale and are an extension of the construct operationalization carried out. The verification analysis used is the Partial Least Square-Structural Equation Model (PLS-SEM) because this research is not intended to test the theory but to predict the relationship between constructs, which is expected to become a substantive theory for identifying the determinants of a construct. PLS-SEM tests and evaluates complex statistical models (Munim & Schramm, 2018).

The PLS model has two linear equations called the structural model (inner model), which describes the relationship between latent variables, and the measurement model (outer model), which shows the relationship between latent variables and a group of manifest variables that can be measured directly. Because of its ability to handle complex models, the PLS-SEM method can handle several indicator variables and problems with abnormal data distribution (Khan & Yu, 2020). VIF collinearity in PLS-SEM modeling is sufficient to diagnose common method variance problems (Kock, 2015). Therefore, the evaluation of the model in this study consisted of 2 stages: the evaluation of the outer and inner models. Evaluation of the outer model is based on the value of the factor weight coefficient (outer loading), and convergent validity (containing Cronbach's Alpha, Composite Reliability/CR, and Average Variance Extracted/AVE) from respondents' answers to statements in the questionnaire (manifest variable) used to measure constructs (latent variable). Convergent validity relates to the extent to which two construct measures theoretically must be related (Ahmed & Omar, 2019; Mehmood & Najmi., 2017). Evaluation of the inner model in PLS-SEM provides leeway in the normality test, so the inner model test is based on: the collinearity test, path coefficient significance, and determination coefficient. The inner model, and test evaluation results, are used to answer the research hypothesis.

RESULTS

Table 2. Validity and Reliability Test Results

Variable	Cronch's Alpha	rbo A	Composite Reliability	Avarege Variance
Military Leadership	0.935	0.953	0.945	0.539
OMB	0.980	0.983	0.982	0,720
Performance	0.983	0.987	0,987	0759

Based on the table above, it is known that the AVE (Average Variant Extracted) value of each variable is greater than 0.5. Thus it can be concluded that the variable or construct used is valid. Based on the data presented in table 2 above, it can be seen that each research variable has a Cronbach's alpha value and composite reliability > 0.9. Based on the results obtained, the variable used in the study is reliable.

R-square measures the proportion of the variation in the affected value (endogenous), which can be explained by the variable that influences it (exogenously). R-Square is useful for predicting whether a model is good/bad. The R-square results for the endogenous latent variable of 0.75 indicate that the model is substantial (good), 0.50 indicates that the model is moderate, and 0.25 indicates that the model is weak (bad) (Juliandi, 2018). Based on the data processing that has been done using the smart PLS 3.0 program, the R-square value is obtained, which can be seen in the following table.

Table 3. R-Square Test Results

	R ²
ML → KIN	0.902
ML → OMB	0.679

This test is to determine the path coefficient of the structural model. The goal is to test the significance of all relationships or hypothesis testing. Testing the hypothesis in this study is divided into direct and indirect effects. Based on the data processing that has been done using the smart PLS 3.0 program, images of the results of the hypothesis test for direct and indirect effects can be seen in the path coefficient image and the following outer loading table.

Table 4. Outer Loadings

ML	λ	OMB	Λ	KIN	λ
Item 1	0.440	Item 1	0.858	Item 1	0.852
Item 2	0.481	Item 2	0.923	Item 2	0.828
Item 3	0.646	Item 3	0.846	Item 3	0.751
Item 4	0.665	Item 4	0.894	Item 4	0.907
Item 5	0.740	Item 5	0.925	Item 5	0.644
Item 6	0.706	Item 6	0.909	Item 6	0.886
Item 7	0.723	Item 7	0.884	Item 7	0.720
Item 8	0.696	Item 8	0.896	Item 8	0.742
Item 9	0.457	Item 9	0.904	Item 9	0.858
Item 10	0.529	Item 10	0.787	Item 10	0.876
Item 11	0.809	Item 11	0.785	Item 11	0.863
Item 12	0.867	Item 12	0.926	Item 12	0.554
Item 13	0.243	Item 13	0.836	Item 13	0.918
Item 14	0.174	Item 14	0.864	Item 14	0.874
Item 15	0.844	Item 15	0.845	Item 15	0.574
Item 16	0.794	Item 16	0.868	Item 16	0.840
Item 17	0.740	Item 17	0.807	Item 17	0.862
Item 18	0.590	Item 18	0.871	Item 18	0.872
Item 19	0.707	Item 19	0.908	Item 19	0.904
Item 20	0.711	Item 20	0.870	Item 20	0.894
Item 21	0.794	Item 21	0.869	Item 21	0.880
Item 22	0.687	Item 22	0.622	Item 22	0.889
Item 23	0.804	Item 23	0.823	Item 23	0.880
Item 24	0.788	Item 24	0.579	Item 24	0.891
Item 25	0.695	Item 25	0.837	Item 25	
Item 26	0.722	Item 26	0.992	Item 26	

The results of the outer loading test show that the majority of the manifest variables have a value greater than 0.70. However, for each latent variable, there is a manifest variable with a value of less than 0.70. The military leadership variable is indicated by statements 1, 2, 3, 4, 8, 9, 10, 13, 14, 18, 22, and 25. As for the OMB variable, it is indicated by statement numbers 22 and 24. As for the Performance variable indicated by statements 5, 12, and 15. Indicators with outer loadings between 0.40 and 0.70 can be maintained or removed from the model (Hair et al., 2017).

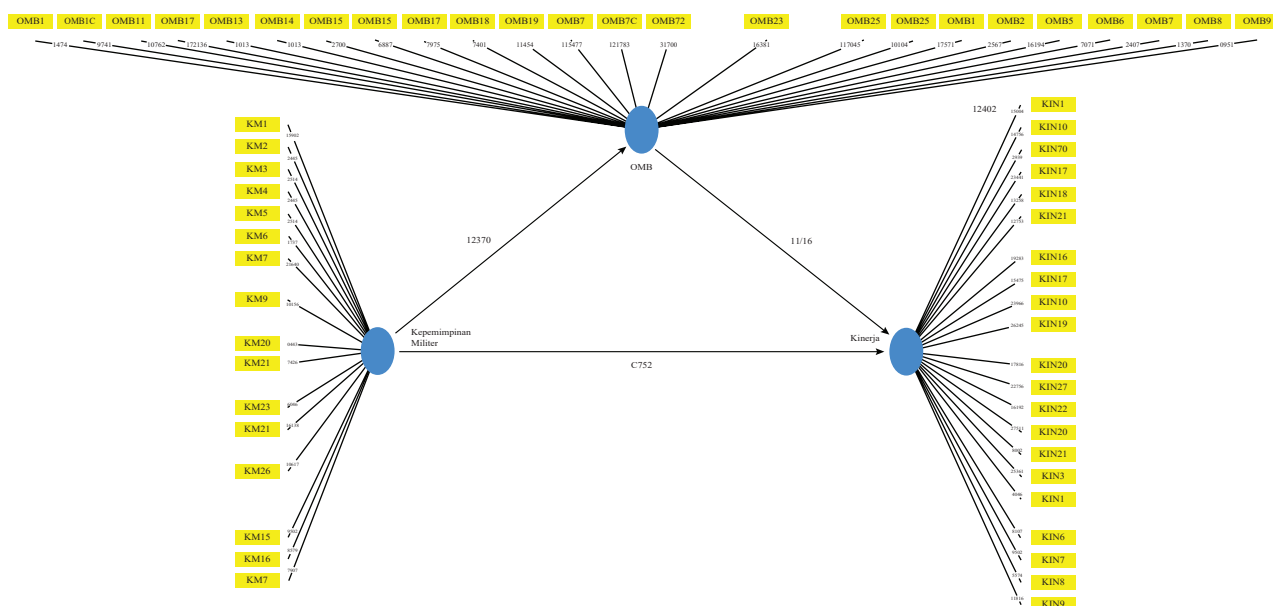


Figure 1. Structural Model

The output path coefficients show the direct effect of the latent predictor variable on the latent dependent variable.

Table 5. Direct Influence

Model	Original Sample	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	Nilai p	R ²
MODEL PERFORMANCE						0.902
ML → PERF	0.067	0.062	0.090	0.752	0.000	
OMB → PERF	0.824	0.896	0.078	11.418	0.000	
MODEL OMB						0.679
ML → OMB	0.894	0.827	0.067	12.378	0.000	

Table 6. Indirect Influence

Model	Original Sample	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	Nilai p	Hasil Uji
ML → OMB → Performance	0.737	0.742	0.089	8.293	0.000	Mediating

DISCUSSION

The results of this study support the research (Fitriani et al., 2020; Indrayanto et al., 2014; John R. Schermerhorn et al., 2011; Uhl-Bien et al., 2014; Yudistyo et al., 2020); management needs to understand and find various sources of leadership that will lead to increased organizational performance. The performance of military organizational leaders is indicated by their ability to interact with members of the unit, how they prepare them, and how to provide motivation, knowledge, personality, and organizational systems that accompany them in the leadership process (Fitriani et al., 2020). Indrayanto et al. (2014) state that leaders are a key component of supporting management; To increase subordinate commitment, leaders must provide organizational support and motivation. According to (Yudistyo et al., 2020), A commander as a leader needs to make efforts to improve the quality of his leadership in supporting soldiers' performance. Meanwhile, according to (Ramdani, 2019), effective leadership encourages a decrease in violations of members of the TNI in units.

Research findings (Suhanda, Mukhtadi, & Poespitohadi, 2019) regarding the role of SESKOAD and Sapta Marga TNI AD of the Republic of Indonesia that the leadership of the TNI AD influences the performance of TNI AD soldiers, not only in one leadership factor but holistically or as a whole, including resilience in dealing with levels of difficulty, survival in war conditions and in conditions of guarding stability of state security (adversity quotient) as well as the behavior of the TNI which goes beyond its obligations as a TNI soldier (organization military behavior), implementing a holistic leadership strategy always upholding truth, justice and defending the country, so that the leadership of the TNI AD has the determination to create a leadership of the TNI AD that is based on high understanding and awareness in responding to the challenges of the main tasks of the Indonesian Army. To answer the demands mentioned above, if we look at the real condition of the current TNI AD leadership, steps still need to be taken to improve to create the expected leader because if only relying on leadership, the best performance will not be achieved, it requires deepening the character of strong resilience and improving the behavior of the leader. The optimal performance of the TNI AD leadership can be realized by revitalizing the TNI AD leadership and strengthening leaders with the Sapta Marga character characterized by Indonesian wisdom to maintain the integrity of the Unitary State of the Republic of Indonesia.

The research results in support several findings which state that there is a positive relationship between leadership and OCB (Afsar, Badir, & Saeed, 2014; Torres, Espinosa, Dornberger, & Acosta, 2017) and other studies also tested in non-military groups (Azanza, Moriano, & Molero, 2013; Wong & Laschinger, 2013). The research results contradict the findings of (Khaola, 2013; Yang, 2015), who found that leadership is negatively related to OMB. Boney (2015) found that military leadership can increase the motivation of its subordinates, impacting performance that exceeds the prerequisites; in the military context, this attitude can be said to be military organizational behavior. One of the important outputs resulting from leadership practices is employee organizational citizenship behavior (OCB) (Bavik, Bavik, & Tang, 2017; Newman, Schwarz, Cooper, & Sendjaya, 2017).

Military leaders play an important role in achieving and maintaining effective organizational performance; leaders are considered a key component of organizational performance which is shown in the attitude toward upholding the duties of military members (Guan et al., 2014). Effective leaders use inspirational motivation to help followers improve their abilities, performance, and personal qualities (Khan, Aslam, & Riaz, 2012). In the context of public organizations, leaders can inspire individuals who are led to provide services beyond what is expected (Bavik et al., 2017; Huang, Li, Qiu, Yim, & Wan, 2016; Koyuncu, Burke, Astakhova, Eren, &

Cetin, 2014), these leaders can lead their organizations to become more effective in the industry. The leader's focus is managing his subordinates to work according to what has been expected to achieve organizational goals. The style used by leaders, such as caring for or serving subordinates, can give subordinates a sense of indebtedness so that they feel obligated to repay with positive behavior, such as OCB. (Eva, Robin, Sendjaya, van Dierendonck, & Liden, 2019).

Several previous studies have focused on the context of employees in non-military organizations, such as employees in Colombia (Torres et al., 2017), Spanyol (Azanza et al., 2013), and Lesotho (Khaola, 2013). In addition, previous researchers focused on service companies such as hotel employees in China (Huang et al., 2016) and Turki (Koyuncu et al., 2014), Nurses in Canada (Wong & Laschinger, 2013), and Bank Managers in Pakistan (Khan et al., 2012).

The research results align with the findings (Basu, Pradhan, & Tewari, 2017; Organ, 2009; P. M. Podsakoff et al., 2000), which state that OCB/OMB influences organizational performance. However, this study's results contradict the findings (Bolino, Klotz, Turnley, & Harvey, 2013), which state that OCB harms performance. OMB is behavior that often goes beyond an employee's job description and includes helping others, taking on additional responsibilities, taking extra time, standing up for the organization, and innovation. Although OMB is not part of a formal organizational structure or reward system, it has far-reaching implications for organizational and individual performance and effectiveness.

In research (Prayoga et al., 2022), the results found that Organizational citizenship behavior had a significant positive effect on the performance of military PUSDIKPENERBAD personnel in Semarang and could mediate the relationship between training and incentives on performance. In line with this research, the research (Purwanto et al., 2021) found evidence that OCB positively and significantly affects business performance variables. Meanwhile, in research (Lukito, 2020), OCB has no positive effect on performance.

The findings confirm the statements of previous studies, which have found that OMB can increase the ability and willingness of individuals to perform their jobs through more efficient planning, scheduling, and problem-solving. OMB influences individual performance evaluations because it includes the belief that OMB is essential to organizational success. Voluntary participation in OMB is considered a sign of dedication to the organization, and as such, OMB can later be incorporated into overall performance evaluations. It should be remembered that OCB can be seen as behavior beyond formal requirements, and performance is recognized as a formal job requirement within an organization (Buil, Martínez, & Matute, 2016).

CONCLUSION

This research can explain and prove that the concepts of organizational military behavior (OMB) has valid and reliable indicators. The research results show how military leadership and OMB can influence the effectiveness of leaders' performance. OMB play mediating role of the relationship between military leadership and organizational performance.

The results of this research should be seen as providing useful knowledge about leadership in a military context where the commander is the leader of the soldiers. Leadership competence is very important for the safety of soldiers and can contribute to reducing the number of victims and deaths on the battlefield in the context of military police, it is expected to reduce law violations within the TNI AD, and leaders can resolve all legal cases within the POMDAM and DENPOM environments. The research that might be carried out in the future is to investigate how other military personnel, especially leaders and prospective soldier leaders, describe the challenges in carrying out leadership and can carry out the roles, functions, and duties of the TNI in articles 5, 6, and 7. In these three articles, the TNI has mandated acts as a tool of the state in the field of defense, whose duties are based on state policies and political decisions.

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