

**Research Article**

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## **The Influence of Leadership, Soldiers' Welfare, and Work Environment towards the Performance of Soldiers at Sultan Iskandar Muda Air Force Base (Lanud)**

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### **Abstract**

Military organizations apply an authoritarian command system. Military leadership is known for its dogmatic and tiered use of force and power. Soldiers are required to always be disciplined and have high loyalty, which is part of performance appraisal, in addition to academic, personality, and physical abilities. Soldier performance appraisals are carried out regularly and systematically. Based on data from the Sultan Iskandar Muda Air Force base for the fourth quarter of 2019, all of them have good performance with an average Grade Point Average (GPA) ranging from 80.00-84.20, which still needs to be improved to reach an outstanding level in carrying out its main duties. This study examines how the variables of leadership, soldier welfare, and the work environment both physical and non-physical can affect the performance of soldiers. This is interesting because military organizations have special characteristics compared to other organizations. Data collection was carried out through interviews and questionnaires whose validity and reliability had been tested. Respondents in this study were all soldiers as many as 191 soldiers. The data analysis technique used descriptive statistics and multiple linear regressions. The results showed that leadership has a significant influence on the performance of soldiers. The dominant indicator of leadership that provides satisfaction for soldiers is to help solving employees' problems and develop the quality of subordinates. Soldiers' welfare has a significant effect on the soldiers' performance. The dominant welfare indicator that gives satisfaction to soldiers is a

### **Keywords**

component;  
Leadership,  
Welfare,  
Performance,  
Work Environment,  
Soldiers

positive relationship with others. The work environment has a significant influence on the performance of soldiers. The dominant work environment indicator that provides satisfaction for soldiers is the relationship between superiors and subordinates. Leadership, soldiers' welfare, and work environment simultaneously have a significant effect on the soldiers' performance by 60.2%.

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## **1. Introduction**

The Indonesian National Army (TNI) is a profession of citizens who actualize themselves in an effort to defend the country in order to maintain territorial integrity, state sovereignty, national honor, protect the safety of the people, and contribute to creating lasting peace and world order. Therefore, the TNI is built and developed in a professional manner in accordance with the political interests of the state based on the values and principles of democracy, civil supremacy, human rights, national legal provisions and international law. Based on these provisions, in addition to being required to work professionally, a soldier is also required to sacrifice body and soul during his tenure to defend the country.

Air Force Base (Lanud) is an area used for aircraft take-off and landing activities for the purposes of the military, defense and security of the Republic of Indonesia (NKRI). Lanud is managed by the Indonesian Air Force (AU) which is led by the Air Force Base Commander (Danlanud) with several soldiers who are officers, non-commissioned officers and enlisted men. Lanud Sultan Iskandar Muda is one of the Lanuds that is included in the Air Force Operations Command I sector (Koops AU I) with type "B". Koops AU I covers the western part of Indonesia, which includes the provinces of Sumatra, West Kalimantan, DKI Jakarta, Banten, West Java and Central Java. Lanud Sultan Iskandar Muda as part of Koops AU I has the main task of supporting flight operations, carrying out guidance and operations of all units in its ranks as well as executing the development of potential in aerospace.

Air Force soldiers have several main tasks, namely performing TNI duties in the field of defense, upholding the law and maintaining security in the airspace of national jurisdiction in accordance

with the provisions of national law and international law that have been ratified, carrying out TNI duties in the construction and development of the air force along with the empowerment of the air defense area. The work performance of this main task is called the soldiers' performance. Individual soldier performance assessments include academic, personality, and physical. Based upon data from the Sultan Iskandar Muda Air Force base for the fourth quarter of the 2019 fiscal year, all soldiers have good performance with average Grade Point Average (GPA) ranging from 80.00-84.20. The soldiers' performance can still be improved to an excellent level. The direct impact of this soldiers' performance improvement is that it can change the Lanud type to "A" type. This type of increase is indispensable in an effort to increase national stability, strategic planning of the Indonesian Air Force, and for readiness to face vertical and horizontal threats.

Empirical studies show that the relationship between leadership, welfare, work environment, and performance has been widely studied by several previous researchers. The leadership style factor has a positive and significant effect on the performance of the Air Force Staffs at Abdurachman Saleh Air Force in Pakis District, Malang Regency. The leadership factor has a positive and significant effect on the performance of the teachers of SMP Negeri Setu District, Bekasi Regency. The welfare factor has a positive and significant effect on the performance of the Inspectorate of North Minahasa Regency. Work environment factors have a positive and significant effect on the performance of the employees of North Magelang District, Magelang City. Work environment factors have a positive and significant effect on the performance of the staff of the Technical Implementation Unit of the Water Resources Management Office of Nganjuk

Regency. The physical work environment has a positive and significant effect on the performance of SMA Negeri 1 Ampana teachers in Tojo Una-una Regency. Work environment factors have a positive and significant effect on employee performance at PT. Garuda Indonesia, Sultan Hasanuddin Makassar Airport. Partially, the relationship between leadership, welfare, work environment, and performance has been widely studied by previous researchers, but simultaneously the relationship has not been accurate. In regard to this, it is necessary to conduct research on "Analysis of the Influence of Leadership, Soldier Welfare, and Work Environment on the Performance of Soldiers at Sultan Iskandar Muda Air Force Base (Lanud)".

Danlanud's good leadership factors such as dynamic interactions with subordinates can motivate individuals and teams in the organization[1]. Leaders can influence their soldiers to cooperate and work productively in carrying out their main duties so that the performance of soldiers will improve. Leadership style and leader behavior have been found to be relevant in the context of performance management[2], and how this may affect the performance of subordinates in military organizations that implement authoritarian command systems. Guaranteed welfare makes soldiers to give a lot of more attention towards working without any pressure on their life needs that must be met which will lead the soldiers to improve their work performance. A strong commitment to employee welfare extremely aims to strengthen the reputation of the organization and increase employee productivity[3], how this factor can positively affect the performance of soldiers in military organizations that enforce discipline, in the sense that they should not question and reject orders, primarily those related to non-physical welfare. Specific factors of the soldier's work environment can give a good or bad impression to a soldier, this can also affect the performance of the soldier and the organization.

## 2. Literature Review

### 2.1 Leadership and Individual Employee Performance

Leaders must have the ability to mobilize their subordinates so that they are willing to work together productively in an effort to achieve goals. However, this result cannot be achieved immediately. Leaders only have direct control over their own thoughts, emotions and behavior[1]. Leaders' self-control must be utilized to influence the process of regulating followers who receive their influence. Leaders motivate individuals and teams in organizations to organize themselves effectively, exhibit effective behavior, and ultimately work effectively[1]. The leadership style that is reflected in leader behavior has been found relevant in the context of performance management[2], where follower performance is the main criterion. Leader behavior reflects part of the leadership mechanism or mode by which leadership is transmitted. According to[4], this behavior can be categorized based on the type of leadership process, which includes developing (i.e., enlarging resources) or enhancing (i.e., facilitating the use of resources). In addition, organizational culture can mediate between leadership style and organizational performance[5], [6].

There are many different ways in which a leader can achieve the desired behavior of his followers or the good performance of a follower, among others, they should pay more attention to their skills in communication[7], monitoring performance and providing feedback[2], improvement of manager-employee relations[8], influencing clear changes in performance targets at various levels[1], setting common goals, social support, and coaching[9], sharing knowledge and team performance and self-awareness of the leader[10].

## 2.2 Employee Individual Welfare and Performance

A strong commitment to employee welfare really aims to strengthen the reputation of the organization, and increase employee productivity[3], social capital in the form of communication, supervisory support, organizational commitment, and trust have a significant relationship with work stress[11], flexible welfare policies, employee engagement programs, individual spirituality, job satisfaction, procedural justice, internal communication, clear career growth opportunities can enhance this employee engagement[12]and in turn increases performance. Developing employee personal growth is part of providing welfare to employees and increasing employee trust. Personality development can be by means of an access to certain training and no limitation on overtime[13].

## 2.3 Work Environment and Individual Employee Performance

Non-physical work environment is any possible situation that occurs in connection with work relationship, whether relationship with superiors, relationship with colleagues or relationship with subordinates. A condition which should be a sense of kinship with fellow colleagues, good communication, and self-control. Therefore this non-physical work environment is also a work environment group that cannot be ignored. Employees' performance has been recognized as having a close relationship with the work environment in which employees carry out their activities. Building a climate of trust and empowerment among employees and leaders can improve performance[14]. The work environment can have implications for social relations at work and also maintains relationships between colleagues, supervisors and the organization[15]. The work environment can increase employee creativity in order to strengthen organizational capabilities[16]. In addition, the physical work environment contributes relatively less than the social work environment for creative personalities[17].

## 3. Date and Methodology

### 3.1 Data Collection

Based on data from the Sultan Iskandar Muda Air Force Base in 2019, the numbers of soldiers are 191. Due to the relatively small population size, all population numbers are considered to be samples. Data collection was carried out by means of using questionnaires and interviews. The research questionnaire is divided into two parts, namely the questionnaire part A and part B. The questionnaire part A asks about the characteristics or identity of the respondents starting from gender, age, latest education, soldier category, and class of soldiers. The questionnaire part B asks about the respondents' perceptions of the leadership process, the soldiers' welfare, and the work environment, both physical and non-physical, as independent variables. Data regarding the soldier's performance as the dependent variable (Y) is obtained from the performance appraisal document that has been carried out regularly. Measurement of the answers to the questionnaire part B applies a Likert scale. The distribution of the questionnaires is carried out with a mentoring assistant, so that if there are difficult questions for the respondent to understand, the mentoring assistant can help making them clear and easy to understand. The questionnaires that have been filled in by the respondents are then collected again. The questionnaire data collection activity was carried out in a span of 1 month. Respondent characteristics can be seen in Table 1.

**Table 1:** Characteristics of respondents

No.	Respondent characteristics	Frequency	Percentage
1	Gender		
	Men	191	100%
2	Age		
	21-30 years	89	46,60%
	31-40 years	67	35,08%
	41-50 years	31	16,23%
	> 50 years	4	2,09%
3	Last education		
	SMA/equivalent	169	88,48%
	S1	22	11,52%
4	Soldier category		
	Soldier is obliged	191	100%
5	Soldier group		
	Enlisted soldier	82	42,93%
	Non-commissioned soldiers	71	37,17%
	Soldier, officer	38	19,90%

### 3.2 Methodology

This data analysis applies statistical analysis which includes descriptive statistics and multiple linear regression. Descriptive statistics are used to describe respondents' perceptions of leadership, soldier welfare, and work environment. Multiple linear regression is used to determine the effect of leadership, soldier welfare, and work environment on the performance of Soldiers at Sultan Iskandar Muda Air Force Base. The equation form of multiple linear regression is as follows:

$$Y = b_1x_1 + b_2x_2 + b_3x_3 \quad (1)$$

Where the dependent variable (y) is the performance of Sultan Iskandar Muda Air Force Soldiers, b1 is the regression coefficient of leadership, b2 is the regression coefficient of soldier welfare, b3 is the regression coefficient of work environment, X1 is leadership, X2 is the

welfare of soldiers, and X3 is the work environment. If the coefficient b is positive, then there is a positive influence between the independent variable and the dependent variable. In other words, an increase or decrease in the independent variable is followed by an increase or decrease in the dependent variable. Meanwhile, if the coefficient b is negative, it shows the opposite direction between the independent variable and the dependent variable. In other words, any increase in the independent variable will be followed by a decrease in the dependent variable or vice versa. This model does not use constants, it is based on [18] if the measurement of variables using a Likert scale which is in the scale of 1 to 5, then the constant should not be interpreted, because the independent variable cannot have a value of 0 since the lowest Likert scale is 1. Interpretation with the Likert scale should apply the standardized coefficient value thereby there is no constant because the value has been standardized.

## 4. Results and Discussion

### 4.1 Result

The variables that were asked for by respondents' perceptions were leadership, soldier welfare, and work environment. Respondents have their own assessment of the observed variables. This is because the perception of a respondent is influenced by subjective ways of thinking and feeling. In this case the respondent's perception has 5 levels of answers, namely Very Dissatisfied (VD), Dissatisfied (D), Less Satisfied (LS),

Satisfied (S), and Very Satisfied (VS). These respondents' perceptions resulted in the score, mean, and interpretation of the mean. Interpretation of the mean value 1 indicates the perception is very dissatisfied, the mean value 2 indicates the perception is not satisfied, the mean value 3 indicates the perception is not satisfied, the mean value 4 indicates the perception of satisfied, and the mean value 5 indicates the perception is very satisfied. In full, more details on respondents' perceptions towards the leadership variable, welfare and work environment can be shown in Table 2.

**Table 2:** Respondents' perceptions

No.	Statement	Mean
1	Leadership	
a	Ability to respect the rights and obligations of every employee	4,613
b	Warm communication between leaders and employees	4,576
c	Help solving employees' problems	4,288
d	Appreciate the work of subordinates	4,267
e	Be objective in subordinates	4,241
f	Social work plan simplicity	4,539
g	Realization of work plans	4,241
h	Clarity of responsibility for work	4,545
i	The ability to command subordinates	4,262
j	Assertiveness in making decisions	4,565
k	Develop the qualities of subordinates	4,288
	<i>Mean leadership</i>	4,402
2	Soldier's welfare	
a	Basic salary and periodical salary raise	4,440
b	Family allowance	4,419
c	Functional allowance	4,403
d	In operation allowance	4,398
e	Extra pay	4,382
f	Benefits in-kind	4,424
g	Individual equipment	4,340
h	Official uniform	4,346
i	Food rations	4,335
j	Housing/dorm/mess	4,372
k	Health care	4,351
l	Moral development	4,356
m	Physical coaching	4,372
n	Mental development and religious services	4,403

o	Discipline and order	4,377
p	Legal assistance	4,393
q	Health and life insurance	4,419
r	Military operation assignment insurance	4,414
s	Permitting leave	4,455
t	Home furnishings	4,429
u	Entertainment facilities	4,382
v	Means of transportation	4,382
w	Asset ownership	4,461
x	Self-acceptance	4,497
y	Positive relationships with other people	4,764
z	Personal growth	4,487
	<i>Mean soldiers' welfare</i>	4,415
3	Work environment	
a	Indoor lighting	4,304
b	Indoor coloring	4,230
c	Clean work environment	4,183
d	Indoor air exchange	4,215
e	Noise from the outside environment	4,204
f	Security of goods within the environment	4,257
g	Relationship with superiors	4,618
h	Relationship with fellow colleagues	4,639
i	Superior and subordinates relationship	4,670
	<i>Mean work environment</i>	4,369

Table 2 shows that the mean value of the leadership variable is 4.402, the soldier's welfare variable is 4.415, and the work environment variable is 4.369. The mean value interprets that the respondents are satisfied with the leadership, welfare of soldiers, and the work environment. Table 2 also shows that the leadership variable of the 11 indicators reviewed, which shows that the interpretation is satisfied, there are 6 indicators and very satisfied there are 5 indicators. The soldier welfare variable of the 26 indicators reviewed shows that the interpretation is satisfied there are 25 indicators and very satisfied there is 1 indicator. The work environment variable of 9

indicators reviewed shows that there are 6 indicators of satisfied interpretation and 3 indicators of very satisfied.

Multiple linear regressions are used to determine the effect of leadership, soldier welfare, and work environment on the performance of Sultan Iskandar Muda Air Force Soldiers. Influence means that when leadership, soldier welfare, and the work environment takes action, the soldiers' performance will react. The multiple linear regression output that has been analyzed through SPSS software can be seen in Table 3.

**Table 3:** Multiple linear regression output

Variable	Standar dized Coefficients	T test	Sig.	F test	Sig.	R Square
Leadership (X1)	.407	7.941	.000	94.462	.000	.602
Soldiers' welfare (X2)	.377	7.388	.000			
Work environment (X3)	.244	4.445	.000			

Multiple linear regression coefficients are applied in order to determine the direction of influence and the amount of influence among leadership, soldier welfare, and work environment on the performance of Sultan Iskandar Muda Air Force Soldiers. There are 2 kinds of influence direction, namely positive influence and negative influence. The positive effect means that if one of the variables is increased, the soldier's performance will increase. The negative effect means that if one of the variables is increased, the soldier's performance will decrease. Based on Table 3, all the independent variables in the model partially significantly affect the performance of the prajutit in a positive direction, as indicated by the significant t test results at p-value 0.00, then the multiple linear regression model is  $Y = 0.407X1 + 0.377X2 + 0.244X3$ . The F test shows that the variables of leadership, soldiers' welfare, and work environment simultaneously affect the performance of soldiers of Lanud Sultan Iskandar Muda.

#### 4.2 Discussions

Leadership is the leader's ability to influence his subordinates in order that they are willing to work together productively in achieving goals. In this study, the leadership variable has 11 indicators. The indicators are the ability to respect the rights and obligations of each employee, warm communication between leaders and employees, solve employee problems, respect the work of subordinates, be objective with subordinates, simplicity of work plans that can be socialized, realization of work plans, clarity of responsibility over work. The ability to rule subordinates,

assertiveness in making decisions, and develop the qualities of subordinates. Leadership needs to be brought to attention in efforts to improve soldier performance. By having good leadership, soldiers have a greater opportunity to improve their performance. In this case, the dominant form of leadership that gives satisfaction to Sultan Iskandar Muda Air Force Soldiers is the ability to respect the rights and obligations of each employee with a mean value of 4.613, warm communication between leaders and employees with a mean value of 4.576, assertiveness in making decisions with a mean value of 4.565, clarity of responsibility for work with a mean value of 4.545, and simplicity of work plans that can be socialized with a mean value of 4.539. This leadership indicator plays a very important role in improving the performance of soldiers, if the soldiers' satisfaction escalates in other indicators of leadership, the soldiers' performance will improve as well.

Soldiers' welfare is a condition where a soldier feels prosperity and peace. In this study, the soldiers' welfare variable has 26 indicators. The indicators are basic salary and periodical salary raise, family allowances, job allowances, in operation allowances, extra pay, benefits in-kind, personal equipment, official uniforms, food rations, housing/dorm/mess, health care, moral guidance, physical coaching, mental development and religious services, discipline and order, legal assistance, health and life insurance, military operation assignment insurance, permitting leave, home furnishings, entertainment facilities, transportation facilities, asset ownership, self-acceptance, positive relationships with others, and



personal growth. The welfare of soldiers needs to be noticed in an effort to improve the performance of soldiers. By having good welfare, soldiers have a greater chance of improving their performance. In this case, the dominant form of welfare that gives satisfaction to the soldiers of Lanud Sultan Iskandar Muda is a positive relationship with others with a mean value of 4.764. This welfare indicator plays a major role in improving the performance of soldiers, where if the soldier's satisfaction can increase in other welfare indicators, the soldier's performance will also increase. In this case, the dominant form of welfare that gives satisfaction to the soldiers of Lanud Sultan Iskandar Muda is a positive relationship with others with a mean value of 4.764. This welfare indicator plays a major role in improving the performance of soldiers, where if the soldier's satisfaction can increase in other welfare indicators, the soldier's performance will also increase. In this case, the dominant form of welfare that gives satisfaction to the soldiers of Sultan Iskandar Muda Air Force Base is a positive relationship with others with a mean value of 4.764. This welfare indicator plays a major role in improving the performance of soldiers, if the soldier's satisfaction escalates in other indicators of leadership, the soldiers' performance will improve as well.

The work environment is a place where soldiers perform their activities. In this study, the work environment variable has 9 indicators. The indicators are indoor lighting, indoor coloring, cleanliness of the work environment, indoor air exchange, being away from outside noise, security of goods within the environment, relationships with superiors, relationships with colleagues, and relationships between superiors and subordinates. The work environment needs to be considered in an effort to improve the performance of soldiers. By having a good work environment, soldiers have a greater opportunity to improve their performance. In this case, the dominant form of work environment that gives satisfaction to the soldiers of Lanud Sultan Iskandar Muda is the relationship between superiors and subordinates with a mean value of 4.670, relationships with fellow colleagues with a mean value of 4.639, and

relationships with superiors with a mean value of 4.618. This work environment indicator plays a major role in improving the performance of soldiers, if the soldier's satisfaction escalates in other indicators of leadership, the soldiers' performance will improve as well.

Leadership, soldier welfare, and work environment are several variables that are simultaneously needed to improve soldier performance. The F test on the three variables obtained  $F_{count} > F_{table}$ , namely  $94.462 > 2.65$  and a significance value of  $0.000 < 0.05$ . This shows that leadership, soldier welfare, and work environment simultaneously have a significant effect on the performance of Sultan Iskandar Muda Air Force Soldiers. The coefficient of determination on the three variables was obtained at 0.602. This shows the meaning that leadership, soldier welfare, and work environment simultaneously influence 60.2% of Sultan Iskandar Muda Air Force Soldiers. The remaining 39.8% is influenced by other variables not examined in this study. Other variables that are considered to possibly affect the performance of the soldiers of Lanud Sultan Iskandar Muda such as discipline, motivation, compensation, and commitment.

## **5. Conclusion**

Leadership has a significant influence on the performance of the soldiers of Lanud Sultan Iskandar Muda. The dominant form of leadership that gives satisfaction to soldiers is the ability to respect the rights and obligations of each employee, warm communication between leaders and employees, assertiveness in making decisions, clarity of work responsibilities, and simplicity of work plans that can be socialized. Although military institutions are known for their leadership that tends to be authoritarian, respect each other, warm communication, assertiveness, and respect for work output are leaders' attitudes that can increase the performance of soldiers. Clarity of work plans and clear responsibilities among soldiers is important to avoid confusion and stress of employees, thereby increasing their performance. Soldiers' welfare has a significant

effect on the soldier's performance. In addition to physical welfare indicators, non-physical well-being is mainly related to emotions. Positive relationships with other people are an important factor in increasing the performance of soldiers. The work environment has a significant influence on the performance of soldiers. The dominant work environment that improves soldiers performance is a work environment that provides a feeling of emotionally comfort not only physically, such as the relationship between superiors and subordinates but also relationships among themselves. Non-physical work environment provides better satisfaction as previously mentioned[17].

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