THE INFLUENCE OF LEADERSHIP AND WORK MOTIVATION ON THE PERFORMANCE OF KODIM 0103/NORTH ACEH SOLDIERS WITH ORGANIZATIONAL COMMITMENT AS INTERVIENING VARIABLES IN HANDLING OF ROHINGYA REFUGEE IN LHOKSEUMAWE CITY

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Abstract

This study examines the influence of leadership and work motivation on the performance of Kodim 0103/Aceh Utara soldiers carrying out its missions with organizational commitment as intervening variable in handling of Rohingya refugees in Lhokseumawe City in 2020. The sample uses 115 people with purposive sampling as the sampling technique. The sample criteria are Kodim 0103/North Aceh soldiers who were involved in handling Rohingya refugees in Lhokseumawe City from June to December 2020. Data analysis using WarpPLS 8.0 software with Structural Equation Modeling (SEM) analysis method accompanied by Partial Least Square (PLS) approach. The results showed that the three research variables namely leadership, work motivation and organizational commitment had a positive and significant effect on the performance of Kodim 0103/North Aceh soldiers. Moreover, the result of the study also show that the organizational commitment variable partially mediated the relationship between leadership and work motivation on soldiers' performance in relation to handling Rohingya refugees in Lhokseumawe city in 2020.

Keywords: **Leadership, Work Motivation, Organizational Commitment, Soldiers' Performance, Binter, and Rohingya Refugees**

1. INTRODUCTION

In supporting the mission's implementation, Kodim (Military District Command) 0103/North Aceh as the Territorial unit of the TNI AD (Indonesian National Army) under command of Korem (Military Resort Command) 011/Lilawangsa carried out Binter (territorial development missions) in North Aceh District and Lhokseumawe City. The success of the Kodim in carrying out Binter can be seen from the region stability of the Asta Gatra (nine component), as ideologically, politically, economically, socio-culturally, defense and security, geography, demography, and social conditions. The success of Binter certainly requires high-performing HR (human resources). Kodim personnel who has attitudes of devotion, discipline, and professional abilities are very likely to have high performance in carrying out missions so that they are more empowered and effective. The Kodim personnel high performance will accumulate to create outstanding unit's performance.

One of Kodim 0103/North Aceh Binter's achievements in 2020 according to the Special Intelligence Report on Rohingya Refugees' Handling in December 2020 (Sinteldim, 2020) were the success in arresting 11 suspects of TIP (Trafficking in Persons) in 8 LPs (Police Reports) and the rescue of 68 Rohingya refugees from the clutches of TIP agents during period from September to December 2020. Coupled with the dismantling of human trafficking network controlled by a syndicate from Malaysia, the modus operandi was unveiled from the syndicate illegal activity at UNHCR refugee camp 'Cox Bazar' Kutupalong Bangladesh in smuggling the Rohingya refugee to Malaysia by sea with transit route in Indonesia (Aceh and Medan) involved WNI (Indonesian

citizens) as field agents (Kistiyanto, 2020). The achievement of Kodim 0103/North Aceh cannot be separated from all soldier's performance carried out the missions of securing the Rohingya refugee camp in Lhokseumawe City.

Thus, one of the factors that affecting the Kodim 0103/North Aceh missions' success is the performance of the soldiers itself. There are six indicators to measure the individual performance according to Robbins (2018, p. 260), namely: quality, quantity, timeliness, effectiveness, independence, and work commitment. The TNI AD itself at the Kodim level has 2 type assessment systems to measure its personell performance, namely: personality and skill assessments. Personality assessment consists of moral judgment, discipline, dedication, honesty, responsibility, tenacity, mental stability, loyalty, adjustment, ability to progress; while skills assessment consists of leadership, creativity, planning skill, ability to express opinions, decision skill, ability to supervise/control, cooperation, responsiveness, and ability to carried out the missions.

On the way, it turns out that the handling of Rohingya refugees is not as easy and smooth as expected. The Lhokseumawe City Government and all relevant stakeholders, including Kodim 0103/North Aceh were in an awry condition which was analogous to Indonesian proverb "eating simalakama fruit." Due to humanity, compassion, and a sense of wanting to help fellow Muslims, the PPRL Task Force (Task Force for Handling Rohingya Refugees in Lhokseumawe) is at the forefront as the leading sector in handling Rohingya refugees in Lhokseumawe City. Whereas in Presidential Decree 125/2016 concerning the handling of refugees, UNHCR has mentioned as a leading sector. At that time, UNHCR was silent and enjoyed all the support provided by the PPRL Task Force.

Financial constraints and responsibilities in handling Rohingya refugees are the main problem that requires sacrifices from all stakeholders who are members of the PPRL task force, including Kodim 0103/North Aceh. Although there are regulations that regulate financing, namely Perpres (Presidential Regulation) 125/2016 article 40 jo. PP (Goverment Regulations) Number 12/2019 articles 24, 53 and 219 jo. Permendagri (Ministry of Internal Affairs Regulations) Number 13/2018 article 4 (4) which allowing the uses the Lhokseumawe City APBD (Regional Revenue and Expenditure Budget) with a grant system for handling refugee, but financing in terms of monitoring and securing Rohingya refugee camps carried out by the TNI-Polri (Indonesian National Army-Indonesian National Police), in this case Kodim 0103/North Aceh and Polres (District Police Station) Lhokseumawe, are not included. This situation made the quality of the supporting facilities for the soldiers who carried out security missions at that time had substandard conditions while faced with task demands, ranging from unfulfilled food needs, the absence of guard posts, lack of sanitary, etc. So, in order to maintained the regional condition stability regarding of potential threats that would arise due to the arrival of the Rohingya refugees and the achievement of the TNI's support mission to the local Government, even though in a state of complete shortage, the Dandim (Kodim Commander) 0103/North Aceh was trying to find a way to finance the Kodim 0103/ North Aceh soldiers who every day served as the security guard unit in open security system and the intelligence units as the incognito guard in closed security system.

Moreover, the refugee camp conditions were in completely severe below security standard, and the high threat from human trafficking syndicates, made the soldiers who guarding there must work extra hard, day and night for carrying out their missions. In theory, what the soldiers experienced there did not fulfill the physical/physiological needs which according to Maslow were the basic needs of individuals for maintaining their lives, namely eating, clothing and shelter. Of

course, logically, these problems will decline the soldiers' work motivation on duty. Despite facing various obstacles and problems, the Kodim 0103/North Aceh's soldier were still able to have a satisfactory achievement in carrying out the missions of securing the Rohingya refugees' temporary shelter. This satisfactory work achievement is closely related to performance. According to Mangkunegara (2017, p. 33) work achievement is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities he is given.

This condition is an interesting phenomenon to be studied. This can be attributed to the leadership of the Commanders in the field, including the Dandim, Danposramil (Commander of the Koramil Post) Muara Dua and the Danunit Inteldim (Commander of the Kodim Intelligence Unit). Because according to Mcshane and Von Glinow (2018, p. 402) leadership is about influencing, motivating, and other abilities to contribute through the effectiveness and success of the organizations of which they are members. Leadership style as one of the parties with an interest in realizing change because it is demanded and given the responsibility of various other interested parties to run the wheels of the institutional organization in such a way. Organizational commitment becomes important for a leader because of the strongest influence, where people identify with requests and are highly motivated to carry them out, even when the source of motivation is no longer there (McShane and Von Glinow, 2018, p. 25). Improving the performance of personnel work requires attention to the factors that influence and pay attention to the performance of personnel, among others, with the supervision of each leadership. Every organization has an organizational commitment that functions to form rules or guidelines in thinking and acting in achieving the goals set, including Kodim 0103/Aceh Utara. It means that organizational commitment that grows and is well maintained will be able to spur the organization towards better development. Besides that, the main pressure in organizational change and development is trying to change the values, attitudes and behavior of the members of the organization as a whole.

2.METHOD

This chapter will elaborate the results of the research related to the general description of the research location and object, the organizational structure of the 0103/Aceh Utara Kodim and the security team, the characteristics of the respondents, the descriptive statistics of the respondents' answers, the data from the PLS SEM analysis using the WarpPLS 8.0 software. A detailed discussion of the test results is carried out to answer the formulation of the problem and the hypothesis that has been formed and conclude whether to accept or reject the hypothesis. It will also be discussed in depth and linked to the results of previous research and existing theories. This chapter will also discuss the implications of research both theoretically and practically.

3. DISCUSSION AND RESULT

As a sample of this study, 115 people were involved as the security team for the Rohingya refugee camp for the period June to December 2020, as many as 115 people. These respondents will be seen descriptively of their characteristics based on age, status, last education, rank/class, tenure, and official placement. The purpose of explaining the characteristics of the respondents is to find out the criteria in the form of the number and percentage of the samples that have been selected as respondents in this study.

The Influence Of Leadership And Work Motivation On The Performance Of Kodim 0103/North Aceh Soldiers With Organizational Commitment As Interviening Variables In Handling Of Rohingya Refugee In Lhokseumawe City

Table 1. Description of Statistics Variable Frequency of Research Respondents

		Usia	Status	Pendidikan Terakhir	Pangkat/ Golongan	Masa Kerja Jabatan	Penempatan Kedinasan
N	*Valid*	115	115	115	115	115	115
	Missing	0	0	0	0	0	0

Sumber: *Output SPSS (2022)*

1) **Respondents' Descriptive by Age**

Table 2. Descriptive Characteristics of Respondents Based on Age

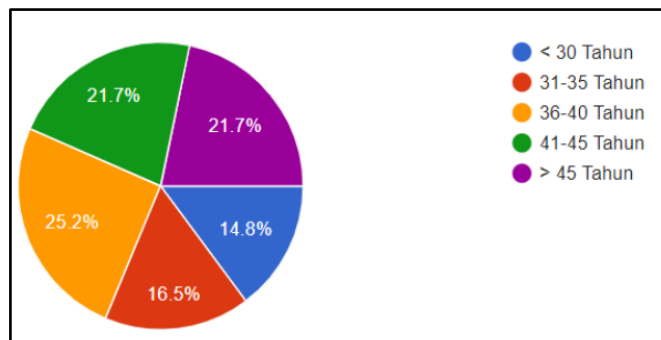|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 30 tahun	17	14.8	14.8	14.8
	31-35 tahun	19	16.5	16.5	31.3
	36-40 tahun	29	25.2	25.2	56.5
	41-45 tahun	25	21.7	21.7	78.3
	>45 tahun	25	21.7	21.7	100.0
	Total	115	100.0	100.0	

Sumber: *Output SPSS (2022)*

Image 1. Descriptive Characteristics of Respondents Based on Age

From the results of the research based on the age of soldiers involved in security at that time, it was seen that the selection of a balanced composition between the needs of physical fitness and psychological maturity in supporting the task. The younger the age, the more physically fit, but less emotional maturity. Meanwhile, at an older age, soldiers will be wiser because they are rich in experience and can control their emotions better, but their physical fitness has decreased considerably. Unfavorable conditions for securing the Rohingya refugee camp in Lhokseumawe City in the period from June to December 2020 required excellent physical conditions. Task force needs on younger soldiers with excellent physical conditions to trap TIP perpetrators, but the necessity is not too many, so the percentage is small. Meanwhile, middle-aged soldiers (between 36-40 years old and between 41-45) years old are needed for carrying out regular duties and maintaining law and order in the camp which refugees often violate. They still have standard physical conditions but already have maturity in action. Therefore, the percentage of soldiers in this age range is high. Senior soldiers (over 45 years old) are still needed for their leadership and experience to control junior soldiers, therefore the need for senior soldiers is still higher than the two age ranges of junior soldiers.

2) Respondents' Descriptive Based on Status

Table 3. Descriptive Characteristics of Respondents Based on Status

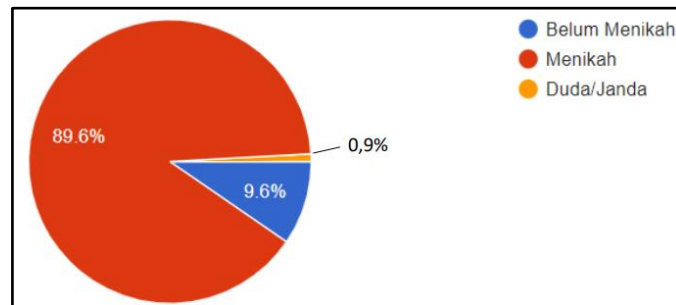|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	belum menikah	11	9.6	9.6	9.6
	menikah	103	89.6	89.6	99.1
	duda	1	.9	.9	100.0
	Total	115	100.0	100.0	

Sumber: *Output SPSS (2022)*

Figure 2. Descriptive Characteristics of Respondents Based on Status

From the results of research based on the marital status of soldiers, there are 9.6% of unmarried soldiers. This condition is not a reasonable composition of the usual Kodim organization, considering that the Kodim is identical to the senior soldiers of the baby boomers' generation, generation X and generation Y, who on average were already married when they entered the Kodim from various TNI AD's combat units. These soldiers are Baja (Teenager Non-Commissioned Officer) and Taja (teenager enlisted), the new breakthrough program from Kasad (Indonesian Army Chief of Staff) period August 2020 to April 2021 called Pra-Binsa. The existence of Baja and Taja Pra-Binsa aims to improve the capabilities of Kodim human resources, especially Babinsa in the field of mastering renewable technology and to try what is called Binter in the millennial era.

3) Respondents' Descriptive Based on Last Education

Table 4. Descriptive Characteristics of Respondents Based on Last Education

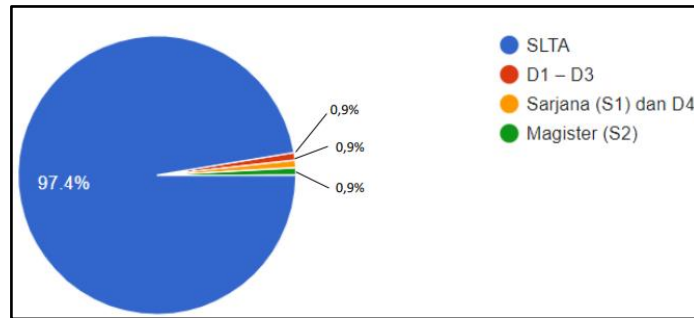|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SLTA	112	97.4	97.4	97.4
	D1-D3	1	0.9	0.9	98.3
	S1 atau D4	1	0.9	0.9	99.1
	S2	1	0.9	0.9	100.0
	Total	115	100.0	100.0	

Sumber: *Output SPSS (2022)*

Figure 3. Descriptive Characteristics of Respondents Based on Last Education

From the results of research based on the latest education, the personnel of the security team are dominated by soldiers who have graduated from high school or equivalent. This is in accordance with the entry requirements to become a regular TNI AD soldier which states that the minimum requirement is a high school graduate or equivalent. Meanwhile, those who can take a higher education level, whether it is D1-D3, S1 and D4 and S2 (master) is a personal effort to develop themselves and is not a must in the Indonesian Army.

4) Respondents' Descriptive Based on Rank/Class

Table 5. Descriptive Characteristics of Respondents Based on Rank/Class

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Perwira	11	9.6	9.6	9.6
	Bintara	81	70.4	70.4	80.0
	Tamtama	23	20.0	20.0	100.0
	Total	115	100.0	100.0	

Sumber: *Output SPSS (2022)*
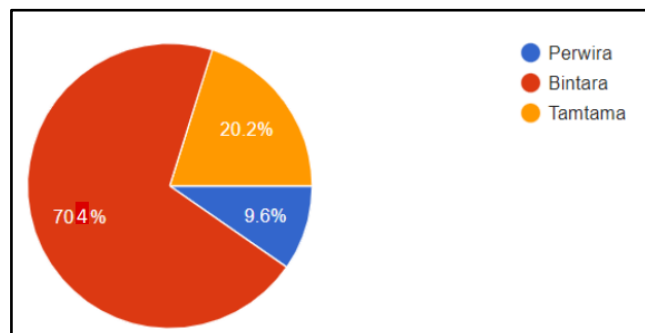
Figure 4. Descriptive Characteristics of Respondents Based on Rank/Class

From the results of research based on rank and class, soldiers of the NCO class dominate the personnel of the security team. This is reasonable because judging from the organizational structure of the 0103/Aceh Utara Kodim position map, the position formation for Babinsa (village territorial NCO) is the most (920 people). Meanwhile, the smaller number of enlisted personnel was Taja Pra-Binsa, who during that period helped the security team in carrying out their duties. Meanwhile, the officers were Kasdim, Pasi Intel and Pasi Ops who were indirectly involved (administration and

coordination) in handling and several Danramil who at that time carried out as duty officer when the TIP perpetrators were arrested.

5) Respondents' Descriptive Based on Term of Service

Table 6. Descriptive Characteristics of Respondents Based on Term of Service

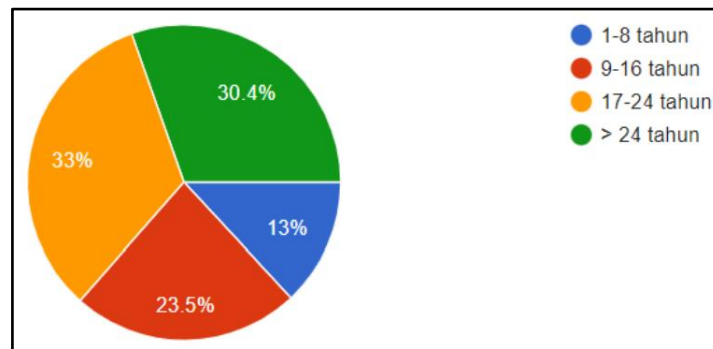|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-18 tahun	15	13.0	13.0	13.0
	9-16 tahun	27	23.5	23.5	36.5
	17-24 tahun	38	33.0	33.0	69.6
	>24 tahun	35	30.4	30.4	100.0
	Total	115	100.0	100.0	

Sumber: *Output SPSS (2022)*

Figure 5. Descriptive Characteristics of Respondents Based on Term of Service

From the results of the research based on rank and class, the security team personnel are dominated by senior soldiers who have a service period of more than 17 years. The senior soldiers have the advantage of maturity in how to act in the field to address problems that arise, as well as the ability to provide santi aji (military advice) to their juniors to make the implementation of the task of securing the Rohingya refugee camps run smoothly. The composition of senior soldiers who were more than junior soldiers was a good composition in carrying out their duties at that time.

6) Respondents' Descriptive Based on Service Placement

Table 7. Descriptive Characteristics of Respondents Based on Service Placement

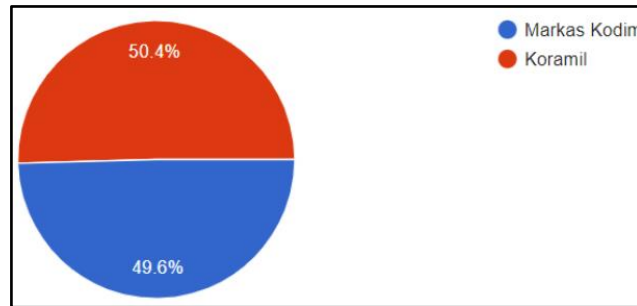|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Makodim	57	49.6	49.6	49.6
	Koramil	58	50.4	50.4	100.0
	Total	115	100.0	100.0	

Sumber: *Output SPSS (2022)*

Figure 6. Descriptive Characteristics of Respondents Based on Service Placement

From the results of research based on official placement, the composition of the security team personnel is quite balanced. This was because Dandim divided the organization of the security team into two teams, namely the open security team whose personnel were taken from the Koramil and the closed security team whose personnel were taken from the Makodim.

3.2 Descriptive Statistics of Respondents' Answers

The purpose of the descriptive analysis is to determine the minimum, maximum, mean, mode, and standard deviation values. By knowing the average value of the respondent's answers, the researcher can draw a statistical descriptive conclusion about the direction of the respondent's answer to a statement in a predetermined questionnaire. Statistical descriptive of respondents' answers is a method related to the collection and presentation of a cluster of data to provide useful information (Walpole, 1995).

1) **Statistical descriptive of respondents' answers for the leadership variable**

Table 8. Descriptive Characteristics of Respondents' Answers about Leadership Variables

No	Butir Pernyataan	N	Min	Max	Mean	Std Dev	Kategori
X_{11}	Komandan saya memberikan arahan dan petunjuk yang jelas kepada kami ketika menjalankan tugas menangani pengungsi Rohingya	115	2	5	4.04	1.273	Baik
X_{12}	Komandan saya menumbuhkan rasa percaya kepada kami ketika menjalankan tugas menangani pengungsi Rohingya	115	2	5	4.00	1.257	Baik
X_{13}	Komandan saya memberikan motivasi kepada kami untuk berani mengambil resiko ketika situasi krisis, misalnya ada pelaku Tindak Pidana Perdagangan Orang (TPPO)	115	2	5	4.03	1.284	Baik
X_{15}	Kontrol diri dan emosi Komandan saya dalam memimpin kami di lapangan mempengaruhi kedisiplinan kami para aparat maupun kepatuhan para pengungsi untuk mematuhi aturan tata tertib yang dibuat	115	2	5	3.97	1.253	Baik
X_{16}	Kreativitas Komandan saya membuat Satuan kami berhasil dalam tugas penanganan pengungsi Rohingya, khususnya dlm pengungkapan TPPO	115	2	5	4.06	1.259	Baik
X_{18}	Pengambilan keputusan Komandan saya dalam penanganan permasalahan di kamp Pengungsian adalah tepat, cepat dan bijaksana, misalnya ketika penyergapan pelaku TPPO dan pengamanan di kamp pengungsian	115	2	5	4.07	1.262	Baik

		N	Min	Max	Mean	Std Dev	Kategori
X_{19}	Komandan saya selalu memberikan motivasi untuk menumbuhkan kerja sama kami dalam pelaksanaan tugas ketika menangani para pengungsi Rohingya	115	2	5	4.05	1.234	Baik
X_{110}	Taktik dan Diplomasi yang dilakukan oleh Komandan saya selama penanganan pengungsi Rohingya mempengaruhi keberhasilan tugas Satuan, misal diplomasi dengan UNHCR/IOM atau taktik dalam menangkap dan mengungkap jaringan TPPO	115	2	5	4.05	1.269	Baik
	Rata-Rata	**115**			**4.04**	**1.261**	**Baik**

Sumber: *Output SPSS (2022)* yang diolah

2) Statistical descriptive of respondents' answers for work motivation variables

Table 9. Descriptive Characteristics of Respondents' Answers about Work Motivation Variables

No	Butir Pernyataan	N	Min	Max	Mean	Std Dev	Kategori
X_{23}	Saya memiliki motivasi agar tidak ketinggalan dari rekan lain, terutama rekan Non TNI dalam disiplin, dedikasi maupun komitmen kerja dalam penanganan pengungsi Rohingya	115	1	5	4.03	1.260	Baik
X_{24}	Saya memiliki motivasi untuk mendapatkan pengakuan dari hasil kerja saya dalam penanganan pengungsi Rohingya	115	1	5	3.92	1.285	Baik
X_{25}	Saya selalu bersemangat untuk berafiliasi dan berinteraksi dengan lingkungan kerja saya, seperti masyarakat sekitar kamp atau unsur tokoh-tokoh Gampong demi keberhasilan tugas Satuan kami dalam penanganan pengungsi Rohingya	115	2	5	4.08	1.229	Baik
X_{26}	Saya memiliki motivasi untuk selalu bersemangat dalam bekerja sama dengan rekan saya baik TNI, Polri mayupun masyarakat ketika bertugas menangani pengungsi Rohingya	115	2	5	4.13	1.246	Baik
X_{27}	Saya memiliki motivasi untuk selalu bersemangat mematuhi segala aturan yang ada ketika menangani pengungsi Rohingya	115	2	5	4.10	1.242	Baik
X_{28}	Saya memiliki motivasi untuk selalu menghormati atasan saya ketika bertugas menangani pengungsi Rohingya	115	2	5	4.13	1.253	Baik
X_{29}	Saya memiliki motivasi untuk selalu berusaha agar diri saya dihargai dengan menjaga kehormatan diri di muka umum ketika bertugas menangani pengungsi Rohingya	115	2	5	4.13	1.246	Baik
X_{210}	Saya memiliki motivasi untuk selalu berupaya agar saya dan satuan saya tidak diremehkan oleh siapa pun juga ketika bertugas menangani pengungsi Rohingya	115	2	5	4.11	1.269	Baik
	Rata-Rata	**115**			**4.08**	**1.254**	**Baik**

Sumber: *Output SPSS (2022)* yang diolah

3) Statistical descriptive of respondents' answers to organizational commitment variable

Table 10. Descriptive Characteristics of Respondents' Answers about Organizational Commitment Variables

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No	Butir Pernyataan	N	Min	Max	Mean	Std Dev	Kategori
Y_{11}	Saya memiliki komitmen untuk menjaga harga diri dan kebanggaan saya sebagai prajurit di Kodim 0103/Aceh Utara saat menangani pengungsi Rohingya	115	1	5	4.05	1.297	Baik
Y_{12}	Saya memiliki komitmen untuk menjaga nama baik Kodim 0103/Aceh Utara saat menangani pengungsi Rohingya	115	2	5	4.05	1.276	Baik
Y_{13}	Saya memiliki komitmen untuk menjaga hubungan kerja dalam tim saat menangani pengungsi Rohingya	115	2	5	4.01	1.267	Baik
Y_{14}	Pengalaman kerja saya mendukung terlaksananya tugas satuan dalam menangani pengungsi Rohingya	115	1	5	3.90	1.245	Baik
Y_{15}	Saya memiliki keyakinan yang kuat bahwa kami ditugaskan di sini dalam menangani pengungsi Rohingya untuk memberikan darma bakti saya sebagai prajurit kepada Bangsa dan Negara,	115	1	5	4.04	1.294	Baik
Y_{17}	Saya berkeinginan yang kuat untuk menjaga tetap menjadi anggota Kodim 0103/Aceh Utara (tidak ingin pindah)	115	1	5	3.93	1.275	Baik
Y_{18}	Saya memiliki keuntungan jika tetap menjadi anggota Kodim 0103/Aceh Utara	115	1	5	3.70	1.272	Baik
Y_{19}	Saya memiliki kerugian jika saya dipindahkan tugas dari Kodim 0103/Aceh Utara	115	1	5	3.55	1.272	Baik
Y_{110}	Saya merasa bahwa kehidupan sosial (budaya, keakraban antar anggota) di Kodim 0103/Aut baik dan kondusif	115	1	5	4.01	1.281	Baik
Y_{111}	Saya merasa jika saya memberikan yang terbaik di Kodim 0103/Aceh Utara maka ini merupakan investasi yang menguntungkan bagi saya di masa depan.	115	1	5	3.84	1.295	Baik
	Rata-Rata	**115**			**3.87**	**1.275**	**Baik**

Sumber: *Output SPSS (2022)* yang diolah

4) **Statistical descriptive of respondents' answers for performance variables**

Table 11. Descriptive Characteristics of Respondents' Answers on Performance Variables

No	Butir Pernyataan	N	Min	Max	Mean	Std Dev	Kategori
Y_{21}	Saya dan tim selalu berupaya untuk bekerja secara profesional dengan mengesampingkan opini pribadi saat menangani pengungsi Rohingya	115	2	5	4.10	1.21	Baik
Y_{22}	Saya dan tim memiliki prakarsa kinerja yang brilian saat menangani pengungsi Rohingya	115	2	5	4.01	1.20	Baik
Y_{28}	Kami memiliki kewibawaan di mata masyarakat maupun para pengungsi saat menangani pengungsi Rohingya	115	2	5	4.07	1.21	Baik
Y_{29}	Saya sanggup menyesuaikan diri dengan ritme kerja saat menangani pengungsi Rohingya	115	2	5	4.04	1.20	Baik
Y_{210}	Saya merupakan orang yang memiliki tanggung jawab saat bertugas sebagai tim dalam Pam Rohingya	115	2	5	4.10	1.22	Baik
	Rata-Rata	**115**			**4.06**	**1.21**	**Baik**

Sumber: *Output SPSS (2022)* yang diolah

Based on the discussion of the average value of the respondents' answers, the researcher can draw descriptive statistical conclusions about the direction of the respondents' answers to a statement in the questionnaire that has been determined, it can be explained that the average value (mean) of respondents' answers is 4.01. The mean standard deviation is 1,250 and this value does not exceed twice the mean value. This indicates that the distribution of the data is good. The mean value of respondents' answers to this research variable is 4.01. If calculated according to the formula, it will produce a value of 80.25%. This shows that the average respondents' answers to this research variable are appropriate, namely they are in the good category.

Table 12. Descriptive characteristics of respondents' answers to research variables

Variabel	Mean	Std Dev	Kategori
Kepemimpinan	4.04	1.261	Baik
Motivasi Kerja	4.08	1.254	Baik
Komitmen Organisasi	3.87	1.275	Baik
Kinerja	4.06	1.208	Baik
Rata-rata	**4.01**	**1.250**	Baik

Sumber: *Output SPSS (2022)* yang diolah

3.3 Evaluation of the Measurement Model (Outer Model)
1) Validity test

In the process, the researcher conducted the test twice. The first test, out of 42 indicators found 11 indicators that did not pass the test. 2 indicators have loading values < 0.40, namely indicators X22 and X211 and 9 other indicators have loading values between 0.40 to 0.70, namely indicators X14, X17, X21, Y16, Y23, Y24, Y25, Y26 and Y27. Stage 1 test results are shown in Table 13.

Table 13. Validity test results based on loading factor stage 1

No.	Indikator	KEP	MOT	KOM	KIN	P value	Cut Off	Keterangan
1	X_{11}	0,982	-0,005	-0,018	0,019	<0,001	< 0,7	Ok
2	X_{12}	0,979	-0,024	-0,025	0,02	<0,001	< 0,7	Ok
3	X_{13}	0,974	-0,012	-0,035	0,026	<0,001	< 0,7	Ok
4	X_{14}	0,591	0,065	-0,094	-0,12	<0,001	< 0,7	Dipertimbangkan
5	X_{15}	0,963	-0,015	-0,03	-0,005	<0,001	< 0,7	Ok
6	X_{16}	0,975	-0,003	0,012	0,034	<0,001	< 0,7	Ok
7	X_{17}	0,586	-0,033	0,172	-0,248	<0,001	< 0,7	Dipertimbangkan
8	X_{18}	0,978	0,011	-0,006	0,045	<0,001	< 0,7	Ok
9	X_{19}	0,956	0,025	0,024	0,064	<0,001	< 0,7	Ok
10	X_{110}	0,971	0,004	0,032	0,02	<0,001	< 0,7	Ok
11	X_{21}	0,178	0,628	-0,073	-0,188	<0,001	< 0,7	Dipertimbangkan
12	X_{22}	0,056	0,368	0,338	-0,176	<0,001	< 0,7	Dieliminasi
13	X_{23}	-0,033	0,974	-0,017	-0,003	<0,001	< 0,7	Ok
14	X_{24}	-0,08	0,929	0,02	-0,021	<0,001	< 0,7	Ok
15	X_{25}	-0,002	0,978	-0,023	0,022	<0,001	< 0,7	Ok
16	X_{26}	0,015	0,982	-0,047	0,026	<0,001	< 0,7	Ok
17	X_{27}	-0,001	0,979	-0,014	0,021	<0,001	< 0,7	Ok
18	X_{28}	0,018	0,984	-0,043	0,023	<0,001	< 0,7	Ok
19	X_{29}	0,02	0,984	-0,046	0,017	<0,001	< 0,7	Ok
20	X_{210}	0,004	0,972	-0,008	-0,014	<0,001	< 0,7	Ok
21	X_{211}	-0,199	0,394	0,247	0,282	<0,001	< 0,7	Dieliminasi
22	Y_{11}	0,051	0,016	0,981	0,005	<0,001	< 0,7	Ok
23	Y_{12}	0,059	0,023	0,974	0,006	<0,001	< 0,7	Ok
24	Y_{13}	0,037	0,029	0,978	0,021	<0,001	< 0,7	Ok
25	Y_{14}	-0,004	-0,005	0,975	-0,019	<0,001	< 0,7	Ok
26	Y_{15}	0,043	0,016	0,982	0,012	<0,001	< 0,7	Ok
27	Y_{16}	0,001	0,095	0,492	0,165	<0,001	< 0,7	Dipertimbangkan
28	Y_{17}	0,013	0,012	0,969	-0,026	<0,001	< 0,7	Ok
29	Y_{18}	-0,084	-0,044	0,906	-0,08	<0,001	< 0,7	Ok
30	Y_{19}	-0,117	-0,071	0,837	-0,119	<0,001	< 0,7	Ok

No.	Indikator	KEP	MOT	KOM	KIN	P value	Cut Off	Keterangan
31	Y_{110}	0,027	0,008	0,987	0,01	<0,001	< 0,7	Ok
32	Y_{111}	-0,052	-0,049	0,919	0,088	<0,001	< 0,7	ok
33	Y_{21}	0,038	0,051	0,022	0,975	<0,001	< 0,7	Ok
34	Y_{22}	-0,011	0,009	0,032	0,969	<0,001	< 0,7	Ok
35	Y_{23}	0,033	0,088	0,032	0,475	<0,001	< 0,7	Dipertimbangkan
36	Y_{24}	-0,046	-0,066	0,061	0,598	<0,001	< 0,7	Dipertimbangkan
37	Y_{25}	-0,075	-0,012	-0,047	0,522	<0,001	< 0,7	Dipertimbangkan
38	Y_{26}	-0,031	-0,178	0,146	0,633	<0,001	< 0,7	Dipertimbangkan
39	Y_{27}	0,028	0,021	-0,181	0,559	<0,001	< 0,7	Dipertimbangkan
40	Y_{28}	0,003	0,009	-0,024	0,983	<0,001	< 0,7	Ok
41	Y_{29}	-0,005	0,004	-0,021	0,987	<0,001	< 0,7	Ok
42	Y_{210}	0,032	0,035	-0,027	0,978	<0,001	< 0,7	Ok

Source: Output WarpPLS.8.0 (2022)

Therefore, to increase the AVE value > 0.5, the researcher removed the 11 indicators according to the reflective indicator analysis procedure in the diagram. With the remaining 31 indicators, a second stage retest was carried out with the result that all indicators had a loading value > 0.7, which means that they have met the requirements of convergent validity. The results of retesting the validity based on the second stage of the loading factor can be seen in Table 14.

Table 14. Validity test results based on loading factor stage 2

No.	Indikator	KEP	MOT	KOM	KIN	P value	Cut Off	Keterangan
1	X_{11}	0,983	-0,002	-0,013	-0,009	<0,001	< 0,7	Ok
2	X_{12}	0,98	-0,016	-0,016	-0,016	<0,001	< 0,7	Ok
3	X_{13}	0,974	-0,004	-0,024	-0,013	<0,001	< 0,7	Ok
4	X_{15}	0,963	-0,019	-0,024	-0,021	<0,001	< 0,7	Ok
5	X_{16}	0,981	0	0,014	0,006	<0,001	< 0,7	Ok
6	X_{18}	0,984	0,014	0	0,013	<0,001	< 0,7	Ok
7	X_{19}	0,959	0,025	0,029	0,04	<0,001	< 0,7	Ok
8	X_{110}	0,977	0,003	0,035	0	<0,001	< 0,7	Ok
9	X_{23}	-0,026	0,976	0,007	-0,016	<0,001	< 0,7	Ok
10	X_{24}	-0,075	0,932	0,04	-0,03	<0,001	< 0,7	Ok
11	X_{25}	0,004	0,979	-0,003	0,018	<0,001	< 0,7	Ok
12	X_{26}	0,026	0,985	-0,025	0,017	<0,001	< 0,7	Ok
13	X_{27}	0,005	0,982	0,007	0,017	<0,001	< 0,7	Ok
14	X_{28}	0,026	0,988	-0,019	0,01	<0,001	< 0,7	Ok
15	X_{29}	0,028	0,988	-0,022	0,006	<0,001	< 0,7	Ok
16	X_{210}	0,008	0,974	0,017	-0,024	<0,001	< 0,7	Ok
17	Y_{11}	0,057	0,026	0,98	0,002	<0,001	< 0,7	Ok
18	Y_{12}	0,063	0,032	0,974	0,006	<0,001	< 0,7	Ok
19	Y_{13}	0,043	0,04	0,978	0,018	<0,001	< 0,7	Ok
20	Y_{14}	-0,009	-0,003	0,977	0	<0,001	< 0,7	Ok
21	Y_{15}	0,051	0,027	0,98	0,007	<0,001	< 0,7	Ok
22	Y_{17}	0,009	0,012	0,97	-0,01	<0,001	< 0,7	Ok
23	Y_{18}	-0,092	-0,053	0,908	-0,045	<0,001	< 0,7	Ok
24	Y_{19}	-0,135	-0,082	0,843	-0,067	<0,001	< 0,7	Ok
25	Y_{110}	0,033	0,021	0,987	0,007	<0,001	< 0,7	Ok
26	Y_{111}	-0,048	-0,036	0,921	0,073	<0,001	< 0,7	Ok
27	Y_{21}	0,023	0,032	0,024	0,98	<0,001	< 0,7	Ok
28	Y_{22}	-0,026	-0,015	0,034	0,974	<0,001	< 0,7	Ok
29	Y_{28}	-0,005	-0,016	-0,02	0,988	<0,001	< 0,7	Ok
30	Y_{29}	-0,015	-0,015	-0,016	0,989	<0,001	< 0,7	Ok
31	Y_{210}	0,022	0,015	-0,022	0,983	<0,001	< 0,7	Ok

Source: Output WarpPLS.8.0 (2022)

Furthermore, validity testing is carried out based on the average variance extracted (AVE) value. The recommended AVE value is above 0.5 (Mahfud and Ratmono, 2013, p. 67). The test results show that all AVE values are > 0.5, which means that they have met the requirements of convergent validity based on the AVE. Table 15 presents the results of the convergent validity test based on the AVE value.

Table 15. Average variance extracted (AVE) value

Nilai	Kepemimpinan	Motivasi Kerja	Komitmen Organisasi	Kinerja
AVE	0,951	0,952	0,908	0,966

Source: Output WarpPLS.8.0 (2022)

Then, the discriminant validity test was carried out using the Fornell-Larcker approach. In discriminant validity testing, the value of the square root of the AVE of a latent variable is compared with the correlation value between the latent variable and other latent variables. From the test results, it is known that the AVE square root value for each latent variable is greater than the correlation value between the latent variable and other latent variables. So, it is concluded that it has met the requirements of discriminant validity. Table 16 presents the results of discriminant validity testing.

Table 16. Discriminant Validity Test Results

	Kepemimpinan	Motivasi Kerja	Komitmen Organisasi	Kinerja
Kepemimpinan	(0,975)			
Motivasi Kerja	0,463	(0,976)		
Komitmen Organisasi	0,474	0,486	(0,953)	
Kinerja	0,572	0,573	0,623	(0,983)

Remark: Score on ( ) are square root AVE
Source: Output WarpPLS.8.0 (2022)

2) Reliability Test

The value used by the researcher is Cronbach alpha > 0.60 and composite reliability > 0.70 to meet the model requirements according to Hair (2017). From the data in table 5.15, it can be concluded that all variables (four of them) be it leadership, work motivation, organizational commitment and performance have a Cronbach alpha value > 0.60 and a composite reliability value > 0.70. This means that all variables have met the requirements of the reliability criteria. Table 17 presents the results of reliability testing based on the value of composite reliability and Cronbach's alpha.

Table 17. Reliability Test Results

Nilai	Kepemimpinan	Motivasi Kerja	Komitmen Organisasi	Kinerja
composite reability	0,994	0,994	0,990	0,993
cronbach alpha	0,993	0,993	0,988	0,991

Source: Output WarpPLS.8.0 (2022)

3.4 Evaluation of the Structural Model (Inner Model)

From the results of the outer model test, it shows that the measurement model has met the validity and reliability requirements. Further testing of the structural model (inner model), which includes the direct effect significance test, the indirect effect significance test/mediation effect (indirect effect) and the model fit test (Goodness of Fit). The structural model is depicted in figure 7 below:
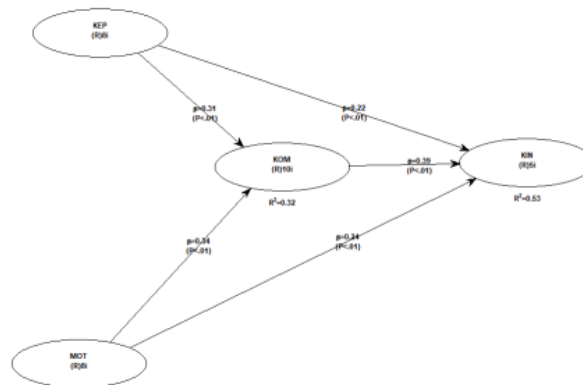
Figure 7. Structural Model and calculation results of WarpPLS

1) **Direct Effect Significance Test**

Table 18. Path Coefficient (path coeficient)

	Kepemimpinan	Motivasi Kerja	Komitmen Organisasi	Kinerja
Kepemimpinan				
Motivasi Kerja				
Komitmen Organisasi	0,307	0,339		
Kinerja	0,224	0,241	0,388	

Sumber: Output WarpPLS 8.0 (2022) yang diolah

Table 19. P-Value (P-Value)

	Kepemimpinan	Motivasi Kerja	Komitmen Organisasi	Kinerja
Kepemimpinan				
Motivasi Kerja				
Komitmen Organisasi	<0,001	<0,001		
Kinerja	0,006	0,003	<0,001	

Sumber: Output WarpPLS 8.0 (2022) yang diolah

Table 20. Coefficient of Determination Value (R-Square)

	Kepemimpinan	Motivasi Kerja	Komitmen Organisasi	Kinerja
Kepemimpinan			0,315	0,529

Sumber: Output WarpPLS 8.0 (2022) yang diolah

Leadership (X1) has a positive effect on Organizational Commitment (Y1), with a coefficient value of 0.307, and significant, with a P value (P-Values) < 0.001, which means < 0.05. Work Motivation (X2) has a positive effect on Organizational Commitment (Y1), with a coefficient value of 0.339, and significant, with a P value (P-Values) < 0.001, which means < 0.05. It is known that the R-Square value for Organizational Commitment (Y1) is 0.315, which means that the influence of Leadership (X1) and Work Motivation (X2) on Organizational Commitment (Y1) is 31.5%. Organizational Commitment (Y1) has a positive effect on Soldier Performance (Y2), with a coefficient value of 0.388, and significant, with a P-Values value <0.001, which means <0.05. Leadership (X1) has a positive effect on Soldier Performance (Y2), with a coefficient value of 0.224, and significant, with a P value (P-Values) = 0.006 <0.05. Work Motivation (X2) has a positive effect on Soldier Performance (Y2), with a coefficient value of 0.241, and significant, with

a P value (P-Values) = 0.003 <0.05. It is known that the R-Square value for Soldier Performance (Y2) is 0.529, which means the influence of Leadership (X1), Work Motivation (X2), Organizational Commitment (Y1) on Soldier Performance (Y2) is 52.9%.

2) Indirect Effect Significance Test

Table 21. Mediation Testing (Indirect Effect)

Jalur Tidak Langsung (Mediasi)	Pengaruh Tidak Langsung	P-Value
KEP -> KOM -> KIN	0,119	0,033
MOT -> KOM -> KIN	0,131	0,021

Sumber: Output WarpPLS 8.0 (2022) yang diolah

The indirect effect of Leadership (X1) on Soldier Performance (Y2), through Organizational Commitment (Y1) is 0.119. It is known that P-Value = 0.033 < 0.05, it is concluded that Organizational Commitment (Y1) significantly mediates the relationship between Leadership (X1) and Soldier Performance (Y2) (Hypothesis 6 Mediation Accepted). VAF = 0.119/(0.224+0.119) so that the value of VAF = 0.374 or 37.4%, which means organizational commitment acts as a partial mediator between leadership and soldier performance. The indirect effect of Work Motivation (X2) on Soldier Performance (Y2), through Organizational Commitment (Y1) is 0.131. It is known that P-Value = 0.021 < 0.05, it is concluded that Organizational Commitment (Y1) significantly mediates the relationship between Work Motivation (X2) and Soldier Performance (Y2) (Hypothesis 7 Mediation Accepted). VAF = 0.119/(0.241+0.119) so that the value of VAF = 0.352 or 35.2%, which means organizational commitment acts as a partial mediator between work motivation and soldier performance.

3) Model Fit Testing (Goodness of Fit)

Table 22. Model Fit Test (Goodness of Fit)

Fit Indices	Index	Nilai P	kriteria	keterangan
Average Path Coeficient (APC)	0,300	p<0,001	p<0,05	diterima
Average R-Squared (ARS)	0,422	p<0,001	p<0,05	diterima
Average adjusted R-Squared (AARS)	0,410	p<0,001	p<0,05	diterima
Average block VIF (AVIF)	1,572		≤ 3,3	ideal
Average Full Collinerarity VIF (AFVIF)	1,771		≤ 3,3	ideal
Tenenhaus GoF (GoF)	0,631		≥ 0,36	kuat

Sumber: Output WarpPLS 8.0 (2022) yang diolah

Based on the APC indicator, it is known that the APC value is 0.300, with a P value (p-value) < 0.001 which means < 0.05, which means that from the APC indicator, the model fit test is fulfilled. Based on the ARS indicator, it is known that the ARS value is 0.422, with a P value (p-value) < 0.001, which means < 0.05, which means that from the ARS indicator, the model fit test has been fulfilled. Based on the AARS indicator, it is known that the ARS value is 0.410, with a P value (p-value) < 0.001, which means < 0.05, which means that from the AARS indicator, the model fit test has been fulfilled. Based on the AVIF indicator, it is known that the AVIF value is 1.572 < 5 which means the model fit test has been fulfilled, with a value < 3.3 the model fit is included in the ideal group. Based on the AFVIF indicator, it is known that the AFVIF value is 1.771 < 5, which means the model fit test has been fulfilled, with a value < 3.3 the model fit is included in the ideal group. Based on the GoF indicator, it is known that the GoF value is 0.631 > 0.36, which means that the fit of the model belongs to the large (strong) group.

4. CONCLUSION

1) Leadership has a positive and significant impact on organizational commitment in terms of handling Rohingya refugees in Lhokseumawe City by soldiers of Kodim 0103/North Aceh.

2) Work Motivation has a positive and significant effect on Organizational Commitment in relation to the handling of Rohingya refugees in Lhokseumawe City by soldiers of Kodim 0103/North Aceh.

3) Komitmen Organisasi berpengaruh positif dan signifikan terhadap Kinerja dalam kaitan penanganan pengungsi Rohingya di Kota Lhokseumawe oleh prajurit Kodim 0103/Aceh Utara.

4) Leadership has a positive and significant effect on the performance of soldiers in relation to the handling of Rohingya refugees in Lhokseumawe City by soldiers of Kodim 0103/North Aceh.

5) Work motivation has a positive and significant effect on the performance of soldiers in relation to the handling of Rohingya refugees in Lhokseumawe City by soldiers of Kodim 0103/North Aceh.

6) Organizational Commitment partially mediates the relationship between Work Motivation and Performance in relation to the handling of Rohingya refugees in Lhokseumawe City by soldiers of Kodim 0103/North Aceh.

7) Organizational Commitment partially mediates the relationship between Work Motivation and Performance in relation to the handling of Rohingya refugees in Lhokseumawe City by soldiers of Kodim 0103/North Aceh.

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The Influence Of Leadership And Work Motivation On The Performance Of Kodim 0103/North Aceh Soldiers With Organizational Commitment As Interviening Variables In Handling Of Rohingya Refugee In Lhokseumawe City
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