

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP TO THE SOLDIER PERFORMANCE WITH HUMAN RESOURCE DEVELOPMENT AS THE INTERVENING VARIABLE AT THE BATTALION KOMANDO 469 KOPASGAT

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ABSTRACT

Abstract : This study aims to determine the influence of transformational leadership to soldier Performance through human resources development of the command battalion 469 Kopasgat. The data used is primary data by distributing questionnaires to 171 employees of the command battalion 469 Kopasgat. Data analysis method used is structural modeling and processed with the help of analysis of the moment structural (AMOS) application program. The result of the Research shows that there is the influence of transformational leadership influence of human resources development, then transformational leadership and human resources development influence of soldier performance of the command battalion 469 Kopasgat; furthermore, the results of the study found human resources development variables function partially mediate the relationship of transformational leadership to the soldier performance of the command battalion 469 Kopasgat.

Keywords: Transformational leadership, human resources development, soldier performance.

1. INTRODUCTION

1.1 Background

The development of human resource management (HRM) in business organizations, as well as public institutions, is currently very much needed and becomes a benchmark for the success of an organization; seeing the phenomena that have been happening in business organizations, it can be seen that the role of human resource management plays an important role, according to Bangun (2012) states that human resources within the organization are the key to the success of the organization, because human resources design, install, operate, and maintain the integrated system, be it input, process or output, the role of human resources in the Kopasgat organization. The Rapid Action Troops Command), especially the 469th Command Battalion (Kopasgat), is very much needed in organizational development and improving soldiers' Performance.

Every 469th Kopasgat Command Battalion soldier has a Personnel Qualification Standard (SKP). According to the Decree of the Chief of Staff of the Air Force, SKP is a basic guideline for carrying out Human Resources Development (Binteman) and Personnel Development (Binpers) activities. Ideally, the preparation of the SKP requires the following requirements: organizational analysis, job analysis, and work environment analysis which is carried out in real terms in each city/satker in the Kopasgat ranks, especially in the 469 Kopasgat Command Battalion.

In the era of globalization as it is today, almost all countries are competing to master science and technology, thus each country will strive to improve the quality of human resources (HR) to the maximum, as well as the Indonesian nation, where the government is currently trying to to improve the nation's progress in various sectors, including the progress of Indonesian human resources. One of the government's efforts to improve the quality of human resources (HR) by implementing the Bureaucratic Reform (RB) program, the bureaucratic reform carried out by the

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Indonesian government to realize good governance, ultimately requires the current government to create high-performance apparatus for the development of public services,

To prepare TNI leaders, it is time to go through the stages of preparing leaders as result of evaluating the scope of work, which is compiled based on the ever-evolving scope of duties and authorities, by compiling the scope of duties and authorities in the future so that TNI leaders can prepare early leaders who have commitment and integrity. Who is high in his service to the country.

1.2. Problem Formulation

Based on the background of the problem above, the formulation of the problem in this study is:

1. How is the influence of transformational leadership on human resource development for the 469th Command Battalion of Kopasgat?
2. How is the influence of transformational leadership on the Performance of soldiers in the 469th Kopasgat Command Battalion?
3. How does human resource development influence the Performance of soldiers in the 469th Kopasgat Command Battalion influence?
4. What is the relationship between transformational leadership and the Performance of soldiers in the 469th Command Battalion of Kopasgat with human resource development as an intervening variable?

1.3. Research Objectives

Based on the formulation of the problem above, the objectives of this Research are:

1. To find out and analyze the influence of transformational leadership on the development of human resources for the 469th Battalion Kopasgat soldiers.
2. To find out and analyze the influence of transformational leadership on the Performance of the 469th Kopasgat Battalion soldiers.
3. To find out and analyze the influence of human resource development on the Performance of soldiers in the 469th Kopasgat Command Battalion.
4. To find out and analyze the relationship of transformational leadership on soldiers' Performance with the development of human resources as an intervening variable in the 469th Battalion Kopasgat Command.

1.4. Benefits of Research

Practical Benefits

The practical benefits that can be obtained from this Research are:

- a. As input on transformational leadership on the Performance of soldiers through the development of human resources in the 469th Battalion of the Kopasgat Command.
- b. As a result of the work in adding insight into knowledge that can further broaden the reader's mindset, especially regarding transformational leadership and human resource development on the Performance of soldiers in the 469th Kopasgat Command Battalion.

Theoretical Benefits

- a. The theoretical bWriter can is more aware and understands transformational leadership, soldier performance and human resource development and can directly apply the theories gained during lectures in the real world of organizations.
- b. Other researchers a useful source of information for colleagues discussing the same problem, so the authors hope that further Research can be better than now and with other variables.

2. LITERATURE REVIEW

2.1. Transformational Leadership Theory

Transformational leadership is a leadership style that inspires employees or subordinates by providing motivators so that subordinates can develop and achieve high Performance in an organization. Transformational leadership is included in situation theory, is leadership that has a vision for the future and can identify environmental changes and can transform these changes into the organization, pioneering change and providing motivation and inspiration to individual employees to be creative and innovative, bringing renewal in management performance, courageous and is responsible for leading and controlling the organization, Luthans (2015).

This understanding says that the difference lies in function and activity. Leadership deals with change, while management is concerned with overcoming complexity. This means that leadership not only means leading people but also leading change, setting direction by developing a vision of the future, then they unite people by communicating this vision and inspiring them to achieve organizational goals, in Noor (2013). Leadership style is concerned with the ways used by managers to influence their subordinates. In this study using the concept of Robbins (2015) to measure transformational leadership is as follows:

- a. Charisma, characterized by the power of vision and understanding of the mission, generates respect, increases optimism, emphasizes the importance of goals, and the leader will make subordinates have confidence.
- b. Inspirational includes the capacity of a leader to be a role model for his subordinates. The leader conveys clear goals and sets a good example for his subordinates.
- c. Individual attention, can be in the form of guidance and mentoring to subordinates. The leader gives personal attention to his subordinates and pays special attention so that subordinates can develop abilities.
- d. Intellectual Stimulus is the leader's ability to eliminate the reluctance of subordinates to generate ideas, encourage subordinates to be more creative and stimulate thoughts from subordinates in solving problems.

2.2. Human Resource Development (HR)

Human Resource Development (HR) it can be ascertained that all organizations, both government and private as well as companies, would want superior employees when agencies and organizations accept employees who can work with high competence with the hope that the recruited employees are of high quality. Human resource development is very important for an organization because human resources are a need that must be continuously developed in an employee to motivate employees to improve their Performance (Bagung, 2012). Factors Affecting Human Resource Development, Surely we often hear about Human Resources. What exactly is HR? Human resources are productive individuals who work as drivers of an organization, whether in an institution or a company that has a function as an asset, so their abilities must be trained and developed. Human resources at a macro level are the number of people of productive age in a country. Human Resources include the thinking power and physical power possessed by every individual or human. Therefore HR becomes an important element in company activities, which include HR are:

- a. Labor, labor is individuals who produce goods and services in a company or organization, experts. Experts are individuals who have special expertise. The company needs experts.
- b. Leader, the leader, serves to lead the running of the company. Good or bad the company's path is in the hands of the leader.
- c. Businessman/Entrepreneurs are individuals who can develop their businesses. Entrepreneurs can also create jobs.
- d. Producer/producers are individuals who can produce goods.
- e. Consumer, consumers are individual users of the goods produced

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Implementing human resource development needs to consider factors, both from within the organization itself and within the organization concerned.

2.3.Soldier Performance

If an organization or company wants to progress or develop, it is required to have quality employees, quality employees are employees whose Performance can meet the targets or targets set by the organization's company, to obtain employees who have good Performance, it is necessary to implement Performance within the organization. According to Bangun (2012), Performance is the result of work achieved by a person based on job requirements. A job has certain requirements to be carried out in achieving goals, also known as job standards, so job standards are the expected level of a particular job to be completed properly by employees in an organization. According to Wirawan (2009), performance is the output produced by a job or profession's functions or indicators within a certain time. Factors Affecting Performance According to Bangun (2012) that to measure employee performance are as follows:

- a. Number of Jobs, this dimension shows the number of jobs produced by individuals or groups as requirements that become job standards.
- b. Quality of work: Every company employee must meet certain requirements to produce work according to the quality demanded by a particular job.
- c. Timeliness, each job has different characteristics, for certain types of work must be completed on time because it has a dependence on other jobs.
- d. Attendance, a certain type of work requires the presence of employees in doing it according to the specified time.
- e. Only one employee can complete Cooperation Ability, not all work. Certain types of work may have to be completed by two or more employees, thus requiring cooperation between employees is needed.

3. CONCEPTUAL FRAMEWORK AND HYPOTHESES

3.1. Conceptual framework

The theoretical framework is a study of real-world phenomena that form a complete understanding and understanding of how a problem is solved (Ferdinand, 2014), so the frame of mind is also the rationale of Research synthesized from facts, observations and research studies, and frameworks thinking contains theories, propositions or concepts that will be used as the basis for Research. In this study, the conceptual framework was prepared based on theories, opinions of experts and previous Research, while the conceptual framework in this study was prepared based on the opinions of experts. Bthe following is submitted hThe relationship between the variables used in this study can be seen in Figure 3.1 below:

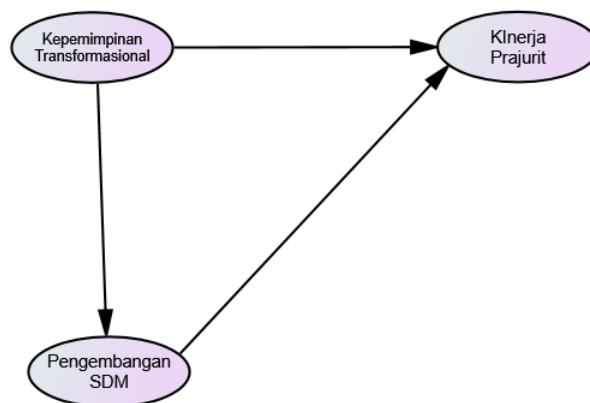


Figure 1 Conceptual Framework

Source :Suratno (2020), Marbawi (2018), Robbins (2016), and Luthans (2015)

3.2.Hypothesis Research

The hypothesis is a temporary assumption that needs to be answered in Research and to find facts that must be collected and analyzed, so the hypothesis that is compiled is a temporary question or assumption about the results of Research that still needs to be verified, so in this study several hypotheses can be formulated as follows:

- H₁ = It is suspected that transformational leadership influences the quality of human resource development in the 469th Kopasgat Command Battalion.
- H₂ = It is suspected that transformational leadership influences the Performance of soldiers in the 469th Kopasgat Command Battalion.
- H₃ = It is suspected that the quality of human resource development influences the Performance of soldiers in the 469th Kopasgat Command Battalion.
- H₄ = Allegedly transformational leadership affects soldiers' performance through the quality of human resources in the 469th Kopasgat Command Battalion.

4.RESEARCH METHOD

4.1. Location and Object of Research

This Research was conducted at the location of the 469th Kopasgat Command Battalion where the 469th Kopasgat Command Battalion was divided into 3 (three) locations, namely the Battalion Headquarters located in Medan and had two separate companies located in Aceh Province, namely Rifle Company B located in North Aceh Regency and Rifle Company C. located in Banda Aceh, the objects are soldiers of the 469th Kopasgat Command Battalion located in Aceh Province, while the subjects in this study are all soldiers of the 469th Kopasgat Command Battalion both in Medan and in Aceh.

4.2.Research population and sample

In this study, the population is objected/subjects that have certain qualities and characteristics determined by the researcher to be studied and then the conclusion is drawn, namely soldiers in the 469th Kopasgat Command Battalion, so all soldiers who become the population in this study are soldiers serving in the Battalion. The 469 Kopasgat Command consists of 278 soldiers.

Table 1
Total Research Population

No	Battalion	Number of Personnel	Percent
1	Mayon - Medan	187	68
2	Kipan B Lhokseumawe	43	16
3	Kipan C Banda Aceh	44	16
Total		278	100

In this Research, the sampling method was carried out in two stages, namely the first stage was carried out by stratified sampling, namely determining the number of sampling in each Battalion, then the second stage was the simple random sampling method, namely the selection of simple random sampling without regard to the existing strata of the Battalion which the sampling size had determined. This sampling technique is carried out by determining the sample size using the Maximun Likelihood Estimation (ML) method in Ghazali (2014) in this study the population was 278, the sample size is recommended between 100 to 200 and can also be measured 5-10 times

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the parameter for the SEM model, which is 19 indicators x 9, 171 soldiers in the 469th Kopasgat Command Battalion have met the requirements in this research model.

Table 2
Number of Research Samples

No.	Battalion	Number of Personnel	Sample
1	Mayon - Medan	187	$187/278 \times 171 = 116$
2	Kipan B Lhokseumawe	43	$43/278 \times 171 = 28$
3	Kipan C Banda Aceh	44	$44/278 \times 171 = 27$
Total		278	171

4.3.Data collection technique

Research data collection in the form of questionnaires, namely the data collection technique used in this study is to distribute all questionnaires or questionnaires that have been prepared to respondents in the form of a series of written questions submitted to respondents to obtain written answers from soldiers of the 469th Command Battalion Kopasgat. In this study, questionnaires were made with structured statements/questions and provided answers in the form of a scale with answers adjusted to statements/questions, measuring each questionnaire using a Likert scale where each statement has an answer interval of 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and 5 (strongly agree).

5.RESEARCH RESULTS AND DISCUSSION

5.1.Research Results

This Research was conducted on soldiers from the 469th Kopasgat Battalion, both located in North Sumatra and Aceh, the activities of soldiers in the 469th Kopasgat Command Battalion intended to analyze the Performance of soldiers who were influenced by transformational leadership and human resource development (HR) soldiers of the 469th Kopasgat Battalion. Fast Action Squad Command(abbreviated as Kopasgat, or other names berets orange, is a (special) force owned by the Indonesian Air Force. Kopasgat is a ground combat unit capable of three dimensions: air, sea, and land. Every Kopasgat soldier is required to have at least para-command qualifications (Parako) to be able to carry out tasks professionally, then the special abilities of the air dimension are added according to their specialization.



Figure 5.1 Soldiers from the 469th Kopasgat Battalion.

Kopasgat is tasked with fostering the strength and capabilities of the unit as an air force force which is always operationally ready to carry out all missions of war and non-military military operations other than war, the seizure of targets, the defense of strategic objects of the Air Force, air defense, special operations and typical of the air force in military operations at the discretion of the Air Force. TNI Commander. The soldier's uniform with the orange berets of Kopasgat was

inspired by the orange light at dawn in the Margahayu area, Bandung, where the commandos were trained.

a. Confirmatory factor analysis exogenous construct

Confirmation factor analysis of exogenous construction factors can be concluded that the value of loading factor indicators of transformational leadership, organization culture, and intrinsic motivation of loading element > 0.60 so that all hands are by the Confirmation factor analysis model; for more details can be seen in Figure 2 below :

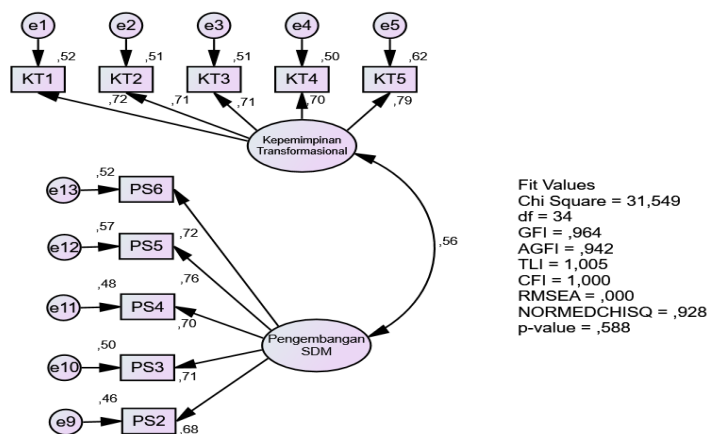
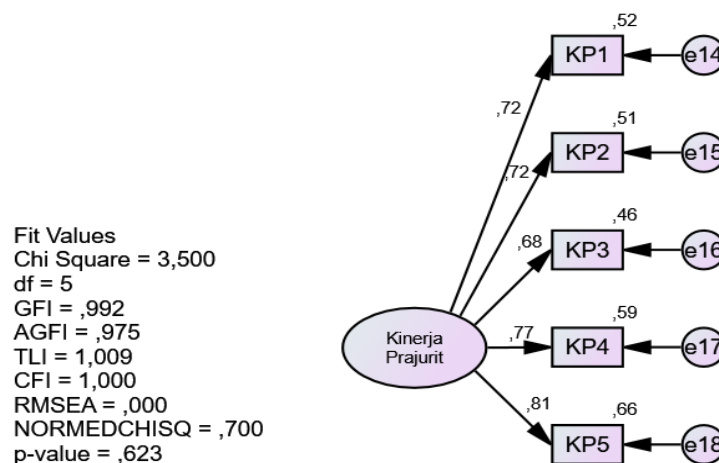


Figure 2 : CFA Analysis of exogenous construct after indicator drop

Based on Figure 2 above, it can be conveyed that all loading factor values of exogenous construct indicators are > 0.60 so it can be concluded that all indicators are acceptable because they are following the requirements of the CFA model (Ghozali, 2014)

b. Confirmatory factor analysis endogenous construct

In Figure 3 below, it is stated that the loading factor values of the endogen construction indicators are all > 0.60 so it can be concluded that all these indicators are worthy of acceptance because they are following the requirements of the model, then the data analysis can be continued to the next stage, namely the analysis of the reliability of the construction.



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Figure 3 : CFA Analysis of endogenous construct after indicator drop

c. Full model analysis structure equation modeling (SEM)

After confirming analysis of latent variables, then a full SEM model test is carried out to see the extent to which the basic model formed can describe the research phenomenon without any modification, as for the full SEM model can be seen in Figure 4 below :

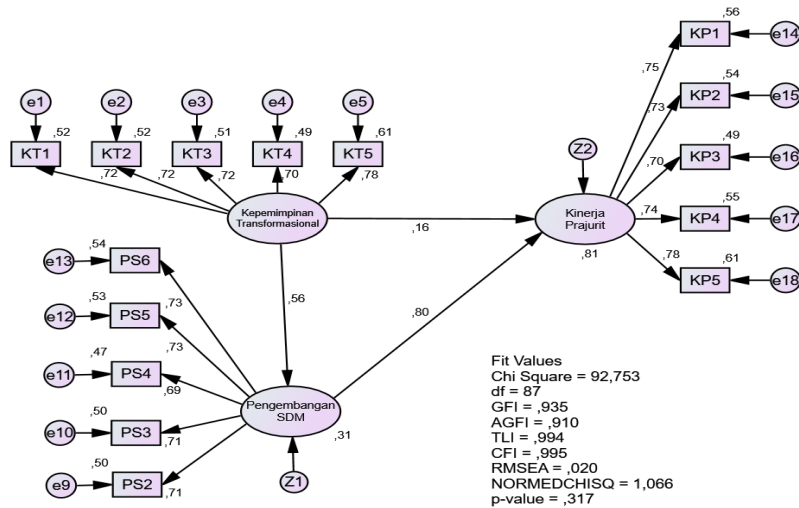


Figure 3 : Full model analysis structure equation modeling (SEM)

Table 3
Goodness of Fit Index

Goodness of Fit Index	Cut-off Value	Result analysis	Model evaluation
X ² -Chi-Square	Expected small	92.753	Good
Probability	≥ 0.05	0.317	Good
GFI	≥ 0.90	0.935	Good
AGFI	≥ 0.90	0.910	Good
CFI	≥ 0.95	0.995	Good
TLI	≥ 0.95	0.994	Good
CMIN/DF	≤ 2	1.066	Good
RMSEA	≤ 0.08	0.020	Good

Based on Figure 3, it can be explained that the SEM model has met the goodness of fit as required in the SEM model against index probability and AGFI and another index which is still good. This SEM model does not need to be revised or modified according to the concept of modification indices in the SEM model. The results of the SEM model analysis as shown in Figure 3 and Table 3 below, It can be explained that all exogenous variables have a significant effect on endogenous variables so this model can already test research hypotheses.

Table 3

The influence of construct eksogen toward construct endogen

<i>Endogen Variabel</i>		<i>Exogen Variabel</i>	<i>Std.Est.</i>	<i>Est</i>	<i>S.E.</i>	<i>C.R.</i>	<i>P</i>
HRD	<---	Transf. Leadership	,557	,540	,096	5,600	***
Soldier performance	<---	HRD	,805	,819	,118	6,933	***
Soldier performance	<---	Transf. Leadership	,156	,154	,076	2,031	,042

Based on Table 3 above, the influence between exogenous variables and endogenous variables can be explained as follows :

1. The direct influence of transformational leadership on HR development is with an estimated value of 0.557 (55.7%) and a significant value of 0.000 less than 0.05, which means there is a significant influence and accepts the first hypothesis (H1) which states transformational leadership has a positive and significant effect on HR development in the soldiers of the Kopasgat 469th Commando Battalion.
2. The direct effect of HR development on soldier performance is with an estimated value of 0.805 (80.5%) and a significant value of 0.000 less than 0.05, which means that there is a significant influence and accepts the first hypothesis (H2) which states that HR development has a positive and significant effect on soldier performance in soldiers of the Kopasgat 469th Commando Battalion.
3. The direct influence of transformational leadership on soldier performance is with an estimate value of 0.156 (15.6%) and a significant value of 0.042, less than 0.05 which means there is a significant influence and accepts the first hypothesis (H3) which states transformational leadership has a positive and significant effect on the Performance of soldiers of the 469th Commando Battalion Kopasgat.

5.2.Discussion

In this section, we will explain in more detail the research results that have been obtained through the analysis of the SEM model using the AMOS application, and then this discussion will be related to the theory and results of previous Research and also emphasizes on testing the hypotheses that have been made in the previous chapter with the aim of get answers to the statement of the hypothesis of this study.

The effect of transformational leadership on human resources development

Based on the test results the first hypothesis, it is proven that transformational leadership affects human resource development, the results of the analysis prove that the P-value generated from the model is $0.000 < 0.05$ so it can be stated that there is a significant influence of transformational leadership on the development of human resources for the 469th Kopasgat Battalion soldiers, this means that the more both increase the values applied in transformational leadership according to the indicators analyzed, both behavior and attitudes, abilities, emotional approaches to subordinates and the values adopted by the leadership of the 469th Commando Battalion Kopasgat is a good personality attitude so that it increases career development soldier.

The effect of transformational leadership on soldier performance

Based on the results of Research proven that transformational leadership has a positive and significant influence on the Performance of soldiers of the 469th Commando Battalion Kopasgat, the results of the analysis prove that the Pvalue value generated from the SEM model is $0.000 < 0.042$ so that it can be stated that there is a significant influence of transformational leadership on HR development, this means that the better the leadership style applied to the soldiers of the 469th Commando Battalion Kopasgat, the better the improved Performance of soldiers of the 469th

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Commando Battalion Kopasgat, conditions can be well understood and trusted by each soldier for the direction and behavior of its leader, the results of this study are also in line with Research conducted by Ma'mun (2013), Kurniawan (2014), Maria (2019), Marbawi (2018), Robbins (2015) and Alie (2016)

The effect of human resources development on soldier performance

Based on the results of research, it is proven that HR development affects the Performance of the soldiers of the 469th Commando Battalion Kopasgat, the results of the analysis prove that the P value generated from the model is $0.00 < 0.05$ so that it can be stated that there is an influence of career development on the Performance of soldiers of the 469th Commando Battalion Kopasgat, this means that the development of human resources has a positive impact on the Performance of the soldiers of the 469th Commando Battalion Kopasgat, the results of this study support the results of Research proposed by Robbins (2015), Luythan (2015), Panjaitan (2017), Lolowang (2016), Tarigan (2014) and Yusran (2018).

The human resources development mediates the relationship of transformational leadership to soldier performance

The results of the mediation effect test conducted using the sobel test method an interactive calculation tool for mediation tests where the statistical test value obtained a value of C'of 0.448 p-value of $0.000 > 0.05$ while line C of 0.154 p-value of $0.042 < 0.050$, based on the results of the analysis of coefficient values and P Value there was a decrease in the value of the coefficient from C to C' thus it can be concluded that career development mediates (partial mediation) relationships between transformational leadership and the Performance of soldiers of the 469th Commando Battalion Kopasgat partially, from the results of calculations and data analysis it is concluded that career development serves as a variable mediating partial relationship of transformational leadership to the Performance of soldiers of the 469th Commando Battalion Kopasgat.

6. CONCLUSIONS AND SUGGESTIONS

6.1. Conclusion

Based on the formulation of the problem and research objectives that have been described previously, it can be put forward some conclusions in this study as follows:

1. Transformational leadership has a significant effect on human resource development for soldiers of the 469th Command Battalion Kopasgat, meaning that transformational leadership has been applied by TNI leaders at the institution both in terms of programs to improve soldiers' careers, development of training programs and leadership learning in accordance with HR development policies for soldiers of the 469th Battalion Command. Special Forces.
2. Transformational leadership has a positive and significant impact on the Performance of soldiers of the 469th Kopasgat Battalion Command, meaning that the transformational leadership style that has been applied so far has a direct impact on improving the behavior of soldiers of the 469th Kopasgat Command Battalion.
3. Human resource development dominantly has a positive and significant impact on the Performance of soldiers of the 469th Kopasgat Battalion Command, meaning that the human resource development program that has been implemented so far at the TNI institution can have a direct effect on improving the Performance of soldiers of the 469th Kopasgat Command Battalion.

6.2. Suggestions

Based on the research results and conclusions that have been described in previous chapters, the authors provide suggestions for improvements to performance management at the 469th Kopasgat Command Battalion in the future as follows:

1. Leaders of the 469th Kopasgat Command Battalion, in order to continue to maintain the values of the transformational leadership style such as giving influence, inspiring soldiers in carrying out their daily tasks so that their Performance can continue to improve in the future.
2. The development of human resources that has been good so far and carried out by the leadership according to existing regulations, career development of soldiers, promotion and regeneration of leaders need to be continuously improved, so that in the future the competence and professionalism of soldiers are in line with the expectations of the TNI institution.
3. The Performance of the 469th Kopasgat Battalion soldiers needs to be improved in line with increasing human resource development, this needs the role of the 469th Kopasgat Command Battalion leadership to provide guidance and direction to help each other and work together, build good relationships with superiors so that the Performance of soldiers continues to increase in line with the improvement of TNI organizational performance. .

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