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**The Effect of Leadership, Motivation and Work Discipline on
the Security Personnel Performance at Navy Headquarter****Eddy Panjaitan, Willy Arafah & Kusnadi**

ABSTRACT

This study aims to determine the level of the effect between leadership, motivation and work discipline on the Security Personnel Performance at Navy Headquarter. The population in this study was officers with a population sample of 80 respondents, which was calculated based on Slovin theory. While the sampling technique was carried out by proportionally stratified random sampling method (Proportionate Stratified Random Sampling). The results of the analysis with linear regression and multiple linear regression to test the hypothesis at a significant level of 0.05 indicate that leadership, motivation and work discipline have an effect on personnel performance. Of the three independent variables that have the strongest effect on the Security Personnel Performance is leadership, in other words the better the leadership, the better the personnel performance.

Keywords: Leadership, Motivation, Work Discipline and Security Personnel Performance.

I. INTRODUCTION

The Commander of Detachment at Navy Headquarter has the main duties of the function of which are to enforce order, discipline, as well as safeguarding personnel, materials, information and all Headquarter installations. The target of the security that is carried out is to prevent various vulnerabilities in all aspects as well as those that will complicate efforts to control and secure both infiltration and the possibility of being the basis for activities of extreme elements and criminals that can cause Threats of Obstacles to Challenges at Navy Headquarter environment. For this reason, a high performance of security personnel is required in the implementation of guard and security duties, so that they are able to properly describe service orders and superior orders and be able to achieve task success (Mission Accomplish). Gibson (2007) states that there are 3 factors that influence performance, namely: individual, psychological, and organizational. In this study, the leadership factor is one of the important factors in improving personnel performance because the leader drives and directs the organization in achieving goals. Then no less important to support the achievement of high performance is a motivational factor. Simamora (2007) reveals that the characteristics of people who have high motivation are like a job that is full of challenges, has initiative, has a big responsibility, in the relationship he

always wants a quick and concrete response or feedback, likes to work solely. not only to gain power and money and higher morale if he feels superior to his fellow workers. Another factor to improve personnel performance is work discipline. Work discipline is the awareness and willingness of a soldier to obey all the rules of unity and social norms that apply within the unit.

II. LITERATURE REVIEW

Performance

Miner in Sutrisno (2013) states that performance is how a person is expected to function and behave in accordance with the tasks that have been assigned to him. Cormick and Tiffin in Sutrisno (2013) reveal that performance is the quantity, quality and time used in carrying out tasks. Quality is how a person can carry out his duties, namely regarding the number of mistakes made, discipline and accuracy. Working time is about the number of absences made, the tardiness and the length of time worked in the year that has been served.

Leadership

Leadership according to Robbin in his book Sudaryono (2014) is the ability to influence a group towards achieving goals. Purwanto (2011) Leadership is an art of influencing a group of people to follow the leader's vision and mission sincerely without coercion. Military leadership according to Wirawan (2014) is a military doctrine that has a number of specificities. The US Army stated that a leader is on one who by virtue of assumed role or assigned responsibility inspires and influences people to accomplish organizational. Leaders motives people both inside and outside the chain of command to pursue actions, focus thinking, and shape decisions for the greater good of the organization.

Motivation

Robbins in Tambunan (2015) argues that motivation is the willingness to spend a high level of effort toward organizational goals conditioned by the ability of that effort to meet individual needs. Hani Handoko (2001) says that motivation is a condition in a person's personality that encourages an individual's desire to carry out certain activities in order to achieve goals. Edy Sutrisno (2014) says that motivation is a factor that encourages someone to do a certain activity, therefore motivation is often interpreted as a driving factor for one's behavior.

Work Discipline

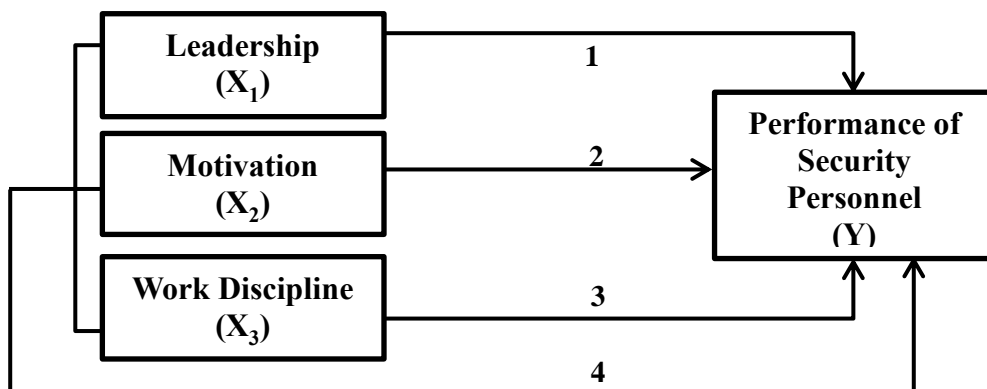
Hasibuan (2006: 444) reveals that work discipline is a person's awareness and willingness to obey all company regulations and prevailing social norms. Rivai (2011: 825) states that work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase awareness and willingness to comply with all company regulations. The point of discipline within the Indonesian Navy is to increase the fulfillment of obligations, cooperation and provisions in certain environments.

III. RESEARCH METHODOLOGY

Research Design

The research design used is a combination of associative and descriptive research. Then the research design uses a survey research approach, namely field research conducted to collect information from samples or respondents. The data obtained and the respondents are then studied and analyzed. Of the 60 statements submitted by the respondents asked to provide responses based on 5 Likert scales, namely 1 = strongly disagree to 5 = strongly agree.

Conceptual Framework



Population and Sample

Slovin in Umar (2003: 88) revealed that the sampling in this study was based on the formulation Slovin is as follows with p of 0.5 (95% confidence level or 1.96) and e of 5% obtained a minimum sample number (n) of:

$$n = \frac{100}{1 + (100 \times 0,05^2)}$$

$$n = \frac{100}{1,25}$$

$$n = 80$$

IV. RESULTS AND DISCUSSION

Instrument Test and Data Collection

Table 1: Validity Test Result Performance Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
btr1	48,73	23,384	,526	,463	,859
btr2	48,60	22,708	,575	,530	,856
btr3	48,65	21,721	,656	,746	,851
btr4	49,10	23,785	,317	,412	,872
btr5	48,63	21,317	,704	,797	,848
btr6	48,65	23,156	,449	,609	,864
btr8	48,45	24,100	,388	,552	,866
btr10	48,57	24,046	,518	,548	,861
btr11	48,32	22,225	,595	,548	,855
btr12	48,45	22,254	,783	,789	,847
btr13	48,43	22,610	,457	,530	,864
btr14	48,48	22,461	,534	,656	,859
btr15	48,75	21,167	,605	,686	,855

Source: Results of Treatment with SPSS 20

**Table 2: Validity Test Result Leadership
Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
btr2	38,60	62,605	,649	,575	,869
btr3	39,50	61,436	,436	,513	,886
btr4	39,13	62,984	,381	,353	,889
btr5	38,43	63,379	,679	,740	,869
btr6	38,73	62,410	,707	,834	,867
btr7	38,95	61,895	,752	,890	,865
btr8	39,20	59,856	,704	,872	,865
btr9	38,45	64,869	,615	,736	,872
btr10	38,30	67,241	,553	,730	,876
btr11	38,08	67,097	,422	,777	,880
btr13	38,50	63,641	,611	,739	,871
btr14	39,00	62,974	,671	,755	,869
btr15	38,85	63,054	,527	,572	,876

Source: Results of Treatment with SPSS 20

**Table 3: Validity Test Result Motivation
Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
btr1	49,70	79,600	,788	,929	,940
btr2	49,75	78,449	,775	,978	,940
btr3	49,50	80,821	,761	,957	,941
btr4	49,40	83,169	,647	,919	,944
btr5	49,43	82,097	,706	,873	,943
btr6	50,07	74,328	,826	,910	,939
btr7	49,70	81,703	,697	,918	,943
btr8	49,68	80,379	,630	,941	,944
btr9	50,12	75,958	,695	,760	,944
btr10	51,00	76,667	,637	,731	,946
btr12	50,03	76,487	,868	,936	,938
btr13	49,78	80,999	,670	,773	,943
btr14	50,18	77,533	,781	,809	,940
btr15	49,78	77,820	,837	,880	,939

Source: Results of Treatment with SPSS 20

Table 4: Validity Test Result Work Discipline Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
btr1	42,80	82,831	,417	,578	,897
btr3	43,83	74,353	,624	,627	,889
btr4	43,40	78,246	,693	,842	,888
btr5	43,63	77,163	,672	,870	,888
btr6	44,65	75,054	,539	,658	,894
btr7	43,58	79,430	,465	,707	,895
btr8	44,20	77,087	,473	,453	,896
btr9	43,88	78,881	,490	,677	,894
btr10	44,40	77,426	,494	,815	,895
btr12	44,43	76,046	,633	,766	,889
btr11	44,53	74,769	,651	,759	,888
btr13	43,95	71,587	,722	,870	,884
btr14	43,50	76,410	,699	,900	,887
btr15	43,83	72,610	,737	,858	,884

Source: Results of Treatment with SPSS 20

In the table 1, 2, 3 and 4 where the value of r table is 0.312 to = 0.05 with N (Respondent) = 40 or df = 38, after each instrument is compared between r count with r table, it can be seen that all the items of performance variables are all valid.

Table 5: Reliability Statistics

No.	Variabel	Cronbach's Alpha	r kritis	Ket
1.	Performance (Y)	0,868	0,60	Reliabel
2.	Leadership (X1)	0,882	0,60	Reliabel
3.	Motivation (X2)	0,946	0,60	Reliabel
4	Works Discipline (X3)	0,898	0,60	Reliabel

Source: Date processed with SPSS 20

From the table 5 that the Cronbach; s alpha value of all variables ranges from 0 to 1, thus all items in the measurement instrument can be declared reliable.

Table 6: Regression Analysis X1 to Y Coefficients^a

Model	Unstandardized Coefficients		Standar dized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Parti al	Part	Tolera nce	VIF
1 (Constant)	13,890	2,827		4,912	,000					
x1	,825	,055	,860	14,875	,000	,860	,860	,860	1,000	1,000

a. Dependent Variable: y

Source: Date processed with SPSS 20

Hypothesis 1:

Based on the table – 6, the t test results in this study can be explained: The t test results for the variable (X1) show the t value of 14.875, with $\beta = 0.860$ and a significance level of 0.000 which means less than 0.05 ($p < 0.05$). This means that the value of t count 14.875 is greater than t table 2,000. On the basis of these comparisons, Ho1 is rejected and Ha1 is accepted or it means that there is an influence (X1) on performance.

Table 7: Regression Analysis X2 to Y
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	15,390	2,997		5,135	,000					
x2	,821	,061	,837	13,529	,000	,837	,837	,837	1,000	1,000

a. Dependent Variable: y

Source: Data processed with SPSS 20

Hypothesis 2:

Based on the table – 7, the t test results in this study can be explained: The t test results for the variable (X2) show the t value of 13,529, with $\beta = 0,837$ and a significance level of 0.000 which means less than 0.05 ($p < 0.05$). This means that the value of t count 13,529 is greater than t table 2,000. On the basis of these comparisons, Ho1 is rejected and Ha1 is accepted or it means that there is an influence (X2) on performance.

Table 8: Regression Analysis X3 to Y

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	22,214	4,096		5,424	,000					
x3	,653	,080	,681	8,206	,000	,681	,681	,681	1,000	1,000

a. Dependent Variable: y

Source: Data processed with SPSS 20

Hypothesis 3:

Based on the table – 8, the t test results in this study can be explained: The t test results for the variable (X3) show the t value of 8,206, with $\beta = 0,681$ and a significance level of 0.000 which means less than 0.05 ($p < 0.05$). This means that the value of t count 8,206 is greater than t table 2,000. On the basis of these comparisons, Ho1 is rejected and Ha1 is accepted or it means that there is an influence (X3) on performance.

Table 9: Regression Analysis X1,X2,X3 to Y
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	9,517	2,911		3,269	,002					
x1	,467	,114	,487	4,082	,000	,860	,424	,219	,202	4,948
x2	,289	,116	,294	2,479	,015	,837	,274	,133	,204	4,897
x3	,163	,069	,170	2,355	,021	,681	,261	,126	,549	1,822

a. Dependent Variable: y

Source: Data processed with SPSS 20

Hypothesis 4:

Based on the table – 9, the t test results in this study can be explained: The t test results for the variable (X1) show the t value of 4,082, with $\beta = 0,487$, variable (X2) show the t value of 2,479, with $\beta = 0,294$, variable (X3) show the t value of 2,355, with $\beta = 0,170$, and a significance level less than 0.05 ($p < 0.05$). On the basis of these comparisons, H_0 is rejected and H_a is accepted or it means that together there is an effect (X1) (X2) and (X3) on performance.

The results showed that there was a very strong effect ($R = 0.852$ or 85.2%) of the Leadership variable (X1) on the Security Personnel Performance (Y) variable at the Navy Headquarter. This means that the results of his research indicate that leadership is a variable that has an effect on the Security Personnel Performance.

The results showed that there was a very strong effect ($R = 0.821$ or 82.1%) of the Motivation variable (X2) on the Security Personnel Performance (Y) variable at the Navy Headquarter. This means that the research results show that motivation is a variable that has an effect on the Security Personnel Performance.

The results showed that there was a strong effect ($R = 0.651$ or 65.1%) of the Work Discipline variable (X3) on the Security Personnel Performance (Y) variable at the Navy Headquarter. This means that the results of his research indicate that work discipline is a variable that has an effect on the Security Personnel Performance.

The results showed that there was a moderate effect ($R = 0.467$ or 46.7%) of the leadership variable (X1), the motivation variable (X2) and the work discipline variable (X3) on the Security Personnel Performance variable (Y) in the Navy Headquarter. From the results of the above research it is known that together there is an effect (X1), (X2) and (X3) on (Y).

V. CLOSING

Managerial Implications

The results showed that leadership, motivation and work discipline affect on the Security Personnel Performance at Navy Headquarter. For this reason, it is necessary to take basic steps and the limitations of the research described above, so consider the following: the need to formulate a strategy to improve the Security Personnel Performance at the Navy Headquarter begins with submission and vision determination - Purpose of Headquarter Detachment - Targets Security - Security Purpose. Furthermore, the Security Objective is implemented as the goal of each Headquarter Detachment personnel, starting from the Headquarter Detachment Commander to the lowest ranking personel. The goals above provide inspiration to define the goals below. Meanwhile, the responsibilities are carried out in stages from the bottom up. The formulation of this strategy is

to improve Security Personnel Performance, including the participation of the Head of the Division without ignoring suggestions and input from subordinates. An important goal setting at Headquarter Detachment is a management process that ensures that every member involved in security knows what role they have to play and what results need to be achieved in order to maximize their contribution to the objectives of the security. In other words, when the goal is determined, it is clear for all personnel to know what will be achieved and how to achieve it, each personnel will focus on his energy and thoughts to achieve the security goal.

Research Limitations

The strategy to improve the Security Personnel Performance serving in this study may not be fully implemented in other government agencies and institutions because the focus of this study is one of the duties and functions of the Headquarter Detachment. Apart from that the samples taken are basic facts for Detachment Officers Headquarters, Jakarta.

Suggestion

Further research is suggested to confirm the model with specific constructs, namely leadership as a mediating variable, given the research focus on personnel behavior; and conducting research by comparing the security personnel performance in the Indonesian Army and Air Forces.

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