

## **The Influence of Situational Leadership Style, Motivation and Work Environment on Soldiers' Performance**

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**Abstract:** The 2<sup>nd</sup> Supply and Transport Battalion has the main task of providing supplies, maintenance and services by land, water or air. In carrying out its duties, the Battalion is still experiencing several issues. Some of these issues caused soldiers' performance to decline. The research aims to analyze the influence of situational leadership style, motivation, and work environment on soldier performance. This study will use a quantitative verification analysis, that is testing the hypothesis through processing field data. Besides that, exploratory descriptive analysis was also carried out. Researchers sorted out 30% of the sample from 380 soldiers, so that there were 114 samples. The sampling technique is Stratified Random Sampling. Data collection techniques used questionnaires and documentation, while data analysis techniques used descriptive statistical analysis and multiple linear regression analysis. The results of the analysis show that situational leadership style, motivation, and work environment have a positive and significant effect on soldier performance. Situational leadership style has a dominant effect on soldier performance.

**Keywords:** Motivation, Performance, Situational Leadership Style, Work Environment

### **A. Introduction**

The principal duty of the 2<sup>nd</sup> Supply and Transport Battalion, one of the Administrative Assistance Units under the 2<sup>nd</sup> Infantry Division, is to coordinate supplies, maintenance, and services by land, water, and air in order to assist the 2<sup>nd</sup> Infantry Division's primary tasks. As an administrative assistance unit, this battalion is required to be able to carry out its duties optimally so that the main tasks can be achieved. The task of this battalion unit is inseparable from the performance of the soldiers in it. Many factors can affect the performance of soldiers, including: motivation, leadership, work environment, work culture, communication, position, training and so on. All of these factors must have an effect, some are dominant and some are not. Every organization will make an effort to continuously raise employee performance standards in order to meet its objectives (Ali & Agustian, 2018).

Soldier performance will be greatly impacted by a leader's leadership style, which will also have an impact on how subordinates perceive that style. On the one hand, certain leadership behaviors can lead to increased performance on the other hand can lead to decreased performance. Leadership involves at least the elements: people who can influence, people who can be influenced, and the existence of certain activities or series of actions in achieving organizational goals (Utari & Hadi, 2020). A leader must set a good example for those under him. Every leader must always be able to inspire enthusiasm so that followers can willingly accept and comprehend organizational goals and work efficiently to achieve organizational goals (Samsu, 2022). This is in line with what was stated by Faturahman (2018) that with the ability of leaders to carry out their duties and functions, organizations can run effectively in achieving goals (Faturahman, 2018). According to Wardani et al. (2023), a leader must employ the most effective leadership behavior that can maximize productivity, job satisfaction, growth, and easily adapt to all situations in order to maintain and improve the performance of subordinates. Therefore, the leadership style that can best meet the demands of a specific circumstance is the most appropriate.

As members of the military, soldiers are known for their high discipline, however, high soldier discipline does not guarantee that these soldiers also have high work motivation (Manurung Y.S, 2017). As Maslow's theory of motivation is that humans will be motivated if the needs that are the target of life are met properly, starting from physiological needs to self-actualization needs. The more their needs are met, the greater the soldier's performance in carrying out his duties and obligations in his unit. Motivation is the willingness to expend a high level of effort for organizational goals conditioned by the ability of that effort to meet some individual needs (Hartono, 2018). People are motivated to accomplish organizational goals when they are under the influence of motivation. Strong work motivation can boost employee morale and productivity, advancing organizational goals (Fajrin, 2018).

The work environment also affects the performance of soldiers, according to (Lis et al., 2022) the work environment is the environment where employees carry out their daily work. A conducive work environment provides a sense of security and allows soldiers to work optimally. The work environment can affect soldiers emotionally. If a soldier likes the work environment in which he works, then the soldier will feel at home in his workplace to carry out activities so that work time is used effectively and efficiently, and the soldier's work performance will also be high.

Even though so far the tasks have been carried out smoothly, this battalion is still experiencing several problems that need to be addressed in order to improve the performance of its soldiers, including: There are still many soldiers who are indisciplined, for example being late for the morning roll call and not attending without permission/explanation; the implementation of defense equipment maintenance is not in accordance with the applicable SOP (Standard Operating Procedure), so that the defense equipment is quickly damaged; lack of cohesiveness

between soldiers in carrying out tasks; and there are still many soldiers who are negligent when carrying out their duties. Some of these things resulted in a decrease in the performance of soldiers. Therefore, this study will examine the extent to which situational leadership style, motivation and work environment influence the performance of soldiers (Manurung, Y. S et al, 2023).

Problem identification is an activity to find as many problems as possible, if the answers can be found through research. The search for problems is based on the main problem which is reflected in the background of the problem. The problems in this study can be identified that the performance of soldiers is still not optimal and there is still a need to improve situational and motivational leadership styles. In addition, the work environment is also not fully able to support soldiers in supporting the implementation of work, both the physical environment related to facilities and infrastructure and the social environment related to the work environment.

From several identification of known problems, in this study the problems can be formulated as follows: (1) What is the description of situational leadership style, motivation, work environment and soldier performance? (2) How does the situational leadership style, motivation and work environment influence the performance of soldiers? and (3) Which of the situational leadership styles, motivation and work environment have the dominant influence on soldier performance?

The purpose of this research is to describe the situational leadership style, motivation, work environment and performance of soldiers; analyze the influence of situational leadership style, motivation and work environment on soldier performance; and analyze the dominant influence of situational leadership style, motivation and work environment on soldier performance.

This research is expected to be useful for adding insight and knowledge to other researchers in the field of human resource management, especially in improving the performance of soldiers; provide positive input for battalion commanders, especially regarding situational leadership style, motivation and work environment to be taken into consideration in future decision making; and for advanced researchers, the results of this study can provide additional literature for research on efforts that can be made to improve performance.

To overcome what has been described above, the author will apply a strong situational leadership style, high motivation and a comfortable work environment to improve soldier performance. One of the studies related to this is research conducted by (Harahap et al., 2023). Where this research still focuses on leadership variables in general, work ethic, and motivation and has not included work environment variables. Therefore, the authors are interested in examining how situational leadership style, motivation and work environment affect the performance of soldiers.

The following is a research hypothesis presented based on the conceptual framework presented above. Of the three independent variables mentioned above, it is suspected that all of them have a positive influence on soldier performance. Therefore, the hypothesis can be presented as follows:

**H1:** It is hypothesized that the work environment, motivation, and situational leadership style all have a significant impact on the soldiers.

**H2:** The performance of soldiers is thought to be significantly influenced by the situational leadership style.

## **B. Methods**

This study will use quantitative verification analysis, namely testing the hypothesis of field data processing, besides that it will also be carried out through exploratory descriptive analysis (Ramdhan, 2021) to find out an overview of the problems faced and draw conclusions on the existing facts after being connected with relevant theories. The scope of this research is about human resource management which focuses on factors that influence performance, namely situational leadership style, motivation and work environment at the 2nd Supply and Transport Battalion.

With a study period ending in June 2022, this study was carried out at the 2nd Supply and Transport Battalion in Malang. The choice of this research location as a research object was due to the lack of research conducted by other people regarding performance with a background in TNI soldiers, especially the TNI-AD and trying to find answers whether after the 1998 TNI Internal Reform, the performance of military organizations must be supported by a leadership style that adapts to the conditions/situation.

In order to gather information and responses from respondents for this study, a questionnaire instrument with a number of written statements was used. The Likert scale is the measurement method in this study. As a starting point for creating research instrument items in the form of questions or statements, the approach is to describe the variables to be measured as indicators. According to a Likert scale, the responses from each test range from extremely supportive to extremely unsupportive. This study used a nearness questionnaire which contained positive questions or statements.

The population in this study were all soldiers totaling 380 people. The researcher took a 30% sample from the total population of 380 people, so the total sample was 114 people. The sampling technique used in this research is Stratified Random Sampling. Data collection techniques in this study are questionnaire and documentation. According to Sugiyono (2019), since gathering data is the investigation's primary goal, data collection techniques are the most strategic investigative step.

Based on the research objectives, research concept framework and hypotheses, the required analysis includes descriptive analysis and multiple linear regression analysis models with the help of SPSS.

### C. Results and Discussion

#### Instrument Validity and Reliability Test

The validity and reliability tests that were conducted on 30 respondents are described as follows: (1) Validity test. Validity shows the ability level of the research instrument, measuring what is being measured and being able to reveal data from the variables studied appropriately. The validity test uses the Product Moment correlation technique by correlating the score of each question item with the total score. The instrument is declared valid if the Product Moment correlation value (r count) is greater than the r table value at a significant level of 5%. The results of the validity test can be presented in the following table:

**Table 1. Validity Test Results for Each Variable**

Variable	Item Numbers	r count	r table ( $\alpha = 5\%$ )	Testing	Description
Y	Y1.1	0,603	0,361	r count > r table	Valid
	Y1.2	0,786			Valid
	Y2.1	0,423			Valid
	Y2.2	0,938			Valid
	Y3.1	0,735			Valid
	Y3.2	0,906			Valid
X1	X1.1.1	0,723	0,361	r count > r table	Valid
	X1.1.2	0,607			Valid
	X1.2.1	0,684			Valid
	X1.2.2	0,508			Valid
	X1.3.1	0,642			Valid
	X1.3.2	0,670			Valid
	X1.4.1	0,718			Valid
	X1.4.2	0,513			Valid
	X2.1.1	0,424			Valid
	X2.1.2	0,611			Valid
X2	X2.2.1	0,689	0,361	r count > r table	Valid
	X2.2.2	0,419			Valid
	X2.3.1	0,634			Valid
	X2.3.2	0,554			Valid
	X2.4.1	0,673			Valid
	X2.4.2	0,688			Valid
	X2.5.1	0,530			Valid
	X2.5.2	0,778			Valid
X3	X3.1.1	0,662	0,361	r count > r table	Valid
	X3.1.2	0,520			Valid
	X3.2.1	0,595			Valid
	X3.2.2	0,693			Valid
	X3.3.1	0,650			Valid
	X3.3.2	0,497			Valid

From the results of the validity test, it can be seen that all statement item scores are significantly correlated with the total score, indicated by the value of  $r_{count} > r_{table}$ . The significant correlation between the statement item scores and the total score indicates that the statement items used can measure the variables studied, so that all statement items are declared valid; (2) Reliability Test. Reliability indicates the extent to which the measurement results remain consistent when the measurement is carried out twice or more for the same symptom. In this study, the reliability test was carried out using the Alpha Cronbach method. The instrument is declared reliable if the reliability value obtained reaches at least 0.6 (Amirrudin et al., 2020). The results of the reliability test for each variable can be presented in the following table:

**Table 2. Reliability Test Results for Each Variable**

Variable	Cronbach's Alpha	Description
Y	0,900	Reliable
X1	0,870	Reliable
X2	0,865	Reliable
X3	0,815	Reliable

The reliability test results presented in table 2 above show that the statement items for each variable have an Alpha coefficient value greater than 0,6 so the instrument used is declared reliable.

### Descriptive Analysis

**Table 3. Performance Variable Statement Item Frequency Distribution (Y)**

Item	Respondents Answer										Average item score
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Y1.1	0	0	1	0,9	0	0	62	54,4	51	44,7	4,43
Y1.2	1	0,9	1	0,9	2	1,8	71	62,3	39	34,2	4,28
Y2.1	0	0	0	0	6	5,3	68	59,6	40	35,1	4,30
Y2.2	0	0	4	3,5	6	5,3	67	58,8	37	32,5	4,20
Y3.1	0	0	1	0,9	7	6,1	41	36,0	65	57,0	4,49
Y3.2	0	0	2	1,8	6	5,3	45	39,5	61	53,5	4,45
<b>Variable score average</b>											4,41

As shown in table 3 above, the results of respondents' responses to the statement items for the performance variable (Y) are as follows: (1) Most of the respondents tend to strongly agree with the statement "I complete the work/tasks given by superiors carefully" (Y1.1), "I complete work/tasks given by superiors neatly" (Y1.2); "I understand every job/task given to me by superiors" (Y2.1); "I carry out my main daily tasks, according to the job description" (Y2.2); "I carry out morning and afternoon roll call on time" (Y3.1); and "I am always present every working hour" (Y3.2); (2) The average performance variable (Y) is 4,41. This means that most of the respondents tend to strongly agree with this variable.

**Table 4. Frequency Distribution of Statement Items  
 Situational Leadership Style Variable (X1)**

Item	Respondents Answer										Average item score
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X1.1.1	0	0	7	6,1	12	10,5	53	46,5	42	36,8	4,14
X1.1.2	0	0	1	0,9	8	7,0	54	47,4	51	44,7	4,36
X1.2.1	0	0	3	2,6	11	9,6	39	34,2	61	53,5	4,39
X1.2.2	1	0,9	1	0,9	12	10,5	45	39,5	55	48,2	4,33
X1.3.1	0	0	3	2,6	17	14,9	47	41,2	47	41,2	4,21
X1.3.2	0	0	7	6,1	11	9,6	61	53,5	35	30,7	4,09
X1.4.1	1	0,9	1	0,9	3	2,6	44	38,6	65	57,0	4,50
X1.4.2	0	0	0	0	4	3,5	47	41,2	63	55,3	4,52
<b>Variable score average</b>											4,40

The results of respondents' responses to the statement items of the situational leadership style variable (X1), as in the table 4 above are as follows: (1) Most of the respondents tend to strongly agree with the statement "The Battalion Commander provides an explanation of each task that I will carry out" (X1.1.1), "The Battalion Commander makes rules that must be obeyed by all soldiers" (X1.1.2), "The Battalion Commander would like to receive suggestions/inputs from me" (X1.2.1), "The Battalion Commander gives briefings to the soldiers periodically" (X1.2.2), "The Battalion Commander is in the midst of soldiers in training activities (X1.3.1), "The Battalion Commander supervises members who are carrying out exercises" (X1.3.2), "If on external service, the Battalion Commander delegates authority to the Deputy Commander Battalion or the oldest Officer to supervise the Battalion" (X1.4.1), and "The Battalion Commander gives flexibility to the Company Commander to lead their respective Company members" (X1.4.2); (2) The average situational leadership style variable (X1) is 4,40. This means that most of the respondents tend to strongly agree with this variable.

**Table 5. Frequency Distribution of Motivational Variable Statement Items (X2)**

Item	Respondents Answer										Average item score
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X2.1.1	1	0,9	6	5,3	18	15,8	74	64,9	15	13,2	3,84
X2.1.2	8	7,0	23	20,2	27	23,7	30	26,3	26	22,8	3,38
X2.2.1	0	0	1	0,9	17	14,9	67	58,8	29	25,4	4,09
X2.2.2	11	9,6	21	18,4	30	26,3	36	31,6	16	14,0	3,22
X2.3.1	1	0,9	3	2,6	3	2,6	66	57,9	41	36,0	4,25
X2.3.2	1	0,9	8	7,0	39	34,2	44	38,6	22	19,3	3,68
X2.4.1	3	2,6	3	2,6	18	15,8	54	47,4	36	31,6	4,03
X2.4.2	1	0,9	1	0,9	6	5,3	54	47,4	52	45,6	4,36
X2.5.1	1	0,9	1	0,9	3	2,6	52	45,6	57	50,0	4,43
X2.5.2	3	2,6	17	14,9	17	14,9	49	43,0	28	24,6	3,72
<b>Variable score average</b>											4,04

As shown in table 5 above, the responses of the respondents to the statement items for the motivational variable (X2) are as follows: (1) Most of the respondents tend to agree with the statement “The salary I receive is sufficient for my daily food needs (X2.1.1), “I am given an official residence by the Batallion if I am married/ have a family” (X2.1.2), “I feel safe living in the official residence” (X2.2.2), “I feel that I belong to this Battalion, apart from being a place for me to socialize, it is also a place to depend on my life” (X2.3.2), and “I have a wide opportunity to be promoted to a certain position in accordance with the potential that I have” (X2.5.2); (2) Most of the respondents tend to strongly agree with the statement “I feel secure about my career and future in this Batallion” (X2.2.1), “Fellow soldiers receive me with great kinship” (X2.3.1), “If I get an achievement, my Battalion Commander rewards me” (X2.4.1), “The Battalion Commander entrusts me to do work that is in accordance with the competence/ability that I have” (X2.4.2), and “I get wide opportunities to develop myself through education/courses” (X2.5.1); (3) The average motivation variable (X2) is 4,04. This means that most of the respondents tend to strongly agree with this variable.

**Table 6. Frequency Distribution of Statement Items  
 Work Environment Variables (X3)**

Item	Respondents Answer										Average item score
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X3.1.1	0	0	1	0,9	6	5,3	62	54,4	45	39,5	4,32
X3.1.2	0	0	2	1,8	12	10,5	67	58,8	33	28,9	4,15
X3.2.1	0	0	0	0	10	8,8	52	45,6	52	45,6	4,37
X3.2.2	0	0	0	0	10	8,8	57	50,0	47	41,2	4,32
X3.3.1	0	0	1	0,9	9	7,9	73	64,0	31	27,2	4,18
X3.3.2	1	0,9	16	14,0	23	20,2	49	43,0	25	21,9	3,71
<b>Variable score average</b>											4,27

The results of respondents’ responses to the statement items of the work environment variable (X3), as in the table 6 above are as follows: (1) Most of the respondents tend to strongly agree with the statement “There is good cooperation between me and my superiors in carrying out my duties” (X3.1.1), “My commander wants to listen to my complaints” (X3.1.2), “There is good cooperation between me and other fellow members in carrying out the tasks given by superiors” (X3.2.1); “There is harmonious communication with fellow soldiers both in the office and in the field” (X3.2.2), “There are good and comfortable working conditions” (X3.3.1), and “Existing training facilities/infrastructure in the Battalion can support each training activity” (X3.3.2); (2) The average work environment variable (X3) is 4,27. This means that most of the respondents tend to strongly agree with this variable.

### **Multicollinearity Test**

Multicollinearity is the existence of a perfect or definite linear relationship between the independent variables. A good regression model should not have a correlation between the independent variables or no multicollinearity. To see whether or not



multicollinearity symptoms can be identified by looking at VIF (Variance Inflating Factor) and tolerance values. If the VIF value is less than 5, it means that there is no multicollinearity between the independent variables (Shrestha, 2020). Furthermore, it is called that there is no multicollinearity if the tolerance value is not less than 0,1. The test results are shown in the following table:

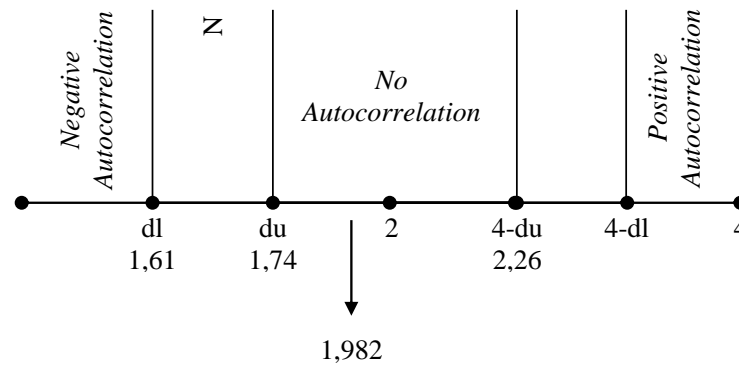
**Table 7. Multicollinearity Test Results**

<b>Independent Variables</b>	<b>Tolerance</b>	<b>VIF value</b>	<b>Description</b>
Situational Leadership Style (X1)	0,416	2,404	Non-Multicollinear
Motivation (X2)	0,403	2,482	Non-Multicollinear
Work environment (X3)	0,674	1,484	Non-Multicollinear

Based on the table 7 above, it can be seen that the VIF value of each independent variable is <5, so it can be said that there are no symptoms of multicollinearity. Meanwhile, the tolerance value is not less than 0,1 so that this model is free from multicollinearity. This means that there are no independent variables that have similarities with other independent variables in the model used. So it is hoped that there will be no habit in the process of drawing conclusions regarding the influence of each independent variable, namely Situational Leadership Style (X1), Motivation (X2) and Work Environment (X3) on the dependent variable Performance (Y). In the absence of multicollinearity symptoms, the regression model can be used to predict the dependent variable, that is the performance variable (Y) with independent variable input, namely Situational Leadership Style (X1), Motivation (X2) and Work Environment (X3).

### **Autocorrelation Test**

The consequence of the existence of autocorrelation is that the sample variance cannot describe the population. In addition, the resulting regression model is biased and cannot be used to estimate the value of the dependent variable at the value of certain independent variables. One way of detecting autocorrelation is the Durbin-Watson test. A multiple linear regression model is free from autocorrelation if the calculated Durbin-Watson value is located in the No Autocorrelation area (Wisudaningsi et al., 2019). Determining the location is assisted by tables dl (lower limit) and du (upper limit), by consulting the value of k, that is the number of independent variables.

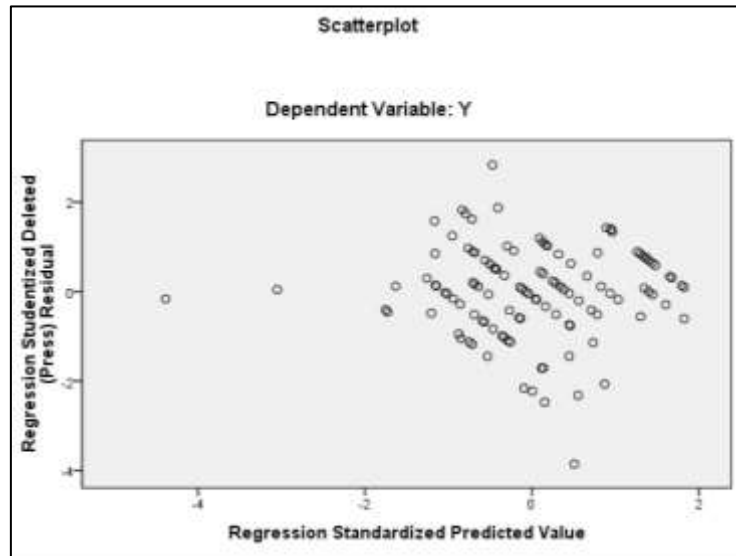


**Figure 1. Autocorrelation Test Results Using Durbin-Watson Values**

The results of the Durbin-Watson test showed the number 1,982, with the number of independent variables ( $k$ ) = 3, the number of samples ( $n$ ) = 114, so after consulting the Durbin-Watson test table the values  $d_l = 1,61$  and  $d_u = 1,74$ . Based on the test above, it appears that the Durbin-Watson value of 1,982 is located in the No Autocorrelation area so that it can be concluded that the multiple linear regression model is free from the classical assumptions of autocorrelation statistics. This means that the regression model used is unbiased and can be used to estimate the value of the dependent variable, namely the performance variable ( $Y$ ) at the value of certain independent variables whether it is Situational Leadership Style ( $X_1$ ), Motivation ( $X_2$ ) or Work Environment ( $X_3$ ).

### Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from one residual observation to another. If the residual variance from one observation to another observation remains, then it is called homoscedasticity, and if it is different it is called heteroscedasticity. A good regression model is one that has homoscedasticity or does not have heteroscedasticity (Djalilic & Terzic, 2021).

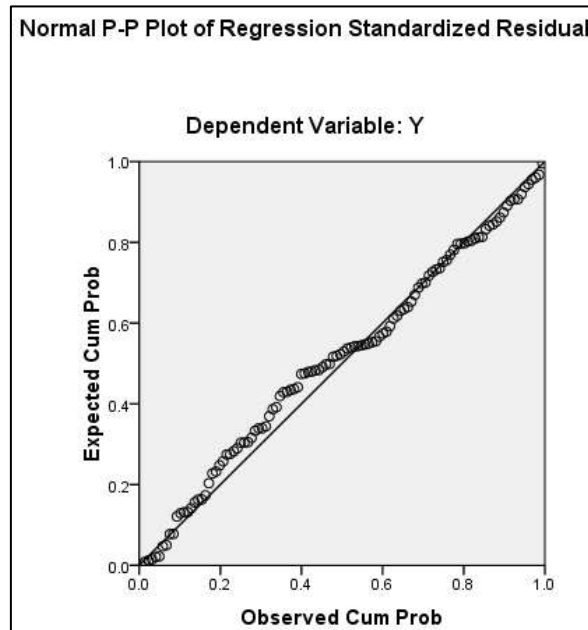


**Figure 2. Heteroscedasticity Test Results Using Scatterplot**

Based on the picture above, it can be concluded that the multiple linear regression model is free from the classical assumption of heteroscedasticity, or the assumption of homogeneity is met. This means that the regression model is feasible to use in research. Meanwhile, it is feasible in this case that the regression model can be used to predict the dependent variable, namely Performance (Y) with the input of the independent variables, namely Situational Leadership Style (X1), Motivation (X2) and Work Environment (X3).

### **Normality test**

Normality test is useful to find out whether the dependent, independent or both variables are normally distributed, close to normal or not. If the data is not normally distributed, then nonparametric analysis can be used. If the data is normally distributed, parametric analysis including regression models can be used. Detecting whether the data is normally distributed or not can be identified by describing the distribution of data through a graph. If the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets the assumption of normality.



**Figure 3. Normality Test Results Based on Graphs**

Based on the picture above, it appears that the data spreads around the diagonal line and follows the direction of the diagonal line. Then the regression model meets the assumption of normality.

### **Hypothesis test**

The first hypothesis stated by the researcher is that situational leadership style, motivation and work environment have a significant effect on soldier performance. And the second hypothesis is that situational leadership style has a dominant influence on soldier performance. To test the first hypothesis, a simultaneous test or F test is carried out, while for testing the second hypothesis, a partial test or t test is carried out first, after knowing which independent variables have a significant effect on the dependent variable, the next step is to determine which independent variables have the largest regression coefficient. The independent variable that has the largest regression coefficient is declared dominant.

### **The first hypothesis test**

The results of multiple linear regression analysis calculations can be seen in the following table:

**Table 8. Multiple Linear Regression Test Results**

Variable	Unstandardized coefficients	t count	t table	Sig.	Description
X1	0,245	4,514	1,658	0,000	Significant
X2	0,145	3,538	1,658	0,001	Significant
X3	0,234	3,788	1,658	0,000	Significant
Constant (a)	6,159				
Durbin-Watson (DW)	1,982				
R	0,818				
Adjusted R Square	0,660				
F count	73,965				
Significant Probability	0,000				
F					
F table	2,680				

Based on the calculation data in the table above, the regression equation model obtained is:  $Y = 0,245X1 + 0,145X2 + 0,234X3$ . To test the relationship of the three independent variables with the dependent variable, multiple correlation analysis (R) is used. The results of the analysis show that the multiple correlation coefficient (R) is 0,818, meaning that there is a fairly close relationship between the variables of situational leadership style (X1), motivation (X2) and work environment (X3) on soldier performance (Y). While the coefficient of multiple determination (Adjusted R Square) is 0,660 indicating the contribution of the independent variable to the dependent variable is 66%, the remaining 34% is the contribution of other variables not included in the model. The results of the multiple correlation coefficient (R) and the multiple determination coefficient in this study are good enough to explain the variation in variables affecting soldier performance (Y).

To test the first hypothesis, an F test was carried out, in which the first hypothesis was proposed, namely that situational leadership style, motivation and work environment had a significant effect on soldier performance. At a confidence level of 95% ( $\alpha$  5%), the F table value is 2,680, while the calculated F value is 73,965, so that the calculated F is greater than the F table and the significant probability value of F is 0,000, less than 0,05, meaning that  $H_0$  is rejected and  $H_a$  is accepted. It has been tested that the first hypothesis proposed can be proven.

### The second hypothesis test

Using the t test to examine the impact of each independent variable, namely situational leadership style, motivation, and work environment, on soldier performance, the following results were obtained: (1) Situational Leadership Style (X1). The results of the analysis obtained a significance probability value of 0,000 which is less than 0,05. The calculated t value of 4,514 is greater than the t table of 1,658. It means that  $H_0$  is rejected and  $H_a$  is accepted, meaning that the situational leadership style variable (X1) has a significant effect on the soldier's performance (Y); (2) Motivation (X2). The results of the analysis obtained a significance probability

value of 0,001 which is less than 0,05. The calculated t value of 3,538 is greater than the t table of 1,658. It means that Ho is rejected and Ha is accepted, meaning that the motivational variable (X2) has a significant effect on the soldier's performance (Y); (3) Work Environment (X3). The results of the analysis obtained a significance probability value of 0.000 which is less than 0.05. The calculated t value of 3,788 is greater than the t table of 1,658. It means that Ho is rejected and Ha is accepted, meaning that the Work Environment variable (X3) has a significant effect on the soldier's performance (Y).

The results of the t test for each independent variable show that all independent variables have a significant influence on the performance of soldiers. Of the three independent variables that have the strongest influence on soldier performance, it can be seen from the largest regression coefficient, namely the situational leadership style variable (X1) which has a regression coefficient of 0.245 and a significant t value of 0.000 greater than the regression coefficient of the independent variables. other. The results of the analysis above prove that the second hypothesis stated by the researcher can be proven.

## **Discussion of Research Results**

The results of the regression model analysis above show that the Situational Leadership Style (X1), Motivation (X2) and Work Environment variables have a significant influence on Soldier Performance (Y). A discussion of the influence on soldier performance which is explained through the variables of situational leadership style, motivation and work environment will be described below:

### **Situational Leadership Style (X1)**

The success of a leader according to situational theory is determined by the characteristics of leadership with certain behaviors that are adapted to the pressure of the leadership situation and organizational situation which are faced with the calculation of space and time factors (Khoironi & Hamid, 2020). Situational leadership is a leader's behavior that adapts to situations and conditions different subordinates (Hikmayani Fauzia et al., 2018). Situational leadership style is the activity of the Battalion Commander in influencing, encouraging, guiding, directing and moving his subordinates by taking an approach according to certain situations and the level of maturity of the subordinates he leads. The indicators are instructive, consultative, participatory and delegative behavior of the battalion commander. The results of the respondents' answers to the average variable score show that they tend to strongly agree for the four indicators, this confirms that the situational leadership style is indeed relevant to be applied by Battalion Commanders in leading their soldiers. From the average score of the four indicators, the greatest value is delegative behavior. This proves that most of the respondents wanted the Battalion Commander to give more maturity to his subordinate Commanders (Company Commanders) to lead

members, so that the Battalion Commander did not have to directly lead all activities in the field.

### **Motivation (X2)**

Motivation is the desire to satisfy needs by igniting the workplace (Chalofsky, 2010; Brown-Crowder, 2017). Physiological, safety, social, esteem, and self-actualization needs are the indicators. The results of the respondents' answers to the average variable score show that they tend to strongly agree for the five indicators, this proves that motivation plays an important role in improving soldier performance. From the average score of the five indicators, the highest value is the need for appreciation. This proves that most of the respondents/soldiers wanted their superiors, the Battalion Commander, to pay attention to their performance. If they excel, the Battalion Commander should give them an award. Rewards in this case are not always about money, it can also be by providing other welfare such as holidays, so that soldiers are more motivated in serving everyday.

### **Work Environment (X3)**

The work environment is a situation where members carry out daily activities including physical and non-physical which can give the impression of being pleasant, safe, peaceful, feeling at home, and so on (Amabile et al., 2004; Amabile et al., 1996; Gallstedt, 2003). The indicators are relations with superiors, relations with colleagues and workplace facilities. The results of the respondents' answers to the average variable score show that they tend to strongly agree for the three indicators, this proves that the work environment plays an important role in improving soldier performance. From the average score of the three indicators, the greatest value is the relationship with colleagues. We can understand this because it is no longer a secret that TNI soldiers are known for their compactness or the military term *esprit de corps* (spirit of corps). So that the relationship with co-workers is very important in carrying out every task given by the leadership, so the implication is of course increasing the performance of soldiers.

### **D. Conclusion**

Based on the results of the analysis and discussion of the results of the research, several conclusions can be drawn as follows, first, situational leadership style variables, motivational variables and work environment variables significantly influence performance variables. This means that if the situational leadership style, motivation and work environment are improved simultaneously, it will have an impact on increasing the performance of soldiers. Second, situational leadership style variables, motivational variables and work environment variables have a significant and positive effect on soldier performance variables. So that the higher the level of situational leadership style, motivation and good work environment, the higher the

soldier's performance. Third, Situational leadership style variables have a dominant effect on the performance of soldiers.

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