

**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND QUALITY OF WORK LIFE
ON SOLDIER PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS A
MEDIATING VARIABLE
(STUDY AT MILITARY RESORT COMMAND/ KOREM 101/ ANTASARI)**

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Abstract

The purpose of this research is to investigate the effect of transformational leadership and quality of work life on soldier performance with organizational commitment as a mediating variable at Military Resort Command/Korem 101/Antasari. The research method is quantitative using partial least square structural equation modelling analysis with data analysis using Smart PLS 3.0 software. The study involved 151 respondents is a soldier at Korem 101/Antasari. The type of variable scale used is the ordinal scale. The rating scale for each statement uses a rating scale technique with a likert scale type. Online questionnaires are distributed, the data analysis stage is the outer model test, namely the validity and reliability test and the inner model test, namely the hypothesis test or significance test. The independent variable of this research is transformational leadership and quality of work life. The dependent variable is soldier performance. Organizational commitment as a mediating variable. Online questionnaires based on the results of research data analysis it was found that there was a significant relationship between Quality of Work Life and Organizational Commitment. There is a significant relationship between Quality of Work Life and Soldier Performance. There is a significant relationship between Organizational Commitment and Soldier Performance. Organizational commitment is able to mediate between Quality of Work Life, and Soldier Performance. There is no significant relationship between Transformational Leadership and Organizational Commitment. There is no significant relationship between Transformational Leadership and Soldier Performance. Organizational commitment is unable to mediate the influence between transformational leadership and soldier performance.

Keywords : *transformational leadership, quality of work life, organizational commitment, soldier performance.*

Introduction

Performance is an important element in achieving organizational success. In the context of the Indonesian National Army (TNI AD), the performance of soldiers is strongly influenced by the leadership roles and quality of work life applied in their organizations. Korem 101/Antasari as part of the Indonesian Army, has the goal of achieving success through organizational commitment. Achieving this goal, a good quality of working life and a transformational leadership style capable of creating an environment that allows followers to create a work atmosphere that surpasses past performance is essential.

The phenomenon of decreased performance does not only occur in private organizations but can also occur within the Army organization. The Indonesian National Army (TNI AD) is an organization that instills pragmatic and structured values in the management of its human resources, although currently the TNI AD has carried out reforms within its organization. However, the reforms that have been carried out are still not optimal. The Indonesian Army, in this case Korem 101 / Antasari in achieving its organizational goals, must be supported by human resources and the existence of a leader who is reformist and cares about change and can play an important role in the running of the Korem 101 / Antasari organization.

Previous research has shown that transformational leadership style has an effect on the work motivation of TNI AD soldiers at Makorem 101/Antasari (Aryanto et al., 2024), Quality of Work Life (QWL) has an effect on employee performance (Noor et al., 2024), transformational leadership roles can improve employee performance (Bass BM, 2006), (Walumbwa FO, 2011) and the quality of work life has a positive and significant effect on employee performance (Sari et al., 2019) (Karoso et al., 2022), (Handayani & Khairi, 2022). Therefore, this study aims to understand how transformational leadership style and quality of work life can affect soldier performance through organizational commitment in Korem 101/Antasari. Thus, this research can make a significant contribution to understanding the dynamics of military performance and improving the performance of soldiers in Korem 101/Antasari.

Literature Review

Transformational Leadership

Transformational leadership involves inspiring followers to commit to a shared vision and goals for an organization or unit, challenging them to be innovative problem solvers, and developing followers' leadership capacity via

coaching, mentoring, and the provision of both challenge and support. It represents an elevated form of leadership that goes beyond the transactional aspects of setting expectations and rewards, focusing on inspiring, motivating, and empowering followers to achieve a collective vision and drive innovation and leadership growth (Bass BM, 2006). Transformational leadership as a style characterized by appeal and charisma, fostering ethical and moral elevation among its members (Darteybaah, 2015). This elevates leadership beyond mere transactional exchanges of requirements and rewards, signifying transformational leadership as an effective model widely adopted in various international organizations. It emphasizes factors such as attention, communication, trust, respect, and risk management in leader-follower relationships (Suriagiri, 2020).

Quality of work life

According to Cascio (1995), the quality of work life is the perception of employees such as that employees feel safe, relatively satisfied and get the opportunity to grow and develop as they deserve (Soetjipto, 2017). Based on the results of research that growth and development, participation, Work Environment affect Employee Performance, while Work Environment Variables have a dominant effect, this shows that the work environment must receive full attention so that employee performance increases (Irawati, 2015).

Organizational Commitment

Organizational commitment is a phenomenon that affects both management and lower-level employees, and therefore can be defined as a strong belief and acceptance of the organization's goals and values, readiness to give significant effort in the interests of the company, as well as a strong desire to remain in the organization (Miroshnik, 2013). Organizational commitment is the condition in which an employee feels attached to a particular organization, identifies with the goals of that organization, and wants to remain a member of that organization. This commitment often focuses on emotional attachment to the organization and belief in organizational values as the primary standard in employee commitment (Robbins, S., & Judge, 2017).

Performance

(Lee CW, 2018) suggests that performance is the result of work achieved by a person or group of people in carrying out the tasks assigned to them in accordance with predetermined criteria. Every employee is required to have competence, namely the ability or ability to carry out tasks or work for which they are responsible or entrusted. Employee performance refers to employee

work performance as measured by standards or criteria set by the agency. Performance is a person's work performance based on the quantity and quality that have been mutually agreed upon (Chairunnisah et al., 2021). In Indonesian large dictionary, performance is defined as something to be achieved, achievements shown and one's abilities. Many limitations are given by experts regarding the term performance, although different in the pressure of the formulation, but in principle performance is about the process of achieving results. Performance evaluation or performance appraisal is a process by which organizations assess the work performance of their employees (Tsauri, 2014).

Methods

The research method is quantitative using partial least with data analysis using Smart PLS 3.0 software. The study population consists of 151 soldiers from the Military Regional Command korem 101/Antasari. Data collection employed a random sampling technique. Questionnaires were distributed online at Makorem 101/Antasari. The independent variables in this study are Transformational Leadership and Quality of Work Life, and the dependent variable is soldier performance. The mediating variable is Organizational Commitment.

Result and Discussion

The study involved 151 respondents is a soldier at Korem 101/Antasari. The respondent data in this study is essential to ascertain the background of the respondents, which can be used to elucidate the research findings.

No	Characteristic	Sum	Percentage (%)
1	Age		
	20 to 30 years old	57	37,7
	31 to 40 years old	48	31,8
	41 to 50 years old	23	15,2
	51 to 58 years old	23	15,2
2	Gender		
	Male	138	91,4
	Female	13	8,6

Based on the characteristic of respondents, the majority age of 20 to 30 years is 37,7%. The majority gender is male as much as 91.4%.

SEM-PLS Results

Based on the calculation results using SEM-PLS, the model of the influence of transformational military leadership and quality of work life on soldier performance with mediating variable is Organizational Commitment is as follows.

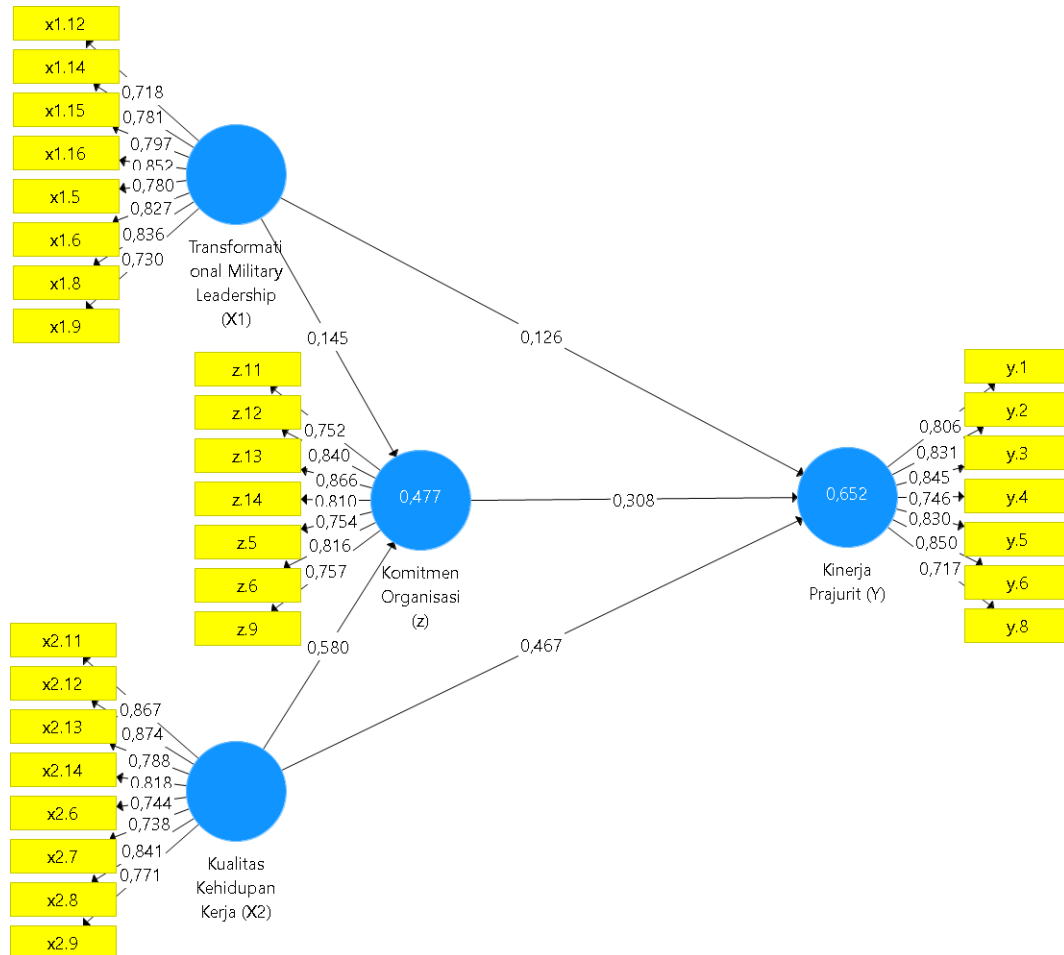


Figure 1. Outer Model

After Retrieved Transformational military leadership and quality of work life models on soldier performance with organizational commitment variables as mediating variables, next will be tested *Outer Model* which includes: *convergent validity (Loading Factor)*, *average variance extracted (AVE)*, *Composite Reliability* and *Cronbach Alpha*. From the calculation results it is known that the entire value *Loading Factor* which shows the relationship between the observed variables (*Manifest*) with variables above 0.7. So it can be concluded that based on Each construct in the study has good validity. Next will be testing AVE to further strengthen Results of *convergent validity* with criteria if the AVE value ≥ 0.5 (Hair, et al, 2019), then the construct used in the study is valid. *Cronbach's alpha* and *Composite Reliability* to find out whether construct reliability is good or not. Each construct is said to be reliable if it has *Cronbach's Alpha* and *Composite Reliability* which is greater than 0.70 (Hair, 2017) can be said to be reliable. The following are presented AVE test results and *Reliability* on the model.

2,231

Variabel	item	FL	VIP	CA	CR	AVE
Transformational Military Leadership (X1)	x1.5	0,780	2,162	0,914	0,930	0,626
	x1.6	0,827	2,827			
	x1.8	0,836	3,078			
	x1.9	0,730	1,994			
	x1.12	0,718	1,773			
	Charac teristic	Sum	Perce ntage (%)			
	x1.15	20 to 30 years old	57			
51 to 58 years old	31,8	0,852	41 to 50 years old	Gender	0,937	0,651
	23	15,2	2			
	Male	138	91,4			
	x2.8	0,841	2,687			
	x2.9	0,771	2,206			
	CA	CR	AVE			
	0,914	0,930	0,626			

	x2.13	0,788	2,545			
	x2.14	0,818	2,856			
1,994	z.5	0,754	2,417	0,907	x1.12	0,718
	z.6	0,816	3,078			
	z.9	0,757	2,927			
	z.11	0,752	1,957			
	z.12	0,840	2,582			
	0,923	0,937	0,651			
	z.14	0,810	1,794			
2,687	y.1	0,806	2,186	0,909	x2.9	0,771
	y.2	0,831	2,659			
	y.3	0,845	2,413			
	y.4	0,746	3,559			
	y.5	0,830	4,233			
	y.6	0,850	2,945			
	0,907	0,926	0,640			

Source: Data processed, 2024

0,810

	Transformational Military Leadership (X1)	Kualitas Kehidupan Kerja (X2)	Kinerja Prajurit (Y)	Komitmen Organisasi (z)
z.9	0,757	2,927	0,489	0,521
x1.6	0,827	z.11	0,752	1,957
x1.8	0,836	0,546	0,454	z.12
0,840	2,582	0,459	0,390	0,376
x1.12	z.13	0,866	2,771	0,412
x1.14	0,781	0,570	z.14	0,810
1,794	0,797	0,547	0,557	Soldier Performance (Y)
Y.1	0,806	2,186	0,909	0,928
0,648	0,601	Y.2	0,831	2,659
x2.7	0,524	0,738	0,544	Y.3
0,845	2,413	0,841	0,672	0,682
x2.9	Y.4	0,746	3,559	0,538
x2.11	0,589	0,867	Y.5	0,830
4,233	0,558	0,874	0,657	0,542

Y.6	0,850	2,945	0,607	0,544
x2.14	0,524	y.8	0,717	2,231
y.1	0,554	0,627	0,806	0,503
y.2	0,423	0,616	Transformational Military Leadership (X1)	Quality of Work Life (X2)
Soldier Performance (Y)	Organizational Commitment (z)	x1.5	0,780	0,628
0,489	0,521	x1.6	0,827	0,556
0,480	0,452	x1.8	0,836	0,546
0,454	0,430	x1.9	0,730	0,459
0,390	0,376	x1.12	0,718	0,579
0,538	0,412	x1.14	0,781	0,570
0,507	0,404	x1.15	0,797	0,547
0,557	0,436	x1.16	0,852	0,615
0,554	0,488	x2.6	0,601	0,744
0,621	0,489	x2.7	0,524	0,738
0,544	0,508	x2.8	0,595	0,841
0,672	0,682	x2.9	0,718	0,771

Table 1 shows that all latent variables have AVE values greater than 0.5. This indicates that the indicators that make up the latent construct have good convergent validity. Based on discriminant validity of the cross loading value shows that the indicator has a high correlation to its construct compared to other constructs. So it can be concluded that the research model has good discriminant validity in discriminant cross loading validity. In addition, each latent construct has a Cronbach's alpha value of more than 0.7, indicating that the latent construct has good reliability. In addition, the composite reliability value of all latent constructs also has a value greater than 0.70. Based on Cronbach's alpha and composite reliability values obtained, it shows that the model has good reliability.

After testing the outer model, then testing the inner model consisting of R-square, f-square, Q-square and GoF. The value of r square obtained is as follows.

0,652

	0,538
x2.11	0,589

Based on Table 3 above, it is known that the r-square value of soldier performance is 0.652, this shows that the variables transformational military leadership and quality of work life are able to explain soldier performance by 0.652 or 65.2%.

0,142

	0,600	0,570
x2.12	0,558	0,874
0,657	0,542	x2.13
0,507	0,788	

The f-square Transformational Military Leadership value on soldier performance is 0.022 where the effect is included in the low category. The f-square value of Quality of Work Life on soldier performance is 0.232 where the effect is included in the moderate category. The Organization's f-square value of commitment to soldier performance is 0.142 where the influence falls into the moderate category. The f-square Transformational Military Leadership value on organizational commitment is 0.020 where the influence is included in the low category. The f-square value of Quality of Work Life to organizational commitment is 0.314 where the effect is included in the moderate category. Furthermore, the Q-square value obtained is as follows.

1208,000

	x2.14	0,524	0,818
0,636	0,513	Y.1	0,554
0,627	0,806	0,503	Y.2
0,423	0,616	0,831	
Y.3	0,579	0,641	

Based on the results of the calculation above, it is known that the value of Q square is greater than 0, this means that the observed values have been reconstructed well so that the structural model has predictive relevance. The GoF value in the structural model is 0.602. These results show that the structural model has GoF which is included in the good category.

0,602

0,630	Y.4	0,446
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0,500	0,746	0,485
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Furthermore, hypothesis testing was carried out, by comparing the t-statistic value with the t-table, which is 1.96 or by using p-values compared to α 5% and 10% or 0.05 and 0.1. Here is a table of the results of testing the hypothesis of the structural model.

Accepted

	0,564	0,656	0,830	0,531	Y.6	0,592
0,705	0,850	0,621	y.8	0,370	0,549	0,717
0,541	z.5	0,442	0,558	0,543	0,754	z.6
0,523	0,636	0,630	0,816	z.9	0,360	0,416
0,509	0,757	z.11	0,249	0,396	0,409	0,752
z.12	0,318	0,488	0,511	0,840	z.13	0,530
0,600	0,577	0,866	z.14	0,592	0,642	0,653
0,810	0,178	0,177	0,052	3,463	0,001	Diterima

Based on the results of hypothesis testing (Table 7), it can be explained as follows:

1. Hypothesis 1: Transformational Military Leadership (X1)-> Organizational Commitment (z):

Hypothesis: There is a relationship between transformational military leadership and the level of organizational commitment.

Results: There was no significant relationship between Transformational Military Leadership and Organizational Commitment because the P value was greater than 0.05 ($0.247 > 0.05$).

2. Hypothesis 2: Quality of Work Life (X2)-> Organizational Commitment (z):

Hypothesis: Quality of work life has an influence on the level of commitment of the organization.

Results: There was a significant relationship between Quality of Work Life and Organizational Commitment because the p value was less than 0.05 ($0.000 < 0.05$).

3. Hypothesis 3: Transformational Military Leadership (X1)-> Soldier Performance (Y):

Hypothesis: There is a relationship between transformational military leadership and soldier performance.

Results: There was no significant relationship between Transformational Military Leadership and Soldier Performance because the P value was greater than 0.05 ($0.236 > 0.05$).

4. Hypothesis 4: Quality of Work Life (X₂)-> Soldier Performance (Y):
Hypothesis: Quality of work life has an influence on soldier performance.
Results: There was a significant relationship between Quality of Work Life and Soldier Performance because the p value was less than 0.05 ($0.000 < 0.05$).
5. Hypothesis 5: Organizational Commitment (z)-> Soldier Performance (Y):
Hypothesis: The level of organizational commitment affects soldier performance.
Results: There was a significant relationship between Organizational Commitment and Soldier Performance because the p value was greater than 0.05 ($0.000 < 0.05$).
6. Hypothesis 6: Transformational Military Leadership (X₁) -> Organizational Commitment (z) -> Soldier Performance (Y):
Hypothesis: There is a mediating effect of organizational commitment between transformational military leadership and soldier performance.
Results: Organizational commitment was unable to mediate the influence between transformational military leadership and soldier performance because the p value was greater than 0.05 ($0.331 > 0.05$).
7. Hypothesis 7: Quality of Work Life (X₂) -> Organizational Commitment (z) -> Soldier Performance (Y):
Hypothesis: There is a mediating effect of organizational commitment between quality of work life and soldier performance.
Result: Organizational commitment was able to mediate between Quality of Work Life, and Soldier Performance because the p value was less than 0.05 ($0.001 < 0.05$).

Conclusion

There is a significant relationship between Quality of Work Life and Organizational Commitment. There is a significant relationship between Quality of Work Life and Soldier Performance. There is a significant relationship between Organizational Commitment and Soldier Performance. Organizational commitment is able to mediate between Quality of Work Life, and Soldier Performance. There is no significant relationship between Transformational Military Leadership and Organizational Commitment. There is no significant relationship between Transformational Military Leadership and Soldier Performance. Organizational commitment is unable to mediate the influence between transformational military leadership and soldier performance.

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