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The Influence of Transformational Leadership Style and Military Organizational Culture on Soldier Performance at Makorem 101/Antasari

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A B S T R A C T

Improving the quality of soldier performance is greatly influenced by leadership and organizational culture. The aim of this study is analysis the influence of transformational leadership style and military organizational culture on the performance of soldiers in Makorem 101/Antasari. The research method is quantitative using partial least squarewith data analysis using Smart PLS 3.0 software. The study population consists of 100 soldiers from the Military Regional Command (MAKOREM) 101/Antasari. The result shows that transformational leadership style and military organizational culture on soldier performance.

1. Introduction

Transformational leadership, as a model, has captivated scholars and practitioners alike due to its ability to instigate meaningful change, inspire followers, and cultivate a climate of innovation and motivation. While it has been widely discussed in various organizational contexts, its application within military settings, particularly in the Indonesian Army, presents a unique and relatively underexplored dimension. To unravel the intricate dynamics of transformational leadership and its influence on work motivation, this study adopts a multi-faceted approach to data collection. Through an extensive engagement with 100 key informants, carefully selected through a snowball sampling method, and a combination of passive participant observation, semi-structured interviews, as well as the utilization of open and closed question instruments, we seek to construct a holistic perspective of this relationship. Importantly, this research emphasizes the emic perspective, allowing us to center our focus on the perceptions and experiences of the individuals who are at the heart of this phenomenon - the soldiers themselves.

Therefore, in order to improve the performance of soldiers and the progress of the Army organization, a good organizational cultural climate and the role of leaders in the ranks of the Army who are able to mobilize all components in achieving the organizational goals of the Army are needed. The success of Transformational leadership depends on its

ability to create an environment that allows followers to create a work atmosphere that exceeds previous performance. Therefore, the performance of soldiers is strongly influenced by the role of leadership and organizational culture that develops in the organization. In this regard, where the phenomenon of decreased performance does not only occur in private organizations but can also occur in the Army organization. The Indonesian Army (TNI AD) is an organization that instills pragmatic and structured values in the management of its human resources, although the TNI AD has reformed its organization. However, the reforms that have been carried out are still not optimal, especially cultural reforms, which sometimes tend to be feudal and pragmatic and are still applied by members or leaders.

This becomes interesting when the organizational culture that is still feudal and pragmatic has given birth to and formed an authoritarian leadership style in the leaders of the Army. Authoritarian, harsh, uncompromising, and far from the values of caring for members, if still applied in the TNI AD organization, can lead to a decrease in performance in members. The TNI AD, through its ranks, should return to the values contained in Sapta Marga and the Soldier's Oath as the philosophy and life guidelines of every member of the TNI AD because it can be used as a foundation for creating and realizing a new organizational culture within the TNI AD Institution.

It is important to note that previous research, as outlined by Bass & Riggio (2006), highlights the significant role of transformational leadership in enhancing employee performance. Similarly, studies by Petrova (2019) and Walumbwa (2011) illustrate the influence of organizational culture, especially in a military context, on training and individual performance. Petrova (2019) emphasizes the positive impact of military organizational culture on the training process, while Walumbwa (2011) indicates that transformational leadership contributes to employee performance through relational identification with supervisors and perceived self-efficacy. Therefore, this research aims to understand how transformational leadership style and military organizational culture at Makorem 101/Antasari can affect the performance of soldiers. In order to support this argument, the study conducted by Rahmadi et al. (2022) at the Palu Navy Base provides additional insights into the relationship between professionalism, organizational culture, competence, and the performance of Navy soldiers. The findings of this study can significantly contribute to understanding the dynamics of military performance, emphasizing the influence of professionalism, organizational culture, and competence on the success of navy soldiers.

2. 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, 2006).

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).

Dartey-Baah (2015) identified transformational leadership as a style characterized by appeal and charisma, fostering ethical and moral elevation among its members. Eisenbeib (2013) described transformational leaders as those who motivate

employees to excel by prioritizing collective interests in achieving organizational goals. Van Wart (2013) presented the concept of transformational leadership as a process where leaders instigate organizational change by elevating employee motivation. Similarly, Gandolfi (2012) noted that transformational leadership fosters a positive relationship between leaders and their employees.

Organizational culture

Organizational culture encompasses a vast and diverse field of study that traverses disciplinary and methodological boundaries. Within this field, researchers grapple with a multitude of controversies, drawing scholars from various academic backgrounds, each taking differing positions on issues that have polarized the humanities and social sciences in recent decades. This complexity often blurs the line between debates specific to the study of culture and those that have wider implications for the study of organizations as a whole. Organizational culture, a fundamental aspect of any cultural study in the context of business and management, relies on a definition of culture (Martin, 2012).

However, as with broader cultural studies, a universally accepted definition remains elusive. While organizational culture researchers may initially appear to share common ground, defining culture as something cultural members collectively possess, the term "shared" conceals underlying disagreements. An in-depth analysis of various culture definitions reveals that researchers in this field do not concur on what precisely culture constitutes, what should be excluded from its concept, and even whether their perceptions and opinions are genuinely shared within an organization. Furthermore, the complexity deepens as researchers' definitions of culture often exhibit little correlation with the practical application of their studies, as cultural definitions and operationalizations (the measurement of culture within a given study) tend to be loosely connected. For instance, although researchers typically define organizational culture as something shared, their data may include indications or explicit statements suggesting that certain elements are not universally shared within the organization (Martin, 2012).

The study conducted by Petrova (2019) underscores the substantial influence of military organizational culture on the training process, particularly emphasizing its positive impact. This review of literature reveals that the concept of military organizational culture is multifaceted, encompassing values, norms, traditions, and beliefs within military institutions, and has been a subject of interest in various studies. The impact of military culture on individual performance is well-documented, with research exploring how training methods and cultural elements align to optimize performance. Motivation is a central aspect of the training process, and the study suggests that military culture plays a pivotal role in enhancing the intrinsic motivation of trainees. By referencing established theories such as Hofstede's cultural dimensions and Self-Determination Theory, the study provides a solid theoretical framework for understanding the dynamics between culture, training, performance, and motivation. This research extends into a specific military training context, focusing on the Organization and Management of Military Formations at the Tactical Level specialty, thus adding a niche perspective to the broader literature on military training and culture.

The study conducted by Walumbwa (2011) with a sample of 426 employees and their 75 immediate supervisors from a large automobile dealership aimed to investigate the mechanisms through which transformational leadership influences employee performance, as assessed by their supervisors. Performance, in this context, refers to the ability of individuals to exhibit creativity, innovation, inspiration, and a willingness to take on challenging tasks for the betterment of the organization. The research found that the relationship between

transformational leadership and performance was mediated by two key factors: relational identification with the supervisor and perceived self-efficacy. The results of this study revealed that transformational leadership behavior had a positive impact on relational identification with the supervisor, and this, in turn, positively influenced employees' self-efficacy. Self-efficacy, or the belief in one's ability to perform effectively, was then linked to higher-rated employee performance.

The research conducted by Rahmadi et al. (2022) at the Palu Navy Base sheds light on the intricate relationship between professionalism, organizational culture, competence, and the performance of Navy soldiers. This investigation resonates with a well-established body of literature in the realm of military studies. Professionalism, defined by dedication, adherence to ethical standards, and a commitment to excellence, has consistently been recognized as a linchpin of military performance. The research findings reinforce this notion by affirming the positive influence of professionalism on the performance of naval soldiers. Furthermore, the study underscores the substantial role of organizational culture, an integral aspect of military life, in shaping the effectiveness of military units. A cohesive and supportive culture not only fosters a sense of belonging but also bolsters overall performance, aligning with established research in the field. Lastly, competence, encompassing the knowledge, skills, and abilities of military personnel, has been a perennial driver of military effectiveness. The research's conclusion that competence significantly influences naval soldiers' performance is in harmony with existing scholarship, underscoring the crucial importance of well-rounded training and skill development in military contexts. In sum, this study at the Palu Navy Base provides valuable insights into the dynamics of military performance and underscores the profound impact of professionalism, organizational culture, and competence on the success of Navy soldiers.

Performance

Sinambela (2016) states that employee performance is the ability of employees to perform a certain skill. Employee performance is defined as the result of an evaluation of the work done by an individual compared to the criteria that have been set together. Meanwhile, (Vipraprastha et al., 2018) argue that employee performance is the result of work achieved by employees in accordance with the authority and responsibilities given by the organization in an effort to achieve the vision, mission, and objectives of the organization concerned legally, not violating the law and in accordance with morals and ethics.

Sedarmayanti (2007) states that employee performance is the result of work achieved by a person in an organization in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned, legally, not violating the law and in accordance with morals and ethics. Meanwhile, Lee (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.
Employee performance is often defined as the result of the implementation of a job, both physical or material and non-physical or non-material (Budi, 2022). Mangkunegara (2004) states that employee performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Furthermore, Yusuf (2021) explains that employee performance is a record of the consequences resulting from a job function or job or activity during a certain

period related to organizational goals. Layadi (2022) also explained that performance is the achievement of tasks; employees at work must be in accordance with the agency's work program to show the level of performance in achieving the agency's vision, mission, and goals. Performance is a result that can be achieved or shown by someone in the implementation of their work in carrying out their duties. A person can be said to have good performance if he is able to do a good job, namely achieving predetermined work standards and or even exceeding predetermined standards. If someone has a feeling of achievement or has good performance, then they must have a way to measure the progress achieved and want feedback even though they are not rewarded for successful work and punishment for their failure.

3. Methods

The research method is quantitative using partial least with data analysis using Smart PLS 3.0 software. The study population consists of 100 soldiers from the Military Regional Command (Makorem) 101/Antasari. Data collection employed a random sampling technique. Questionnaires were distributed directly at Makorem 101/Antasari. The independent variables in this study are Transformational Leadership and Military organizational culture, and the dependent variable is soldier performance. The conceptual model of this article is as follows:

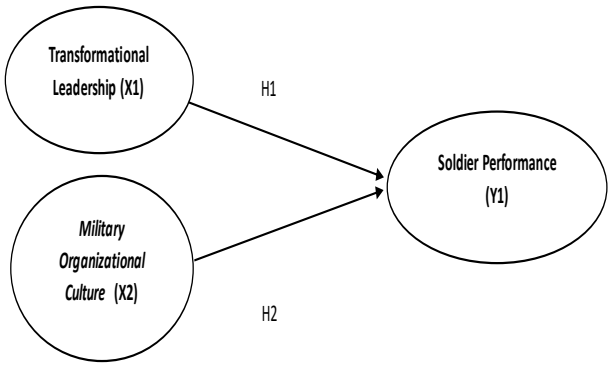

Figure 1. The conceptual model.

H1: Baskoro et al., (2021); Budi & Purwandari (2022); Fahrian et al., (2022); Lee & Hidayat (2018); Mahmud (2022); Nasir et al. (2022); Tafsir et al. (2022), Setrojoyo et al. (2023).
H2: (Paais & Pattiruhu, 2020), (Petrova, 2019), (Rahmadi et al., 2022), (Kuswati, 2020).

4. Results and discussion

Respondent characteristics

Table 1. Respondent characteristics based on age.

Age	Frequency	Percentage
Age ≤ 30	34	34,00%
Age 31-40	40	40,00%
Age 41-50	17	17,00%
Age > 50	9	9,00%
Total	100	100,00%

Source: Data processing (2023).

Based on Table 1, it illustrates respondent characteristics based on age. According to the research findings, the majority of respondents fall within the age range of 31 to 40 years, with 40 individuals constituting 40.00% of the total. Conversely, the minority falls into the category of over 50 years, comprising 9 individuals or 9.00% of the sample.

Table 2. Respondent characteristics based on gender.

Gender	Frequency	Percentage
Male	96	96,00%
Female	4	4,00%
Total	100	100,00%

Source: Data processing (2023).

Based on Table 2, it depicts respondent characteristics based on gender. According to the research findings, the majority of respondents identified as male, with 96 individuals constituting 96.00% of the sample. In contrast, the minority of respondents identified as female, totaling 4 individuals or 4.00%.

Table 3. Respondent characteristics based on marital status.

Marital status	Frequency	Percentage
Single	11	11,00%
Married	89	89,00%
Total	100	100,00%

Source: Data processing (2023).

Table 3 presents respondents' characteristics based on marital status. The research findings reveal that the majority of respondents reported being married, with 89 individuals accounting for 89.00% of the sample. Conversely, the minority of respondents reported being unmarried, totaling 11 individuals or 11.00%.

Table 4. Respondent characteristics based on years of work experience.

Years of work experience	Frequency	Percentage
Age ≤ 20	73	73,00%
Age 21-25	11	11,00%
Age 26-30	6	6,00%
Age > 30	10	10,00%
Total	100	100,00%

Source: Data processing (2023).

Table 4 presents respondents' characteristics based on years of work experience. According to the research findings, the majority of respondents reported having ≤20 years of work experience, with 73 individuals constituting 73.00% of the sample. Conversely, the minority of respondents reported having 26 to 30 years of work experience, totaling 6 individuals or 6.00%.

Table 5. Respondent characteristics based on education.

Education	Frequency	Percentage
High school	99	99,00%
Master degree	1	1,00%
Total	100	100,00%

Source: Data processing (2023).

Table 5 displays respondent characteristics based on education. According to the research findings, the majority of respondents have a high school (SMA) education, with 99 individuals accounting for 99.00% of the sample. In contrast, the minority of respondents possess a Master's (S2) degree, totaling 1 individual or 1.00%.

Table 6. Respondent characteristics based on workplace unit.

Workplace unit	Frequency	Percentage
Denma Makorem 101/Antasari	1	1,00%
Infolanta Rem 101/Antasari	1	1,00%
Jasrem 101/Antasari	3	3,00%
Makorem 101/Antasari	81	81,00%
Makorem Denma	1	1,00%
Seksi Intelejen Makorem 101/Antasari	2	2,00%
Staf Intel	2	2,00%
Staf Log	1	1,00%
Staf Ops	2	2,00%
Staf OPS Slat Makorem 101/Antasari	1	1,00%
Staf Pers	1	1,00%
TNI-AD	4	4,00%
Total	100	100,00%

Table 6 presents respondent characteristics based on workplace units. According to the research findings, the majority of respondents are associated with Makorem 101/Antasari, with 81 individuals constituting 81.00% of the sample. Conversely, the minority of respondents are affiliated with Denma Makorem 101/Antasari, Infolanta Rem 101/Antasari, Makorem Denma, Staf Log, Staf OPS Slat Makorem 101/Antasari, and Staf Pers, each having 1 individual or 1.00% representation.

Verificative statistic analysis

In the verificative analysis, related to the development of a structural equation model, hypothesis testing will be conducted using the PLS-SEM method. According to (Hair et al., 2014), the PLS-SEM method estimates complex models with multiple constructs, indicator variables, and structural paths without imposing distribution assumptions on the data. The following is the PLS-SEM model in this study.

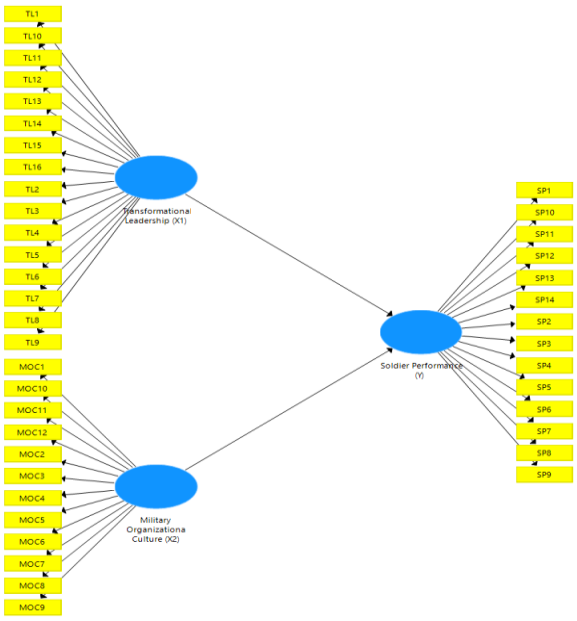

Figure 2. The PLS-SEM model.

Convergent validity

Convergent validity is a test of construct validity. An indicator is considered to have good validity if it has a loading factor value greater than 0.60. Based on the estimation results using the SmartPLS 3 program, the output of the model testing is obtained as follows.

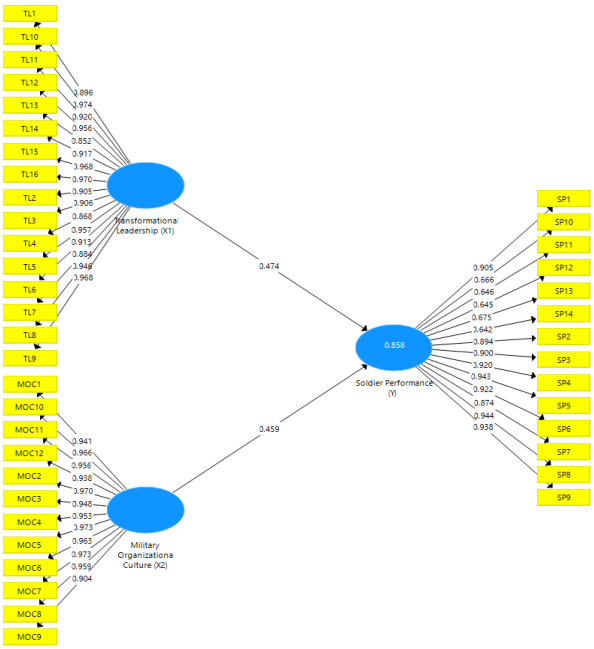

Figure 3. Diagram of loading factor evaluation for the outer model.

Based on the model testing results, it is found that all observed variables have loading factors greater than 0.60. Therefore, the SEM-PLS model is considered to have good construct validity.

Table 7. The convergent validity based on the average variance extracted (AVE).

Latent	Average variance extracted (AVE)	R critic	Criteria (AVE ≥ 0.5)
Transformational leadership (X1)	0,857	0,5	Valid
Military organizational culture (X2)	0,910	0,5	Valid
Soldier performance (Y)	0,692	0,5	Valid

Based on Table 7, the results show convergent validity based on the average variance extracted (AVE). The findings indicate that all latent variables have AVE values exceeding 0.5. This suggests that the indicators forming the latent constructs exhibit good convergent validity when assessed through the AVE values.

Discriminant validity test

Discriminant validity can be assessed through cross-loading values. According to Fornell and Larcker (1981), as cited in Ghozali (2014:45), the correlation between indicators and their own construct should be greater than the correlation between indicators and other constructs. Below are the results of the discriminant validity test using the Smart PLS 3.0 software.

Table 8. Cross-loading discriminant validity test values.

	Military organizational culture (X2)	Soldier performance (Y)	Transformational leadership (X1)
MOCI	0,941	0,864	0,901
MOC10	0,966	0,900	0,951
MOC11	0,956	0,886	0,914
MOC12	0,938	0,865	0,902
MOC2	0,970	0,892	0,947
MOC3	0,948	0,862	0,921
MOC4	0,953	0,857	0,917
MOC5	0,973	0,907	0,958
MOC6	0,963	0,882	0,924
MOC7	0,973	0,881	0,942
MOC8	0,959	0,903	0,950
MOC9	0,904	0,814	0,855
SP1	0,910	0,905	0,910
SP10	0,388	0,666	0,412
SP11	0,371	0,646	0,387
SP12	0,388	0,645	0,401
SP13	0,413	0,675	0,434
SP14	0,373	0,642	0,390
SP2	0,918	0,894	0,910
SP3	0,934	0,900	0,930
SP4	0,852	0,920	0,847
SP5	0,918	0,943	0,924
SP6	0,928	0,922	0,917
SP7	0,763	0,874	0,749
SP8	0,906	0,944	0,902
SP9	0,901	0,938	0,903
TL1	0,882	0,844	0,896
TL10	0,940	0,886	0,974

Based on Table 8, it is evident that all indicators have a higher correlation with their respective constructs compared to other constructs. Therefore, it can be concluded that the research model exhibits good discriminant validity in terms of cross-loading discriminant validity.

Reliability test

Cronbach's alpha and composite reliability are used to assess the reliability of constructs. Each construct is considered reliable if it has a Cronbach's alpha and composite reliability greater than 0.70 (Hair et al., 2014). However, if Cronbach's alpha and composite reliability are greater than 0.60, it is still considered reliable. Below are the results of the reliability test using the Smart PLS 3.0 software.

Table 9. The results of the reliability test.

Latent	Cronbach's alpha	Composite reliability
Transformational leadership (X1)	0,989	0,990
Military organizational culture (X2)	0,991	0,992
Soldier performance (Y)	0,967	0,969

Based on Table 9, it is evident that there are latent constructs with Cronbach's alpha values exceeding 0.6, indicating that these latent constructs have good reliability. Additionally, all latent constructs also have composite reliability values greater than 0.60. Based on the Cronbach's alpha and composite reliability values obtained, it can be concluded that the model exhibits good reliability.

R-square

Inner model evaluation involves the analysis of the relationships between constructs. The testing of the inner model comprises R-squared, F-squared, and Q-square predictive relevance and hypothesis testing.

Table 10. R-square.

Latent	R-square	Relationship
Soldier performance (Y)	0,858	Robust

Source: Data processing (2023).

According to Chin (1998), as cited in Yamin (2011), an R-squared value of 0.67 indicates a strong model, 0.33 indicates a moderate model, and 0.19 indicates a weak model. From Table 4.37, it can be observed that the R-squared for the soldier performance variable (Y) is 0.858, which means that transformational leadership (X1) and military organizational culture (X2) together influence soldier performance (Y) by 85.8%, while the remaining 14.2% is influenced by unexamined variables in this study.

F square

Next, let's examine the f-squared values. An f-squared value of 0.02 indicates a small effect, an effect size of 0.15 indicates a medium effect, and an effect size of 0.35 indicates a large effect (Cohen, 1988, as cited in Yamin, 2011). Based on the testing results with SmartPLS 3, the obtained f-squared values are as follows.

Table 11. F-square.

Variable	Effect size	Rating
Soldier performance (Y)		
Transformational leadership (X1)	0,097	Small
Military organizational culture (X2)	0,091	Small

Source: Data processing (2023).

Table 11 indicates that the transformational leadership (X1) and military organizational culture (X2) variables each have a small effect on influencing the soldier performance variable.

Q2 predictive relevance

The Q-square test is used to measure how well the observations produced by the model match its parameter estimates. A Q-square value greater than 0 indicates that the model has predictive relevance, while a Q-square value less than 0 indicates that the model lacks predictive relevance (Cohen, 1988, as cited in Yamin, 2011). The Q-square value calculated using the R-squared values from the table above is as follows.

Table 12. Q-square.

Variable	R-square	1-R square
Soldier performance (Y)	0,858	0,142
Q^2 =	Q^2 = 1-(1-0,858) = 85,8%	
Galat =	Q^2 = 100% - 85,8% = 14,2%	

Hypothesis testing

Hypothesis testing in this research is conducted using the path coefficient, t-value, and p-value. To assess significance and prediction in hypothesis testing, you can examine the path coefficient and t-value (Kock, 2016). According to (Kock, 2016) the assessment of prediction and significance in hypothesis testing can be observed through the p-value. You can find the t-table values in the following table.

Table 13. T-table value.

	One-tailed	Two-tailed
T-table	1,64	1,96

According to (Kock, 2016), with a 95% confidence level (alpha 5%), two-tailed, the t-table values are as follows: 1) If the t-statistic value > 1.96 (used for direct effects), then H0 is rejected, and H1 is accepted. 2) If the t-statistic value < 1.96 (used for direct effects), then H0 is accepted, and H1 is rejected. The significance level between the tested variables is indicated by the values displayed on the arrows connecting one variable to the target variable.

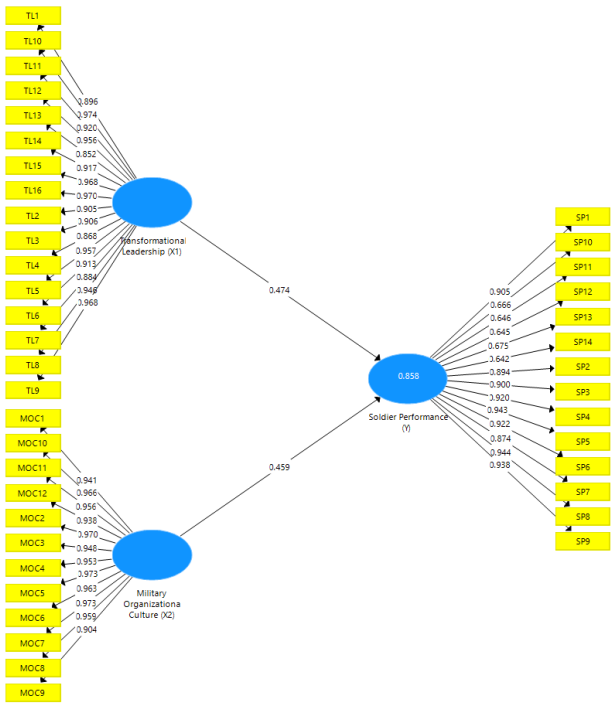

Figure 4. Structural model (path coefficients, beta).

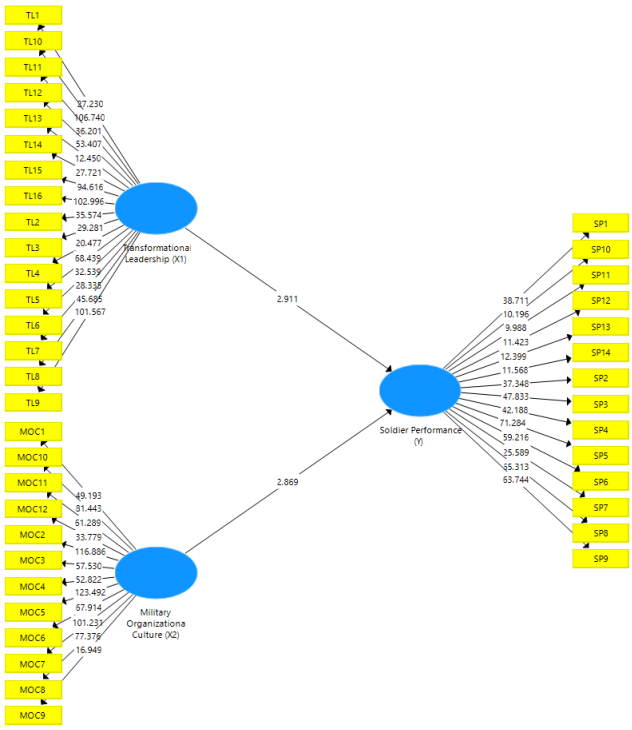

Figure 5. Significance values (t-values).

Influence of transformational leadership (X1) on soldier performance (Y)

Research Hypothesis 1 states: "Transformational leadership has a significant influence on Soldier Performance." From this hypothesis, the statistical hypothesis is developed as follows:

$H_{0.1}$: $\gamma_1 = 0$: Transformational leadership does not have a significant influence on soldier performance.

$H_{1.1}$: $\gamma_1 \neq 0$: Transformational leadership has a significant influence on soldier performance.

Furthermore, based on the above hypotheses, hypothesis testing was conducted using the bootstrapping method with SmartPLS software, and the following values were obtained:

Table 14. Path coefficients and T-values for the influence of transformational leadership (X1) on soldier performance (Y).

	Original sample (O)	T-statistic	p-value	Conclusion
Transformational leadership (X1) on soldier performance (Y)	0,474	2,911	0,0038	Reject $H_{0.1}$

From the results in Table 14, the original sample (O) value is 0.474, indicating that the direction of the influence of transformational leadership on soldier performance is positive or in the same direction. This means that the better the transformational leadership, the better the soldier's performance. The influence of transformational leadership on soldier performance is significant, with a t-statistic value of 2.911, which is greater than the t-table value (2.911 > 1.96), and a p-value of 0.0038, which is smaller than the alpha 5% (0.05). Therefore, H1.1 is accepted, meaning that transformational leadership has a significant influence on soldier performance.

Influence of military organizational culture (X2) on soldier performance (Y)

Research Hypothesis 2 states: "Military organizational culture has a significant influence on Soldier Performance." From this hypothesis, the statistical hypothesis is developed as follows:

$H_{0.2}$: $\gamma_2 = 0$: Military Organizational Culture does not have a significant influence on Soldier Performance

$H_{1.2}$: $\gamma_2 \neq 0$: Military organizational culture has a significant influence on soldier performance

Furthermore, based on the above hypotheses, hypothesis testing was conducted using the bootstrapping method with SmartPLS software, and the following values were obtained:

Table 15. Path coefficients and T-values for the influence of military organizational culture (X2) on soldier performance (Y).

	Original sample (O)	T-statistic	p-value	Conclusion
Military organizational culture (X2) on soldier performance (Y)	0,459	2,869	0,0043	Reject $H_{0.2}$

From the results in Table 15, the original sample (O) value is 0.459, indicating that the direction of the influence of military organizational culture on soldier performance is positive or in the same direction. This means that the better the military organizational culture, the better the soldier's performance. The

influence of military organizational culture on soldier performance is significant, with a t-statistic value of 2.869, which is greater than the t-table value (2.869 > 1.96), and a p-value of 0.0043, which is smaller than the alpha 5% (0.05). Therefore, H1.2 is accepted, meaning that military organizational culture has a significant influence on soldier performance.

5. Conclusion

Based on the presented research findings, it can be concluded that transformational leadership (X1) significantly influences soldier performance (Y), in line with Research Hypothesis 1. Hypothesis testing utilizing the bootstrap method with SmartPLS software indicates that the better the transformational leadership, the better the soldier's performance. This is evident in the statistical values, where the t-statistic of 2.911 exceeds the critical t-table value (2.911 > 1.96), and the p-value of 0.0038 is lower than the 5% alpha level (0.05). Therefore, H1.1 is accepted, signifying that transformational leadership has a significant impact on soldier performance. Similarly, for the Influence of Military Organizational Culture (X2) on Soldier Performance (Y), as per Research Hypothesis 2, hypothesis testing using the bootstrap method with SmartPLS software reveals that a better military organizational culture corresponds to enhanced soldier performance. The t-statistic value of 2.869 surpasses the critical t-table value (2.869 > 1.96), and the p-value of 0.0043 is below the 5% alpha level (0.05). Consequently, H1.2 is accepted, indicating that military organizational culture significantly influences soldier performance. This conclusion contributes to the understanding of factors impacting soldier performance, emphasizing the pivotal roles of transformational leadership and military organizational culture in this context.

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