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ANALYSIS OF FACTORS AFFECTING THE PERFORMANCE OF INDONESIA PEACEKEEPING CONTINGENT AT UNITED NATIONS MISSION

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ABSTRACT

The purpose of this study is to investigate the moderating role of organization behavior citizenship in the influence of leadership, training effectiveness and teamwork on soldier performance in the context of Indonesia peacekeeping contingent at United nations mission. The study surveyed 319 soldiers by distributing questionnaire among total population of 1,566 enlisted soldiers. The statistical data are tested by Lisrel application. The study found that leadership, training effectiveness, teamwork directly had an influence on the performance of soldiers. Likewise, when the three factors through the moderating variable Organization Behavior Citizenship (OCB), it is produced that these three factors significantly influence the performance of soldiers who participate in the UN Peacekeeping Operation. To enhance the performance of soldiers, the unit has to build the leadership, train the member effectively and build the teamwork. It also has to create the OCB environment to increase the effect of those variables. To our best knowledge, it is the first research which studies the moderating role of OCB on relationship between leadership, training effectiveness, teamwork on soldier performance.

INTRODUCTION

There are still various problems related to the performance of soldiers in supporting the implementation of world peace missions. This problem is related to the failure to achieve the target of preparing 4000 ready-to-duty troops in 2019 according to the target set by the Indonesian Government. In addition to the external factors that influence, including the increasingly uncertain global development conditions so that the implementation of the

World Peace Maintenance Mission has decreased several missions so that quantitatively the number of UN personnel has decreased. Internally the inadequacy of this number is influenced by many factors, including the failure to standardize the ability of soldiers according to standards needed by the UN in various combat units throughout the Indonesian territorial.

The concept of preparing training at the Indonesian National Armed Forces Peacekeeping Mission Center (PMPP TNI) Sentul, West Java for approximately one month is deemed not optimal. This is due to the short preparation time, the large number of candidates, the source of different soldiers, limited trainers, different mission times, unequal abilities, inequality of leadership at the level of team commanders and above, teamwork that has not been formed, the implementation of the training has not been effective, different abilities of each soldier, differences in organizational culture to carry out the same task in the peacekeeping mission. Furthermore, the main obstacle for the average TNI soldier is the lack of foreign language skills, especially English as the language of international communication. At the level of officers, language skills are still found below the expected standard, especially for the NCO and enlisted soldier strata. This is a challenge that needs to be resolved immediately in order to achieve the target of preparing 4000 soldiers ready for duty in the future.

Soldier performance is the result or success rate of UN peacekeeping contingent soldiers. The study from Sembiring and Hendra's research (2017) showed that the performance of Indonesian Air Force soldiers at Soewondo Medan Airfield is influenced by various factors including the leadership style and goal orientation of the soldiers themselves. Leadership is also indicated as variable that has been identified as having an effect on soldier performance in the UN peacekeeping force according to Supriady's (2015) research. Leadership plays an important role in the success of an activities program (Pramudyo, 2013). The leadership possessed by each element of the commander in the implementation of world peace missions has a very positive effect in bringing an increase in the performance of soldiers in the mission area during the operation.

The other factor that influences optimal soldier performance is also caused by the effectiveness of the implementation of training and teamwork (Sumertha et al, 2017). The effectiveness of training is closely related to 3 (three) things, namely; training patterns, training methods, training organization (Widodo, 2014). Those two factors are having the influence of the success of each soldier's performance. Those needs to be known as a consideration for decision making in order to improve organizational performance in general and soldiers in particular.

The objective of this study was to analyze the influence of leadership, the effectiveness of the implementation of training and teamwork as moderated by the intervening variables OCB on the performance of soldiers. The study provides the benefits to the military institutions in an effort to improve the performance of soldiers to support the success of UN peacekeeping operations. The study also can encourage the improvement of soldiers' abilities

to prepare themselves as UN peacekeepers. It also can contribute to the scientific development of defence and policies in the field of human resource development within the military institution.

LITERATURE REVIEW

Individual performance is the result of a person's work both in terms of quality and quantity based on predetermined work standards, while organizational performance is a combination of individual performance with group performance (Mangkunegara, 2005). Meanwhile, according to Gibson et al. (1996) that performance is a measure that can be used to determine the comparison of the results of the implementation of tasks, responsibilities given by the organization in a certain period and relatively can be used to measure work performance or organizational performance. According to Prawirosentono (2008), performance is the result of work that can be achieved by a person or group of people 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. According to Jimmy (2015), performance is a general term used for part or all of the actions or activities of an organization in a period with reference to a number of standards such as past or projected costs, on the basis of efficiency, responsibility or management accountability. Etc. Meanwhile, according to Roziqin (2010) performance is the entire work process of an individual whose results can be used as a basis for determining whether the individual's job is good or vice versa. Performance is also an output produced by functions or indicators of a job or a profession within a certain time (Wirawan, 2007). Performance is the actual result or output produced by a corporation which is then measured and compared with the expected result or output (Jahanshahi, 2011) in operational and financial measures, Saunila, and Ukko, 2014), and organizational innovation that supports the organization (Cheng et al. ., 2012). Based on some of the above definitions, it can be concluded that soldier performance variable (*Z*) (work performance) is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience and seriousness of time as measured by considering quantity, quality and timeliness.

Based on references to previous research, namely Stahl et al., (2017), Harwiki, (2015) the leadership variable (*X1*) has an influence on soldier performance. Likewise, based on the research results of Lau (2016), Zhang and Chan (2013), Dwirosanti (2017), leadership indirectly (through OCB) also affects the performance of soldiers. The indirect influence of leadership on soldier performance can also be through competency variables, this is based on previous research conducted by Sethumadhavan L et al., (2016), Lau (2016), Liang et al., (2018). From some of the previous studies mentioned above, there is a direct or indirect effect on the performance of soldiers.

Based on previous research references, namely Sumertha IGK (2017) and Widodo (2014), the Training Effectiveness variable (*X2*) has an influence on the performance of soldiers. Likewise, based on the results of research by Connolly et al (2015), Zhang and Chan (2013), Liang et al (2018), the effectiveness of training indirectly (through OCB) also affects the

performance of soldiers. From the research above, there is a direct and indirect effect of the effectiveness of training on the performance of soldiers.

Based on references to previous research, namely Lau (2016), Liang et al., (2018), Muhammad Fahmi (2019), the Teamwork (X3) variable has an influence on the performance of soldiers. Likewise, based on the research results of Lau (2016), Liang et al., (2018), Sengupta et al., (2013) the variable teamwork indirectly (through OCB) also affects the performance of soldiers. Based on previous research, both teamwork and leadership have a direct effect on the performance of soldiers.

Based on references to previous research, namely Stahl et al., (2017), Harwiki, (2015), the OCB (Y1) variable has an influence on the performance of soldiers. The OCB variable also has a direct effect on the performance of soldiers in world peacekeeping operations. According to Sembirin (2017), Supriyadi (2015), performance analysis is very important to carry out in order to maintain the continuity of activities and is part of human resource development.

Theoretically, a person's leadership abilities will affect performance results both individually and as a team (Suryadi E et al, 2010). Leadership is a variable that has been identified as having an effect on soldier performance. Leadership is defined as the leadership ability of the commander / team leader and above in the UN peacekeeping force. Supriyadi's (2015) research results show that leadership has a positive effect on soldier performance.

Challenges and problems in the assignment and the geographical conditions of the unit have affected the task experience of the unit commander. This has an impact on differences in leadership patterns between commanders. The assignment units in big cities will be different from those in small cities and border areas. Thus, in the context of the Peacekeeping Mission, the source or origin of the official service unit may affect their leadership capacity. Therefore, it is necessary to know whether there is a relationship or influence of leadership abilities on the performance of soldiers (Saputro GB et al, 2017).

The other factor which caused the lack of soldier performance is the effectiveness of the implementation of training and teamwork (Sumertha et al, 2017). Until now, the studies on these two things are still very minimal and have never been carried out. Training effectiveness; is a condition that shows the level of success or achievement of the objectives of implementing UN peacekeeping soldiers as measured by the time the training is carried out which is faster or at least on time (according to schedule). The effectiveness of training is closely related to 3 (three) things, namely; training patterns, training methods, training organization (Widodo, 2014). To what extent these two things influence the success of each soldier's performance needs to be known as a consideration for decision making in order to improve organizational performance in general and soldiers in particular.

To achieve optimal soldier performance, It should be enhanced leadership abilities, effective and efficient training and solidity in teamwork. Teamwork

is the ability of every UN peacekeeping soldier to work together as a team to support troop performance. A job that is done with teamwork will be superior to being done individually. Teamwork is a group of individuals who work together, have the same goals, and their work is interdependent (Spiegel and Torres, 1997). The problem that arises related to teamwork, both in the implementation of training for the preparation and or the implementation of peacekeeping operations, is that the source of soldiers who participate as part of the team or contingent comes from different TNI units and comes from regions with different backgrounds. This causes teamwork to be crucial in the success of the task.

Organizational Citizenship Behavior (OCB) needs attention in team performance (Moehariono, 2010). OCB is a voluntary soldier's behavior outside the job description and is not regulated in TNI regulations, but it greatly benefits the organization because it can increase organizational effectiveness and efficiency and is not connected to a formal reward system (Organ et al., 1994). OCB is very important because it is very useful for organizational development. The benefits of OCB in private companies include increasing the productivity of managers and co-workers, saving resources owned by management and the organization as a whole, being an effective means of coordinating work team activities effectively, improving the organization's ability to recruit and retain employees with good quality performance, maintain the stability of organizational performance, assist the ability of organizations to maintain and adapt to environmental changes, create increased ability to adapt to environmental changes, and make organizations more effective by creating social capital. This is so positive when implemented within the TNI. Thus OCB can be used as an Moderating variable amongst leadership, the effectiveness of training implementation and teamwork in order to determine the relationship with the performance of soldiers.

The magnitude of the influence of these variables is very important to know and become the basis for policies in order to increase the performance of soldiers. This research is limited to the identification of factors or variables that affect the performance of soldiers, namely leadership, training effectiveness, teamwork as moderated by the Organization Citizenship Behavior (OCB) variable in the context of the 2020 TNI Peacekeeping Center (PMPP) soldiers' preparation.

METHODOLOGY

The location of this research was conducted at the TNI Peacekeeping Center (PMPP TNI) Sentul, West Java. The research implementation time was started in March 2020 - June 2020. The design used in this study was a quantitative research approach. The population in this study is all soldiers who are currently carrying out UN peacekeeping missions in various places in the world. The total population of soldiers currently on duty is 1566 enlisted soldiers. The research sample was taken using the Slovin formula. Based on the formula above with an error rate of 5%, with a population of 1566 enlisted soldiers, the sample size was minimum 319 enlisted soldiers.

The types of data collected in the study include; primary data and secondary data. Primary data are data obtained directly in the field, especially those related to perceptions by conducting surveys and field observations. Secondary data in the study are literature data and information related to soldiers of United Nations peacekeeping force operations (Nasution, 2011). Data sources are highly dependent on both types of data being collected. Primary data comes from the field and respondents. Respondents in this study included public respondents who served as world peace missions in 2019-2020.

The data analysis method used in this research is Structural Equating Model (SEM) which will produce the level of influence of the independent variable on the dependent variable to prove the truth of the hypothesis.

The independent variables in this study include; Leadership (X1), Training Effectiveness (X2) and Teamwork (X3). The Moderating variable in this case as the mediator is the variable OCB (Y) and the dependent variable is the performance of the soldier (Z). In the image of the structural model developed in this study is depicted in Figure 1.

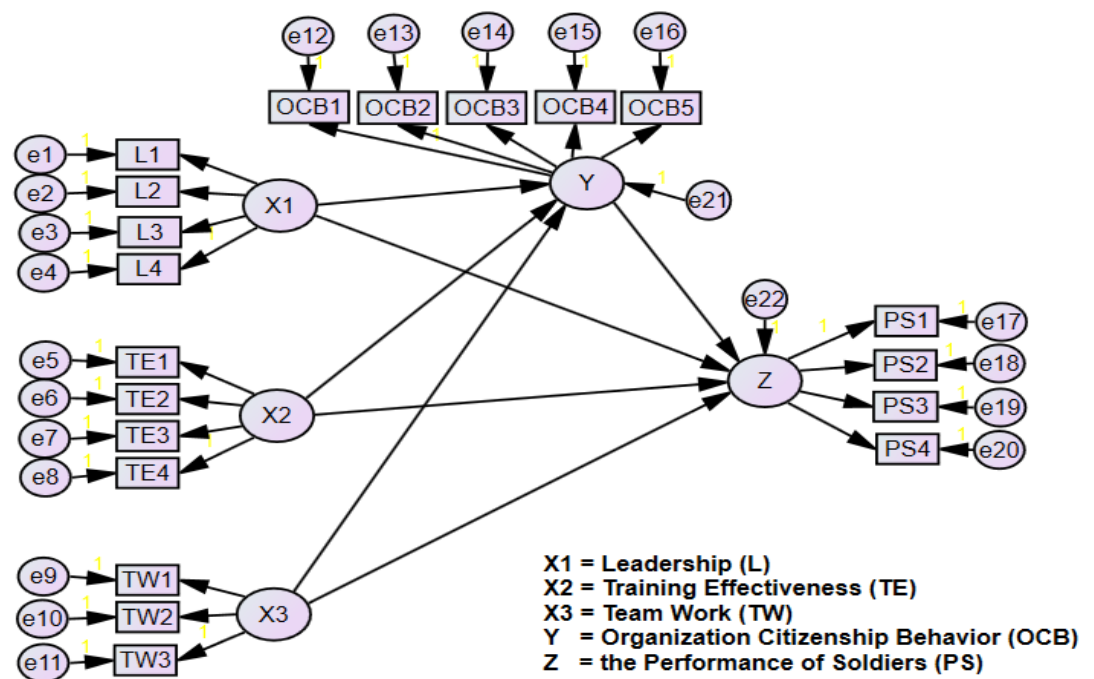


Figure 1 Research structure model

RESULT & DISCUSSION

In order to test the hypotheses built in research on the effect of leadership, training effectiveness, teamwork and OCB on the performance of UN peacekeepers, it is necessary to test the hypothesis partially. The total sample is 374 unlisted soldiers. Partial testing is done to test whether:

- H1:** X1 has an influence on Y.
- H2:** X2 has an influence on Y.
- H3:** X3 has an influence on Y.
- H4:** Y has an influence on Z.
- H5:** X1 has an influence on Z.
- H6:** X2 has an influence on Z.
- H7:** X3 has an influence on Z.
- H8:** X1 through the moderating variable Y affects Z
- H9:** X2 through the moderating variable Y affects Z
- H10:** X3 through the moderating variable Y has an effect on Z

This test is carried out on the modified model after obtaining a model with a better fit. The general hypothesis for each test is as follows:

H0: there is no significant effect

H1: there is a significant effect

While the test criteria, reject H_0 if $t \text{ count} \geq t \text{ table}$ or $t \text{ count} \leq -t \text{ table}$, and accept if H_0 if $t \text{ count} < t \text{ table}$ or $t \text{ count} \geq -t \text{ table}$. At a significance level of 0.05 (5%), the $t \text{ table}$ value is 1.96. The following is a hypothesis test for each variable:

Hypothesis -1, the effect of variable X1 on variable Y

Based on the calculation results, the path coefficient value = 0.25 with the value of $t \text{ count} = 3.87$. The path coefficient value above shows a unidirectional relationship between X1 and Y, because it is positive ($0.25 > 0$). This means that if X1 increases, Y will increase.

The value of $t \text{ table}$ with a significance level of 0.05 is ± 1.96 so that $t \text{ count} (3.87) > t \text{ table} (1.96)$. Thus the coefficient is significant, H_{01} is rejected and H_{11} is accepted, meaning that X1 has a significant effect on Y.

The second hypothesis, the effect of variable X2 on variable Y

Statistical Hypothesis

Based on the calculation results, the path coefficient value = 0.24 with the value of $t \text{ count} = 3.62$. The path coefficient value above shows a unidirectional relationship between X2 and Y, because it is positive ($0.24 > 0$). This means that if X2 increases, Y will increase.

The value of t table with a significance level of 0.05 is ± 1.96 so that t count (3.62) > t table (1.96). Thus the coefficient is significant, H_{02} is rejected and H_{12} is accepted, meaning that X2 has a significant effect on Y.

The third hypothesis, the effect of variable X3 on variable Y

Statistical Hypothesis:

Based on the calculation results, the path coefficient value = 0.37 with the value of t count = 6.13. The path coefficient value above shows a unidirectional relationship between X3 and Y, because it is positive (0.37 > 0), meaning that if X3 increases then Y will increase.

The value of t table with a significance level of 0.05 is ± 1.96 so that t count (6.13) > t table (1.96). Thus the coefficient is significant, H_{03} is rejected and H_{13} is accepted, meaning that X3 has a significant effect on Y.

The fourth hypothesis, the effect of variable Y on variable Z

Based on the calculation results, the path coefficient value = 0.17 with the value of t count = 2.90. The path coefficient value above shows a unidirectional relationship between Y and Z, because it is positive (0.17 > 0). This means that if Y increases then Z will increase.

The value of t table with a significance level of 0.05 is ± 1.96 so that t count (2.90) > t table (1.96). Thus the coefficient is significant, H_{04} is rejected and H_{14} is accepted, meaning that Y has a significant effect on Z.

The fifth hypothesis, the effect of variable X1 on variable Z

Statistical Hypothesis:

Based on the calculation results, the path coefficient value = 0.42 with the value of t count = 6.77. The path coefficient value above shows a unidirectional relationship between X1 and Z. because it is positive (0.42 > 0). This means that if X1 increases, Y will increase.

The value of t table with a significance level of 0.05 is ± 1.96 so that t count (6.77) > t table (1.96). Thus the coefficient is significant, H_{05} is rejected and H_{15} is accepted, meaning that X1 has a significant effect on Z.

The 6th hypothesis, the effect of variable X2 on variable Z

Based on the results of the calculation, the path coefficient value = 0.20 with the value of t count = -3.38. The path coefficient value above shows a unidirectional relationship between X2 and Z. because it is positive (0.20 > 0). This means that if X2 increases, Y will increase.

The value of t table with a significance level of 0.05 is ± 1.96 so that t count is $3.38 > t$ table (1.96). Thus the coefficient is significant, H_{06} is rejected and H_{16} is accepted, meaning that X2 has a significant effect on Z.

The 7th hypothesis, the effect of variable X3 on variable Z

Based on the calculation results, the path coefficient value = 0.22 with the value of t count = 3.81. The path coefficient value above shows a unidirectional relationship between X3 and Z because it is positive ($0.22 > 0$). This means that if X3 increases, Y will increase.

The value of t table with a significance level of 0.05 is ± 1.96 so that t count ($3.81 > t$ table (1.96)). Thus the coefficient is significant, H_{07} is rejected and H_{17} is accepted, meaning that X3 has a significant effect on Z.

The 8th hypothesis, the effect of X1 through the Moderating variable Y on variable Z

Testing the effect of variable X1 with Moderating of Y on Z results in path coefficient values and standard errors as shown in Table 1

Table 1 Path coefficient values and standard errors

Relation-ship	Path Coefficient		Indirect Influence	Standard Error			t count	t table	Conclusion
				Direct		Indirect			
	a	b	a.b	Sa	Sb	Sab			
X1-Y	0.250	0.00	0.043	0.065	0.00	0.019	2.283	1.96	Significant
Y-Z	0.00	0.170	0.00	0.00	0.058	0.00			

Based on Table 1, the value of t count is 2.283. Because the value of t count ($2.283 > t$ table (1.96)) then H_{08} is rejected and H_{18} is accepted, meaning that **X1 with moderation Y has an influence on Z.**

9. *The 9th hypothesis, the effect of X2 through variable Y on variable Z*

Testing the effect of variable X2 with Moderating of Y on Z results in path coefficient values and standard errors as in Table 2

Table 2 Path coefficient values and standard errors

Relation-ship	Path Coefficient		Indirect Influence	Standard Error			t count	t table	Conclusion
				Direct		Indirect			
	a	b	a.b	Sa	Sb	Sab			
X2-Y	0.2		0.041	0.066		0.01	2.231	1.96	Signific

	40					8			ant
Y-Z		0 . 1 7 0			0.0 58				

Based on table 2, the value of t count is 2.231. Because the value of t count (2.231) > t table (1.96) then H_{09} is rejected and H_{19} is accepted, meaning that X2 with Y moderating has an influence on Z.

10. The tenth hypothesis, the effect of X3 through variable Y on variable Z
Testing the effect of variable X3 with moderating of Y on Z results in path coefficient values and standard errors as shown in Table 3

Table 3 Path coefficient values and standard errors

Relation-ship	Path Coefficient		Indirect Influence	Standard Error			t count	t table	Conclusion	
	a	b		a.b	Direct					Indirect
					Sa	Sb				
X3-Y	0.370		0.063	0.060		0.024	2.619	1.96	Significant	
Y-Z		0 . 1 7 0			0.0 58					

Based on the table above, the value of t count is 2,619. Because the value of t count (2.619) > t table (1.96) then H_{010} is rejected and H_{110} is accepted, meaning that X3 with Y moderating has an influence on Z.

The influence of leadership on OCB

Based on the research results, it is found that there is a relationship between leadership variables and OCB. The value of t count between the leadership variable (X1) and OCB (Y) has a higher value than the T table, so it is concluded that it has a relationship between the two variables. The value of t table with a significance level of 0.05 is ± 1.96 so that t count (3.87) > t table (1.96). Thus the coefficient is significant, H_{01} is rejected and H_{11} is accepted, meaning that X1 (leadership) has a significant effect on Y (OCB). This is reinforced by the results of the variable path coefficient X1 to Y of 0.25 in a positive direction. This means that if X1 increases by one unit then Y will also increase by 0.25.

Effect of training effectiveness on OCB

The results of the study that there is a strong relationship between the effectiveness of training with OCB with a variable coefficient value of 0.63.

While related to the effect, it can be seen from the comparison between the value of T count and T table, namely with a significance level of 0.05, the value of t table is ± 1.96 so that a comparison of the value of t count (3.62) > t table (1.96) is obtained. Thus the coefficient is significant, H_{02} is rejected and H_{12} is accepted, meaning that X2 has a significant effect on Y.

The effect of teamwork on OCB

The results of this study, it was found that there was a strong relationship and influence between teamwork with or on OCB. The value of t count is 6.13, while the t table value is 1.96, thus the coefficient is significant, H_{03} is rejected and H_{13} is accepted, meaning that X3 has a significant effect on Y or teamwork has a significant effect on OCB.

The effect of OCB on the performance of soldiers

The research results, it was found that there was a significant relationship and influence of the OCB Moderating variable on the performance of soldiers. The value of t count is 2.90, so that it is greater than the t table which is 1.96. Therefore the coefficient is significant, H_{04} is rejected and H_{14} is accepted, meaning that Y has a significant effect on Z.

The influence of leadership on the performance of soldiers

The results of the study concluded that there is a significant relationship and influence between leadership on soldier performance. The value of t count is 6.77, so it is stated to be greater than the t table value which is 1.96. Thus the coefficient is significant, H_{05} is rejected and H_{15} is accepted, meaning that X1 has a significant effect on Z or the leadership variable has a significant effect on the soldier's performance.

Effect of training effectiveness on soldier performance

The results showed that there was a strong relationship and the training effectiveness variable had an effect on the soldier's performance. The value of t count is 3.38, so it is higher than the t table value (1.96). Thus the coefficient is significant, H_{06} is rejected and H_{16} is accepted, meaning that X2 has a significant effect on Z. Based on the results of the research conducted by researchers, it shows that the training effectiveness variable has a positive and significant impact on the performance of soldiers, where the more effective a given training is, the more good also the performance produced by the soldiers.

The effect of teamwork on soldier performance

The results of measuring the effect of teamwork (X3) on the performance of soldiers (Z) show that the value of t table with a significance level of 0.05 is ± 1.96 . Thus, if compared, the value of t count (3.81) > t table (1.96) can be concluded that the coefficient is significant, H_{07} is rejected and H_{17} is

accepted, meaning that X3 has a significant effect on Z or the teamwork variable has a significant effect on the soldier's performance.

The influence of leadership on the performance of soldiers is moderated by the OCB variable

The result of the study concluded that the influence of the leadership variable on the Moderating variable (Y) and the relationship and influence of the Y variable with the soldier's performance variable (Z), the value of t count is 2.283. Because the value of t count (2.283) > t table (1.96) then H_{08} is rejected and H_{18} is accepted, meaning that X1 with Y moderating has an influence on Z or in other words that the leadership variable, with the strengthening of OCB, is able to increase the degree of strength of variable X1's support for variable Z Thus the interviewing variable is able to strengthen the direct relationship between the leadership variable and the performance of world peacekeeping mission soldiers.

Effect of training effectiveness on soldier performance is moderated by The OCB variable

Based on the relationship and analysis of the effect of the training effectiveness variable (X2) on the moderating variable (Y) and the relationship between the Y variable and the soldier's performance variable (Z), the value of t count is 2.231. Because the value of t count (2.231) > t table (1.96) then H_{09} is rejected and H_{19} is accepted, meaning that X2 with Y moderating has an influence on Z or in other words that the training effectiveness variable, with the strengthening of OCB, is able to increase the degree of strength of variable X2's support for variable Z Thus the interviewing variable is able to strengthen the direct relationship between the training effectiveness variable and the performance of the world peacekeeping mission soldiers.

The effect of teamwork on soldier performance is moderated by the OCB variable

Based on the relationship and analysis of the influence of the teamwork variable (X3) on the moderating variable (Y), the relationship and the influence of the Y variable with the soldier's performance variable (Z), the value of t count is 2.619. Because the value of t count (2.619) > t table (1.96) then H_{010} is rejected and H_{110} is accepted, meaning that X3 with Y moderating has an influence on Z or in other words that the teamwork variable, with strengthening OCB, is able to increase the degree of strength of support for variable X3 for variable Z Thus the interviewing variable is able to strengthen the direct relationship between the leadership variable and the performance of world peacekeeping mission soldiers.

CONCLUSION

The conclusion from research on the influence of leadership, training effectiveness and teamwork is moderated by OCB variables on the performance of soldiers can be concluded as follows:

It is proven that there is a direct influence of the leadership variable on the performance of soldiers.

It is proven that there is a direct influence of the training effectiveness variable on the soldier's performance.

It is proven that there is a direct influence of the variable teamwork on the performance of soldiers.

It is proven that there is a direct influence of the leadership variable on OCB.

It is proven that there is a direct effect of the exercise effectiveness variable on OCB.

It is proven that there is a direct effect of the variable teamwork on OCB.

It is proven that there is an effect of the OCB variable on the performance of soldiers.

It is proven that there is an influence of leadership on the performance of soldiers is moderated by the OCB variable.

It is proven that there is an influence of the training effectiveness variable on the soldier's performance is moderated by the OCB variable.

It is proven that there is a variable effect of teamwork on the performance of soldiers is moderated by the OCB variable

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