

# The Influence of Organizational Culture, Commitment, Work Discipline on Job Satisfaction and Performance of Kodam Soldiers TNI Kodam Soldiers XIV /Hasanuddin Makassar

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## Abstract

The research objectives 1) To analyze the direct influence of organizational culture, work commitment, and work discipline on job satisfaction, 2) To analyze the direct influence of organizational culture, work commitment, and work discipline on the performance of soldiers 3) Indirect influence of organizational culture, work commitment, work discipline on the performance of soldiers through job satisfaction. This study uses a quantitative approach by using primary data through a questionnaire of 210 respondents. The study was conducted from June to July 2022. The data were analyzed using the Structural Equation Modeling (SEM) method using the SPSS V. 25 and Amos v 25 programs. The results of this study indicate that: (1) Organizational culture has a positive and significant effect on job satisfaction. (2) Work commitment, has a positive and significant effect on job satisfaction. (3) Work discipline, has a positive and significant effect on job satisfaction. (4) Job satisfaction, has a positive and significant effect on the performance of soldiers. (5) Organizational culture has a positive but not significant effect on the performance of soldiers. (6) Work commitment, has a positive and significant effect on the performance of soldiers. (7) Work discipline, has a positive and significant effect on the performance of soldiers.

**Keywords:** Organizational Culture, Work Commitment, Work Discipline, Job Satisfaction, Soldier Performance.

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## I. Pendahuluan

The TNI AD Mental Development is an activity within the TNI AD environment that carries out the duties and obligations to build the mentality of Soldiers, PNS TNI AD, and the TNI AD extended family to realize moral excellence, solidity, and professionalism of TNI AD soldiers. The Army as the executor of duties, according to Brigadier General Imam Santoso, has made progress, especially in increasing the role of Army Soldiers in the field of morality as a regulator and guide for the community to be good and appear as role models and obey all laws, discipline, and order. Good soldiering in words, attitudes, and actions. Although there has been much progress, the mental and historical development carried out by the Indonesian Army is still not optimal. This progress is reversed with the condition of the nation and the Unitary State of the Republic of Indonesia, which is still facing problems of chaos in all aspects of life. This condition leads to moral degradation that occurs in almost all aspects of people's lives which has implications for the mental quality of soldiers. The moral degradation is caused by a lack of religious awareness, the loss of honesty, and a decrease in self-sacrifice for the nation and state. Meanwhile, on the other hand, the TNI AD, especially in the Binal sector, is required to be critical and adapt to the policies of the TNI AD leadership in dealing with the dynamics of the nation and state that occur. A critical attitude towards the dynamics of the nation is required by all TNI soldiers and PNS AD in their ranks of the TNI AD and their families to be able to respond to problems intelligently and with dignity and not be trapped in committing violations. The TNI AD is also required to show the best performance in carrying out the function and history of the TNI, not to exacerbate the current situation.

Imam Santoso, Binal within the Indonesian Army had started when General Sudirman was appointed as Commander of the Indonesian National Armed Forces in 1946 with the hope of contributing to the welfare of the

Indonesian state. Meanwhile, the TNI also has a big role in the life of the state. This is as contained in one of President Soekarno's mandates regarding the existence of the TNI which contains, among others, first, the State Constitution is military politics and the State Constitution is the army principle. Second, the army does not understand politics. Third, the Army only defends the state and understands state politics. Fourth, the Army does not compromise in defending the country and understanding the country's politics. Fifth, the army has a burning spirit, has faith as hard as steel, and has the ideology of *gemblengan*. Judging from the history of the founding of the Unitary State of the Republic of Indonesia, it is a matter of pride that the independence of the Indonesian nation is not the result of gifts or gifts from other nations, but is the result of a struggle with all sacrifices by all the people and The Indonesian National Army by way of seizing it from the hands of the invaders. The Indonesian National Army had actually been about to be formed since the second session of the Preparatory Committee for Indonesian Independence (PPKI) on August 19, 1945.[9] However, this decision was changed in the third session on August 22, 1945, which was later formed on August 23, 1945, under the name of the People's Security Agency (BKR), which is an agency tasked with maintaining security and public order in each region. People who have a dictum to strengthen general feelings. Based on the above, it can be seen that the TNI was basically not formed by the government, but by the people themselves.

The government's announcement is only a formal acknowledgment from the government of armed resistance organizations that exist in society. These scattered and uncoordinated organizations need to be accommodated in one national resistance institution, namely the People's Security Army (TKR). The birth of the TKR in the arena of physical revolution and from the aspirations of the people, which in its subsequent development gave its character and personality to the Indonesian armed forces who were born from and by the people. That character and personality remained in him even though TKR later changed its name to the Indonesian Republic Army (TRI). For now, the TNI already has an organized and complete organization, in fact, all of its duties and functions have been regulated in the Act. The main task of the TNI is to uphold state sovereignty, defend the territorial integrity of the Unitary State of the Republic of Indonesia based on Pancasila and the 1945 Constitution and protect the entire nation and the entire homeland of Indonesia from threats and disturbances to the integrity of the nation and state. The main tasks can be carried out with military operations for war and military operations other than war, namely to;

1. Overcoming armed separatist movements
2. Overcoming armed rebellion
3. Overcoming acts of terrorism
4. Securing border areas
5. Securing strategic national vital objects
6. Carry out the task of world peace in accordance with foreign policy
7. Secure the president and vice president and their families
8. Empower the defense area and its supporting forces early in accordance with the universal defense system
9. Assist in government tasks in the region
10. Assisting the Indonesian National Police in the framework of the task of security and public order as regulated in Law
11. Help secure state guests at the level of heads of state and representatives of foreign governments currently in Indonesia
12. Helping to cope with the consequences of natural disasters, evacuation, and providing humanitarian assistance
13. Assist in search and rescue in accidents (search and rescue)
14. Assist the government in securing shipping and aviation against piracy, piracy, and smuggling.

The TNI's task is so heavy and complex and in order to realize the success of its duties, the TNI is required to hold fast to its identity. This identity is a code of ethics (guidelines for life) or morals for the TNI. Guidelines must be upheld and implemented for every TNI soldier, both in personal and organizational activities. So to face the challenges of globalization, the current reform, and his increasingly difficult tasks, in addition to increasing professionalism with the code of ethics he has, every TNI soldier must be equipped with faith and taqwa with good moral values and noble character. However, in general, people think that the TNI as a military equipped with reason and weapons tends to act repressively and aggressively in imposing its will on other groups, so it needs to be kept away from political life. What is still related to the TNI AD is its brutal nature and some aspects of military life. Many reports reveal the ways in which military units "train" recruits with the aim of turning them into docile instruments.

Although one of the functions of this early galvanizing was to enable them to carry out controlled aggression in combat, there is ample evidence of continued violence from military life in general. Military organizations are usually highly authoritarian, with lower-ranking personnel at risk of being abused by those sanctioned by higher-

ranking officers. On the other hand, in several cases, the TNI has committed violations that have resulted in dismissal and soon. Cases regarding inappropriate acts for members of the TNI are motivated by various reasons, including economic problems, issues of abuse of force, abuse of power and the TNI's bigname, and soon.

Bintal Spiritual Islam, if it is associated with education, it is necessary to have a system or planning as in education. Education as a system has a clear plan. The following is a planning system that exists in education that can be carried out in Islamic Spiritual Mental Development in the Indonesian Army. Following the planning flow, it can be used as part of making policies for the mental and spiritual development of soldiers. With the reformation era currently underway, TNI Soldiers always strive to support and supervise so that reforms can run in accordance with the expectations of the community. To realize these expectations, TNI soldiers who are also part of government agencies have carried out reforms in organizational management both from the aspect of performance accountability and the accountability aspect of the use of state finances, where the provisions are as stated in the MPR Decree No. XI/MPR/1998 and Law No. 28 of 1999 concerning the implementation of a clean state, free from corruption, collusion and nepotism, requires a form of accountability related to the development and implementation of an appropriate, clear, and real system periodically.

Soldiers of the TNI Bintal Kodam XIV/Hasanuddin are faced with various challenges, tasks that are increasingly difficult and complex in line with the development of society, as well as the development of science and technology, the Soldiers of Kodam XIV/Hasanuddin in formulating the direction of strategic policies, must adapt to the developments and demands of the community. Security disturbances and crime are always developing and dynamic in line with the progress of human civilization, science, and technology, but the crimes and disturbances of Kamtibmas that have occurred in the jurisdiction of the Makassar TNI Soldiers so far, both conventional and transnational in nature, can still be overcome and controlled.

This is an assessment for the management of TNI Soldiers at Kodam XIV/Hasanuddin to consider efforts to improve the work commitment of TNI Soldiers by applying the commitment assessment theory from Smith and Meyer (2013: 56) that one's commitment is a manifestation of the totality of behavior to advance, obey the rules, realize the goals and maintain the results that have been achieved by the organization.

Strong work commitment causes job satisfaction and increases one's performance in an organization. This theory is important to be applied in order to improve and increase job satisfaction and performance achievement of TNI Soldiers. To fix the increase in job satisfaction and performance of TNI Soldiers for the low compensation received by TNI Soldiers, it is necessary to consider the application of the award theory from Schuler and Jackson (2012:133) that everyone in the organization works to get an award receiving compensation in accordance with the rewards for the services donated. on the organization. Reward in the form of compensation is an important factor to meet job satisfaction and improve performance. The following is the connection with several previous studies, including Sopiah (2013), Jamiluetal (2015), and Ayesha Yasin (2013) research which examined compensation which has an influence on job satisfaction and performance with the results of the study showing that there is a positive and significant influence on the compensation received. TNI

soldiers on increasing job satisfaction and performance. Based on the description in the form of phenomena, facts, and theories, previous research studies supported by data became the basis for researchers to be interested in researching by choosing the title: *The Influence of Organizational Culture, Commitment, Work Discipline on Job Satisfaction and Performance of TNI Soldiers at Kodam XIV/Hasanuddin.*

## **II. Research Methods**

This study was designed to answer the problems that have been formulated and the objectives to be achieved as well as to test hypotheses. Research design is an investigation structure that is structured in such a way that researchers obtain answers to research questions, distinguished as follows:

1. This research is exploratory research that is trying to find relationships that are relatively new, and explanatory, namely research conducted with how to explain the symptoms caused by an object of research.
2. From the aspect of the data, it is ex post facto research, which means that after the incident, research is a systematic empirical search, where the researcher cannot control the independent variables because the event has occurred or cannot be manipulated.
3. From the point of view of the objective, this is a causal study that seeks to explain the causal relationship of the influence of organizational culture, commitment, and discipline on the satisfaction and performance of TNI Soldiers at the XIV/Hasanuddin Makassar Military Command.

### Data Collection Techniques Data

Collection techniques (instruments) used were observation, questionnaires, interviews, and documentation.

1. Observation is a research activity by direct observation in the field in accordance with the object being observed related to the identity data of the TNI Soldier Member BinalKodam XIV/Hasanuddin Makassar as respondents.
2. Questionnaire is a list of statements distributed and given to informants to answer questions by checking the weights according to category assumptions. The statement items in the questionnaire are based on the relevant management theory and the findings of previous researchers. Questions or statements in the questionnaire were measured using a Likert scale as follows: score/value 1 to 5, which means 1=strongly disagree, 2=disagree, 3=disagree, 4=agree and 5=strongly agree.
3. Interview is a question and answer in this case the researcher confirms the object of the research.
4. Documentation is secondary data that has been processed and used as an archive to strengthen the observations.

### Population and Sample

The population in this study were all members of the TNI soldiers of BinalKodam XIV/Hasanuddin Makassar who were taken purposively by determining two areas, namely the City which had the number of TNI Soldiers from BinalKodam XIV/Hasanuddin Makassar. So the total population is 210 members of the Indonesian Military (TNI) BinalKodam XIV/Hasanuddin Makassar. In this study, the sampling technique used is non-probability sampling with the technique has taken being saturated sampling (census). According to Sugiyono (2014:118), the Saturated sampling technique is a sampling technique when all members of the population are used as samples. Therefore, the author chooses a sample using a saturated sampling technique because the population is relatively small. So that the sample used in this study amounted to 210 people.

### Data Analysis Methods The data

Analysis techniques used in explaining the phenomena in this study are descriptive statistical analysis techniques and Structural Equation Modeling (SEM) analysis.

#### 1. Descriptive

Statistical analysis is used to analyze data by describing or describing the data collected as they are without intending to make conclusions that apply to the public (Ancok and Singarimbun, 2005:85). Descriptive statistical analysis was used to explain the characteristics of the respondents including gender, last education, age, and years of service. In addition, descriptive statistical analysis was also used to explain respondents' responses to research variables including the influence of organizational culture, work commitment, and compensation on job satisfaction and performance of TNI Soldiers at Kodam XIV/Hasanuddin Makassar. Calculations in the descriptive statistical analysis were carried out with the help of a computer using the AMOS 5.0 and SPSS version 17.0 program packages.

#### 2. Inferential

Analysis Inferential analysis used is Structural Equation Model (SEM) analysis is a statistical analysis technique that combines several aspects of path analysis and confirmatory factor analysis to estimate several equations simultaneously. Structural Equation Modeling is the second generation of multivariate analysis technique that allows researchers to examine the relationship between complex variables, both recursive and non-recursive to obtain a comprehensive picture of the entire model (Ghozali, 2005).

## III. Results

Based on the empirical model conducted in this study, it is possible to test the proposed hypothesis by testing the path coefficient on the structural equation model. Table 25 is a hypothesis testing by looking at the value, if the p-value is less than 0.05, then the influence between the variables is significant. The test results are presented in the following table:

**Table 1.** Total Effect, Direct Effect, and Indirect Effect between variables

No	Variabel			P-Value	Direct Effect	Indirect Effect	Total Effect	Keterangan
	Eksogen	Intervening	Endogen					
PengaruhLangsung								
H-1	BudayaOrganisasi (X1)	KepuasanKerja (Y1)	-	0.003	0.414	-	0.414	Signifikan

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H-2	Komitmen Organisasi (X2)	Kepuasan Kerja (Y1)	-	0.018	0.325	-	0.325	Signifikan
H-3	Disiplin Kerja (X3)	Kepuasan Kerja (Y1)	-	0.003	0.237	-	0.237	Signifikan
H-4	Kepuasan Kerja (Y1)	-	Kinerja Prajurit (Y2)	0.000	0.300	-	0.300	Signifikan
H-5	Budaya Organisasi (X1)	-	Kinerja Prajurit (Y2)	0.096	0.149	-	0.149	Tidak Signifikan
H-6	Komitmen Organisasi (X2)	-	Kinerja Prajurit (Y2)	0.000	0.487	-	0.487	Signifikan
H-7	Disiplin Kerja (X3)	-	Kinerja Prajurit (Y2)	0.021	0.115	-	0.115	Signifikan
Pengaruh Tidak Langsung Antarvariabel								
H-8	Budaya Organisasi (X1)	Kepuasan Kerja (Y)	Kinerja Prajurit (Y2)	0.030	0.414	1.875	2.289	Signifikan
H-9	Komitmen Organisasi (X2)	Kepuasan Kerja (Y)	Kinerja Prajurit (Y2)	0.018	0.325	2.093	2.418	Signifikan
H-10	Disiplin Kerja (X3)	Kepuasan Kerja (Y)	Kinerja Prajurit (Y2)	0.020	0.237	2.037	2.274	Signifikan

Source: 2022 Data Processing Results.

Of all the hypothesized 10 direct path models there is one direct path that is not significant. The interpretation of Table 10 can be explained as follows:

1. Organizational culture has a positive and significant influence on Job Satisfaction with a p-value =  $0.003 < 0.05$  with a coefficient value of 0.414, the coefficient indicates that an increase in the Organizational Culture variable will be followed by an increase in Job Satisfaction. thus the first hypothesis is dysthymia.
2. Organizational commitment has a positive and significant influence on Job Satisfaction with p-value =  $0.018 < 0.05$  with a coefficient value of 0.325, the coefficient indicates that an increase in the organizational commitment variable will be followed by an increase in Job Satisfaction, thus the second hypothesis is dysrhythmia
3. Work discipline has a positive and significant effect on job satisfaction with p-value =  $0.003 < 0.05$  with a coefficient value of 0.237, the coefficient indicates that an increase in the work discipline variable will be followed by an increase in job satisfaction. Thus the third hypothesis is dysthymia
4. Job satisfaction has a positive and significant effect on the performance of TNI soldiers with p-value =  $0.000 < 0.05$  with a coefficient value of 0.300, the coefficient indicates that an increase in the job satisfaction variable will be followed by an increase in the performance of TNI soldiers. fourth dysthymia.
5. Organizational culture has a positive but not significant effect on the performance of TNI soldiers with p-value =  $0.096 > 0.05$  with a coefficient value of 0.031, this coefficient indicates that an increase in the organizational culture variable has not been maximally able to increase the performance of TNI soldiers. Thus the first hypothesis is diathermic
6. Organizational commitment has a positive and significant effect on the performance of TNI soldiers with a p-value =  $0.000 < 0.05$  with a coefficient value of 0.487, this coefficient indicates that an increase in the organizational commitment variable will be followed by an increase in the performance of TNI soldiers. Thus the first hypothesis is dysrhythmia
7. Work discipline has a significant influence on the performance of TNI Soldiers with p-value =  $0.021 < 0.05$  with a coefficient value of 0.115, this coefficient indicates that an increase in the work discipline variable will be followed by an increase in the performance of TNI Soldiers. the first dithermia
8. Organizational Culture has a positive and significant influence on the performance of TNI Soldiers through Job Satisfaction with a p-value =  $0.030 < 0.05$  with an indirect effect value of 1.875, this coefficient indicates that an increase in Organizational Culture will be followed by an increasing the Performance of TNI Soldiers through Satisfaction Work. Thus hypothesis 8 is accepted.
9. Organizational commitment has a positive and significant influence on the performance of TNI soldiers

through job satisfaction with  $p\text{-value} = 0.018 < 0.05$  with an indirect effect value of 2.093, this coefficient indicates that an increase in organizational commitment will be followed by increasing the performance of soldiers through job satisfaction. the first hypothesis is diathermic

10. Work discipline has a positive and significant effect on TNI soldiers through job satisfaction with a  $p\text{-value} = 0.020 < 0.05$  with an indirect effect value of 2.037, this coefficient indicates that an increase in work discipline will be followed by increasing the performance of TNI soldiers through satisfaction Work. Thus, hypothesis 10 is accepted

#### **IV. Discussion**

##### **The Effect of Organizational Culture on Job Satisfaction**

This shows that the existence of an existing organizational culture can improve the performance of TNI Kodam XIV/Hasanuddin Makassar soldiers. and values that apply within the organization, such as; alertness in providing services to customers, while values reflect their belief or belief in certain things that can bring success. Integrity and honesty of TNI soldiers in carrying out their duties It is not enough to be professional in carrying out their duties. every soldier must be equipped with mental toughness and have the capacity to serve the people. The role of the TNI is needed in the life of a pluralistic Indonesian society. With multi-diversity, the TNI must be able to become a role model in creating harmony and tolerance. Individual job satisfaction depends on individual characteristics and job situation. Each individual will have a different level of satisfaction according to the value system that applies to him. The more aspects of work that are in accordance with the interests and expectations of the individual, the more perceived and vice versa. According to Lawler (in Robbins, 1996), the measure of satisfaction is based on the reality that is faced and accepted as compensation for the effort and effort given.

##### **The Effect of Work Commitment on Job Satisfaction**

Based on the results of the study, shows that commitment has a positive and significant effect on the job satisfaction of TNI Soldiers at Kodam XIV/Hasanuddin Makassar. This implies that the indicators of the work commitment variable, namely affective commitment, normative commitment, ongoing commitment, and perspective commitment make a good contribution to work commitment, it can be seen from the coefficient value of the direct influence of work commitment on job satisfaction of 32.5 percent and a significant level of 0.018. This means that the higher the work commitment, the higher the performance of TNI soldiers. This is in accordance with the theory put forward by Tumbbs& Dahl (1991) which has attempted to serve the impact of commitment on performance relationships, assuming that committed workers are better prepared to achieve organizational goals than uncommitted workers. Affective Commitment, Trust in organizational goals is a value born of interpersonal relationships obtained by TNI soldiers who are committed to the organization. Trust is built on the integrity, competence, and consistency of the organization. Lussier believes that improving integrity can be done by telling the truth, keeping commitments, and being fair (Lussier, 2008:305-306) Continuous commitment. Motivation is based on the contribution made to encourage the workforce of TNI Soldiers to improve their performance, motivation that can lead to long-term morale. A TNI soldier with a normative commitment will have an obligation to repay what he has received from the organization. TNI soldiers who have a high normative commitment will remain, members of the organization, because they feel they will benefit from being in the organization. The principle of reciprocity possessed by TNI soldiers will have an impact on the resulting performance. The more employees get what they want from the organization, it will impact the performance results

##### **Effect of work discipline on job satisfaction.**

Based on the results of the study, showed that work discipline had a positive and significant effect on the job satisfaction of TNI Soldiers at Kodam XIV/Hasanuddin Makassar. This implies that the indicators of work discipline variables are being on time, working according to procedures, being obedient and obedient, workspace, and work equipment. It can be seen from the coefficient value of the direct influence of work discipline on job satisfaction of 23.7, percent and a significant level of 0.003. This means that the higher the work discipline, the higher the satisfaction of the performance of TNI soldiers. Soldier discipline begins with personal discipline, therefore personal discipline and unitary discipline need to be continuously nurtured and developed in the lives of TNI soldiers. Because without discipline, soldiers will lose their breath as people's soldiers, warrior soldiers, national soldiers, and professional soldiers based on the Soldier's Oath and SaptaMarga. The Soldier's Oath and the SaptaMarga are a code of ethics that must be obeyed by every TNI soldier. For this reason, every TNI soldier should always be orderly and orderly in all matters, including those related to military service. Soldiers must also obey all regulations and service orders, have awareness in service and stay away from everything that is contrary to their dignity and position as soldiers. This is in accordance with the Disciplinary Regulations of the Indonesian National Army Soldiers, namely the Discipline of the

Indonesian National Army Soldiers is the earnest obedience and obedience of every Indonesian National Army Soldier supported by awareness based on the SaptaMarga and the Soldier's Oath to fulfill their duties and obligations and behave and behave accordingly. with the rules or procedures for the life of Indonesian National Army Soldiers.

#### **The Effect of Job Satisfaction on the Performance of TNI Soldiers**

Based on the results of the study, shows that job satisfaction has a positive and significant effect on the Performance of TNI Soldiers at Kodam XIV/Hasanuddin Makassar. This means that if job satisfaction increases, it will be followed by an increase in the performance of TNI soldiers. This result is due to the direct impact of job satisfaction obtained by TNI Soldiers on the performance of Soldiers. The higher the level of achievement of soldier's job satisfaction, the higher the level of performance of soldiers at the TNI Kodam XIV/Hasanuddin Makassar. The results of this study are in line with research (Supatmi, Nimran, &Utami, 2013) which has the same result, namely the influence of job satisfaction on performance. If the employee is satisfied, then the employee has a positive attitude and is proud of his work. In addition, employees also rate their work highly because they feel that their work situation and conditions can meet their needs, desires, and expectations. Employees who are satisfied at work will be more productive at work. Based on the results of the analysis, it is known that employees are satisfied with their work, they have a background of skills and expertise that are in accordance with the work that must be occupied and this makes them able to complete the tasks given. Job satisfaction is important to be raised in its implementation in line with the fulfillment of needs (Mangkunegara, 2002).

#### **The influence of organizational culture on the performance of TNI Soldiers**

The results of the study have proven that organizational culture variables have a positive and insignificant effect on the performance of TNI Soldiers at Kodam XIV/Hasanuddin Makassar. Organizational culture has increased and has a positive influence and the coefficient value is 14.9 percent. This shows that organizational culture has not significantly affected the performance of TNI soldiers. This implies that indicators of organizational culture variables, namely integrity, identity, responsibility, discipline, and result orientation improve the performance of TNI soldiers. organizational culture is one of the work guidelines that can be a reference for employees to carry out organizational activities. The facts prove that companies and organizations with superior performance always place organizational culture as one of the most important aspects, and always think about how to take advantage of this strength to support their aggressive strategies (Pratama, 2015).

#### **Effect of a work commitment on the work of TNI Soldiers**

Based on the results of the study showed that commitment had a positive and significant effect on the performance of TNI Soldiers at Kodam XIV/Hasanuddin Makassar. This implies that the indicators of work commitment variables, namely affective commitment, normative commitment, ongoing commitment, and perspective commitment make a good contribution to work commitment, it can be seen from the coefficient value of the direct influence of work commitment on the performance of TNI soldiers by 48.7 percent, which means that Soldiers TNI Kodam XIV/Hasanuddin Makassar has a high work commitment regarding affective commitment, normative commitment, sustainable commitment, perspective commitment. Affective commitment has a significant positive relationship with work commitment based on Confirmatory Factor Analysis (CFA). Affective commitment can arise in a TNI soldier due to individual characteristics, organizational structure characteristics, task significance, various skills, feedback from leaders, and involvement in management. Age and length of service in the company are positively related to affective commitment. TNI soldiers who have an affective commitment will tend to stay in one organization because they fully trust the mission carried out by the organization. The affective commitment is that TNI Soldiers have the convenience and comfort of working within the Kodam XIV/Hasanuddin Makassar, adjusted to the conditions of the Soldiers such as the marital status of the soldiers, the age of the soldiers, and the education level of the TNI Soldiers as well as the work experience that makes the Soldiers stay at the Kodam XIV/Hasanuddin Makassar.

#### **The Influence of Work Discipline on the Job Satisfaction of TNI Soldiers**

Based on the results of the study, shows that work discipline has a positive and significant effect on the performance of TNI Soldiers at Kodam XIV/Hasanuddin Makassar. If work discipline increases, the performance of soldiers also increases. This implies that the indicators of the work commitment variable, namely being on time, working according to procedures, being obedient and obedient to the workspace, and work equipment, can be seen from the coefficient value of the direct influence of work discipline on the performance of TNI soldiers. According to Handoko (2011: 208), stated that discipline is a management activity to implement organizational standards. Discipline is an activity carried out to encourage employees to follow various standards and rules so that irregularities can be prevented. The main objective is to encourage the self-

discipline of employees. The achievement of organizational goals can not be separated from the understanding of employees regarding the implementation of compliance with official rules, work compliance, and work responsibilities carried out. Regulations are needed to provide guidance and counseling for employees in creating good order in the organization. In addition, the organization must ensure that the regulations are clear, easy to understand, and apply to all employees. The application of work discipline can at least improve the quality of employees' work towards a better direction, which later understanding of work discipline will make it easier for leaders to achieve the goals of the organization.

#### **The Influence of Organizational Culture on the Performance of TNI Soldiers through Job Satisfaction**

Calculator for the Significance of Mediation. The test obtained an indirect effect value, the value obtained was 2.289 with a significance level of 0.030. This means that organizational culture has a positive and significant effect on performance (Y2) through job satisfaction. These results indicate that organizational culture has a significant positive effect on the performance of TNI soldiers through job satisfaction, it can be explained that a good organizational culture will encourage job satisfaction and will have an impact on the performance of TNI soldiers who are getting better. The organizational culture which is a philosophy and organizational culture that is embraced and carried out thoroughly by members of the TNI Soldiers of Kodam XIV/Hasanuddin Makassar is found to be able to increase job satisfaction so that it has an impact on increasing the performance of TNI soldiers.

#### **The effect of a work commitment on the performance of Soldiers through job satisfaction.**

Based on the results of this study indicate that the direct effect of a work commitment on the performance of soldiers has a regression coefficient of 0.325, to test the indirect effect of a work commitment on the performance of TNI soldiers (Y2) through job satisfaction using the Sobel Test Calculator for the Significance of Mediation. The test obtained an indirect effect value, the value obtained was 2.093 with a significance level of 0.018. This means that work commitment has a positive and significant effect on the performance of TNI soldiers (Y2) through job satisfaction. This shows that the job satisfaction variable can increase the value of work commitment to the performance of soldiers (Y2) with a total effect value of 2.418 (0.325 + 2.093). (indirect effect) is significant. The results of the study indicate that the organizational commitment applied strongly supports the activities of TNI soldiers at Kodam XIV/Hasanuddin Makassar, to work with a commitment to advancing the organization. commitment to carry out organizational rules, commitment to realizing organizational goals. commitment related to efforts to maintain organizational success. The attitude of an individual can determine the success or failure of a business or work he does. The level of competition, professionalism, and also commitment, is an influential factor in determining performance, the level of success, and the next possibility is a person's satisfaction in the field of work he is engaged in, both as an individual and as a worker in an organization, he occupies. The existence of organizational commitment will create a sense of belonging (sense of belonging) for workers in the organization. In addition to organizational commitment, other aspects, such as professional orientation, also seem to affect job satisfaction.

#### **The effect of work discipline on the performance of TNI soldiers through job satisfaction**

Sobel Test Calculator for the Significance of Mediation. The test obtained an indirect effect value, the value obtained was 2,037 with a significance level of 0.020. This means that work discipline has a positive and significant effect on the performance of soldiers (Y2) through job satisfaction. This shows that work discipline can improve the performance of soldiers through job satisfaction, with a total effect value of 2.274 (0.237 + 2.037). (indirect effect) is significant. According to As. Disciplinary measures are efforts made to create conditions in an orderly, efficient and effective work environment through an appropriate regulatory system. While discipline itself is obedience to the rules, Ahmad Tohardi, 2002). Military discipline is awareness, obedience, and obedience to carry out laws and regulations, official regulations, and life procedures that apply to the Military (Military Constitution of 2014). According to Prijodarminto, (2019) discipline is a condition that is created and formed through a process of a series of behaviors that show the values of obedience, obedience, loyalty, order, and order. The condition of the discipline of the soldiers of the TNI Kodam XIV/Hasanuddin Makassar is still not optimal. There has been a degradation of soldier discipline in carrying out the tasks assigned by the leadership so that it becomes an inhibiting factor in efforts to improve the performance of soldiers. The behavior of soldiers who are often late in participating in apple activities is directly interrogated what causes being late and being given sanctions, there are still soldiers who don't come home from work on time, and the quality of the work produced has not been maximized so that it has not achieved the expected goals, the lack of enthusiasm of soldiers in carrying out training in the field. Soldiers of the TNI Kodam XIV/Hasanuddin Makassar are often coaches, always provide motivation, the ability of soldiers to communicate with the community, and provide views so that there is a desire for soldiers to increase their knowledge and skills. If the soldiers lack discipline in carrying out the assigned tasks, it will affect their performance of the



soldiers.

## **V. Conclusion**

1. Organizational culture has a positive and significant effect on the job satisfaction of TNI Soldiers at Kodam XIV/Hasanuddin Makassar. This implies that improving organizational culture in the form of integrity, identity, responsibility, discipline, and results orientation contributes to organizational culture.
2. Work commitment has a positive and significant effect on the job satisfaction of TNI Soldiers at Kodam XIV/Hasanuddin Makassar. If the work commitment consisting of affective commitment, normative commitment, continuous commitment, and perspective commitment increases, it will be followed by an increase in job satisfaction.
3. Work discipline has a positive and significant effect on the job satisfaction of TNI Soldiers at Kodam XIV/Hasanuddin Makassar. If work discipline is improved, it will be followed by an increase in job satisfaction.
4. Job satisfaction has a positive and significant effect on the performance of TNI Soldiers at Kodam XIV/Hasanuddin Makassar. If job satisfaction is increased, it will be followed by an increase in the performance of TNI soldiers.
5. Organizational culture has a positive and insignificant effect on the performance of TNI Soldiers at Kodam XIV/Hasanuddin Makassar. This means that organizational culture has not been maximized in increasing the performance of TNI soldiers
6. Work commitment has a positive and significant effect on the performance of TNI Soldiers at Kodam XIV/Hasanuddin Makassar. soldiers
7. Work discipline has a positive and significant effect on the performance of TNI Soldiers at Kodam XIV/Hasanuddin Makassar. This means that if work discipline is improved, it will be followed by an increase in the performance of TNI soldiers.
8. Organizational culture has a positive and significant effect on the performance of TNI Soldiers at Kodam XIV/Hasanuddin Makassar through job satisfaction. This means that if the organizational culture is improved, it will be followed by an increase in the performance of TNI soldiers through job satisfaction.
9. Work commitment has a positive and significant effect on the performance of TNI Soldiers at Kodam XIV/Hasanuddin Makassar through job satisfaction. This means that if work commitment is increased, it will be followed by an increase in the performance of TNI soldiers through job satisfaction.
10. Work discipline has a positive and significant effect on the performance of TNI Soldiers at Kodam XIV/Hasanuddin Makassar. This means that if work discipline is improved, it will be followed by an increase in the performance of TNI soldiers, through job satisfaction.

## **VI. Suggestions**

1. Kodam XIV/Hasanuddin Makassar is suggested to be able to improve the performance of soldiers through job satisfaction
2. Create an organizational culture that can create a better performance of soldiers so that the achievements of TNI soldiers are increasingly increasing in carrying out their main tasks.
3. In the organizational commitment variable, the results of the Confirmatory Factor Analysis show that all indicators greater than 0.70 meet the requirements. Therefore, it is recommended that it be maintained.
4. In the work discipline variable, it is known that all indicators have a value greater than 0.70. Therefore, it is hoped that Kodam XIV/Hasanuddin Makassar can further increase the willingness of TNI soldiers to comply with applicable rules
5. For further research, it is recommended to be able to use other variables that are thought to maximize the application of organizational culture, work commitment, and work discipline, because in this study organizational culture did not maximize the direct influence on the performance of Kodam XIV/Hasanuddin Makassar soldiers.

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