



## Effects of Recruitment, Leadership, and Local Culture on Discipline and Performance of Garuda Contingent Soldiers in Lebanon

Sigit Purwanto<sup>1</sup>; Salim Basalamah<sup>2</sup>; Syahrir Mallongi<sup>2</sup>; Sukmawati<sup>3</sup>

<sup>1</sup> PhD Student in University of Muslim Indonesia (UMI), Makassar, Indonesia

<sup>2</sup> Professor in University of Muslim Indonesia (UMI), Makassar, Indonesia

<sup>3</sup> Associate Professor in University of Muslim Indonesia (UMI), Makassar, Indonesia

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### **Abstract**

This research was conducted aiming to analyze the Effect of Recruitment, Leadership, and Local Culture on Discipline and Performance of Garuda Contingent Soldiers in Lebanon.

This research is a quantitative study with a positivist approach that uses primary data through a sample survey of 305 soldiers serving in Lebanon as a sample of 1,290. Garuda Indonesia contingent soldiers in Lebanon. Data were analyzed using descriptive analysis techniques and Structural Equation Modeling (SEM) analysis.

The results showed that: 1). Recruitment had a positive and significant effect on the discipline of Indonesian Garuda contingent in Lebanon. 2) leadership has a positive and significant effect on the discipline of Garuda Indonesia Contingent Soldiers in Lebanon. 3) The local culture has a positive and significant effect on the discipline of Garuda Indonesia Contingent Soldiers in Lebanon. 4) Recruitment has a positive and significant effect on the performance of Indonesian Garuda contingent in Lebanon. 5) Leadership has a positive and insignificant effect on the performance of Indonesian Garuda contingent soldiers in Lebanon. 6) The local culture has a positive and significant effect on the performance of Garuda Indonesia contingent soldiers in Lebanon. 7). Discipline has a positive and significant effect on the performance of Garuda Indonesia Contingent Soldiers in Lebanon. 8) Recruitment has a positive and significant effect on the performance of soldiers through discipline. 9) leadership has a positive and significant effect on the performance of soldiers through the discipline of Indonesian Garuda Contingent Soldiers in Lebanon. 10). The local culture has a positive and significant effect on performance through the discipline of Indonesian Garuda contingent in Lebanon.

**Keywords:** *Recruitment; Leadership; Local Culture; Discipline; Performance*

## ***1 Introduction***

As a military organization, one of the main challenges of the TNI (Indonesian National Army) going forward is to create a TNI that can continuously adapt to political, economic, socio-cultural developments and defense and security. The TNI must be able to be the pride of the nation while being able to become a role model of the community and build sympathy and partnership with the community as a reliable force. The prerequisite of all this is that the TNI must first improve its self-image to become a professional, effective, efficient, modern army and oriented to the interests and needs of the community, nation, state, and world.

TNI, as set out in the Tri Dharma Eka Karma Doctrine and included in the OMSP (Military Operations Other Than War) category, is to carry out world peace operations. Moreover, this is an embodiment of carrying out the commitment to the mandate of opening the 1945 Constitution of the Fourth Paragraph, namely to participate in safeguarding world order, Indonesia will realize it through active contributions to UN peace missions in various parts of the world. The peacekeeping operation has so far been successful and is highly valued by the UN and other countries. Indonesia's participation in the UN peacekeeping mission is a real contribution of the Indonesian government in helping to create world peace. The role is getting stronger from year to year, not only in terms of numbers but also in terms of the quality of personnel sent. As of December 2017, Indonesia participated in 10 UN peacekeeping missions with a contingent of 2,840 personnel, placing Indonesia 12th in the ranks of most troops. Even President Jokowi has made a legal umbrella for sending Garuda troops through Presidential Regulation Number 86 the Year 2015, then the Ministry of Foreign Affairs has also issued Permenlu No. 5 of 2015 on the Road Map Vision 4000 Peacekeeping Personnel so that Indonesia is targeted in the top 10 TCC (Troop Contributing Country) ) most significant contributor to troops in the UN peace mission in 2019.

Garuda Contingent soldiers' performance requires an assessment with a view to giving workers an excellent opportunity for their career plans in terms of strengths and weaknesses so that the company can determine salary payments, provide promotions, and see employee behavior. Performance appraisal is known as "performance rating" or "performance appraisal." According to Munandar (2008: 287), performance appraisal is the process of evaluating personality traits, work behavior, and the work output of a workforce or employee (workers and managers), which is considered to support their performance, which is used as a material for decision making about measures of employment.

One very determining factor in improving performance is the existence of a recruitment process based on one aspect of health, physical health, and mental health because it is an essential requirement for a Garuda Contingent soldier to carry out his duties properly and optimally. In the implementation of the recruitment of Garuda contingent soldiers starting from each unit than at the regional level (Kodam, Lantamal, Lanud) and subsequently at the central level, which is carried out at the PMPP TNI Sentul Bogor and RS. Ridwan Meuraksa Kesdam Jaya Jakarta.

The tiered selection mechanism in the health sector seems to have been able to select soldiers who are healthy in body and soul to become Garuda Contingent soldiers, but the implementation in the field still has many shortcomings. This can be seen from the data reported by the Health Task Force / Indo Medic over the past few years. There were still Garuda Contingent soldiers who had to be repatriated / Repatriated due to severe illness or death. The health sector problems indicate that the recruitment system that is implemented in preparing peacekeepers still has a gap of problems and is not optimal, even though the percentage of quantity is very small from the total number of soldiers leaving, but still needs a solution to overcome this problem. The credibility and honor of the State become a gamble and must be maintained as well as possible. Therefore, the slightest problem in international forums, especially in the preparation of peacekeepers, must be able to be minimized and suppressed as little as possible.

On the other hand, internally, the Garuda Contingent soldiers were also not optimal in applying leadership and discipline during the assignment. Leadership and discipline are the basic joints in military life everywhere because military persons own weapons and are trained to fight so that control by the elements of leadership and discipline must be embedded in every soldier's mentality. Based on SIFU (Special Investigation and Forensic Unit) staff or UNIFIL security and investigation staff, there are still data on Garuda Contingent violations during 2017. However, the percentage is quite low compared to other country contingents. This is an indication that the level of discipline Garuda contingent soldiers is still not good. High discipline is a reflection of the unit is well trained and trained, and the quality of unit commanders from the squad, platoon, company, battalion to the contingent commander in leading their units is sufficiently qualified. The facts in this field show that the Garuda Contingent as an organization of TNI institutions with the characteristics and culture of the organization that emphasizes leadership and discipline. It is leadership and discipline that affect the performance of Garuda Contingent Soldiers in Lebanon. With a capable and qualified leadership and able to foster its members well, the level of discipline of soldiers will be maintained until the end of the assignment.

From the above description, it encourages the author to examine "The Effect of Recruitment, Leadership, and Local Culture on Discipline and Performance of Garuda Contingent Soldiers in Lebanon." Therefore, this study aims to examine and analyze the influence of recruitment, leadership, and local culture on the discipline and performance of Garuda Contingent soldiers in Lebanon.

## **2. Literature Review**

In this study, the authors apply several theories and concepts as a foundation for thinking. The theory is a series of concepts in the form of interrelated propositions, aimed at providing a systematic picture of a phenomenon (Jimmy L. Gaol, 2014). The author's framework of thought is developed through a search of various concepts and theories about recruitment, leadership and, local culture to the discipline and performance, which are the reference theories in analyzing problems in research.

The application of recruitment variables refers to the theory of choice (choice theory), and Antonio (2001: 144) suggests the theory of choice that good recruitment will produce the best selection results. This means that through good selection, the right people will be chosen according to their job placement, the right man in the right place (the right person is placed in the right place).

*H1 = Recruitment has a significant effect on the Discipline of Garuda Contingent soldiers in Lebanon.*

*H2 = Recruitment has a significant effect on the performance of Garuda Contingent soldiers in Lebanon.*

The leadership variable is built referring to the theory of Transformational leadership, the initial concept of transformational leadership was put forward by Burn who explained that transformational leadership is a process in which leaders and their subordinates reach a higher level of morality and motivation. Transformational leaders try to raise the awareness of followers by setting higher ideals and moral values such as freedom, justice, and not based on human emotions, greed, jealousy, or hatred. The degree to which a leader is called transformational is primarily measured in relation to the leader's effect on followers. Followers of a transformational leader feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than was originally expected of them. Meanwhile, the characteristics of transformational leadership, according to Avolio et al. (Stone et al., 2004), are Idealized Influence (Charismatic), Inspirational motivation, Intellectual Stimulation, and Individualized consideration.

*H3 = Leadership has a significant effect on the Discipline of Garuda Contingent soldiers in Lebanon.*

*H4 = Leadership has a significant effect on the performance of Garuda Contingent soldiers in Lebanon.*

Besides, local culture variables are also discussed in this paper by using the theory of Robert A. Rubinstein (2008) local culture has become a key element for peacekeepers in carrying out effective relationships with local communities in the assignment area. Knowledge and understanding of local culture is the main source to find out the characteristics of the community in the area of assignment, and the success of the peace mission is determined by how the peacekeepers are rewarded and received during the mission.

*H5 = Local Culture has a significant effect on the Discipline of Garuda Contingent soldiers in Lebanon.*

*H6 = Local Culture has a significant effect on the performance of Garuda Contingent soldiers in Lebanon.*

In this study also considers disciplinary variables, Discipline is awareness or willingness to obey all organizational or company regulations and social norms that apply, this variable is built based on the theory of Hasibuan (2005: 193). Discipline can be interpreted if employees always come and go home on time, do all the work well, comply with all applicable social norms and regulations. Discipline is also a procedure for correcting and punishing subordinates for violating applicable regulations. Discipline is a form of employee self-control and shows the sincerity of the team working in an organization.

*H7 = Discipline has a significant effect on the performance of Garuda Contingent soldiers in Lebanon.*

Whereas in the Performance variable using Fuad Masud (2004), performance is influenced by the level of performance of employees, both individually and in groups, assuming that the better the employee's performance is, the better organizational performance. In this connection, the approach to measuring the extent of employee performance uses five indicators, namely quality, quantity, timeliness, effectiveness, and work commitment.

*H8 = Recruitment has a significant effect on performance through the Garuda Contingent Discipline of soldiers in Lebanon.*

*H9 = Leadership has a significant effect on performance through the Discipline of Garuda Contingent soldiers in Lebanon.*

*H10 = Local Culture has a significant effect on performance through the Discipline of Garuda Contingent soldiers in Lebanon.*

### **3. Methodological Review**

This research is explanatory research by applying the survey method. Exploratory research (comparative and correlational) is a study that aims to find an explanation of the functional relationship or influence between one variable with another variable and to test the hypothesis that has been proposed. Based on the problem, this research is causality research that seeks to explain the causal relationship of the influence of recruitment, leadership, and local culture on the discipline and performance of Garuda Contingent soldiers in Lebanon.

The research location was carried out in Lebanon (Beirut City and South Lebanon) and involved 8 (eight) Garuda Contingent Task Force, namely the Indobatt Task Force, FHQSU, FPC SEMPUR, MTF, MCOU, INDO MEDIC, and CIMIC. The object of his research is the influence of recruitment, leadership, and local culture on the discipline and performance of Garuda Contingent soldiers in Lebanon. The population in this study were all Garuda Contingent soldiers in Lebanon, totaling 1,290 people. Determination of the sample of researchers using the stratified random sampling method. Determination of sampling is done based on each Task Force selected several soldiers according to rank to be a respondent. Furthermore, based on the total population determined the number of samples for each category of the rank of soldiers by using the sampling method through Slovin. Based on calculations using the Slovin formula, the size of the sample size used in the study was 309.32 and rounded up to 309

respondents. Furthermore, from 309 army respondents, the number of samples from each group/rank was determined by dividing the population of each group/rank by the total population as a whole and multiplied by 309, so that the number of samples for each group/rank and overall was obtained.

The variables in this study consisted of recruitment with indicators based on choice theory from Antonio (2001: 44), namely: Registration is the initial administrative registration of candidates for Garuda Contingent soldiers to be selected to meet the requirements, the selection is the selection activity for prospective Garuda contingent soldiers who registered to take the written exam, Interview is a question and answer activity for prospective Garuda contingent soldiers who have taken part in the selection to find out their insights and abilities, and Reduction/placement is a process whereby prospective Garuda contingent soldiers are declared to have successfully followed the recruitment procedure with various capability tests and declared as the person entitled to be accepted. Then, the leadership variable with the indicator of Idealized Influence (Charismatic), Inspirational motivation, Intellectual Stimulation, and Individualized consideration. Local cultural variables are measured with indicators Respecting local cultural wisdom, Communication and coordination, and Respect for leaders and local cultural symbols. Discipline variables are measured by indicators of Purpose and Ability, Model, Leadership, Reward, Justice, Supervision, Assertiveness, Punishment, and Human Relations. Furthermore, the performance uses five indicators, namely: Quantity is the number of jobs produced, quality is the quality of the assessment of work produced, Effectiveness is the benefit of the work used, Efficiency is the use of work time on time, and Work Commitment is loyalty to carry out work in earnest.

Data analysis methods used to explain in this study are descriptive statistical analysis techniques and Structural Equation Modeling (SEM) analysis. Calculations in descriptive statistical analysis are performed with the help of a computer using the AMOS 18.0 program package. Structural Equation Modeling (SEM) analysis is a statistical analysis technique that combines several aspects contained in path analysis and confirmatory factor analysis to estimate several equations simultaneously. Structural Equation Modeling is a second-generation 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 model (Ghozali, 2005).

## **4. Results and Analysis**

### *4.1. Measurement Model*

Validity testing is intended to determine whether the indicator is valid in measuring latent variables. Validity testing is done through convergent validity by looking at the size of the loading factor. An indicator is declared valid if the loading factor is positive and greater than 0.5. The construct reliability test is conducted to test whether the indicators are reliable in measuring latent variables. Reliability testing is carried out using discriminant reliability (average variance extracted (AVE)) and composite reliability (construct reliability). Test criteria if the AVE value is greater than 0.5 or the composite reliability value is greater than or equal to 0.7, and then it can be stated as a reliable indicator in measuring the latent variable.

Based on the results of the analysis of the validity testing in Table 1, it can be seen that all indicators of each variable of recruitment, leadership, local culture, discipline, and performance produce a loading factor greater than 0.5. Thus the indicator is declared valid or able to measure the variables of recruitment, leadership, local culture, discipline, and performance.

Likewise, reliability testing informs that recruitment, leadership, local culture, discipline, and performance variables produce AVE values greater than 0.5. Thus, all indicators that measure these variables are declared reliable or reliable. The reliability testing in Table 1 also informs us that the composite reliability of the recruitment, leadership, local culture, discipline, and performance variables is

greater than 0.7. Thus, all indicators that measure variables are declared reliable or reliable to be used to measure or explain their dimensions.

#### 4.2. Goodness of Fit Model

There are several test indices in SEM analysis, namely the probability of the Chi-Square (CMIN), CMIN / DF, RMR, GFI, AGFI, TLI, CFI, and RMSEA tests. The testing criteria using chi-square (CMIN) states that if the probability value of the chi-square  $\geq$  level of significance (alpha), then the SEM model formed is considered feasible. Based on the summary of the goodness of fit as shown in Table 2 it can be seen that the chi-square index, CMIN / DF, CFI, TLI, RMSEA, RMR, GFI, and AGFI have criteria that correspond to their cut-off values, so the six indexes have been fulfilled. Thus the construct that has been formed is declared appropriate (feasible).

The probability value of the chi-square  $\geq$  level of significance (alpha), then the SEM model formed, is declared feasible. Then, CMIN / DF is 1,004, where the value of CMIN / DF  $\leq$  2, the SEM model formed, is declared feasible. The criteria for using GFI and AGFI state that if the value of goodness of fit is  $\geq$  0.90, then the SEM model formed is declared feasible. The criteria for using TLI and CFI state that if the value of goodness of fit is  $\geq$  0.95, the SEM model formed is considered feasible. And the criteria for using RMR states that if the goodness of fit value is  $\leq$  0.05, the SEM model formed is declared feasible. The criteria for using RMSEA states that if the value of RMSEA  $\leq$  0.08, the SEM model formed is declared feasible.

**Table 1. Results of Measurement Model**

Variables	Indicators	Loading Factors	AVE	Composite Reliability
Recruitment	X1.1	0.690	0.524	0.868
	X1.2	0.636		
	X1.3	0.686		
	X1.4	0.752		
	X1.5	0.787		
	X1.6	0.780		
Leadership	X2.1	0.699	0.618	0.906
	X2.2	0.797		
	X2.3	0.803		
	X2.4	0.771		
	X2.5	0.819		
	X2.6	0.820		
Local Culture	X3.1	0.725	0.576	0.905
	X3.2	0.808		
	X3.3	0.774		
	X3.4	0.750		
	X3.5	0.753		
	X3.6	0.768		
	X3.7	0.731		
Discipline	Z1	0.651	0.536	0.901
	Z2	0.656		
	Z3	0.829		
	Z4	0.837		
	Z5	0.735		
	Z6	0.723		

	Z7	0.769		
	Z8	0.627		
Performance	Y1	0.813	0.705	0.935
	Y2	0.770		
	Y3	0.882		
	Y4	0.864		
	Y5	0.857		
	Y6	0.847		

#### 4.3. Hypothesis Test Results

Hypothesis testing is intended to test whether there is a direct influence of exogenous variables on endogenous variables. The test criteria state that if the p-value  $\leq$  level of significance (alpha ( $\alpha$ ) = 5%), then it is stated that there is a significant influence of exogenous variables on endogenous variables.

The results of hypothesis testing, as shown in Table 3, where the first is testing the hypothesis of the effect of recruitment on discipline, produces a p-value of \*\*\* (p-value  $<0.01$ ). This shows that the p-value  $<$ level of significance (alpha ( $\alpha$ ) = 5%). Therefore, it can be interpreted that there is a significant influence of recruitment on discipline. Furthermore, testing the hypothesis of the effect of recruitment on performance produces a p-value of \*\*\* (p-value  $<0.01$ ). This shows that the p-value  $<$ level of significance (alpha ( $\alpha$ ) = 5%). Therefore, it can be interpreted that there is a significant effect of recruitment on performance.

Table 2. Summary of Goodness of Fit Model SEM Test Results

Index	Goodness of Fit	Criteria
Chi Square	355.267 (p value = 0.471)	p value $>$ alpha 5%
CMIN/DF	1.004	$\leq 2.00$
CFI	1.000	$\geq 0.95$
TLI	1.000	$\geq 0.95$
RMSEA	0.003	$\leq 0.08$
RMR	0.008	$\leq 0.05$
GFI	0.938	$\geq 0.9$
AGFI	0.901	$\geq 0.9$

Hypothesis testing the effect of leadership on discipline produces a p-value of \*\*\* (p-value  $<0.01$ ). This shows that the p-value  $<$ level of significance (alpha ( $\alpha$ ) = 5%). Therefore, it can be interpreted that there is a significant influence of leadership on discipline. To test the hypothesis of the influence of leadership on performance produces a p-value of 0.065. This shows that p-value  $>$  level of significance (alpha ( $\alpha$ ) = 5%). Therefore, it can be interpreted that there is no significant effect of leadership on performance.

Likewise, in hypothesis testing, the influence of local culture on discipline produces a p-value of \*\*\* (p-value  $<0.01$ ). This shows that the p-value  $<$ level of significance (alpha ( $\alpha$ ) = 5%). Therefore, it can be interpreted that there is a significant influence of local culture on discipline. Testing the hypothesis of the influence of local culture on performance produces a p-value of \*\*\* (p-value  $<0.01$ ). This shows that the p-value  $<$ level of significance (alpha ( $\alpha$ ) = 5%). Therefore, it can be interpreted that there is a significant influence of local culture on performance. Then, testing the hypothesis of the effect of discipline on performance produces a p-value of \*\*\* (p-value  $<0.01$ ). This shows that the p-value  $<$ level of significance (alpha ( $\alpha$ ) = 5%). Therefore, it can be interpreted that there is a significant influence of discipline on performance.

*Table 3. Testing the Direct Effect and Indirect Effect Hypothesis*

No	Variable			P. Value	Direct Effect	Indirect Effect	Total Effect	Ket
	Exsogen	Intervening	Endogen					
1	Recruitment	-	Discipline	***	0.221	-	0.221	Significant
2	Recruitment	-	Performance	***	0.264	-	0.264	Significant
3	Leadership	-	Discipline	***	0.64	-	0.64	Significant
4	Leadership	-	Performance	0.065	0.139	-	0.139	Not significant
5	Local culture	-	Discipline	***	0.214	-	0.214	Significant
6	Local culture	-	Performance	***	0.216	-	0.216	Significant
7	Discipline	-	Performance	***	0.315	-	0.315	Significant
8	Recruitment	Discipline	Performance	0,005	-	0.070	0.070	Significant
9	Leadership	Discipline	Performance	0,001	-	0.202	0.202	Significant
10	Local culture	Discipline	Performance	0,004	-	0.067	0.067	Significant

The effect of recruitment on performance through discipline results in T statistics of 2,828. This shows that T statistics > from T-table (1.64). Therefore, it can be interpreted that there is a significant influence of recruitment on performance through discipline. Then, the influence of leadership on performance through discipline produces T statistics of 3,257. This shows that T statistics > from T-table (1.64). Therefore, it can be interpreted that there is a significant influence of leadership on performance through discipline. Furthermore, the influence of local culture on performance through discipline produces T statistics of 2,903. This shows that T statistics > from T-table (1.64). Therefore, it can be interpreted that there is a significant influence of local culture on performance through discipline.

## 5. Discussion and Conclusion

### 5.1. The effect of recruitment on the discipline and performance of soldiers

The results of the study prove that recruitment has a positive and significant effect on the discipline of Garuda's contingent soldiers in Lebanon, it can be explained that a good and planned recruitment will make the discipline of the soldier work to have good trust then it can have a positive impact on improving discipline, and vice versa a soldier does not have good confidence in working, the impact given does not bring discipline to him.

Testing of the indicators which measure the effect of recruitment on the discipline of Warriors gives the conclusion the highest average answer value on indicator (X1.5) regarding placement by the capabilities of the soldier. Then the indicator (x1.6) related to the placement of soldiers according to expectations, then the indicator (X1.4) regarding interview material, next indicator (X1.!) Regarding the registration of prospective Soldiers, next indicator (X1.3) about the interview process and finally the average indicator value (X1.2) about the Soldier selection process. The average total of all recruitment variables was 4.33. it can be judged that they agree with the recruitment process implemented by Garuda's contingent in Lebanon.

Theories that reinforce the influence of recruitment on discipline include the theory of Dunette (1998: 401) that the process variable independent variable will be interconnected and influence the recruitment process. The better the recruitment process, the more qualified the recruitment of troops, will be to realize the quality of the Indonesian garuda troops. The implication of this theory supports every soldier of Indonesian garuda troops in carrying out their work, which is oriented towards the success of



Indonesian Garuda troops in Lebanon. The results of this study are supported by several views, such as Antonio (2001) looking at important issues in the procurement of labor. If the recruitment is successful, it means that many good applicants are wide open, because the company can choose the best of the good. According to the Choice Theory, which discusses the recruitment process is Registration, Selection, Interview, and Placement.

On the other hand, this study also proves that there is a significant effect of recruitment on performance. It can be explained that with good recruitment according to the right standard and planned procedures will give birth to employees who are performing well. The results of the research that are in line with this research are Nindro Sunu Pambagio, Hamida Nayati Utami and Gunawan Eko (2012) showed that the recruitment, selection process, and competence of PG Kebun Agung Malang employees in 2009 especially Administration and financial employees had done well so that they can improve performance the employee.

Dale Yoder (1981: 261) explains that recruitment, including the identification and begins with the determination of the organization's needs, continues. Withdrawal of employees includes the identification and evaluation of its sources, the stages in the overall process of being for the organization, then proceed with registering the ability to withdraw, selection, placement, and orientation.

The effect of recruitment on performance through discipline results in T statistics of 2,828. This shows that  $T \text{ statistics} > \text{from } T\text{-table } (1.64)$ . Therefore, it can be interpreted that there is a significant influence of recruitment on performance through discipline. Furthermore, based on the results of interviews with representatives of the Indonesian Garuda contingent in Lebanon, it can be suggested that on various occasions, the leaders of the Indonesian Garuda contingent in Lebanon, always encouraged so that the Indonesian Garuda troops in Lebanon could improve their performance because they felt they were by the position they were placed in. They believe that if a contingent of soldiers is satisfied with their working conditions, it will affect their performance. For the past three years, the Indonesian Garuda forces in Lebanon have had a very strong influence on job satisfaction in improving their performance. Seeing this, then slowly improve many things so that the performance of Indonesian Garuda contingent soldiers in Lebanon can continue to survive. The results of the research in line with this study are Richar Hoggerst (2011), which proves that competence, motivation, and recruitment contribute greatly to increasing teaching satisfaction and achieving performance improvement.

### *5.2. The Effect of Leadership on the Discipline and Performance of Soldiers*

Based on statistical calculations where the discipline value produces a p-value of \*\*\* (p-value  $< 0.01$ ). This shows that the p-value  $< \text{level of significance } (\alpha) = 5\%$ . Then it is stated that leadership has a significant influence on the discipline of Garuda's contingent Warriors. These results mean that the leaders of the Indonesian Garuda contingent in Lebanon can implement an effective leadership trait and have used their authority to increase the work discipline of the Indonesian Garuda contingent soldiers they lead so that the work discipline obtained by the Indonesian Garuda contingent soldiers in improving their performance. This study's findings explain that leadership can increase soldier discipline through leadership, first increasing the discipline of soldier work.

Furthermore, based on interviews with army representatives, it can be interpreted that army leaders' leadership abilities must be recognized as not being too significant in influencing their subordinates. But the majority of Indonesian Garuda contingent soldiers said they were more motivated to increase discipline when their leaders were able to present work discipline to them. The theories that support this research are. Genetic Theory (Genetic Theory) says that a person is born with leadership qualities and does not need to learn anymore. The main qualities of a leader are obtained genetically from their parents.

This research also proves that there is no significant effect of leadership on performance. The data shows that there is a positive and not significant effect on the performance of soldiers. It can be explained that good and planned leadership can directly influence the performance of Indonesian Garuda contingent soldiers in Lebanon. These results indicate that the leaders of the Indonesian Garuda contingent in Lebanon were able to implement an effective leadership trait and used their authority to increase servicemen's work satisfaction. He led so that job satisfaction obtained can influence soldiers to improve their performance through the leadership, first improving their performance.

The leadership that is characterized by many is owned by the leaders of the Indonesian Garuda troops in Lebanon; some soldiers say they have leaders who are competently and able to mobilize subordinates. But when a smart and charismatic leader is unable to read his subordinates' ability in the assignment, then the leader's ability will not allow many pushed their subordinates to perform well. I am motivated because the field of the task given to me is relatively my favorite. This is more influential than when the head of the work unit gives a lot of explanation in detail about my task. If I don't like my work field, then I don't think I will boost my performance too much, even though the leadership's explanation is very detailed.

Furthermore, the role of discipline in mediating the influence of the depositors on the performance of soldiers in this study is proven. Where there is a significant influence of leadership on performance through discipline, it can be explained that the existence of good and planned leadership will make the performance of Indonesian Garuda contingent soldiers in Lebanon better so that it has an impact on the high discipline. Leadership, which is the ability of leaders in the organization of Indonesian Garuda troops in Lebanon to influence, motivate, and make the soldiers they lead able to contribute to the effectiveness and success of the organization can affect the performance of soldiers through discipline.

### *5.3. The Effect of Local Culture on the Discipline and Performance of Soldiers*

Based on the hypothesis of the influence of local culture on discipline produces a p-value of \*\*\* (p-value <0.01). This shows that the p-value <level of significance (alpha ( $\alpha$ ) = 5%). Therefore, it can be interpreted that there is a significant influence of local culture on discipline.

Testing the hypothesis of the influence of local culture on performance produces a p-value of \*\*\* (p-value <0.01). This shows that the p-value <level of significance (alpha ( $\alpha$ ) = 5%). Therefore, it can be interpreted that there is a significant influence of local culture on discipline. The data shows that local culture has a positive and significant influence on soldier discipline. It can be explained that the application of local cultural values will make soldier discipline better. The local culture, which is a handle and the way of life of Indonesian Garuda contingent soldiers who are believed together in working to achieve organizational goals, can affect the discipline of Indonesian Garuda contingent soldiers in Lebanon. It can improve discipline at work.

These results reinforce the statement that one of the factors influencing the discipline of soldiers is organizational culture. Davis stated that organizational culture is a pattern of beliefs and values that are understood and shared by members of the organization so that the pattern gives its meaning to the organization concerned and becomes the basis for rules of behavior in the organization. (Sobirin 2002). This understanding shows that culture is a habit; organizational culture is a habit that applies to an organization. Each organization has different habits and cultures.

Then, this research succeeded in proving that there is a significant influence of local culture on performance. By applying local culture in work, it can improve the performance of Indonesian Garuda contingent soldiers in Lebanon. This means that the attitude, which becomes the guiding principle and the way of life of the soldier at work, can direct the soldiers towards a positive attitude, which has an impact on improving the performance of the soldier.

Further related to local culture, relevant research results, namely Ayun and Darwis (2017), show that the value of local culture respects each other and will create seriousness in carrying out every process of social responsibility from planning, implementation, and output. That can not be separated from a sense of humanity with upholding the principle of mutual love, respect, help, and cooperation, dim the qualities of selfishness, and create brotherhood. Rodiah (2008) explained that the value of togetherness, built by the leadership of the Sidoarjo BKD, was based on local culture and created a conducive work environment and motivated employees to work.

On the other hand, researchers prove that there is a significant influence of local culture on performance through discipline. The results mean that the application of local culture in work will make the performance of Indonesian Garuda contingent soldiers fulfilled and improve the soldiers' performance. The influence of local culture on performance through soldier discipline is stronger than the influence of local culture directly on performance. This means enhancing the influence of local culture on performance; it needs to be supported by other factors, namely job satisfaction. Furthermore, based on observations and interviews with army representatives, it was suggested that the influence of local cultural values on the performance of Indonesian Garuda contingent soldiers in Lebanon was recognized to be very large. However, the influence of local cultural values would have a greater impact on performance when work discipline could fulfill. The soldiers acknowledged that they had performed very well when local cultural values were used to carry out their duties, but if local cultural values were added to discipline, our performance would certainly be even better.

The results of this study are in line with the results of Susetyo's research. W. E. Kusumaningtyas, A., & Thahjono, H. (2014). This explains that organizational culture has a significant influence on employee performance. Besides, the performance of Yag was also found to have a significant effect on the performance of the employees of PT. Bank Muamalat Indonesia.

#### *5.4. The Effect of Discipline on Performance of Soldiers*

Hypothesis testing the effect of discipline on performance produces a p-value of \*\*\* (p-value <0.01). This shows that the p-value <level of significance (alpha ( $\alpha$ ) = 5%). Therefore, it can be interpreted that there is a significant influence of discipline on performance. This means that by applying a high level of discipline and effectiveness, it has used its authority to increase job satisfaction of Indonesian Garuda contingent soldiers in Lebanon. This study's findings explain that discipline can improve the performance of Indonesian Garuda warrior contingents in Lebanon. By means of a soldier's leadership, it first increases discipline with soldiers.

In connection with previous research, Rodiyah, Isnaini (2008) shows that the value of togetherness that was built by the leadership of the Sidoarjo BKD is based on discipline and a conducive work environment and motivates employees at work.

Rivai and Sagala (2013: 825) work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and to raise awareness as well as someone's willingness to obey all the rules and social norms that apply in a company. Harlie's (2010: 117) work discipline is how to raise awareness for its workers to perform the tasks that have been given, and the formation of this work discipline does not arise by itself.

Based on the research findings as in the previous discussion, it can be stated several empirical and theoretical findings that are expected to contribute to the development of human resource management theory, especially relating to Recruitment, leadership, local culture, discipline, and performance, especially in the organization of the Indonesian Army, Air Force, and Navy. The contribution of Recruitment to discipline, leadership, discipline, leadership to discipline, leadership to performance, has been proven both theoretically and empirically. What is new in this study is the influence of local culture,

especially local culture in the Warrior institution, which theoretically and empirically has not been proven much.

## 6. Research Limitations

Some limitations in this study include firstly. The research was only carried out at the Garuda Indonesia Contingent Soldier Institution in Lebanon so that the results could not be generalized in general at the Army, Navy, and Air Force Soldiers Institution. Second, the results of previous research on local culture are still relatively small, so the previous research studies on local culture are still relatively small.

Third, this study examines the influence of recruitment, leadership and local culture on the discipline and performance of Soldiers, which still has several relatively small outcome variables, seen from the coefficient of determination, there are still several other variables that affect the discipline and performance of soldiers who need further investigation. Finally, this study only tests and analyzes the influence of variables without further analyzing the relationship between the indicators on each variable.

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