

**MODEL KEPEMIMPINAN MILITER DALAM PENINGKATAN
KINERJA ORGANISASI TENTARA NASIONAL INDONESIA**

DISERTASI

**Diajukan Untuk Memenuhi Sebagian Syarat Memperoleh Gelar
Doktor Manajemen**



oleh

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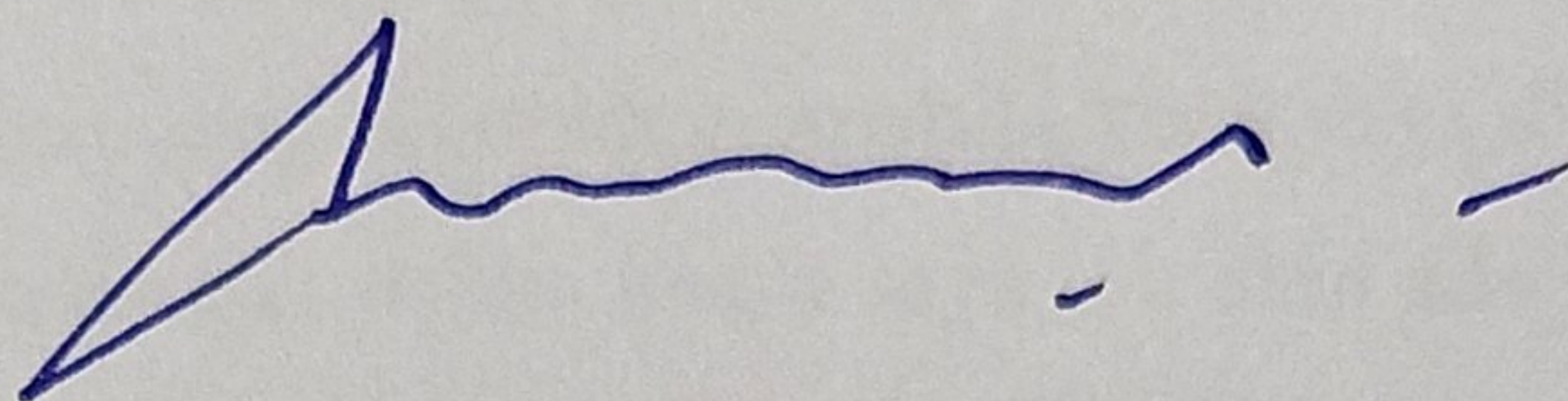
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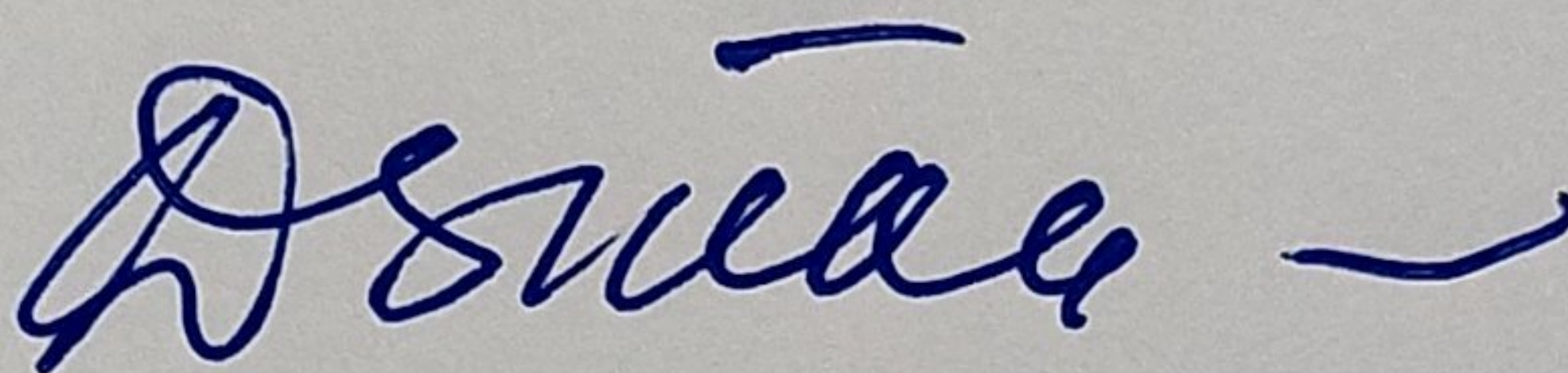
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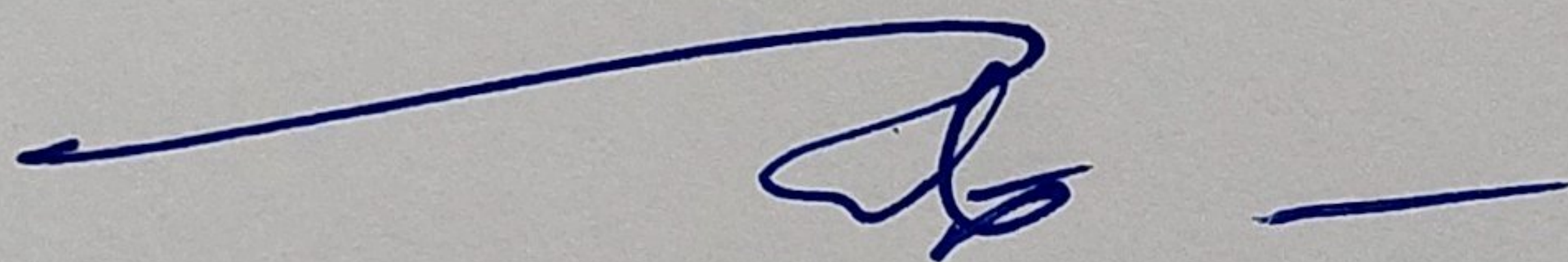
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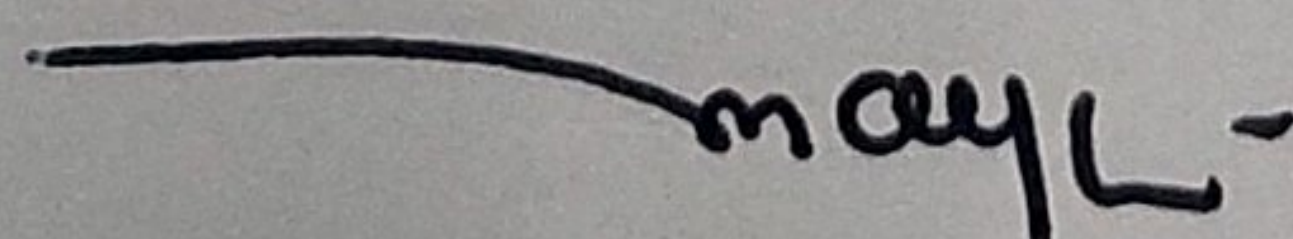
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ABSTRAK

MODEL KEPEMIMPINAN MILITER DALAM PENINGKATAN KINERJA ORGANISASI TENTARA NASIONAL INDONESIA

Andrey Satwika Yogaswara, Eeng Ahman, Disman, Nugraha

Satuan Polisi Militer (Puspom) pada Tentara Nasional Indonesia Angkatan Darat (TNI AD) memiliki tanggung jawab untuk menegakkan kedisiplinan dan tata tertib di lingkungan TNI AD. Namun demikian, setiap tahunnya Puspom selalu memiliki permasalahan tunggakan penyelesaian perkara. Penelitian ini bertujuan untuk mengkaji model kepemimpinan militer dan internalisasi budaya organisasi terhadap kinerja organisasi TNI dengan *adversity quotient* dan *organizational military behavior* sebagai variabel mediasi. Penelitian ini menggunakan metode deskriptif dan eksplanatory survey. Populasi dalam penelitian ini adalah seluruh satuan POMDAM dan DENPOM di Indonesia. Teknik pengumpulan data menggunakan teknik crosssectional melalui media *google form*. Analisis data yang digunakan adalah *Partial Least Square-Structural Equation Model (PLS-SEM)*. Untuk komputasi statistiknya menggunakan program SmartPLS. Hasil penelitian ini menyimpulkan: (1) gambaran umum mengenai kelima variabel berada pada kategori sangat baik. (2) variabel kepemimpinan militer, internalisasi budaya organisasi, *adversity quotient*, dan *organizational military behavior* secara simultan berpengaruh terhadap kinerja. (3) kepemimpinan militer dan internalisasi budaya organisasi mempengaruhi *adversity quotient*. (4) kepemimpinan militer dan internalisasi budaya organisasi mempengaruhi *organizational military behavior*. (5) *adversity quotient* dan *organizational military behavior* memiliki peran mediasi dalam pengaruh kepemimpinan militer terhadap kinerja. (6) *Adversity quotient* dan *organizational military behavior* memiliki peran mediasi dalam pengaruh internalisasi budaya organisasi terhadap kinerja.

Kata Kunci: *Adversity Quotient*, Internalisasi budaya organisasi, Kepemimpinan Militer, Kinerja Organisasi, *Organizational Military Behavior*.

ABSTRACT

MODEL OF MILITARY LEADERSHIP IN INCREASING THE ORGANIZATIONAL PERFORMANCE OF THE INDONESIAN NATIONAL ARMY

Andrey Satwika Yogaswara, Eeng Ahman, Disman, Nugraha

The Military Police Unit (Puspom) in the Indonesian National Armed Forces (TNI AD) has the responsibility to uphold discipline and order within the TNI AD. However, every year Puspom always has problems in overdue settlement of cases. This study aims to examine the effectiveness model of military leadership and internalization of organizational culture on the organizational performance of the Indonesian Armed Forces (TNI) with the level of Adversity Quotient and Organizational Military Behavior as mediating variables. This research uses descriptive and explanatory survey methods. The population in this study were 69 POMDAM and DENPOM units throughout Indonesia. The data collection technique uses cross-sectional techniques through the Google Form media. The data analysis used is the Partial-Least Square-Structural Equation Model (PLS-SEM). For statistical computation use the SmartPLS program. The results of this study conclude: (1) the general description of the five variables is in the very good category. (2) military leadership, internalization of organizational culture, Adversity Quotient, and Organizational Military Behavior variables simultaneously affect performance. (3) military leadership and internalization of organizational culture affect the Adversity Quotient. (4) military leadership and internalization of organizational culture influence Organizational Military Behavior. (5) Adversity Quotient and Organizational Military Behavior have a mediating role in the influence of military leadership on performance. (6) Adversity Quotient and Organizational Military Behavior have a mediating role in the influence of organizational culture on performance.

Keywords: Adversity Quotient, Organizational Culture, Organizational Military Behavior, Organizational Performance, Military Leadership.

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