



The Effect of Human Capital Management, Transformational Leadership and Soldier Discipline on The Performance of TNI AU Soldiers Roesmin Nurjadin Pekanbaru with Soldier Welfare as an Intervening Variable

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ABSTRACT: This study aimed to determine the influence of human capital, transformational leadership, and discipline on the performance of soldiers at Lanud RoesminNurjadinPekanbaru with soldier welfare as an intervening variable. Methodology: Deductive approach quantitative method (questionnaire-based) to collect cross-sectional data from 296 TNI soldiers Lanud RoesminNurjadinPekanbaru. Data quality tests in this study used validity tests and reliability test, normality tests and influence tests in this study using multiple linear regression analysis and determination coefficient analysis, while hypothesis tests in this study used SEM-AMOS software program version 21. Research result Human Capital Management (HCM) Positive and Significant Influence on Soldier Performance; Human Capital Management (HCM) Positive and Significant Influence on Soldier Welfare; Transformational Leadership has a positive and insignificant influence on Soldier Performance; Transformational Leadership has a positive and significant influence on Soldier Welfare; Soldier Discipline Positive and insignificant influence on soldier performance; Soldier discipline has a positive and significant influence on soldier welfare; Soldier welfare has a positive and significant influence on the performance of soldiers of the TNI Lanud RoesminNurjadinPekanbaru.

KEYWORDS: Human Capital Management (HCM); Transformational Leadership; Soldier Discipline; Soldier Welfare; Soldier Performance.

I. INTRODUCTION

Human Resources (HR) are individuals who work as drivers of an organization, both institutions and companies and function as assets that must be trained and their abilities developed (Suhardi; Ratih, Ida Aju Brahma; Sari, 2018).

Human Resources as one of the important factors, HR is often a concern for management, because it has a vital role in performance, both organizational and individual performance, private or government. (Suhardi, 2018).

According to(Suhardi; Aisyah, 2023) Human Capital is the knowledge, expertise, abilities and skills that make humans or employees the capital or assets of a company.(Suhardi, 2023) human capital is a concept that explains that humans in a business organization are important assets to the development and growth of the organization, just like physical assets: machines and working capital. Human capital management plays a role in developing the competence, skills and welfare of soldiers, which in turn can affect the performance of soldiers in the field.

Transformational Leadership Jufrizen (2020) is a type of leadership that integrates or motivates followers in the direction of established goals by clarifying roles and task demands. Transformational leadership is a leadership model that is believed to be effective in improving employee performance and job satisfaction (Sulistiyawati et al., 2022). Transformational leadership is a leadership style that can motivate and inspire soldiers to achieve common goals. Transformational leaders can create a positive work environment, where soldiers feel appreciated and encouraged to innovate.

Discipline is behaviour that is by regulations and provisions carried out without coercion from other parties (Dewi & Suhardi, 2021). According to (Miftahussalam& Suhardi, 2020) discipline is a person's behavior that is by regulations, work procedures or attitudes and actions that are by organizational regulations, both written and unwritten. According to (Dihe Sanga & Suhardi, 2023) discipline is the mental attitude of a person or



group of people who always want to follow or fulfill the decisions that have been made. Discipline is closely related to performance, where discipline can be seen as a theoretical understanding that demands a form of application mentally to employees who are part of a company or organization. In the military context, discipline is an important factor that can affect performance. High discipline not only reflects compliance with regulations but also reflects the soldier's commitment to the duties and responsibilities carried out.

Performance is the result of a person's work in an organization that is influenced by various factors to achieve organizational goals in a certain period (Sinaga, 2020:14). (Soelistya et al., 2023) Performance is a result of work achieved by an individual that is adjusted to the role or task of the individual in an agency in a certain time, which is linked to a certain value or standard measure of the agency where the individual works. (Hermanto; Suhardi, 2021) states that performance is the level of achievement of results from carrying out certain tasks. The performance of Indonesian Air Force soldiers is one of the key factors in supporting the success of the country's defence missions and tasks. In this context, optimal performance depends not only on the technical and physical abilities of soldiers but also on effective HR management.

The Indonesian National Air Force (TNI AU) is one of the branches of the armed forces and is part of the Indonesian National Army (TNI) which is responsible for the defence operations of the Republic of Indonesia in the air. TNI AU is an organization that acquires high-tech defence equipment, so it is very important to have quality human resources.

The vision of the Indonesian Air Force has been formulated with strategic steps that must be implemented together by all elements of the organization in the form of a mission statement. The vision and mission are the core that become a written guideline in a management system by describing what conditions are to be achieved, what must be implemented, prioritized and prioritized and become the basis of all organizational programs as the implementer. This means that the implementation of activities in every line of the organization must refer to the guidelines of the vision and mission. The focus in achieving the leadership of the Indonesian Air Force is of course how the mission can be realized with the ability and strength of the system, personnel, defence equipment materials and quality facilities.

Lanud RoesminNurjadin is a type "A" military air base under the ranks of the Air Force

Operations Command I which has the task of preparing and implementing the development and operation of all units within its ranks, developing aerospace potential and organizing operational support for other units within the ranks of the Indonesian Air Force. Currently, Lanud RoesminNurjadin is the spearhead of the Air Force's strength, especially in the western region of Indonesia, with Hawk 109/209 and F-16 C/D fighter aircraft, so the role and function of leadership are very large in achieving optimal performance.

The dynamics of the current situation require leadership that can answer the challenges of the situation. According to (Berson et al., 2018) no one can be a successful leader by only applying one type of leadership style for all situations. The role of leadership in improving employee performance, the results of Anwar's research (2020) state that transformational leadership has an effect on employee performance.

Welfare is a condition that requires the fulfilment of basic needs for individuals or groups, both in the form of food, education and health needs. According to Sunarti (2022), Welfare is a social, material and spiritual life and livelihood system that is filled with a sense of safety, morality and inner and outer peace that allows every citizen to make efforts to fulfil physical, spiritual and social needs as well as possible for themselves, their households and the community. Soldier welfare can be assessed from the completeness of individuals and other supporting facilities to support the implementation of the main tasks of the Indonesian Air Force in guarding the territory of the Republic of Indonesia.

Lanud RoesminNurjadin located in Pekanbaru, Riau Province requires a work pattern that is integrated. The magnitude of the work responsibility of TNI AU soldiers Lanud RoesminNurjadin in carrying out their duties and improving performance, one of the factors that can be influenced is the welfare of soldiers received from the state. According to Poewodarminto (2019) welfare is a condition where a person is safe, prosperous, peaceful, safe from various kinds of problems or difficulties and so on.

The effectiveness of the performance of TNI AU soldiers at RoesminNurjadin Air Force Base, Pekanbaru is assumed to be influenced by human capital management, transformational leadership and discipline. However, human capital management, transformational leadership and discipline are suspected of causing the welfare level of TNI AU soldiers at RoesminNurjadin Air Force Base to be less than optimal. Many soldiers feel



dissatisfied with the management, leadership and discipline at RoesminNurjadin Air Force Base, Pekanbaru. So that the welfare of soldiers which is suspected to be low will cause soldiers to feel uncomfortable at work. For this reason, the research that will be conducted by the author will look at the influence of human capital management, transformational leadership and soldier discipline on soldier performance with soldier welfare as an important intervening to be carried out which theoretically affects soldier performance. Thus, it is necessary to know how the influence of these research variables on the performance of TNI AU soldiers at RoesminNurjadin Air Force Base, Pekanbaru.

Based on the background above, the formulation of the research problem is:

1. Does human capital management affect the performance of soldiers at RoesminNurjadin Air Force Base, Pekanbaru?
2. Does human capital management affect the welfare of soldiers at RoesminNurjadin Air Force Base, Pekanbaru?
3. Does transformational leadership influence the performance of soldiers at RoesminNurjadin Air Force Base, Pekanbaru?
4. Does transformational leadership influence the welfare of soldiers at RoesminNurjadin Air Force Base, Pekanbaru?
5. Does soldier discipline affect soldier performance at RoesminNurjadin Air Force Base, Pekanbaru?
6. Does soldier discipline affect the welfare of soldiers at RoesminNurjadin Air Force Base, Pekanbaru?
7. Does soldier welfare affect soldier performance at RoesminNurjadin Air Force Base, Pekanbaru?

II. LITERATURE

1. Human Capital Management (HCM)

According to (Cancino et al., 2015) states that Human Capital is knowledge, expertise, ability and skill that makes humans or employees as capital or assets of a company. According to (Santos & Brito, 2012) argues that human capital can be interpreted as humans themselves, both individuals and teams in terms of their individual capabilities, knowledge, commitment, and personal experience that are lent to the company.

Gaol (2014:696) in Anggit (2015) stated that indicator human capital, namely: a. knowledge, b. expertise, c. abilities, d. Skills

2. Transformational Leadership

According to (Sunarta, 2013) leadership transformational is leadership that influences employees and makes employees feel a sense of trust self, pride, loyalty and respect for their leadership and also has the motivation to do more than expected. transformational leadership is a leadership model that is believed to be effective in improving employee performance and job satisfaction. Fransisco et al., (2023): as a person's ability to influence a group towards achieving goals. According to (Berson et al., 2018) no (Manning & Robertson, 2015)one can be a successful leader by only applying one type of leadership style for all situations.

Northouse (2021) stated that leadership transformational own four dimensions main: a. Idealized Influence (Charismatic), b. Inspirational Motivation, c. Intellectual Simulation, d. Individualized Consideration.

3. Discipline Soldier

According to Suharto (2019), a disciplined soldier complies with applicable regulations and norms in the environment military, which functions to guard order and efficiency in implementation assignments. Dharmawan (2020) stated that disciplined soldier covers control self, responsibility, and awareness very important tasks for creating resilience in operation military.

Kurniawan (2021) explains that disciplining soldiers is not only about obedience to commands but also includes moral and ethical values that must be upheld by each member military. Prasetyo (2023) added that a disciplined soldier relates closely with leadership, where disciplined leadership will create a culture of discipline among its members. Lee, SJ (2021:298-310) stated several factors that influence disciplined soldiers, namely: a. Leadership, b. Culture Organization, c. Training and Education, d. Rewards and Sanctions.

4. Soldier Welfare

Nguyen, LM (2020:67) otates Soldier well-being is a state in which soldiers have sufficient resources to cope with stress, reach their full potential, and contribute positively to the team and organization. According to Kelley, JR (2021:44-58), soldier well-being refers to the physical, mental, social, and emotional state of soldiers that supports their health and performance. Well-being is not only the absence of disease but also includes a good quality of life and the ability to face daily challenges.

According to Johnson, ER (2021:90) soldier welfare includes physical, mental and



emotional conditions that support soldiers to carry out their duties effectively and in balance, including social support and access to health services. Carter, RH (2022:115) explains that soldier welfare includes aspects of mental, physical health, and social support that are important for operational success and adaptation to diverse tasks. Thompson, SJ (2019:100) defines soldier welfare as the complexity of physical, psychological, and social aspects that contribute to the soldier's capacity to function in a stressful environment. Smith, JA & Brown, L. (2020: 98-104) state that the indicators of soldier welfare are: a. Physical Well-being, b. Mental Health, c. Social Well-being, d. Emotional Well-being.

5. Soldier Performance

According to Gonzales, J. (2021:85) Performance soldare is the ability and efectiveness a soldier to carry out cuties and responsibilities the answers given, including achievement of mission, compliance to procedures, as well as contribution to units and organizations. According to Smith, JA (2021:15) Performance soldier is size effective

individual in carries out duties and responsibilities the answers given include aspectsof physical, mental and emotional chat that affect the results of operational military.

Nguyen, LM (2020:67) states performance soldiers Not only cover their ability physique in carry out tasks, but also their skills in leadership, cooperation team, and capabilities To adapt to changing situations. Carter, RH (2019) defines soldier performance as an individual's ability to contribute effectively to achieving military goals, which is influenced by training, discipline and mental condition. Thompson, SJ (2022) explains that soldier performance includes the ability to operate optimally in various conditions, as well as interpersonal skills that support cooperation and communication within a team. Watanabe, T. (2019:22-34) states that soldier performance indicators are: a. Individual Performance, b. Team Performance, c. Morale and Motivation

Conceptual Framework

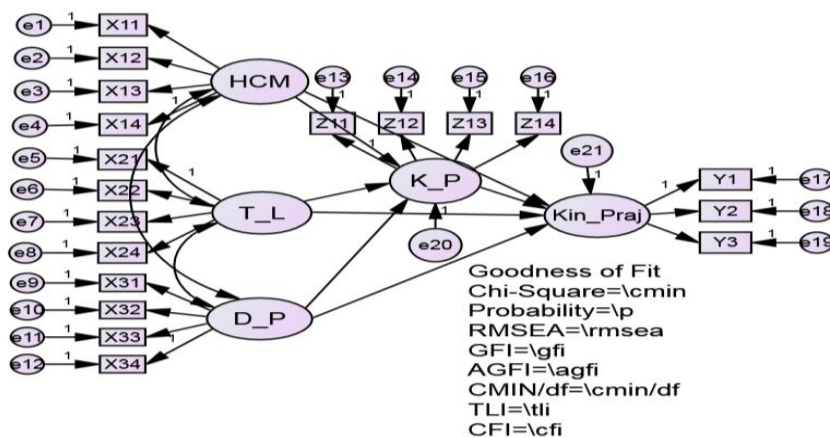


Figure 1: Conceptual Framework

Based on the framework of thinking through the theoretical approach and previous research, the research hypothesis is as follows:

- H1: Human Capital Management has an impact on the performance of Indonesian Air Force soldiers at RoesminNurjadin Air Force Base, Pekanbaru.
- H2: Human Capital Management Influences the Welfare of Indonesian Air Force Soldiers at RoesminNurjadin Air Force Base, Pekanbaru.
- H3: Transformational Leadership influences the performance of Indonesian Air Force

Soldiers at RoesminNurjadin Air Force Base, Pekanbaru.

- H4: Transformational Leadership has an influence on the Welfare of Indonesian Air Force Soldiers at RoesminNurjadin Air Force Base, Pekanbaru.
- H5: Soldier discipline influences the performance of Indonesian Air Force soldiers at RoesminNurjadin Air Force Base, Pekanbaru.
- H6: Soldier discipline influences the welfare of Indonesian Air Force soldiers at RoesminNurjadin Air Force Base, Pekanbaru.



H7: Soldier welfare influences the performance of Indonesian Air Force soldiers at RoesminNurjadin Air Force Base, Pekanbaru.

III. RESEARCH METHODS

Types of research

Research is a process of scientific investigation of a problem that is carried out systematically based on reliable, objective data that aims to find answers or solutions to one or more problems being researched (Ferdinand, 2019: 1).

This type of research is quantitative with the survey method chosen as the primary data source. The survey method focuses on collecting respondent data that has certain information so that researchers can solve problems.

Population

Population is a generalization area that includes subjects or objects with a quality and characteristics that researchers determine to be studied and concluded (Dana & Dewi, 2016: 5992). The population of this study was 1124 TNI AU soldiers at Lanud RoesminNurjadin, Pekanbaru.

Sample

The sample is a member of the characteristics and number of a population (Arda, 2017: 55-60). This study utilizes sampling techniques using Slovin, with the following calculations:

$$N = \frac{N}{1 + N(e)^2}$$

$$N = \frac{1124}{1 + 1124(0,05)^2}$$

$$N = 295,013$$

So, the total was 296 samples/respondents.

Table 1 Definition Operational

Variables	Definition	Indicator	Measure ment
Human Capital Management (X ₁)	HCMis knowledge, expertise, ability and skill that makes humans or employees the capital or assets of a company.	1. Knowledge (X ₁₁), 2. Expertise (X ₁₂), 3. Ability (X ₁₃), 4. Skills (X ₁₄).	Likert
Transformational Leadership (X ₂)	Leadership is transformational as a process in which leaders motivate and inspire followers to reach a higher level tall from motivation and morality.	1. Idealized Influence (Charismatic) (X _{2.1}), 2. Inspirational Motivation (X _{2.2}), 3. Intellectual Simulation (X _{2.3}), 4. Individualized Consideration	Likert
Discipline Soldier (X ₃)	Soldier discipline is compliance with norms, rules and procedures established in a military environment. Discipline includes the soldier's attitude, behaviour and commitment to his duties and responsibilities.	1. Organizational involvement (X ₃₁) 2. Safety (X ₃₂) 3. Combat readiness (X ₃₃) 4. Harmony (X _{3.4})	Likert
Welfare Soldier (Z)	Soldier well-being is a complexity of physical, psychological, and social aspects that contribute to the soldier's capacity to function in a stressful environment.	1. Attitude towards work (Z.1) 2. Opportunity to advance (Z.2) 3. Perception of the existence of supervision (Z.3) 4. Perception to colleague work (Z.4)	Likert
Soldier Performance (Y)	Soldier performance includes the ability to operate optimally in a variety of conditions, as well as interpersonal skills that support teamwork and communication .	1. Individual performance (Y.1) 2. Team performance (Y.2) 3. Morals and motivation (Y.3)	Likert

Source: Research 2024

Research Object Profile

The researchers obtained the test data by distributing questionnaires to 296 respondents. The determination of respondents was obtained from the

sampling technique with the Slovin formula (Sugiyono, 2018). The questionnaire was distributed to TNI soldiers at Lanud RoesminNurjadinPekanbaru. The grouping of



respondents was divided based on age, gender, education level, income, rank, and length of service.

Table 2. Demographics of Respondents

Item	Freq	(%)
Gender		
Female	41	86.0
Male	255	14.0
Total	296	100
Age		
21 - 31 Years	163	55.1
32 - 41 Years	68	23.0
42 - 51 Years	51	17.2
>51 Years	14	4.7
Total	296	100
Qualification		
High School	248	83.8
Diploma 1-3	29	9.8
Strata 1/D4	18	6.1
Strata 2	1	0.3
Total	296	100
Length of Word		
< 4 years	146	49.3
4 – 9 years	121	40.9
10 – 14 years	19	6.4
>15 Years	10	3.4
Total	296	100
Income/moon		
< IDR 5 million	145	49.0
IDR 5-10 million	70	20.0
IDR 15-20 million	59	7.0
> IDR 20 million	1	0.3
Total	296	100
On Duty		
Private-	202	68.2
Kopda	67	22.7
Sergeant-	27	9.1
Lieutenant	296	100
Lieutenant Colonel		
Total		

Source:Data Processing (Questionnaire), 2024

Analysis and Research Results
Validity and Reliability Test

Validity and reliability tests are seen as confirmatory between variables in Figure 2 below.

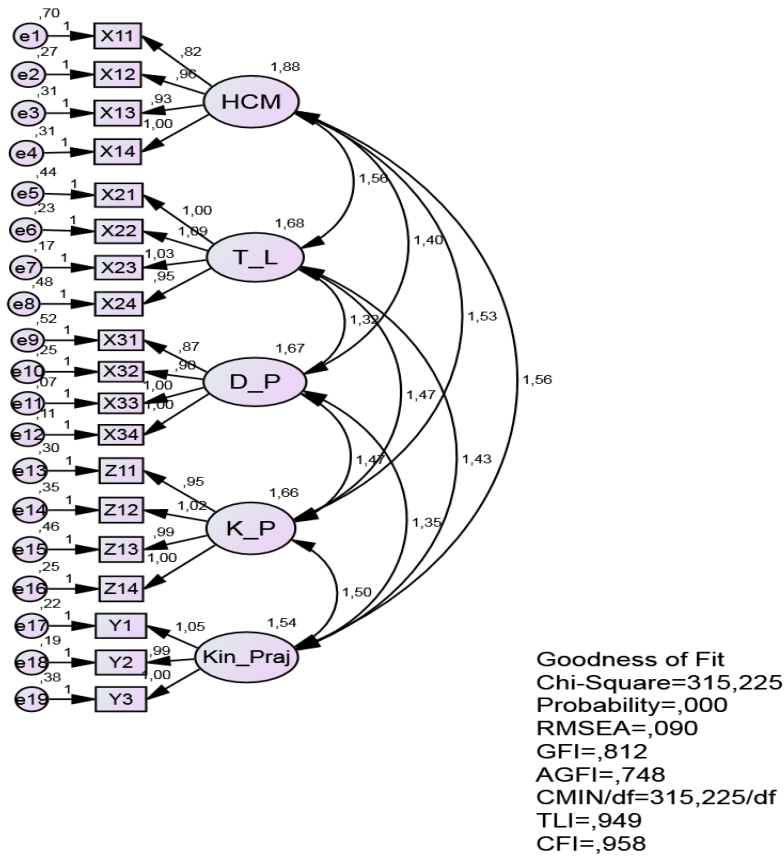


Figure 2. Confirmatory Between Variables

Hypothesis Testing

The conceptual framework of this research is based on theoretical studies and empirical studies as shown in Figure 3 below

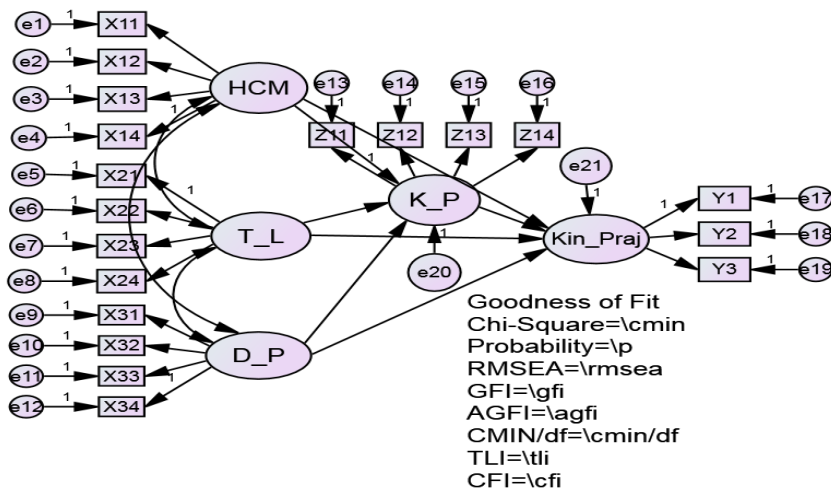


Figure 3. Structural Equation Model Initial Research

The output result is Figure 3, see Fig. 4.

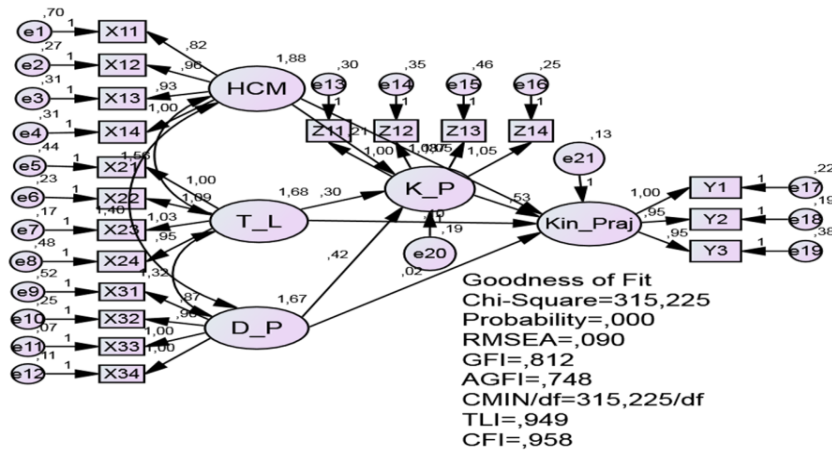


Figure 4. Results of Structural Equation Model Initial Research Processing

The output result is Figure 3, see Fig. 4.

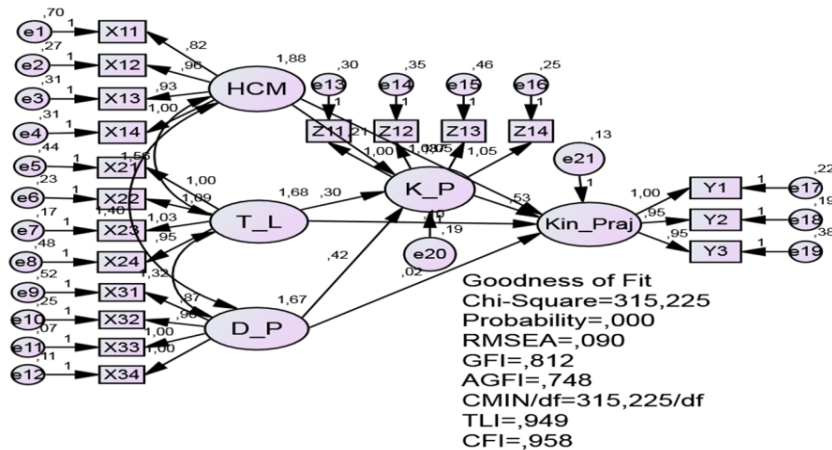


Figure 4. Results of Structural Equation Model Initial Research Processing

Table 2. Recapitulation of the Goodness of Fit Index Test of the Initial Research Structural Equation Model

Goodness of Fit Index	Cut off Value	Research result	Evaluation Results
χ^2 Chi-Square	Small	315,225	Big
Probability	> 0.05	0,000	Not Fit Yet
RMSEA	< 0.08	0.0 90	Not Fit Yet
GFI	> 0.90	0.812	Not Fit Yet
AGFI	> 0.90	0.748	Not Fit Yet
CMIN/ df	< 2.00	315,225	Not Fit Yet
TLI	> 0.95	0.949	Fit
CFI	> 0.95	0.958	Fit

Table 3. Initial Research Model Regression Weights

			Estimate	SE	CR	P	Label
K_P	<---	HCM	,209	,082	2,565	,010	par_11
K_P	<---	D_P	,419	,063	6,700	***	par_19
K_P	<---	T_L	,302	,087	3,491	***	par_23
Kin_Praj	<---	K_P	,528	,119	4,445	***	par_12
Kin_Praj	<---	HCM	,365	,086	4,238	***	par_14



		Estimate	SE	CR	P	Label
Kin_Praj	<--- D_P	,022	,076	,293	,770	par_20
Kin_Praj	<--- T_L	,100	,088	1,134	,257	par_22

Based on Figure 4 criteria goodness of fit, only TLI and CFI are fit, while others such as Chi-Square, Probability, RMSEA, GFI, AGFI, and CMIN/df, still Not yet fulfilling criteria fit, with their value approaching the desired range, however, based on evaluation to regression weight, all variable have mark critical ratio (CR) no equal to zero which means own connection causality, which indicates that this research model is acceptable, only

Not yet enter criteria/standards specified. Therefore, in this study, the researcher did not modify the model, but what was done was simply modifying the index.

Looking at the results of the analysis of the output of the Structural Equation Model Research Figure 5, it still looks unfit, for that reason the researcher carried out trimming very carefully. So that form Model 1 as shown in Figure 5 below.

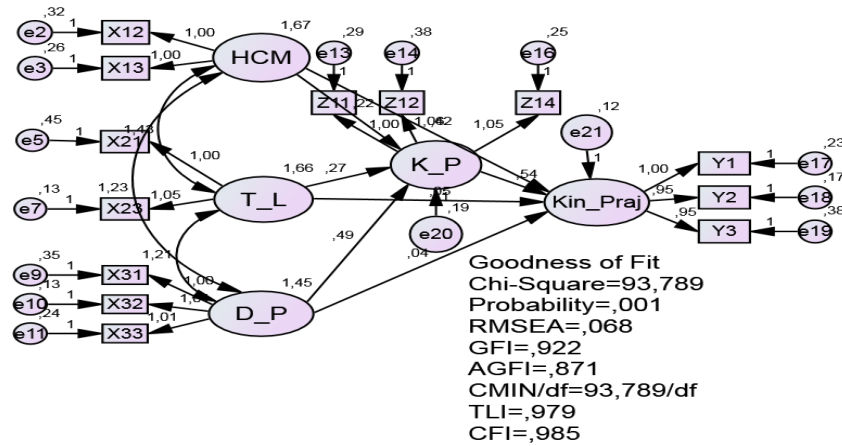


Figure 5. Structural Equation Model 1 Results After Trimming

Table 4. Regression Weights Model 1 Research

			Estimate	SE	CR	P	Label
K_P	<--- HCM		,221	,092	2,405	,016	par_6
K_P	<--- D_P		,494	,077	6,385	***	par_13
K_P	<--- T_L		,268	,089	3,004	,003	par_17
Kin_Praj	<--- K_P		,538	,125	4,302	***	par_7
Kin_Praj	<--- HCM		,418	,092	4,552	***	par_9
Kin_Praj	<--- D_P		,039	,091	,424	,671	par_14
Kin_Praj	<--- T_L		,046	,084	,550	,582	par_16

From the results of the goodness of fit test of the Structural Equation Model 1 Index, as shown in Table 5 below.

Table 5. Goodness of fit Index Structural Equation Model Test Results 1

Goodness of Fit Index	Cut off Value	Research result	Evaluation Results
χ^2 Chi-Square	Small	93,789	Small
Probability	> 0.05	0.001	No Fit
RMSEA	< 0.08	0.068	Fit
GFI	> 0.90	0.922	Fit
AGFI	> 0.90	0.871	Moderate
CMIN/ df	< 2.00	93,789	Fit
TLI	> 0.95	0.979	Fit
CFI	> 0.95	0.985	Fit

Based on Figure 5 and Table 5 of criteria goodness of fit, can be seen only Probability still

Not yet fit and AGFI approaching fit (moderate), moderate Chi-Square, , RMSEA, GFI, CMIN/ df,



TLI and CFI have marked as desired, evaluation to regression weight all variable have mark critical ratio (CR) no equal to zero which means own connection causality, which indicates that this research model is acceptable, it is specified criteria/standards

Table 6. Out Put Modification Indices Model 1 (finalmodel)

Covariance: (Group number 1 - Default model)

	MI	Change of Partners
e10 <--> D_P	4,043	,057
e10 <--> T_L	8,118	-,081
e10 <--> e16	5,038	,051
e11 <--> T_L	4,251	,070
e11 <--> e16	4,284	-,055
e11 <--> e9	5,008	-,064
e19 <--> e11	5,558	,072
e18 <--> e20	4,245	,046
e17 <--> HCM	4,388	,069
e17 <--> e11	4,318	-,052
e13 <--> e20	4,683	-,056

	MI	Change of Partners
e13 <--> e19	5,361	-,075
e5 <--> e9	5,631	,091
e7 <--> e11	5,486	,064
e2 <--> e18	8,107	-,076
e2 <--> e17	5,989	,073

Evaluation Normality and Outlier Evaluation

Testing normality is done to know whether data distribution meets assumption normality. If the data is stated to be normal, then the data can be processed further with SEM. Data normality can be seen from text output in the assessment of normality, whether the assumption of data normality is already fulfilled or not. Normal data distribution is evaluated using skewness and kurtosis, the variables that are owned coefficient skewness or kurtosis with critical ratio (cr) more from +/- 2.58 shows distribution not normal, and vice versa means normal (Sanusi, 2017), has critical ratio (cr) below +/- 2.58, so that declared normal.

Table 7. Assessment of normality (Group number 1)

Variable	min	max	Skew	cr	Kurtosis	cr
Z24	3,000	5,000	,029	,113	-,290	-,558
Z23	6,000	10,000	-,333	-1,283	,793	1,528
Y5	5,000	10,000	-,458	-1,763	-,457	-,881
Y2	6,000	10,000	-,211	-,811	-,994	-1,915
Z11	6,000	10,000	-,515	-1,982	,301	,580
Z12	6,000	10,000	-,285	-1,096	-,038	-,074
Z13	6,000	10,000	-,332	-1,280	-,219	-,421
X25	6,000	10,000	-1,062	-4,089	1,031	1,986
X23	6,000	10,000	-,127	-,490	-,041	-,079
X14	6,000	10,000	-,478	-1,839	,240	,463
X13	6,000	10,000	-1,448	-5,576	2,771	5,336
X12	6,000	10,000	-,639	-2,460	-,296	-,571
X11	6,000	10,000	-,882	-3,398	1,090	2,099
Multivariate					7,881	1,915

Source: Researcher's Processed Results, 2024
 Parameter Testing

Hypothesis testing to analyze the Critical Ratio (CR) value and P value from the processed data results compared to the required statistical limits, namely Critical Ratio (CR) > 1.96 and for p-value < 0.05. If the processed data results show a value that meets the requirements, then the proposed

assessment hypothesis is accepted, likewise if the Critical Ratio (CR) < 1.96 and for p-value > 0.05 then the proposed hypothesis is rejected. In this study, 7 hypotheses were proposed, and the test results for each hypothesis as in Table 8 are as follows:

Table 8 Regression Weights
Regression Weights: (Group number 1 - Default model)

	Estimate	SE	CR	P	Label
K_P <--- HCM	,231	,096	2,410	,016	par_6
K_P <--- D_P	,487	,078	6,241	***	par_13
K_P <--- T_L	,270	,090	3,009	,003	par_17



		Estimate	SE	CR	P	Label
Kin_Praj	<--- K_P	,533	,129	4,126	***	par_7
Kin_Praj	<--- HCM	,435	,099	4,379	***	par_9
Kin_Praj	<--- D_P	,030	,092	,322	,747	par_14
Kin_Praj	<--- T_L	,042	,089	,474	,636	par_16

Source: Processed Data, 2024

Based on Table 8, it can be described and explained as follows:

H1: Human Capital Management (HCM) Has a significant impact on the performance of TNI soldiers at RoesminNurjadin Air Force Base, Pekanbaru.

The significant value of the Human Capital Management variable on Performance is $0.000 < 0.05$ and the Critical Ratio (CR) is $4.379 > 1.96$, meaning that Human Capital Management (HCM) has a positive and significant effect on Soldier Performance, thus Hypothesis 1 (H1): Human Capital Management (HCM) Has a significant impact on the performance of TNI soldiers at RoesminNurjadin Air Force Base, Pekanbaru, accepted.

H2: Human Capital Management (HCM) Has a significant impact on the welfare of TNI soldiers at RoesminNurjadin Air Force Base, Pekanbaru.

Significant value of Human Capital Management variable on Soldier Welfare $0.016 < 0.05$ and Critical Ratio (CR) $2.410 > 1.96$, meaning that Human Capital Management (HCM) has a positive and significant effect on Soldier Welfare, thus Hypothesis 2 (H2): Human Capital Management (HCM) Has a significant impact on the welfare of TNI soldiers at RoesminNurjadin Air Force Base, Pekanbaru, accepted.

H3: Transformational Leadership has a significant influence on the performance of TNI soldiers at RoesminNurjadin Air Force Base, Pekanbaru.

Significant value of Transformational Leadership variable on Soldier Performance $0.636 > 0.05$ and Critical Ratio (CR) $0.474 < 1.96$, meaning that Transformational Leadership does not have a significant effect on Soldier Performance, thus Hypothesis 3 (H3): Transformational Leadership Has a Significant Effect on the Performance of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru, is rejected.

H4: Transformational Leadership Has a Significant Influence on the Welfare of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru.

The significant value of the Transformational Leadership variable on Soldier Welfare is $0.003 < 0.05$ and the Critical Ratio (CR) is $3.009 > 1.96$, meaning that Transformational Leadership has a positive and significant effect on Soldier Welfare, thus Hypothesis 4 (H4): Transformational Leadership has a significant effect on the Welfare of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru, is accepted.

H5: Soldier Discipline Has a significant impact on the performance of TNI soldiers at RoesminNurjadin Air Force Base, Pekanbaru.

Significant value of the Soldier Discipline variable on Soldier Performance $0.747 > 0.05$ and Critical Ratio (CR) $0.322 < 1.96$, meaning that soldier discipline has a positive and insignificant effect on soldier performance, thus Hypothesis 5 (H5): Soldier Discipline Has a Significant Effect on the Performance of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru, is rejected.

H6: Soldier Discipline Has a Significant Influence on the Welfare of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru.

The significant value of the variable of Soldier Discipline on Soldier Welfare is $0.000 < 0.05$ and Critical Ratio (CR) $6.241 > 1.96$, meaning that Soldier Welfare has a positive and significant effect on the Welfare of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru. Thus Hypothesis 6 (H6) : Soldier Discipline has a substantial effect on the Welfare of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru, is accepted.

H7: Soldier Welfare Has a Significant Influence on the Performance of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru.



The significant value of the variable of Soldier Welfare on Performance is $0.000 < 0.05$ and Critical Ratio (CR) $6.241 > 1.96$, meaning that Soldier Welfare has a positive and significant effect on the Performance of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru. Thus Hypothesis 7 (H7): Soldier Welfare has a substantial effect on the

Performance of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru, is stated: Accepted.

The results of the hypothesis analysis that have been explained are summarized in Table 9 below.

Table 9 Recapitulation of Research Hypothesis Test Results

	Hypothesis	Accepted / Rejected
H ₁	Human Capital Management (HCM) Has a significant impact on the performance of TNI soldiers at RoesminNurjadin Air Force Base, Pekanbaru.	Accepted
H ₂	Human Capital Management (HCM) Influential Significant to Welfare Indonesian Army soldiers at RoesminNurjadin Air Force Base.	Accepted
H ₃	Transformational Leadership has a significant influence on the performance of TNI soldiers at RoesminNurjadin Air Force Base, Pekanbaru.	Rejected
H ₄	Transformational Leadership Influential Significant To Welfare Soldiers of the Indonesian National Armed Forces at RoesminNurjadin Air Force Base.	Accepted
H ₅	Discipline of Soldiers Has a significant impact on the performance of TNI soldiers at RoesminNurjadin Air Force Base, Pekanbaru.	Rejected
H ₆	Soldier Discipline Has a Significant Influence on the Welfare of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru	Accepted
H ₇	Soldier Welfare Has a Significant Influence on the Performance of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru.	Accepted

Source: Researcher's Processed Results, 2024

Discussion

The discussion of this research focuses on the findings which are good facts obtained in the field in the Indonesian Life Insurance industry, and which are used as a basis for the research model theory consisting of Human Capital Management,

Transformational Leadership, Discipline and Soldier Welfare and Soldier Performance.

The influence of the relationship between variables in this study refers to model 2 (final model) in Figure 6, the following model.

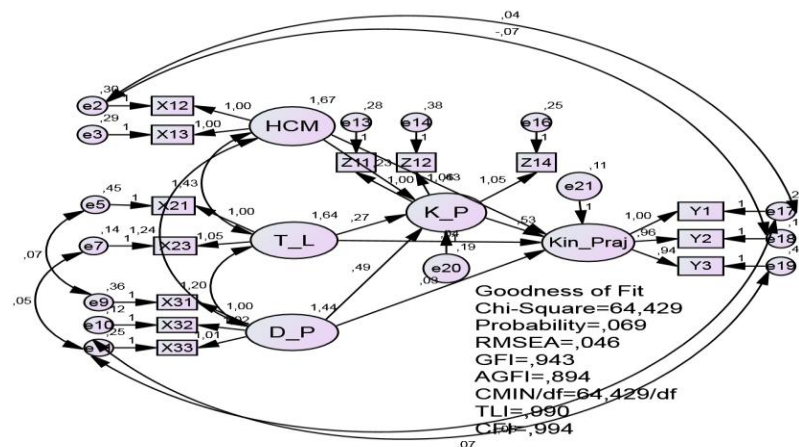


Figure 6 Relationship Between Variables



The relationship between variables which is the final research model in Figure 6 is explained as follows:

1. The Influence of Human Capital Management (HCM) on the Performance of Indonesian National Armed Forces Soldiers at RoesminNurjadin Air Force Base, Pekanbaru.

Based on the statistical analysis of Figure 6 The probability value of the Human Capital Management variable on Performance was obtained at $0.000 < 0.05$ and the Critical Ratio (CR) was $4.379 > 1.96$, meaning that Human Capital Management (HCM) had a positive and significant effect on Soldier Performance, thus

Hypothesis 1 (H1): Human Capital Management (HCM) Has a significant impact on the performance of TNI soldiers at RoesminNurjadin Air Force Base, Pekanbaru, accepted.

A positive value explains that the influence is unidirectional, meaning that if the TNI Lanud RoesminNurjadinPekanbaru has good (high) Human Capital Management (HCM), then the performance of the TNI Lanud RoesminNurjadinPekanbaru soldiers will be good. will be good (high) too. Conversely, if the TNI Lanud RoesminNurjadinPekanbaru has bad (low) Human Capital Management (HCM), then the Performance of TNI Lanud RoesminNurjadinPekanbaru Soldiers will be bad (low) too.

The results of this study confirm the research conducted by (Hadiyan& Faisal, 2021), whose research results show that Human Capital affects Performance.

2. Human Capital Management (HCM) Has a significant impact on the welfare of TNI soldiers at RoesminNurjadin Air Force Base, Pekanbaru.

Based on the statistical analysis of Figure 6 the magnitude of the probability value of the Human Capital Management variable on Soldier Welfare is $0.016 < 0.05$ and the Critical Ratio (CR) is $2.410 > 1.96$, meaning that Human Capital Management (HCM) a positive and significant effect on Soldier Welfare, thus Hypothesis 2 (H2): Human Capital Management (HCM) Has a significant impact on the welfare of TNI soldiers at RoesminNurjadin Air Force Base, Pekanbaru, accepted.

A positive value explains that the influence is unidirectional, meaning that if the TNI Lanud RoesminNurjadinPekanbaru has good (high)

Human Capital Management (HCM), then the Welfare of TNI Lanud RoesminNurjadinPekanbaru Soldiers will be good. will be good (high). Conversely, if the TNI Lanud RoesminNurjadinPekanbaru has bad (low) Human Capital Management (HCM), then the Welfare of TNI Lanud RoesminNurjadinPekanbaru Soldiers will be bad (low) too.

The results of this study confirm research conducted by (Hadiyan& Faisal, 2021), whose research results show that Human Capital has an impact on Welfare.

3. Transformational Leadership has a significant influence on the performance of TNI soldiers at RoesminNurjadin Air Force Base, Pekanbaru.

Based on a statistical analysis of Figure 6 the magnitude of the probability value of the Transformational Leadership variable on Soldier Performance is $0.636 > 0.05$ and the Critical Ratio (CR) is $0.474 < 1.96$, meaning that Transformational Leadership does not have a significant effect on Soldier Performance, thus Hypothesis 3 (H3) : Transformational Leadership Having a significant impact on the performance of TNI soldiers at RoesminNurjadin Air Force Base, Pekanbaru, was rejected.

A positive value explains that the influence is unidirectional, meaning that if the TNI Lanud RoesminNurjadinPekanbaru has good (high) Transformational Leadership, then the Performance of TNI Lanud RoesminNurjadinPekanbaru Soldiers will be good. will be good (high). Conversely, suppose the TNI Lanud RoesminNurjadinPekanbaru has poor (low) Transformational Leadership. In that case, the Performance of TNI Lanud RoesminNurjadinPekanbaru Soldiers will be bad (low), but in this study the results were not significant, meaning that this view does not apply. Even though Transformational Leadership is bad, Soldier Performance remains high.

The results of this study do not confirm the research conducted by (Hadiyan& Faisal, 2021), whose research results showed that Transformational Leadership affects Performance.

4. Transformational Leadership Has a Significant Influence on the Welfare of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru. Based on statistical analysis Figure 6 obtained the value of the probability of the Transformational



Leadership variable on Soldier Welfare $0.003 < 0.05$ and Critical Ratio (CR) $3.009 > 1.96$, meaning that Transformational Leadership has a positive and significant effect on Soldier Welfare, the Hypothesis 4 (H4): Transformational Leadership has a significant effect on the Welfare of TNI Soldiers at RoesminNurjadinPekanbaru Air Force Base, is accepted.

A positive value explains that the influence is unidirectional, meaning that if the TNI Lanud RoesminNurjadinPekanbaru has good (high) Transformational Leadership, then the Welfare of TNI Lanud RoesminNurjadinPekanbaru Soldiers will be good. will be good (high). Conversely, if the TNI Lanud RoesminNurjadinPekanbaru has bad Transformational Leadership (low), then the Welfare of TNI Lanud RoesminNurjadinPekanbaru Soldiers will be bad (low).

The results of this study do not confirm the research conducted by (Hadiyan& Faisal, 2021), whose research results showed that Transformational Leadership affects Well-being.

5. Soldier Discipline Has a significant impact on the performance of TNI soldiers at RoesminNurjadin Air Force Base, Pekanbaru.

Based on the statistical analysis of Figure 6 the magnitude of the probability value of the Soldier Discipline variable on Soldier Performance $0.747 > 0.05$ and Critical Ratio (CR) $0.322 < 1.96$, meaning that soldier discipline has a positive and insignificant effect on soldier performance, thus Hypothesis 5 (H5): Soldier Discipline Has a Significant Effect on the Performance of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru, is rejected.

Positive values explain that the influence is unidirectional, meaning that if the TNI Lanud RoesminNurjadinPekanbaru has good (high) Soldier Discipline, then the Soldier Performance will be good (high) too. Conversely, if the TNI Lanud RoesminNurjadinPekanbaru has a bad (low) Soldier Discipline, then the Soldier Performance will also be bad (low). However, this study found that Soldier Discipline does not have a significant effect on Soldier Performance, whether the TNI Lanud RoesminNurjadinPekanbaru soldiers are disciplined, Soldier Performance remains high (good).

The results of this study confirm research conducted by (Khan, 2017), the results of which showed that discipline affects performance.

6. Soldier Discipline Has a Significant Influence on the Welfare of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru.

Based on the statistical analysis of Figure 6 the

value of the probability variable of Soldier Discipline on Soldier Welfare is $0.000 < 0.05$ and Critical Ratio (CR) $6.241 > 1.96$, meaning that Soldier Welfare has a positive and significant effect on the Welfare of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru. Thus Hypothesis 6 (H6): Soldier Discipline has a substantial effect on the Welfare of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru, is accepted.

Positive values explain that the influence is unidirectional, meaning that if the TNI Lanud RoesminNurjadinPekanbaru has good (high) Soldier Discipline, then the Soldier Welfare will be good (high) too. Conversely, if the TNI Lanud RoesminNurjadinPekanbaru has bad (low) Soldier Discipline, then the Soldier Welfare will also be bad (low).

The results of this study confirm research conducted by (Khan, 2017), whose research results show that discipline has an impact on well-being.

7. Soldier Welfare Has a Significant Influence on the Performance of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru.

Based on the statistical analysis of Figure 6 the magnitude of the probability value of the variable of Soldier Welfare on Performance is $0.000 < 0.05$ and the Critical Ratio (CR) is $6.241 > 1.96$, meaning that Soldier Welfare has a positive and significant effect on the Performance of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru.

Thus, Hypothesis 7 (H7): Soldier Welfare has a significant influence on the Performance of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru, is stated as Accepted.

Positive values explain that the influence is unidirectional, meaning that if TNI Lanud RoesminNurjadinPekanbaru has good (high) Soldier Welfare, then Soldier Performance will be good (high) too. Conversely, if TNI Lanud RoesminNurjadinPekanbaru has bad (low) Soldier Welfare, then Soldier Performance will also be bad (low).

The results of this study confirm research conducted by (Khan, 2017), whose research results show that welfare has an impact on performance.

Limitations Study

This research has limitations, first, in the amount of sample Still limited, only A total of 196 samples participated participate from amount population as many as 1124 TNI personnel from Roesmin Air Force Base the NurjadinPekanbaru. Therefore, this study may limit the generalizability of the findings to a larger population. Then, second,



data limitations related to cross-sectional data that limit causality testing. Thus, a longitudinal research design would provide better results.

IV. CONCLUSION

The conclusions of this study are as follows:

1. Human Capital Management (HCM) Has a positive and significant impact on the performance of TNI soldiers at RoesminNurjadin Air Force Base, Pekanbaru.
2. Human Capital Management (HCM) Has a positive and significant impact on the welfare of TNI soldiers at RoesminNurjadin Air Force Base, Pekanbaru.
3. Transformational Leadership has a positive and insignificant influence on the performance of TNI soldiers at RoesminNurjadin Air Force Base, Pekanbaru .
4. Transformational Leadership Has a Positive and Significant Influence on the Welfare of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru.
5. Discipline of Soldiers Has a positive and insignificant influence on the performance of TNI soldiers at RoesminNurjadin Air Force Base, Pekanbaru.
6. Soldier Discipline Has a Positive and Significant Influence on the Welfare of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru .
7. Soldier Welfare Has a Positive and Significant Influence on the Performance of TNI Soldiers at RoesminNurjadin Air Force Base, Pekanbaru.

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