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RESEARCH ARTICLE

THE INFLUENCE OF THE DISTRICT MILITARY COMMAND 0818/MALANG ARMY SOLDIERS WORK PERFORMANCE ON FOOD CROPS *UPSUS* (SPECIAL EFFORT) ACTIVITIES.

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Abstract

The purpose of this study are 1) Analyzing the Factors that influence the performance of District Military Command 0818/Malang Army soldiers in food crop *UPSUS* activities, 2) Analyzing the most dominant variables in District Military Command 0818/Malang Army soldiers on *UPSUS* activities of food crops. This research was conducted in Kalipare District, Malang Regency. The main reason for choosing the location is because this agency is one of the sub-districts which is a model for the soldiers who carry out state defense awareness programs. While the time of research starts on August 9, 2017 until December 24, 2017.

This research is included in survey research, namely research that takes samples from one population and uses questionnaires as the main data collection tool. Based on the aim, which is to examine the relationship of the role of Human Resources to the performance of soldiers, this research is categorized as explanatory research, where this study explains the relationship between research variables and tests the hypotheses previously explained.

The sample is part of the population or part of the number and characteristics possessed. The sample survey is a procedure for determining a portion of the population, taken and used to determine the desired characteristics and characteristics of the population. The sample size can be representative, 81 respondents. Data analysis technique is a way to process the data obtained and the results of research. In this study, to determine the relationship between variables X and Y variables was used the analysis of Multiple Linear Regression. The research results show that 1) Quantity of work (Y_1) variable, Quantity of Work (Y_2) variable, Job knowledge variable (Y_3), creativeness variable (Y_4), cooperation variable (Y_5), dependability variable (Y_6), initiative variable (Y_7), variable personal qualities (Y_8). Influential on the Army Soldiers work performance of Military District Command 0818 Malang regency 2) the initiative variable has a dominant influence of 83.20%, while the determinant coefficient is 67.90%.

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Introduction:-

Organizational performance is the result of many individual decisions that are made continuously by management. Therefore, to assess performance needs to be involved in analyzing the impact of human resources on decisions and considering them using comparative measures. In discussing the method of performance appraisal, it must be based on published data made in accordance with the principles of generally accepted human resource management. This report is the most common data available for this purpose, although it often does not represent the results and conditions of the organization.

Performance according to Mulyadi (2007) there is a link between performance and work performance with a periodic determination of the operational effectiveness of an organization, its organizational parts and employees based on the targets, standards and criteria previously set. Because organizations are basically run by humans, performance appraisals are actually an assessment of human behavior in carrying out the roles they play in the organization. While the notion of work performance in the field of management is the determination of certain measures that can measure the success of a company in producing work productivity or work performance.

Food is a very important and strategic commodity for the Indonesian people considering that food is a basic human need that must be fulfilled by the government and society. Various efforts have been programmed and carried out by the central government and regional governments as well as various agricultural actors. But due to climate change or global warming prolonged, and limited and increasingly narrow agricultural land accompanied by natural disasters cause disruption of national food productivity. This encourages the government to implement a paradigm shift in national development policies in agriculture aimed at increasing food security through special efforts (UPSUS) on several agricultural commodities.

The purpose of work performance assessment is to motivate soldiers to achieve organizational goals and in adhering to predetermined standards of behavior in order to produce desired actions and results. Standards of behavior can be in the form of management policies or formal plans as outlined in the budget. "The importance of the agricultural sector for the national economy can be seen from the magnitude of Indonesia's Gross Domestic Product originating from the agricultural sector, where the agricultural sector is the second largest sector after the processing industry. In 2016, the contribution of the agricultural sector in gross domestic income was 15.01%.

Seeing the importance of the agricultural sector and to meet national food needs, the government issued a policy in the form of special efforts for rice, corn and soybeans (UPSUS PAJALE). To strengthen these *UPSUS* and be faced with the dynamics of environmental development today which are loaded with significant changes, the government involves the Army Soldiers to support the *UPSUS* activity. The involvement of the Indonesian Army Soldiers can be seen as a non-war Territorial role and in the form of a unified TNI with the community.

One of the District Military Command that participating in the program was District Military Command 0818 of Malang Regency in East Java Province, which was able to help realize the food security program, as for the number of District Military Command 0818 personnel in Malang Regency to implement Chief's orders in food security. Thus it is necessary to conduct a study entitled: THE INFLUENCE OF THE DISTRICT MILITARY COMMAND 0818/MALANG ARMY SOLDIERS WORK PERFORMANCE ON FOOD CROPS *UPSUS* (SPECIAL EFFORT) ACTIVITIES

Research purposes:-

Based on the formulation of the problem above, the objectives of this study are as follows:

1. Analyzing the Factors that influence the achievements of Army Military District Command 0818 of Malang Regency in the activities of *UPSUS* food crops
2. Analyzing the most dominant variables in the Army Military District Command 0818 Malang Regency in the activities of *UPSUS* food crops

Research Methods:-**Types of research:-**

This research is included in survey research, is the research that takes samples from one population and uses questionnaires as the main data collection tool. In general, the unit of analysis in survey research is individual.

Therefore, the unit of analysis in the research is Army Military District Command 0818 of Malang Regency. Based on the objective, which is to examine the relationship of the role of Human Resources to the performance of soldiers, this research is categorized as explanatory research, where this study explains the relationship between the research variables and examines the hypotheses previously described (Arikunto, 2002). While the approach used in this study is to use a quantitative approach because it leads to the survey method.

Research Population and Samples:-

Research Population:-

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics set by the researcher to be studied and then drawn to conclusions (Sugiyono, 2007). The population in the study was all Army soldiers of Military District Command 0818 of Malang Regency which numbered of 432 people.

Research Samples:-

Sampling Method:-

The sample is part of the population or part of the number and characteristics of the population (Mantra and Kasto in Singarimbun, 1997). Sample survey as a procedure for determining a portion of the population, taken and used to determine desired characteristics and characteristics of the population. So that the sample size taken can be representative, it is calculated using the formula Santosa (2005) as follows:

$$n = \frac{N}{1 + Ne^2}$$

Details :

n = sample size

N = population size

e = presentation of allowance for inaccuracy due to sampling errors that can still be tolerated or desired.

By using a precision level of 10%, the sample size of this study is:

525

n =

$1 + (525) (0,1)^2$

n = 81 Soldiers

Data collection technique:-

To obtain data on leadership, communication, reward and motivation as well as employee performance, the focus method of questionnaire data collection was used assisted by observation, interview guides and documentation techniques.

Questionnaire:-

The use of questionnaires has a number of advantages including:

1. Confidentiality guaranteed
2. Provide sufficient opportunities for respondents to think.
3. Reach many people at the same time
4. Well documented and reflected.
5. Easy to analyze and can be done face to face or not face to face.
6. These strengths are what encourage researchers to use them and remain aware of a number of weaknesses.

The disadvantages of using a questionnaire are:

1. Respondents close themselves to negative things that affect him.
2. Open the opportunity for respondents to imitate other respondents' answers.
3. There is a possibility that the respondent misunderstood the question
4. Opening the opportunity for respondents to answer incorrectly.
5. Does not allow the researcher to know the spontaneous response of the respondent.

Observation:-

Used as a guide for researchers in making direct observations of the object of study.

Documentation:-

Documentation technique is a guideline to load an outline / category to find secondary data needed.

Interview:-

The interview technique contains a list of questions about the object under study as a reference in conducting interviews.

To collect primary data, indicators of each variable are made in the form of a questionnaire designed based on a Likert scale that is ordinal (Singarimbun, 1999). Before the data obtained is analyzed further, then first test the instrument in the questionnaire made, namely the validity test and reliability test.

Research Time and Location:-

This research was conducted in Kalipare District, Malang Regency. The main reason for choosing the location is because this agency is one of the sub-districts which is a model for the soldiers who carry out state defense awareness programs. While the time of research starts on August 9, 2017 until December 24, 2017.

Data analysis technique:-

Data analysis technique is a way to process data obtained and research results. In this study to determine the relationship between variables X and Y variables using the statistical program SPSS (Statistics Program for Social Science) tool which includes

Analysis of Multiple Linear Regression

Analysis of Multiple Linear Regressions

The formula used in the analysis of Multiple Linear Regression is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Where:

Y = Independent Variables

X1 Xn = Dependent variable

β_0 = Intercept / Constant

$\beta_1 \dots \beta_5$ = Coefficient

Research Result And Discussion:-**Multiple Linear Analysis Results Factors That Affect Job Performance:-**

Correlation analysis is to find out the closeness of the relationship between the dependent variable and the independent variable or closeness of the relationship between Job Performance variables consisting of Quantity of work (Y1), Quantity of Work (Y2), Job knowledge (Y3), Creativeness (Y4) variables, variable cooperation (Y5), dependability variable (Y6), variable initiative (Y7), personal qualities variable (Y8).

The results of this correlation analysis are used to determine the closeness relationship between the dependent variables on the independent variable. Discussion of correlations in statistics, we will find the notion of positive correlation, negative correlation and zero correlation. Positive correlation is indicated by the magnitude of the correlation coefficient with notation (+), a negative correlation is indicated by the magnitude of the correlation with the notation (-), and zero correlation occurs if there is no relationship between variable X and variable Y.

Correlation of Job Performance Factor Factors:-

Table 1:-Results of Interrelated Variable and Independent Variable Correlation Analysis

		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8
Y1	Pearson Correlation	1	.835**	.827**	.173	.610	.655	.547	.668
	Sig. (2-tailed)		.000	.000	.123	.328	.626	.192	.133
	N	81	81	81	81	81	81	81	81
Y2	Pearson Correlation	.835**	1	.648**	.332	-.260*	.183	.304**	.077
	Sig. (2-tailed)	.000		.000	.775	.019	.102	.006	.492
	N	81	81	81	81	81	81	81	81
Y3	Pearson Correlation	-.827**	-.648**	1	.116	-.136	.302**	.410**	.054
	Sig. (2-tailed)	.000	.000		.301	.225	.006	.000	.631
	N	81	81	81	81	81	81	81	81

Y4	Pearson Correlation	-.173	.032	.116	1	-.657**	-.695**	.353**	.921**
	Sig. (2-tailed)	.123	.775	.301		.000	.000	.001	.000
	N	81	81	81	81	81	81	81	81
Y5	Pearson Correlation	.110	-.260*	-.136	-.657**	1	.209	-.714**	-.766**
	Sig. (2-tailed)	.328	.019	.225	.000		.061	.000	.000
	N	81	81	81	81	81	81	81	81
Y6	Pearson Correlation	.055	.183	.302**	-.695**	.209	1	.330**	-.650**
	Sig. (2-tailed)	.626	.102	.006	.000	.061		.003	.000
	N	81	81	81	81	81	81	81	81
Y7	Pearson Correlation	-.147	.304**	.410**	.353**	-.714**	.330**	1	.503**
	Sig. (2-tailed)	.192	.006	.000	.001	.000	.003		.000
	N	81	81	81	81	81	81	81	81
Y8	Pearson Correlation	-.168	.077	.054	.921**	-.766**	-.650**	.503**	1
	Sig. (2-tailed)	.133	.492	.631	.000	.000	.000	.000	
	N	81	81	81	81	81	81	81	81

Table 1. Shows that the correlation between the numbers of jobs to work performance is 0.835. These results indicate that there is a strong relationship between the number of jobs to work performance, the more the number of jobs increases, the stronger the work performance. Correlation between work quality variables is 0.648, this result shows that there is a positive relationship between work quality and work performance which means that if the quality of work is improved, work performance will increase strongly. Job knowledge variables have a correlation relationship of 0.173, which means that if work knowledge is improved, work performance also increases weakly. The value of the correlation between creativity and work performance is 0.610 which means there is a strong relationship between creativity and work performance. This is if creativity is increased, then the achievement also increases strongly. Cooperation variables have a moderate relationship of 0.610 which means that there is a moderate relationship between cooperation with work performance. This means that if cooperation is increased, then work performance also increases. The value of the correlation between firmness to work performance is 0.230 which means there is a weak relationship between firmness to work performance. This is if firmness is increased, then work performance also increases weakly. The initiative variable has a moderate relationship of 0.540 which means that there is a moderate relationship between initiatives towards work performance. This means that if the initiative is increased, then work performance also increases moderately. Personality quality variables have a moderate relationship of 0.678 which means there is a moderate relationship between personality quality on work performance. This means that if the personality quality is increased, then work performance also increases.

Analysis of Variation of Factors Affecting Work Achievement:-

Multiple linear regression analysis is used to test the influence of the dependent variable on the independent variable. Work Performance variables consisting of Quantity of work (Y1), Quantity of Work (Y2), Job knowledge (Y3), Creativeness (Y4), Cooperation (Y5), Dependability (Y6), initiative (variable) variables. Y7), variable personal qualities (Y8).

Table 2:-Variant Analysis of Factors Affecting Work Achievement.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.496	8	1.562	22.120	.000 ^a
	Residual	5.084	72	.071		
	Total	17.580	80			

- a. Predictors: (Constant), Y8, Y1, Y5, Y6, Y3, Y4, Y7, Y2
b. Dependent Variable: Z.

Test of Hypothesis I (Test F) Testing of hypothesis I is done by the F test, which is testing the significance of the regression coefficient (significance) as a whole.

Hypotesis Formulas :

Ho : $b_i = 0$

Ha : $b_i \neq 0$

Test criteria:-

$F_{\text{count}} > F_{\text{tabel}} (\alpha = 0,05)$ or probability < 0.05 then H_0 is rejected, meaning that the independent variables simultaneously have a significant effect on the dependent variable (Y), or the independent variables studied can explain the Army Soldiers Work Performance of the District Military Command 0818 Malang Regency

$F_{\text{count}} \leq F_{\text{tabel}} (\alpha = 0,05)$ or probability ≥ 0.05 then H_0 is accepted, meaning that the independent variable simultaneously does not have a significant effect on the dependent variable (Y), or the independent variable studied cannot explain the Army Soldiers Work Performance of the District Military Command 0818 Malang Regency.

Based on the analysis results obtained $F_{\text{count}} = 22.12$ while the F_{tabel} value at the level of $\alpha = 0.05$ is 2.53 so $F_{\text{count}} > F_{\text{tabel}}$ with a probability of 0,000 smaller than $\alpha = 0.05$, H_0 is rejected, this indicates that the variable Quantity of work (Y1), Quantity of Work (Y2) variable, Job knowledge variable (Y3), creativeness variable (Y4), cooperation variable (Y5), dependability variable (Y6), initiative variable (Y7), personal quality variable (Y8) towards the work performance of the Army District Military Command 0818 of Malang Regency in an effort to realize food security is very significant.

Analysis of the Coefficient of Factors Affecting Work Achievement:-

Quantity of work (Y1) variable coefficient analysis, Quantity of Work (Y2) variable, Job knowledge variable (Y3), creativeness variable (Y4), cooperation variable (Y5), dependability variable (Y6), variable initiative (Y7), variable personal qualities (Y8) on the work performance of the Army Military Command 0818 of Malang Regency

Table 3:-Coefficient Factors That Affect Job Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.621	.786		.790	.432
	Y1	.121	.038	.040	.554	.082
	Y2	.126	.158	.025	.664	.070
	Y3	.062	.149	.067	.413	.681
	Y4	.051	.084	.050	1.613	.011
	Y5	.141	.095	.108	1.482	.143
	Y6	-.176	.058	-.233	-3.030	.003
	Y7	.832	.166	.693	5.009	.000
	Y8	.007	.044	.013	.165	.869

a. Dependent Variable: Z

The t test uses the t test which is to test the significance of the influence of each variable and determine the variables that have the dominant influence on the dependent variable.

Hypothesis Formulas:

$H_0 : b_i = 0$

$H_a : b_i \neq 0$

If the results of the calculation show:

$T_{\text{count}} > t_{\text{tabel}}$ or $t_{\text{count}} < -t_{\text{tabel}}$ at the level $\alpha = 0.05$ or probability < 0.05 then H_0 is rejected, meaning the independent variable partially has a significant effect on the dependent variable at the 95% confidence level.

If $-t_{\text{tabel}} \leq t_{\text{hitung}} \leq t_{\text{tabel}}$ at level $\alpha = 0.05$ or probability $\alpha 0.05$ then H_0 is accepted, meaning that the independent variable partially does not have a significant effect on the dependent variable at the 95% confidence level.

The results of the t test can be explained as follows:-

Job Amount (Y1)

The regression coefficient of the number of jobs (b_1) is 0.121 indicating that the number of jobs has a positive influence (in the same direction) with work performance. The results of regression analysis obtained a value of $t =$

0.554 while the value of t_{tabel} at $\alpha = 0.05$ of 0.206 and a probability of 0.082 greater than 0.05 so $t_{\text{count}} < -t_{\text{tabel}}$ means H_0 is accepted, tested that the number of jobs has a significant influence through Army Soldiers working performance of Military District Command 0818 Malang regency.

Quality of Work (Y2):-

Job quality regression coefficient (b_2) of 0.126 indicates that the quality of work has an effect on work performance. The results of the regression analysis obtained the value of $t_{\text{count}} = 0.664$ while the value of t_{table} at $\alpha_t = 0.05$ is 2.069 and the probability of 0.070 smaller than 0.05 so $t_{\text{count}} > t_{\text{table}}$ means H_0 is rejected, which means that the quality of work significant influence through Army Soldiers working performance of Military District Command 0818 Malang regency.

Job knowledge (Y3):-

Job knowledge regression coefficient (b_3) of 0.062 shows that job satisfaction has no positive (unidirectional) effect on work performance. The results of the regression analysis obtained the value of $t_{\text{count}} = 0.413$ while the value of t_{table} at $\alpha = 0.05$ is 0.681 and the probability of 0.053 is smaller than 0.05 so $t_{\text{count}} < t_{\text{table}}$ means H_0 is rejected which means that job knowledge has a non-significant effect on work performance.

Creativity (Y4):-

The creativity regression coefficient (b_4) of 0.510 indicates that Creativity has positive effects on Job Performance. The results of the regression analysis obtained the value of $t_{\text{count}} = 1.613$ while the value of t_{table} at $\alpha = 0.05$ is 0.014 and the probability of 0.081 is smaller than 0.05 so $t_{\text{count}} < t_{\text{table}}$ means H_0 is accepted, tested that creativity has a significant influence on the Army Soldiers work performance of Military District Command 0818 Malang regency.

Cooperation (Y5):-

Cooperation regression coefficient (b_5) of 0.141 indicates that collaboration has a positive influence on work performance. The results of the regression analysis obtained a value of $t_{\text{count}} = 1.482$ while the value of t_{table} at $\alpha = 0.05$ is 2.069 and the probability of 0.0143 is smaller than 0.05 so $t_{\text{count}} < t_{\text{table}}$ means H_0 is accepted, tested that cooperation has a significant effect on the Army Soldiers work performance of Military District Command 0818 Malang regency.

Tenacity (Y6):-

Firmness regression coefficient (b_6) of -0,176 indicates that constancy has a negative influence on work performance. The results of the regression analysis obtained a value of $t_{\text{count}} = -1.303$ while the value of t_{table} at $\alpha = 0.05$ is 2.069 and the probability of 0.000 is smaller than 0.05 so $t_{\text{count}} < t_{\text{table}}$ means H_0 is accepted, tested that constancy has no significant effect on the Army Soldiers work performance of Military District Command 0818 Malang regency.

Initiative (Y7):-

The initiative regression coefficient (b_7) of 0.832 indicates that the initiative has a negative influence on work performance. The results of the regression analysis obtained a value of $t_{\text{count}} = 5.009$ while the t_{table} value at $\alpha = 0.05$ is 0,000 and a probability of 0,000 smaller than 0.05 so $t_{\text{count}} < t_{\text{table}}$ means H_0 is accepted, tested that the initiative has a very significant influence on the Army Soldiers work performance of Military District Command 0818 Malang regency.

Personality Quality (Y8):-

The regression coefficient of personality quality (b_8) of 0.007 indicates that the quality of personality has no positive effect on work performance. The results of the regression analysis obtained a value of $t_{\text{count}} = 0.165$ while the value of t_{table} at $\alpha = 0.05$ is 0.869 and the probability of 0.869 is greater than 0.05 so $t_{\text{count}} < t_{\text{table}}$ means H_0 is rejected, tested that personality quality has no significant effect on the Army Soldiers work performance of Military District Command 0818 Malang regency.

From the table above the regression equation is obtained;

$$Y = 0.429 + 0,121 Y_1 + 0,126 Y_2 + 0,062 Y_3 + 0,510 Y_4 + 0,141 Y_5 - 0,176 Y_6 + 0,832 Y_7 + 0,007 Y_8$$

From the regression equation above, we get the variable regression coefficient $Y_1 = 0.121$ which implies that if the variable number of jobs changes one unit, there will be changes in work performance variables of 0.121 units or 12.10% in other words if there is an increase in the variable number of jobs it will causing an increase in the variable work performance of the Army Soldiers work performance of Military District Command 0818 Malang regency.

Y_2 regression coefficient of 0, 126 means that if the Y_2 variable changes one unit there will be a change in variable Y of 0.126 units or 12.60% in other words if there is an increase in the variable quality of work it will cause an increase in the work performance of the Army Soldiers work performance of Military District Command 0818 Malang regency.

Y_3 regression coefficient equals that if the Y_3 variable changes one unit, then there will be a change in the Y variable of 0.062 one unit or 6.20% in other words if there is an increase in employment it will cause an increase in the Army Soldiers work performance of Military District Command 0818 Malang regency.

Y_4 regression coefficient of 0.510 means that if the Y_3 variable changes one unit, then there will be a change in variable Y of 0.510, one unit or 51.00% in other words if there is an increase in creativity it will lead to increase the Army Soldiers work performance of Military District Command 0818 Malang regency.

Y_7 variable regression coefficient of 0.141 means that if the Y_7 variable changes one unit, then there will be a change in the Y variable of 0.832 one unit or 83.20% in other words if there is an increase in soldier's initiative it will cause an increase in the Army Soldiers work performance of Military District Command 0818 Malang regency.

Coefficient of Determinants of Factor Factors Affecting Work Achievement:-

The coefficient of determination of factors that affect work performance consists of variable variables Quantity of work (Y_1), Quantity of Work (Y_2), Job knowledge (Y_3), Creativeness (Y_4), Cooperation (Y_5), Dependability variables. (Y_6), initiative variable (Y_7), personal qualities variable (Y_8) on the Army Soldiers work performance of Military District Command 0818 Malang regency can be seen in the table. 4.

Table 4:-Quality Determination of Factors That Affect Job Performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.843 ^a	0.711	0.679	0.26574
a. Predictors: (Constant), Y_8 , Y_1 , Y_5 , Y_6 , Y_3 , Y_4 , Y_7 , Y_2				

The magnitude of the determination coefficient influences the variable Quantity of work (Y_1), Quantity of Work (Y_2), Job knowledge (Y_3), Creativeness (Y_4), Cooperation (Y_5), Dependability (Y_6), initiative (Y_7) the personal qualities variables (Y_8) variable on the work performance of the AD Army 0818 District Military District of Malang is 67.90%, indicated by the Adjusted R Square value of 0.679, meaning that the remaining 32.10% of the worker's performance variation is influenced by other variables that are not examined in this study.

The results of the study show that of the Quantity of work (Y_1) variable, Quantity of Work (Y_2) variable, Job knowledge variable (Y_3), Creativeness variable (Y_4), Cooperation variable (Y_5), Dependability variable (Y_6), variable initiative (Y_7), variable personal qualities (Y_8). has an effect on the work performance of the Army Soldiers work performance of Military District Command 0818 Malang regency and the initiative variable has a dominant influence of 83.20%, while the determinant coefficient is 67.90%.

Conclusions And Suggestions:-

Conclusion:-

1. Quantity of work variable (Y_1), Quantity of Work (Y_2) variable, Job knowledge variable (Y_3), creativeness variable (Y_4), cooperation variable (Y_5), dependability variable (Y_6), variable initiative (Y_7), variable personal qualities (Y_8) affected the work performance of the Army Military District Command 0818 Malang Regency.
2. The initiative variable has a dominant influence of 83.20%, while the determinant coefficient is 67.90%.

Suggestion:-

1. In order to improve the Army Soldiers of Military District Command 0818 Malang regency, improvements need to be made in order to improve the quality of the soldier's Human Resources.
2. Army Soldier Career Development in order to improve the work performance of soldiers needs to be encouraged by the leadership.

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