

# Application of Strategic Management Through Military Leadership

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## Abstract

*The Indonesian National Armed Forces (TNI) unit has specific duties as mandated by Law No. 34 of 2004. Soldiers are expected to adhere to values derived from the nation's military doctrine, encapsulated in the Sapta Marga, the Soldier's Oath, and the 8 Obligations of the Indonesian National Armed Forces. Essential qualities for soldiers include loyalty to superiors, decisiveness, discipline, and responsibility towards their duties. The Indonesian National Armed Forces organizational structure is permanent and non-profit, which limits social interactions among soldiers, particularly those from different units or ranks. There are no specific guidelines for leadership styles at different rank levels, leading leaders to rely on the organizational culture established during military training. According to Wawan (2020), leadership in the military, underpinned by organizational culture values, motivates soldiers to improve their performance. Leaders play a critical role in applying organizational culture by making decisions based on Indonesian National Armed Forces doctrines. The responsibilities of officers within the Indonesian Army (TNI AD) evolve with their rank. Career development is determined by rank following the completion of general development education (Dikbangum), which involves rigorous selection processes evaluating various aspects supporting the required skills and competencies for higher ranks. Proportional stratified random sampling was used among officer students in Dikbangum for Secapa, Selapa, Sesko Indonesian National Armed Forces, and Sesko. The study included 640 respondents: 111 from Secapa, 278 from Selapa, 190 from Sesko, and 61 from Sesko Indonesian National Armed Forces. Research findings indicate that leadership positively affects soldier performance through organizational culture and work motivation within the Indonesian National Army. However, data from the overall sample revealed a negative impact of work motivation on soldier performance, both directly and through leadership roles incorporating work motivation elements. This negative effect is attributed to age, rank, job responsibility, and unit type differences among the research subjects in each cluster group. The study on officer students undergoing general development education in 2023 within the Indonesian National Army shows that leadership directly influences soldier performance, positively affects work motivation, and impacts organizational culture. Leadership also affects performance through work motivation and organizational culture. Leadership approaches at different rank levels have positively influenced soldiers' responses, enabling them to perform their duties effectively in accordance with directives from higher units, such as MABES Indonesian National Armed Forces.*

**Keywords:** Indonesian National Armed Forces Unit Organization, Leadership, Organizational Culture, Work Motivation, And Soldier Performance

## INTRODUCTION

Changes in the strategic environment have an impact on the changes in behavior and social abilities that everyone has, especially the use of digitalization in work influenced by cloud, big data and artificial intelligence, according to Agung Lilik. (2020). However, every human being must be able to adapt to cope with these changes, especially when working with others in a community or organization (Zakiah Darajat, 2010). The behavioral changes in soldiers who are new to using digital technology-based equipment and the restrictions on such activities have an impact on the decline in the quality of interpersonal relations between members and leaders, coupled with the increase in disciplinary violations on soldiers and the organizational structure of Indonesian National Armed Forces that attract researchers to find out more about this phenomenon. Kaswan (2021) affirmed that Indonesian National Armed Forces with a permanent organizational structure have a permanent impact on members of Indonesian National Armed Forces soldiers who work based on the basic tasks of their duties (Richard M. Lerner, 2000).

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According to Purwadhi (2020) the role of leadership in Indonesian National Armed Forces is crucial to be able to influence the motivation of the work of soldiers and the culture of the organization in order to maintain the standard of performance of the soldiers. Fayol (in Massei and Joseph L. 1983), adds that a leader must have the courage to act decisively on members who cannot do their job in order to set an example for others to act. Yukl (2010) affirms that the role of a leader is seen as a symbol of someone who has the technical ability with the condition of the competence of his position that is seen when he controls and directs the activities of the work carried out by a member both administratively and practically as demanded by the position.

In Indonesian National Armed Forces organizations, the role of the leader is significantly influenced by the performance and the working environment that is formed. In the implementation of the day-to-day culture of the organization in the unit depends heavily on the role of the leader or commander of the unit in office. Therefore, the role of leadership in the organization of military units is essential in order to realize the values, norms and philosophies of activity meaning in the life of soldiers to be able to drive the achievement of the success of the goal or goal of the program of the organization. The dynamics of groups within military organizational units are influenced by the structure, tasks and standards of achievement of the organization's success is strongly affected by the organizational climate in the working situation, both of the planning, implementation, construction and evaluation of activities as well as the value of bureaucratic reform that is shown with benefit to the society, supporting the realization of government programs throughout the territory of the NKRI and preserving the conditions of social security of the people from the defense aspects to be able to develop into developed countries.

Based on the phenomenon described Novelty in this study focused on the appearance of the leader of the military unit at each level of different concentration of its kind by applying the cultural values of the organization according to the applicable doctrine to be able to give an influence of the motivation of work on the soldier in improving the performance of soldiers.

## **METHOD**

The population used is Army officers using the *Proportional stratified random sampling technique*, a sample of student officers who are participating in general development education (Dikbangum) in 2023 is a cluster group in Secapa, Selapa, Seskoad, and Sesko Indonesian National Armed Forces, namely:

Officer Candidate School (Secapa) is Education for the transition from the rank group equivalent to non-commissioned officers to the class equivalent to officers, with an education period of 7 months in the context of forming officers, data collection is carried out before the closing of Education with the rank of Second Lieutenant

Officer Advanced School (Selapa) is Education for the transfer of positions in the first officer class to middle officers is carried out in 14 pusdik in the ranks of the Army with an education period of 6 months, data collection is carried out before the closing of Education with the rank of Captain,

Army Command and Staff College (Seskoad) is Education for debriefing to become an organizational commander with an education period of 10 months with the rank of Major, data collection before the closing of education

TNI Command and Staff College (Sesko Indonesian National Armed Forces) is Education for debriefing to become a Commander in strategic units by overseeing at least 3 implementing units, with the rank of Colonel, with 9 months of education.

The location of data collection based on the position of the Educational Institution referred to above is:

Bandung for Secapa, Selapa Keuangan, Selapa Kaveleri, selapa armed, selapa topography, selapa infantry, selapa Transportation, Selapa Persediaan perbekalan, Selapa Ajen, Selapa POM, Selapa Hukum, Seskoad dan Sesko Indonesian National Armed Forces

Semarang for Selapa Penerbad

Malang for Selapa Arhanud

Jakarta for Selapa Kesehatan

Bogor for Selapa Zeni

Data analysis comes from the results of sample responses to leadership questionnaires, organizational culture, work motivation and soldier performance using PLS SEM Analysis techniques.

## **RESULT AND DISCUSSION**

### **Result**

#### Characteristics Respondent

Based on the cluster, the research sample group uses Wawan's opinion which divides leadership in the military into 3 types:

Field leadership containing group clusters from Secapa and Selapa, holding the rank of Lieutenant-Captain, age around 28-40 years, service experience of at least 8 years with the duties of responsibility for the position of leader at the executive unit level.

Leadership organizer containing a group cluster of Seskoad students, holding the rank of Major, age around 30-45 years, service experience of at least 10 years with the duties of responsibilities of the position of leader at the organizational or battalion level.

Strategic leadership that contains group clusters in Sesko Indonesian National Armed Forces students, holding the rank of Colonel, age around 41-50 years, service experience of at least 18 years with the duties of responsibilities of leadership positions at the level of strategic organizations that have at least 3 implementing organizational units that differ in function.

#### Framework of concepts and hypotheses

In order to maintain the resilience of the army organization, the role of unit leaders in the military greatly determines the success of achieving soldier performance in carrying out their duties. Leaders in military units in addition to being leaders, managers, and heads of activities, he has a role as a person who is responsible for the condition of soldiers members of his organization. Unit commanders must be able to act as coaches and leaders as well as executors when carrying out duties with their member soldiers. Leaders must have the courage to act decisively, set an example, and punish members who break the rules, are difficult to manage and reward soldiers who successfully carry out their duties properly. An aspect that greatly influences the sustainability of the leader's role is the implementation of organizational culture guided by Indonesian National Armed Forces doctrine and able to influence good work motivation to soldiers. Each rank in the military will display leadership that is limited by authority in the task and depth of duties of the position held. Based on the relationship between leadership roles in the unit with performance, organizational culture and work motivation of soldiers, we arrange the relationship between variables as follows:

H1: leadership has a significant positive effect on soldier performance so that H1 is accepted.

H2: leadership has a significant positive effect on work motivation so that H2 is accepted.

H3: leadership has a significant positive effect on organizational culture so that H3 is accepted.

H4: leadership influences the performance of soldiers through work motivation so that H4 is accepted.

H5: leadership influences soldier performance through organizational culture so that H5 is accepted.

H6: work motivation has a significant positive effect on the performance of soldiers so that H6 is accepted.

H7: organizational culture has a significant positive effect on soldier performance so that H7 is accepted.

## **DISCUSSION**

Based on the results of data analysis using SEM PLS techniques shows that

## Leadership in a Military Organizational Environment

Schermerhorn (2012) explains that leadership character is seen when a person seeks to influence others and the process facilitates individual and group efforts to achieve common goals in an organization. Terry and Leslie (2010) stated that leadership is an activity to influence people to be directed to achieve organizational goals, and motivate follower behavior to achieve goals and improve existing organizational culture. The results of research on leadership from Hario Tamtomo and Suprihatin (2022) stated that the leadership style carried out by a leader in a work unit greatly affects the performance of employees of the Indonesian National Sports Committee in Jambi city during the COVID-19 pandemic.

In general, military leadership theory is similar to civilian leadership which has a process flow with a hierarchical principle which means there is compliance between the bottom leader and the leader above him in an organization. While the difference is that the application in the daily life of military members or soldiers in carrying out their duties and functions is determined based on military doctrine. In general, military doctrine explains the basic principles of activities and actions that must be carried out by a member of the military in the form of regulations that tend to be rigid with an assessment of the creativity of a leader from the military (Drew and Don Snow, 1988).

The ability to lead in the military is very important role to be able to carry out duties in accordance with the responsibilities of the position. Therefore, the approach method used by a leader in addition to paying attention to the subject matter of leadership, as well as the limits of authority that a person has in accordance with the rank level in the position. Imad (2004) explained that leadership in the military environment refers to values and morals contained in articles of humanitarian law. Husain (2000) emphasized that the leadership pattern in the military environment of the Indonesian National Armed Forces ranks applies the principles of Indonesian National Armed Forces leadership, the Soldier's Oath and Sapta Marga and the 8 Mandatory Indonesian National Armed Forces. The concept of implementing leadership is still general in nature based on moral values contained in Indonesian National Armed Forces doctrine which is extracted from socio-cultural values that exist in the midst of Indonesian society. In the daily practice of task implementation, the application process depends on the understanding of the leader to carry out the leader's approach style as a unit commander. In the military world a leader becomes a figure who plays a very important role in moving his members to act in accordance with standards to achieve the target goals of the organization that has been determined.

All leadership approaches used by the sample in the field leadership, organizer leadership and strategic leadership clusters had a positive influence on soldier performance. This condition shows that leadership activities carried out in accordance with the rank level show recognition from soldiers at their level. The prominence of leadership roles is seen in field leadership in aspects of behavior that provide examples as an impact of leadership that directly meets between leaders and members in carrying out their activities. In line with Hersey (1977) who said that field leadership is similar to situational leadership which reflects the togetherness between leaders and subordinates in working directly to meet so that leaders can see the situation of their members can improve employee performance. While organizational leadership is shown by the Seskoad cluster group which emphasizes aspects of behavior that exemplifies and a firm authority attitude in controlling staff and lower units, it has the same principles as transactional leadership from Burns (1978) which emphasizes leadership in an organization that shows an attitude of authority by rewarding achievers and punishing employees who make mistakes.

In strategic leadership, its prominence on behavioral aspects exemplifies examples, aspects of authority accompanied by effective communication to be able to control the lower units. This condition is similar to the transformational leadership theory discussed by Burns (1977) which emphasizes that member performance is influenced by the leader's attitude and provides opportunities for members to develop by holding effective communication at work and determining performance standards in work in accordance with the demands of the Position Skills Assessment Handbook. Research by Podsakoff (2006) corroborates the results of this analysis by saying that leaders who show exemplary behavior can influence soldiers who are professional, integrity and commitment.

### Organizational Culture in a Military Environment

Robins (2013) explained that the behavior of individuals and groups in carrying out activities in organizations becomes the basic material in the activities carried out by organizations as a form of work. In the early stages, organizational behavior gets input in the form of individual diversity, diversity of personality types, and the number of value systems held by each individual. In its implementation, an organizational culture will be formed as a means of indirect control for each member of the organization to be aligned in establishing cooperation between work units and become a habit in members' daily activities at work by developing rules and norms that apply in the organization.

In the next stage, namely the processing stage, we must be able to understand the differences between each member of the organization about emotions and willingness with his mood, members' motivations in working and interacting and perceptions they have. If you see this, efforts can be made to bring out the same understanding in organizational members, effective communication is needed in social interactions when working, placing leadership as a model for completing tasks carried out in each work unit by taking into account the elements of power and politics from the work unit community environment and organizational unity in general. We must also be able to recognize conflicts and negotiations that can be applied in work situations so that they do not become obstacles to the world of work and can be synergized in all work units harmoniously (Rosleny, 2018).

The leadership approach method that pays attention to the ability of members, is expected to reduce conflict and stress in the work group, the content of appropriate decision making and the establishment of cooperation in working to achieve target success, welfare and productivity as part of sustainable organizational performance benchmarks.

Organizational culture as a system device in the organization that shapes individual and organizational behavior so that there can be mutually supportive cooperation in work and provide opportunities for development of each individual.

All leadership approaches used by the study subjects showed a significant positive influence on organizational culture. These results show that field leadership, organizational leadership and strategic leadership approaches have a positive impact on the organizational culture applied. The application of organizational culture is seen in the behavior of soldiers in order to carry out tasks together with other soldiers through the mechanism of labor relations and cooperation in completing tasks by taking into account the principles of values, norms, standards, rules and regulations that apply based on Indonesian National Armed Forces Doctrine as the basis for the formation of organizational culture within the Indonesian National Armed Forces organizational environment. Supported by Burhanudin Mukhamad Faturahman's research (2018) which states that leadership has a positive influence on organizational culture.

### The Influence of Leadership Style on Performance through Motivation.

All leadership approaches correspond to group clusters on field leadership, organizational leadership and strategic leadership showing a positive influence on performance through work motivation. The results of this study are supported by the results of research from Dathi (2017) which said that leadership style affects work motivation and employee performance of Women's Empowerment and Child Protection Institutions in Bali Province. However, if the data is viewed as a whole, there are different results where motivation does not affect the performance of soldiers, this occurs due to differences in age, rank and experience of soldiers in the subjects of this study who were sampled in the study. This is in line with the opinion of Mangkunegara (2005), which states that work motivation is personal so it does not always support for the improvement of employee performance in the organization.

### The Influence of Leadership Style on Soldier Performance through Organizational Culture.

All leadership approaches applied in the military environment about rank and authority show a positive influence on performance through organizational culture. With aspects of behavior, setting an example, being authoritative and establishing effective communication, it can have a positive influence on the performance of soldiers who prioritize the value aspects of doctrine applied in work situations and pay attention to rules in

carrying out their duties. The results of research from Pamuharsi and Untung P (2022) stated that organizational culture affects the performance of Puspomal soldiers through a positive work ethic.

#### **The Effect of Work Motivation on Soldier Performance**

In all leadership approaches used by unit commanders in accordance with their rank level show results that work motivation affects soldier performance. Through the motivational aspect of being independent at work, making soldiers feel unsupervised at work affects the performance of soldiers with aspects of being able to work comfortably. But when the data is viewed as a whole, work motivation has a negative impact on soldiers' performance. Conditions can be explained based on the substitution theory of Potter ((1968) which states that the success and performance of employees are not only influenced by work motivation, other influences have an impact, among others, aspects of the ability of one's competence and opportunities from situations faced in the organization. This is also in line with the theory of Gibson (2012) which views the role of motivation as a concept that can describe the power of each individual to act or direct his behavior. The psychological conditions of different samples of group clusters may occur different views on motivation that affect performance due to differences in work experience and content, depth of duties and breadth of responsibility for the duties of a position carried by a soldier. The results of this study are in line with research conducted by Marine Major Sudiarto Sentot (2008), which showed no effect on soldiers' work motivation on task performance because motivation is not the only factor that affects soldiers' performance at work. So, this factor could have a not so big influence on the performance of soldiers.

There is a positive influence of organizational culture on soldier performance.

All leadership approaches in a military environment, both field leadership, organizational leadership and strategic leadership use organizational culture that can affect soldier performance. A prominent aspect of organizational culture in the field leadership approach is that it prioritizes the importance of the work done to have an impact on improving soldier performance. While in organizational leadership, the aspect of organizational culture that stands out is the attitude of loyalty to give impact on soldier performance with the salient aspect is working to achieve the targets of the organizational unit. In strategic leadership, what stands out is an attitude that pays attention to regulations, has an impact on performance that pursues the achievement of strategic goals or has led to the success of management functions applied in large organizations that oversee at least 3 organizational units implementing tasks. In line with research from the Indonesian National Army Research Center research team (2018) which states that organizational culture influences performance in the Jaya Kodam rank unit.

## **CONCLUSION**

The hypothesis proposed provides positive analysis results between leadership on performance, leadership on motivation, and leadership on organizational culture, including the influence of leadership on soldier performance through work motivation and organizational culture. The hypothesis that looks at intervening variables in organizational culture has a positive effect on soldier performance while work motivation has a negative effect on performance. When viewed based on overall data, it was found that work motivation has a negative impact on performance, including the influence of leadership on performance, which through work motivation also shows the results of negative influences.

The negative influence of motivation on performance is possible that motivation is personal so that if the views of the research subjects are combined into one group as a whole it will show different results because the samples in each group cluster vary both in terms of age, experience, content of job duties and the breadth of authority possessed due to different levels of rank.

## **Implication**

In the application of the leadership approach, a leader should be able to use an approach that is in accordance with the level of rank and breadth of the types of tasks carried out from his work unit by taking into account the psychological condition of members in the unit, especially from different aspects of motivation, the rank

will have an impact on different responses according to age groups, ranks and responsibilities in the duties and types of positions they hold.

### **Suggestion**

The success of the leadership approach used based on the rank level both in field leadership, organizational leadership and strategic leadership there are shortcomings with low values including in the aspect of respect for members, lack of effective communication, especially dialogue in the mechanism of labor relations and the need to generate work motivation, especially by providing the spirit to work thoroughly to be able to achieve career development Next. The research variable also considers other errors from the research variable by paying attention to the dynamics of changes in the strategic environment that occur so that the leadership approach carried out at each level of rank can effectively influence members to improve performance in carrying out their duties.

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