Human Resource Management: Military Leadership in the Indonesian Army

by Posma Sariguna Johnson Kennedy

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Abstract—*The military leadership model at the level of Military District Commands employs a combination of general leadership styles and a balanced military leadership style. General leadership style predominantly influences the decision-making process, while the military leadership style takes dominance in the execution of decision outcomes. This study aims to establish an ideal military leadership model applicable to various territorial commands within the Indonesian Army. This study is descriptive and employs a qualitative approach. The military leadership model at the level of Military District Commands prioritizes the military leadership style, which predominantly influences the execution of decision outcomes. This is based on the perspective of direct leadership at this level, focusing on individual or small group task orientation.*

Keywords— *Military Leadership Model, Territorial Command, Indonesian Army.*

I. INTRODUCTION

Various organizational leadership styles are common, including Authoritative Leadership, Democratic Leadership, Transformational Leadership, Situational Leadership, and Servant Leadership. These styles offer different approaches to motivating and guiding team members, adapted based on the situation and goals. (Bwalya, 2023).

Military leadership is the art and skill of influencing and guiding those who are led or subordinates so that they willingly develop the will, trust, obedience, respect, and genuine cooperation needed to effectively and efficiently fulfill tasks with tools or time, all while maintaining confidentiality within the group or unit for individual purposes. (Purnomo, 2012)

Military leadership styles, influenced by the unique military context, include Authoritative Leadership, Delegative Leadership, Transformational Leadership, Situational Leadership, and Values-Based Leadership. These styles adapt to military needs and situations, ensuring mission success. In military institutions, leadership styles such as Hierarchical Leadership, Task-Oriented Leadership, Values-Based Military Leadership, Adaptive Leadership, and Mentorship Leadership are often observed, driven by the institution's specific characteristics. (Sefidan et al., 2021; Tedla & Vilas, 2022)

Modern military leadership faces challenges related to adapting military doctrines to a changing world and effectively managing socio-economic changes, impacting recruitment and perceptions. Adopting the right leadership style in the military context is crucial. The prevalent "authoritarian leadership style" may not always yield optimal results, potentially leading to member frustrations and transfers. (Cowper, 2000; Pizzolitto, Verna &Venditti, 2023)

Reviewing military leadership involves using both context-free and context-specific approaches to understand broader leadership theories' application and unique military characteristics. The study integrates primary and middle-range theories to create a military leadership model for both general and military leadership aspects, addressing theoretical gaps. (Wong, Bliese & McGurk, 2003; Kark, Presler & Karazi, 2016; Siew & Koh, 2023).

In Military District Commands, the military leadership style is characterized by its primary emphasis on influencing the execution of decisions. This leadership approach is founded on direct leadership, which in turn centers on the orientation of individual or small group tasks. In this context, the leadership within Military District Commands is primarily concerned with how decisions are put into action. Rather than focusing on broad strategic planning or high-level decision-making, this style of military leadership is hands-on, concentrating on guiding and supervising the execution of tasks at the individual or small group level. It aims to ensure that orders and plans are carried out effectively and efficiently in the field. (Özlen, 2013; Sanciulescu & Beldiman, 2019)

The leadership concept applied in the Indonesian National Armed Forces (TNI) is field leadership, which means leadership that doesn't just involve sitting behind a desk but also requires the leader to assimilate and work alongside subordinates in the field or operational area directly (Purnomo, 2012). The case study in Bengkulu (Korem 041, 2023) illustrates how hierarchical command systems lead to an authoritarian leadership style. The field leadership model further diversifies leadership styles.

This study aims to establish an ideal military leadership model for various territorial commands within the Indonesian Army, considering commonalities among territorial command types and socio-cultural characteristics among the local population.

II. LITERATURE REVIEW

A. Leadership Styles

In the context of organizational leadership, several leadership styles are commonly found. These styles reflect a leader's approach and behavior in guiding, motivating, and influencing members of the organization. In the leadership model, leaders are identified as change agents. They are the individuals who initiate broad or transformational strategic

changes. The key strength of this leadership model lies in the presence of authority, a clear direction, sponsorship, and the authority to "make change happen." As a result, the commitment of the leaders is clearly evident to stakeholders throughout the change process (Cameron & Green, 2015; Mansaray, 2019; Kennedy, 2020).

Here is a brief explanation of some organizational leadership styles (Kramer, 2020; Vliet, 2022; Cherry, 2023):

1) Authoritative Leadership: Authoritative leadership, also known as autocratic or authoritarian leadership, involves leaders making decisions independently without much involvement from team members. They provide clear instructions, set goals, and expect compliance from team members. Authoritative leaders often exhibit high self-confidence and take on decision-making responsibilities. This leadership style is suitable when quick and decisive decisions are needed or when team members are less experienced and require clear guidance.

2) Democratic Leadership: Democratic leadership involves active participation of team members in decision-making and problem-solving processes. Leaders with this style engage team members in discussing ideas, providing input, and building consensus. They facilitate open communication and grant freedom for team members to contribute. Democratic leadership enhances motivation, engagement, and creativity among team members. It is suitable in situations where collaboration, innovation, and consensus-based decision-making are considered essential.

3) Transformational Leadership: Transformational leadership emphasizes influence, inspiration, and personal development of team members. Leaders with this style have a strong vision, can inspire and motivate others, and build strong relationships. They encourage team members to reach their best potential, garner support, and create positive changes within the organization. Transformational leaders often serve as excellent examples and can influence team members to achieve higher goals.

4) Situational Leadership: Situational leadership involves leaders adapting to varying needs and situations. Leaders with this style possess flexibility in adjusting their leadership approach based on team members' characteristics and situational demands. They can carefully assess the situation, evaluate the capabilities and motivations of team members, and tailor their leadership approach. Situational leadership allows leaders to optimize team performance in different contexts and challenges.

5) Servant Leadership: Servant leadership places a primary focus on serving others. Leaders with this style strive to serve and meet the needs of team members, rather than leading through commands or control. They listen, provide support, and empower team members. Servant leadership builds strong bonds between leaders and team members and promotes trust, collaboration, and individual growth.

Each leadership style has its strengths and weaknesses and is suitable for different situations. Effective leaders often combine several leadership styles, depending on the organization's needs and team members. It is essential for leaders to develop a good understanding of the appropriate

leadership style and adapt to the changing context to achieve organizational success. (Akparep, Jengre & Mogre, 2019).

B. Military Leadership Styles

Military leadership styles exhibit unique characteristics closely tied to the military context. These styles are pivotal in ensuring mission success and operational efficiency. Here are common military leadership styles and their adaptability to specific situations (Lumen, 2016; Michael, 2023; Indeed, 2023):

1) Authoritative Leadership: Authoritative leadership involves giving clear and authoritative orders. Military leaders make quick decisions and communicate orders clearly to their subordinates. This style is effective in crisis situations or when rapid decisions are needed, such as in combat or emergencies.

2) Delegative Leadership: In situations where the team or subordinates have better knowledge or expertise in specific areas, military leaders can adopt a delegative leadership style. Leaders grant autonomy and responsibility to subordinates, allowing them to make decisions and act according to their expertise. This style encourages active participation from subordinates and can enhance their motivation and engagement.

3) Transformational Leadership: Transformational leadership emphasizes the influence and inspiration of leaders on their subordinates. Military leaders applying this style aim to motivate, influence, and build strong relationships with their subordinates. They encourage personal development, promote a strong vision, and create an environment where subordinates can grow and perform better.

4) Situational Leadership: Situational leadership involves leaders adapting to various needs and situations. Leaders can read and evaluate situations carefully and adjust their leadership style based on the situation's demands. They can switch between authoritative, delegative, or transformational styles depending on situational demands and subordinates' needs.

5) Values-Based Leadership: Military values, including discipline, courage, integrity, and loyalty, are fundamental in military leadership. Military leaders set a good example in respecting and practicing these values. They ensure that their subordinates adopt military values in all actions and decisions they make.

It's crucial to note that military leadership styles vary based on individuals and specific situational contexts, influenced by hierarchical principles and military command structures.

In a military context, leadership styles often exhibit distinct characteristics relevant to national defense. Common leadership styles include (Raffaella et al., 2013; Demirtas & Karaca M, 2020; Binskin, 2018):

- Hierarchical Leadership: Characterized by top-down decision-making, emphasizing discipline, firmness, and order.
- Task-Oriented Leadership: Vital in a defense context, focusing on task fulfillment, target achievement, and coordination.

- Values-Based Military Leadership: Involves applying military values like discipline and courage in decision-making and interactions, setting an example for others.
- Adaptive Leadership: Requires flexibility and creativity in facing changing defense scenarios, allowing leaders to adapt to evolving needs and challenges.
- Mentorship Leadership: Supports staff development, provides guidance, and fosters individual career and competency growth.

Leadership styles can vary based on leaders, organizational culture, and institutional policies.

III. METHOD

This study is descriptive in nature and employs a qualitative approach. Data collection methods include observation and documentation. Descriptive research aims to describe a phenomenon's characteristics without altering variables, making it suitable for this study. The qualitative approach, which involves gathering non-numerical data to understand the subject deeply, is used to explore complexities and capture experiences. Observation is a primary data collection method and systematically recording natural behaviors. Documentation is another method, involving the analysis of relevant existing documents. Combining these approaches aims to offer a comprehensive understanding of the topic. This approach is ideal for research focused on describing aspects of a subject without experimental interventions. (Kim, Sefcik & Bradway, 2017; McCombes, 2023).

IV. DISCUSSION

A. Military Leaders

The military issue in Indonesia centers on the challenge of implementing civilian control over the military, a critical requirement for achieving democratic maturity (Kohn, 1997). Effective leadership within the military plays a vital role and often serves as a model for various leadership forms, as military leadership decisions can have life or death consequences for those under their command.

In the contemporary era, military leaders confront two major challenges. The first pertains to military leadership and the need to adapt to an ever-changing world while adhering to established doctrines. These changes require military leaders to reshape leadership paradigms for the future. The second challenge arises from socio-economic changes, as individuals now view the military as a career rather than a service to defend the nation. Effective management of these changes at a micro-level becomes imperative. (Ginting, 2016)

To address these military leadership challenges, it's essential to adopt leadership styles that align with expectations while acknowledging the potential drawbacks of the predominant authoritarian style. This approach, coupled with the unique military organizational culture, may lead to suboptimal outcomes. Members may focus on fulfilling their duties but fall short of achieving optimal results, potentially causing frustrations and prompting some to seek transfers to other units. Individuals may choose to stay for various

reasons, recognizing the inherent risks within the military's hierarchical and command-driven environment (Azka, 2003).

Conducting a review of military leadership is complex due to the need for a clear definition of "military leadership research". Wong et al. (2003) suggest utilizing two approaches in military leadership research. The first focuses on studying leadership using military samples, testing theories that have broader applications beyond the military. The second approach delves into the unique characteristics of military leadership within its specific context. (Wong, Bliese & McGurk, 2003)

To provide a comprehensive insight into military leadership, an integrated review should encompass both these approaches, with a particular focus on the unique facets of modern military leadership and their implications for leadership theory (Wong, Bliese & McGurk, 2003)

B. Leadership Aspects

The empirical gap is the lack of empirical studies that have designed a military leadership model using a combination of both context-free and context-specific orientation approaches, as proposed by Blair & Hunt (1986). This study focuses on two leadership aspects: general leadership and military leadership. The theoretical gap is addressed by integrating primary theories with several "middle-range theories."

Firstly, the general leadership aspect using the context-free orientation approach employs theories and concepts proposed by Yukl (2013). It includes two indicators: participative leadership and transformational leadership. Participative leadership combines theories and concepts from Likert (1967), Vroom & Yetton (1973), and Yukl (2013). It involves three sub-indicators: decision-making procedures, explanation procedures, and potential benefits. Transformational leadership combines theories and concepts from Bass (1985), Sashkin & Sashkin (2003), and Northouse (2010). Transformational leadership is divided into visionary leadership and inspirational leadership. Visionary leadership has one sub-indicator, which is situational variables, while inspirational leadership consists of four sub-indicators: individual consideration, intellectual stimulation, inspirational motivation, and idealized influence.

Secondly, the military leadership aspect using the context-specific orientation approach applies theories and concepts introduced by Malinowski (2015). It includes two indicators: experience and military environmental needs. Malinowski's research (2015) serves as the "applied theory" in this study. Since each territorial command of the Indonesian Army (Military Resort Command, Military District Command, and Military Rayon Command) has internal relationships among its soldiers and external relationships with the community, this study adds the indicator of community environmental needs as a "novelty" in studying military leadership based on the context-specific orientation approach.

The experience indicator uses theories and concepts proposed by Malinowski (2015) with sub-indicators covering past experience, current experience, and future challenges. Based on Blair and Hunt's (1986) proposal that military leadership reviews should use both context-free and context-

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specific orientations simultaneously. The intended military leadership model is the result of analyzing various leadership styles within the three aforementioned types of territorial commands within a single province.

C. Case Study: Territorial Commands in Bengkulu

In the Bengkulu province, the territorial commands of the Indonesian Army follow a hierarchical "command system" that begins with the Military Resort Command, proceeds through the Military District Command, and concludes at the Military Rayon Command. This system entails subordinates adhering to orders from higher-ranking commanders without involvement in the decision-making process, resulting in an authoritarian leadership style. These conclusions stem from initial observations and interviews conducted with an informant in Bengkulu.

The Military District Command 0407/Bengkulu oversees multiple Military Rayon Commands, chosen for analysis due to their representation of diverse leadership styles. The leadership styles in these commands are influenced by the concept of "field leadership," introduced by General Soedirman, which encompasses five categories: leader as a father, leader as a coach, leader as a friend, leader as a teacher, and leader as a commander.

Military commands in Bengkulu operate under the guidance of Military District Command 0407/Bengkulu, exhibiting an authoritarian leadership style where subordinates execute orders without participation in the decision-making process.

The evaluation of military environmental needs is guided by the rules and regulations outlined in the Indonesian Military Standards (IMS) guidelines. Eight sub-indicators, including flexibility, clarity, simplicity, non-overlapping, usefulness, uniformity, independence, and environmental impact analysis (EIA), are considered. This assessment takes into account both internal military requirements and community needs, focusing on communication, complete integration between the Indonesian Army and the community, and public trust.

The identification of various military leadership styles within territorial commands has led to the development of an ideal military leadership model that can potentially be applied to territorial commands across Indonesia, provided they share similar characteristics. The generalization of this model to other regions hinges on the commonalities in territorial command types and socio-cultural attributes within the local population.

Based on the discussion findings, leaders in the Indonesian Army-Army in Bengkulu Province should consider the following:

1) The Military Resort Command 041/Gamas Bengkulu employs a leadership style that combines general leadership, primarily participative and transformational styles, with military leadership. This integrated approach is chiefly employed in decision-making and delegated to the Military District Command 0407/Bengkulu, and it emphasizes integrating community needs into leadership to foster public trust.

2) The Military District Command 0407/Bengkulu adopts a balanced leadership style that combines general leadership with military leadership. They use general leadership for decision-making, which is then conveyed to the Military Rayon Commands. When implementing decisions, they transition to a military leadership style. Integrating personnel with the local community enhances trust.

3) The Military Rayon Commands under the Military District Command 0407/Bengkulu primarily employ military leadership over general leadership styles. They have integrated community environmental needs into their leadership style, resulting in a well-defined structure and a high level of public trust.

The recommended military leadership model for all territorial commands of the Indonesian Army-Army in Bengkulu Province emphasizes leadership styles based on military positions and the task perspective of each unit. The Military Resort Command prioritizes general leadership for decision-making, while the Military District Command maintains a balanced style. The Military Rayon Commands prioritize military leadership for decision execution. Leaders should adopt 22 sub-indicators for both leadership styles, focusing on activities, policy-making, and authority.

V. CONCLUSION

This study delves into the military leadership dynamics in Indonesia, focusing on the critical aspect of civilian control over the military. Maintaining this control is essential for democratic maturity, and military leadership plays a pivotal role in achieving this. Leadership within the military is unique and often serves as a benchmark for other leadership styles due to the life-and-death consequences of military decisions.

Military leaders today face two significant challenges. The first challenge pertains to military leadership itself, with a need to adapt traditional military doctrines to a rapidly changing world. The second challenge revolves around socio-economic changes, which impact recruitment and the perception of military service.

To address these challenges, military leaders must consider their leadership style carefully. Traditionally, an authoritarian leadership style is prevalent in the military, but it may not always yield optimal results. This can lead to frustrations among personnel, potentially driving some to transfer out of their units. Despite the challenges, those who stay are often motivated by the inherent risks within the military's hierarchical and command-driven structure.

Military Resort Command 041/Gamas Bengkulu blends general and military leadership, prioritizing general leadership in decision-making with a focus on community needs, building public trust. Military District Command 0407/Bengkulu maintains a balanced approach, using general leadership for decision-making and involving the local community to boost trust. Military Rayon Commands under Military District Command 0407/Bengkulu primarily employ military leadership for decision execution and consider community needs, strengthening public trust.

The recommended military leadership model for all Indonesian Army-Army territorial commands blends general

and military leadership styles. At different command levels, it emphasizes general leadership for decision-making, balance between general and military leadership, and a focus on military leadership for decision execution. These models align with specific military leadership positions, driving varied skills and actions.

For future research, it suggest exploring the long-term effects of the leadership styles, especially in the context of military organizations. Investigate how these leadership approaches impact factors like morale, team cohesion, and overall mission success over extended periods. Additionally, conducting cross-cultural studies to compare leadership styles and their effectiveness in different military contexts could provide valuable insights. Lastly, researching the role of technology and its influence on military leadership in the modern era would be a relevant and compelling topic for further investigation.

Encourage researchers to explore military leadership in other branches of the Indonesian military, like the Navy and Air Force, to identify commonalities and differences in leadership styles and models at corresponding levels within each branch.

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