

Visionary Leadership Of Batalion Commanderin Improving Soldier Professionalism To DevelopThe Resilience Of Security & Defense Sector

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Abstract: Leader of certain organization has responsibility to complete leadership tasks and to achieve organizational targets and goals. Effective leadership is measured by the completion of leadership tasks and its impact on organizational targets and goals. Therefore, effective leadership means that leader has capability to complete leadership tasks that may convince followers to execute leadership orders willingly, which then gives good impact on organizational targets and goals. Effective visionary leadership model describes a situation when leader consistently maintains the vision and keeps followers motivated in creating good superior-subordinate relationship, which is needed to facilitate the achievement of organizational targets and goals. Visionary leadership of a battalion commander has strong implication to the resilience of security & defense sector. The national resilience of security & defense sector manifests as the protection to defend the nation and to produce security to the citizens. Indeed, the nation should be defended in expecting that it would be advancing and giving fortunes to the citizens. Meanwhile, security means to give protection and produce the feeling of secured from any threats incoming either from domestic or abroad, and possibly harming the nation. The Commander of Infantry Battalion 501 has successfully improved the professionalism of the soldiers, and this improvement impacts on increasing the capability of combatant units in the Ground-Force of Indonesian National Army. Therefore, the units would always be ready to be mobilized for various combat operations in Indonesia and also for assignment into safeguard army in abroad duty. The Commander's vision represents the aspiration of Indonesian National Army's leaders who assert that professional soldiers are national expectation. In relation with effective visionary leadership model, the Commander must have orientation toward organizational goals. Military leaders at the medium command level must understand the essence of leadership because this understanding should help them to complete leadership tasks. To make sure that soldier professionalism has good impact on resilience in security & defense sector, then it needs continuity in effort of improving soldier capability. The problem is that leadership reorganization in combatant units always involves changes on policies and programs. Therefore, the new Commander must always consider as important of any programs emphasized on improving soldier capability.

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I. INTRODUCTION

Infantry Battalion 501 (Para-Raiders) is a combatant unit under the management of Ground-Force of Indonesian National Army. This unit is equipped with administrative elements that would be assisting the unit in preparing combat operations either in great or small scales. Besides to be assigned for combat operation duties, Infantry Battalion 501 can also be mobilized to help and support intelligence operations and territorial operations, and to provide back-up force in the people control & safeguard operations. Such mobilization is done in many operational patterns, such as defense operation, domestic safeguard operation, and worldwide peace safeguarding operation. Moreover, Infantry Battalion 501 is one of the best combatant units in the Ground-Force of Indonesian National Army with good record in task accomplishment. There is a fact that the Commander of this Battalion has applied visionary leadership. Concerning with this fact, the objective of this research is to analyze visionary leadership of the Commander in improving soldier professionalism in Battalion 501 (Para-Raiders), to construct effective visionary leadership model for the Commander of Battalion 501, and to examine the implication of soldier professionalism to the resilience of security & defense sector.

II. METHODOLOGY

Location and Site of Research

Research was located at military base of Infantry Battalion 501 (Para-Raiders), Madiun, East Java. It is an institution with responsibility of reporting to the Ground-Force of Indonesian National Army. Site of research is the work room of the Commander of Infantry Battalion 501.

Data Analysis and Processing

Analysis technique of this research is qualitative descriptive. By this technique, the author expects to be able to acknowledge and understand indicators of commander leadership and soldier professionalism. It means that the author would explore and make clarification about certain phenomenon or social reality through verbal or non-verbal manners. Both exploration and clarification are done by describing and elucidating data obtained through interview and observation, which talk about visionary leadership, soldier professionalism, and the resilience of security & defense sector. The collected data are processed in three stages, respectively: data reduction, data presentation, and conclusion remark.

Data Collection Technique

Data collection technique includes interview and observation. The source of data involves primary and secondary.

III. FINDING AND DISCUSSION

Effective Visionary Leadership Model that Must Be Applied

There are many definitions for leadership. Chung and Megginson (1981, 280) give few statements about leadership:

1. Leadership is *a managerial tool*. Managers do leadership to influence their employees toward achieving organizational goals.
2. Leadership is *a process to persuade others* to be supportive to the achievement of certain goals.
3. Leadership is *a social phenomenon* that is complex and affected by many factors such as personal, interpersonal, organizational, and situational factors, and also by leaders' personality and behavior.

Black (in Irawati, 2004) defined leadership as the capability to persuade others to cooperate in a form of team under direction of leader to achieve predetermined goals.

The point that must be underlined is that leadership is defined by different terms or concepts. *First*, leadership is a managerial tool. Within organizational context, leadership is a tool used by managers, leaders, heads, chairs, directors, and others who have responsibility to manage certain work units or organizational units. The question is *a tool for what?* In this context, leadership is a tool to influence others or employees. *Second*, leadership is a capability owned by manager or equivalent officer. The question is *a capability of what?* The answer is the capability of persuading or approaching the others. It must be noted that "*persuading*" is closely related with "*influencing*". *Third*, leadership is activity, work, or process done by manager or equivalent officer. Therefore, the question is *activity, work, or process of what?* It remains clear that the activity, work, or process meant by the question is to persuade or influence others.

The essence of leadership is to persuade or influence others. Anyhow, managers or leaders always have authority or leverage over the others (Fleet, 1994), but this authority or leverage must be used for the effectiveness of organization (Hall and Quinn, 1991). The objective of leadership is to achieve organizational goals.

Hall and Quinn (1991) suggest several models of Organizational Effectiveness.

4. Regarding to resource system model, organizational effectiveness is the capability to exploit and use environmental resources to maintain the viability of organizational functions (Seashore and Yuchtman, 1967).
5. In relation with goal model, there are two models, namely, simple model and complex model. Simple model defines the effectiveness of organization in realizing its goals (Etzioni, 1964). Complex model is used when organization has multiple goals, which may be different, varying, and even conflicting one another.
6. Pursuant to participant satisfaction model, effective organization is one that can fulfill the needs of its members. Therefore, effective leader is one who can arrange and manage organizational resources to fulfill the needs of the members.
7. In pursuance of social function model, effective organization is one that does a thing or any things that give fortunes to the society. Tarcot Parsons sees organization as a system, and declares that all social systems are designed to solve four fundamental problems, namely, adaptation, goal achievement, integration, and latency.

8. According to John Rohrbaughwith his contradiction model, effective organization is one that can deal with many issues concerning environment, goals, membership, and time selection, and these issues are varying and complex, and potentially conflicting.

Based on five models of organizational effectiveness above, it can be said that every leader must do one thing or any things to attain “effective” label for their leadership and organization. Effective leadership or effective organization is indicated by some capabilities:

9. It is capable to exploit and use environmental resources to maintain the viability of organizational functions.
10. It is capable to achieve/realize organizational goals, which may be multiple, different, varying, and even conflicting one another.
11. It is capable to fulfill the needs of individuals or groups.
12. It is capable to adapt with environmental demands.
13. It is capable to formulate goals and then mobilize resources to achieve them.
14. It is capable to conduct integration (consisting of activities such as organizing, coordinating and unifying) on members.
15. It is capable to maintain the sustainability of the patterns of organizational culture and organizational motivation.
16. It is capable to deal with many issues concerning environment, goals, membership, and time selection, which are varying and complex, and potentially conflicting.

Harmon and Mayer (1986: 40) said that in organizational context, effectiveness is focused on two things, respectively, on finding job that must finished and on finishing this job to give good impact on organizational targets and goals. In respect to this definition, it can be said that effectiveness of leadership has two inseparable aspects, precisely, the completion of job and its impact on organizational targets and goals.

Organizational leaders must always be responsible to complete leadership tasks and to achieve organizational targets and goals. Leadership is perceived to be effective when leader successfully completes leadership tasks and this completion produces good impact on organizational targets and goals. Therefore, effective leadership is obtained only if leader is capable to complete leadership tasks, and this completion convinces followers to execute leadership orders willingly, which then gives good impact on organizational targets and goals. Effective visionary leadership model illustrates a situation when leader consistently enforces the vision and motivates followers to create good superior-subordinate relationship, which is indeed needed to achieve organizational targets and goals.

The Implication of Visionary Leadership of Battalion 501’s Commander to the Resilience of Security & Defense Sector

National resilience is a dynamic condition of the nation comprising of perseverance and capability to develop national strength to cope with any threats, challenges, obstacles, and disturbances incoming from either domestic or abroad, directly or indirectly, that may harm integrity, identity, and viability of the nation, or attenuate national-defense initiatives.

The resilience of security & defense sector as a concept is the constituent part of National Resilience. Under perspective of National Resilience, the resilience of certain nation is explained by set of quality measures that mark the resilience of individuals in managing through strata of resilience, including household resilience, group resilience, and regional resilience. It can be said that National Resilience is obtained only if these strata are completed. Each component of the strata is synergically creating preventive layer in the form of concentration circle of resilience that centers upon the personality of individual citizen. In such conceptual architecture, the deepest preventive circle is the personal resilience of individual in dealing with threats, challenges, obstacles and disturbances of the environment.

Security has two definitions, namely strategic definitionand economic non-strategic definition. First definition perceives “security” as an abstract value and focuses on efforts to maintain national independence and sovereignty, which therefore, this definition mostly concerns with military dimensions. Second definition is focusing on the safeguard of economical resources and non-military aspects of the nation.

There are four approaches to the posture of security strength, which include threat approach, mission approach, territorial approach, and political approach. All these approaches constitute the concept of national security. However, this concept is not yet in compliance with the Insight of Indonesian Archipelago (Wawasan Nusantara). The Insight insists on defining security as the effort to safeguard all sovereign regions in the Unitary State of Indonesian Republic, and the regions intended include sea, air, and land, and also large and small islands.

In modern era, people are more selfish and willingly giving exertion to fulfill their own interest. If this fulfillment is distracted, they look for victims to be the target of disappointments. The victims can be household, religion, nation, race, and others. One example case is the conflict among religions. Different school of religion easily provokes such conflict.

Since the day of founding, the nation has responsibility to fulfill its duties for the interest of the people (citizens). One of classical goals, which is also *raison d'être* behind the founding of the nation, is to provide security and welfare to the people. Security is needed to produce people welfare.

Therefore, nation must develop a security system to protect people from not only the attack by external force, but also from internal attack or domestic conflict among the peoples. Through national security system, the violence conflict in the society can be handled better. In essence, the concept of national security is not only preventive but also repressive.

In regard to preventive measure, National Security System must involve all actors of national security such as National Intelligence Agency, Police Department of Indonesian Republic, and Indonesian National Army. The involvement of relevant actors should be immediately preventing the violence concept before it is organized into mass action. In relation with repressive measure, the violence conflict can be dealt with through good coordination between Police and Army. This measure should minimize the loss effect because the conflict is kept at small level.

Visionary leadership of Battalion 501's Commander has strong implication to the resilience of security & defense sector. It is said so because Infantry Battalion 501 is one of combatant units owned by the Ground-Force of Indonesian National Army, and the Ground-Force is one important element of Indonesian National Army that constitutes the defense system of Indonesia.

Soldier Professionalism to Develop Powerful Indonesian National Army

Post-reformation period (or after 1998 crisis) has brought great impact on many aspects, which among other is the change in the roles of Indonesian National Army. Before reformation, the Army is allowed to engage to practical politics. But, since reformation era, the Army emphasizes more on defense (returning to its traditional role). Its engagement with politics starts to be abandoned, which means that the Army is not anymore attending politics and thus, not any longer supporting the ruling party, which previously is Golkar. Nowadays, the Army stands by the side of all layers of society. The Army insists on making its soldiers to be more professional.

The concept of professionals is varying. Huntington (2003) said that the professionals are experts with knowledge and skill on specific field that is important for human life. Such knowledge and skill are only obtained through high education level and many related experiences. Both are also used as objectivity standards in assessing the capability of professionals, in distinguishing professionals from common persons, and in measuring relative capability of the members of the profession. These standards are universal, quite relevant to knowledge and skill of professionals, and also applicable to any related issues without being limited by place and time. According to Syaigh in Effendy (2009), "the skill of military professionals involves many capabilities, such as capability to maintain the viability of territory, politics, and population; capability to create preconditions to support economic welfare; and capability to keep harmonious relationship among the peoples".

Perlmutter in Effendy (2009) had asserted that military professionals may have political orientation. Anyhow, military rank always compels military personnel to have involvement in "policy formation" process, especially in policy related with national security.

The concept of professionals suggested by Huntington differs from that given by Perlmutter and Finner. Huntington's concept focuses only on defense issue, while Perlmutter and Finner's concept explains that military always touches with national politics. Each concept has its own strength and weakness. However, the current research would discuss Huntington's concept that perceives professionals as experts with knowledge and skill on specific field that is important for human life. Taking a reflection from this statement, it is then considered as reasonable if Battalion 501's Commander declares a vision concerning the importance of physical exercises for the soldiers where the execution is done under supervision of the Commander or the senior officers. Such conditioning improves physical capability of soldiers, which also increases their skill to complete the main military tasks.

The increasing of soldier capability is always the expectation of leaders in Indonesian National Army. It is already proved by Battalion 501's Commander through the conditioning of physical endurance of soldiers. The capability of soldiers should match with their rank in the unit. As emphasized by the Commander, every soldier has different duty in the combat and the duty is matched with soldier's rank. For example, soldiers at Second Private rank are rifle shooter, and therefore, they only do shooting practice.

If Huntington's concept of professionals is used as the measure, then it can be said that the professionalism of Battalion 501's soldiers has been good already. This condition would give good impact on the capability of the Ground-Force of Indonesian National Army. Although the contribution to the Army's capability is not quite significant, but it is just comparable to the expectation of the Army's leaders. All combatant units under the Army should improve their capability toward professionalism.

Soldier Professionalism to Strengthen The Resilience of Security & Defense Sector

Battalion 501's Commander has developed soldier professionalism, which means that soldier's capability is improving. This improvement impacts on increasing the capability of combatant units in the Ground-Force of Indonesian National Army. Improving combat capability is crucial because the units should be ready to be mobilized for various combat operations in Indonesia and also for assignment into safeguard army in abroad duty. Indonesian National Army also strengthens the resilience of security & defense sector. Organizational structure of the Army comprises of three dimensions, respectively, Land, Sea and Air. Each dimension has its own main tasks but these tasks ultimately concern with how to safeguard the security for the Unitary State of Indonesian Republic. The manifestation of national resilience of security & defense sector is the protection of nation and the production of feeling secured among the people. Indeed, the nation is safeguarded by expecting that the nation would develop progressively and give fortunes to the people. Security itself is about protecting people to produce the feeling of secured from any threats incoming either from inside or outside the nation that possibly harms the people. Indeed, security is needed to keep the people living peacefully with strong protection from any threats. One factor influencing national resilience of security & defense sector is leadership. Therefore, it is not wrong to say that visionary leadership of a battalion commander has implication to the resilience of security & defense sector.

IV. CONCLUSION

Battalion 501's Commander shows visionary leadership and keeps the vision implemented. The Commander does regular briefing to explain about this vision. This briefing helps the Commander to build trust-based relationship between leadership and subordinates that may facilitate the achievement of goals. The Commander has a vision to improve soldier professionalism. The vision is stated as: "Improving soldier capability toward professionalism through physical exercises, military practices, managerial ordering, and humanist leadership to produce professional soldiers at Infantry Battalion 501 by Year 2018".

Based on the statements above, some conclusions are made.

- a. Leader of certain organization has responsibility to complete leadership tasks and to achieve organizational targets and goals. Effective leadership is measured from the completion of leadership tasks and its impact on organizational targets and goals. Effective leadership can also be understood as a condition when leader successfully completes leadership tasks and as the result, the followers are eager to execute orders given by leaders, which then brings good impact on organizational targets and goals.
- b. Effective visionary leadership model describes a condition when leader consistently escorts the vision and keeps followers motivated in creating good superior-subordinate relationship, which is helpful to achieve organizational targets and goals.
- c. Visionary leadership of a battalion commander has strong implication to the resilience of security & defense sector. The manifestation of national resilience of security & defense sector is the protection to defend the nation and to produce security to the citizens. Defending the nation is crucial because it gives the nation opportunity to advance and deliver fortunes to the citizens. The production of security is a matter of how to produce the feeling of secured from any threats incoming either from domestic or abroad that possibly harm the nation. The Commander of Infantry Battalion 501 has successfully improved soldier professionalism, and it has delivered good impact, which is, increasing the capability of combatant units in the Ground-Force of Indonesian National Army, by which, the units would always be ready to be mobilized for various combat operations in Indonesia and also for assignment into safeguard army in abroad duty.

Suggestion

Taking into consideration of explanations above, some suggestions are given:

- a. The vision of Battalion 501's Commander should be implemented in sustainable manner. The content can also be improved, if necessary, because this vision has represented the aspiration of Indonesian National Army's leaders who declare that professional soldiers are national expectation.
- b. Effective visionary leadership model asserts that leaders must be oriented toward organization targets and goals. Therefore, leaders, even those at the medium level, must understand leadership essence because it helps them to complete leadership tasks.
- c. Soldier professionalism indeed has good impact on resilience in security & defense sector. Achieving this needs continuity in effort to improve soldier capability. The problem is that leadership reorganization in combatant units always involves changes on policies and programs, which therefore, the successor must set into priority of programs designed to improve soldier capability.

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