

Leadership Style Military in Enforcing Discipline Indonesian National Army (Study of Social Behavior Chief Adjutant General Military Command V / Brawijaya)

Rumadi

University Merdeka Malang, Indonesia

***Corresponding Author:**

Rumadi

Email: abahrumadi@gmail.com

Abstract: This study aims to describe and analyze the style of military leadership in enforcing discipline TNI members and to describe and analyze the factors of the background style of military leadership in enforcing discipline TNI members. The nature of this study is a study which is directed to be studied in depth the conditions that exist in the style of military leadership in enforcing discipline TNI members, and further promote the use of methods of delivery of meanings (Verstehen). Analysis of the data in this study do well when in the field and after the data is collected. The data have been collected and processed so systematically. Preparations started on writing the results of interviews, observations, and then edit. Classify, reduce the data and arranged in units that serve to define or redefine the category. Style of military leadership in enforcing discipline members of the military implementation is not purely military, found many things that affect the results of the interpretation of the situation through the relationship of leaders and members in the discipline, the discipline there are synergies interpretation of the situation leaders and followers gained from the process of interaction, is a factor dominant in their mission together. Factors that background in the military leadership style discipline members consisting of internal and external factors which the leadership received varied individual working environment, adopted and developed adaptive to the environment will get the character of situational leadership in enforcing discipline.

Keywords: leadership style military, discipline .

INTRODUCTION

Reform of Culture of the leadership in the body of the Army (National Army of Indonesia-Army) is already underway in line with the development of the organization, but the leadership will always be a hot topic of study, it reflects that the quality and effectiveness of leadership from time to time required to always be improved so that there is no decline. Officers as elements of leadership in the organization of the Army (National Army of Indonesia-Army) is the key to success in performing a military duty, this was due to a decision taken by an officer determines the success or failure of tasks to be carried out.

In the process of carrying out leader leadership on an activity in a particular situation, comparatively identified that effective leadership style used these leaders to overcome various problems will be influenced by aspects - aspects of the ability to give meaning and use of this leadership style. Particular leadership style to be effective in certain situations and leadership style is not optimal in all situations. Theory - a theory that explains the relationship is often called "contingency theorist" about leadership can be contrasted with the "universal theory" of leadership that

determines an optimal leadership style in all situations [1].

The public demands of the leader's credibility is very prominent, and the crisis of confidence in the leader is determined by the behavior of the leadership itself. Behavior is a function of the interaction between an individual and his environment [2]. Furthermore, the influence of another factor - the deciding factor of leadership behaviors are the forces directly telling leaders how he should act in a particular state of technology, organization, task, group, superior's leader, co-leader, and resources that leader [3]. Related to the credibility of an elected leader, described by Kenney [4] that the elected leader is a big investment for followers can have high expectations of leaders, on the other hand elected leaders felt more competent, more responsive to what is needed followers, and more interested in the task - the task group. Webber research results in Bennis [5] has demonstrated leadership of a Head of State in the implementation of a leadership style that makes a popular policy in the right circumstances. Use of the leadership style according to the situation is a symptom of a general nature it is seen from what identified by Osborne and Gaebler [6] found in military institutions such as the US Air Force, a General with consideration

of various aspects of the situation and the growing conditions make a popular wisdom and identified as a right action in the right situation, as well as a general AD (US army), with sensitive favoring the demands of the public not to send troops in the region Bosnian conflict (Desch) [7] other common symptoms relevant with a leadership style based on the situation can be seen from the results of research Sundhaussen [8] a president who is also the civilians have been assessing the situation, preferring the "revolution", the mobilization of the masses, on the other hand an Army General to assess the situation at the same time prefer priorities of economic recovery rather than a "revolution".

From the facts available, can be identified some handling of cases of strategy, the implementation of the policy pursued Chief Adjutant General in the resolution of problems of discipline violations committed by its members is to stimulate its members to be more disciplined.

Things were very influential on military leadership styles Chief Adjutant General Military Command V / Brawijaya according to the writer's observation is influenced by many things, especially the fact organizations with one another so diverse that there are many things that affect the leadership. At this stage not only the concept of leadership that have a major influence but also spontaneous and technical skills of the leaders themselves who determine the success of a lot of leadership. Given the fact these organizations vary, but an outline has adopted the influential leadership by Siagian [9] which includes: Personal, Position Factor and Factor Situations and Conditions.

Hersey and Blanchard in Waddell [10] Suggested a modification that may be more suitable, and they noted that (none of leadership style that works well and can give you a boost. Every style of leadership can be effective depending on the response of the force when entering situations specific. Furthermore, they concluded that empirical studies of the tendency shows that no force normative good leadership. In the century to date, there is an opinion that is relevant to the concept of leadership based on the perspective of the global realities of economic and information infrastructure and reinterpretation of modernization as it is used in organizational life [11].

Some styles of leadership in Ajendam show that basically the leader's role in leading TNI contingent understand servant leadership. Servant leaders do that because he wants to serve the people, he was compelled to open up opportunities for the people around him have more freedom to grow or transform. Using simple language he became the leader of the airport if you have a heart to serve. That means he put the needs and interests of others above her interests and needs.

The role of the military leadership also understands the ideals and discipline, for an exemplary be a pretty effective way to influence subordinates in attitude. While military discipline is an unyielding obedience, which wants habits where there is a sense of obedience of the command, obedience turn the initiative and creativity that remains should always be inherent in the life of a soldier during active service which is reflected in the attitude and behavior. TNI leadership roles have a strong motivation and is able to motivate his men. Motivation or drive this work is the willingness to work that arise because of the encouragement of the individual concerned as a result of the overall integration and personal needs, the influence of the physical environment, and the influence of the social environment in which the strength depends on the integration process, so by consciously behave in accordance with the objectives which has been set. In carrying leadership a military leader was carrying out mental development that allows the flourishing of patriotism soldiers. The mental development is essentially a transformation of normative values Sapta Marga into the behavior and attitudes of deeds soldiers. In addition to the rose maintain and control as well as physical health on a regular basis. So if known indications of irregularities be addressed immediately and no negative impact on the self and its work force. So that their inherent - supervision is important in order to minimize the possibility of irregularities or errors in execution of duty. This inherent supervision basically already inherent in every human being soldiers in his status as a boss.

This study aims to describe and analyze the style of military leadership in enforcing discipline TNI members, and to describe and analyze the factors of the background style of military leadership in enforcing discipline TNI members.

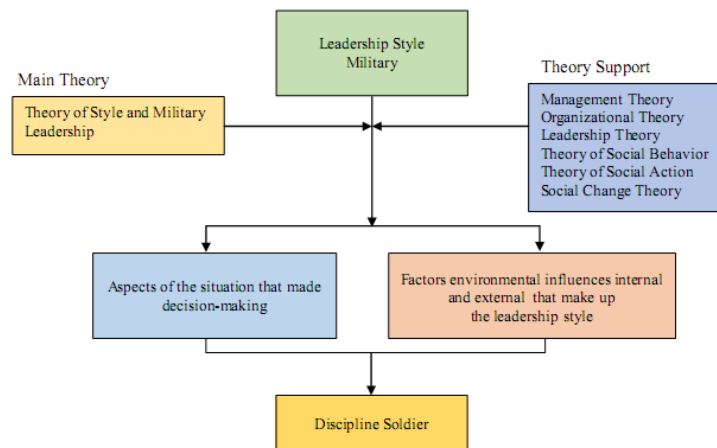


Fig-1: Conceptual Framework Research

RESEARCH METHODOLOGY

Research Approach

The nature of this study is a study which is directed to be studied in depth the conditions that exist in the style of military leadership in enforcing discipline TNI members, and further promote the use of methods of delivery of meanings (Verstehen). In this context, Leaders are reflective factor that responds to appropriate what he knows the problems through a process of communication with the members, where the leaders know the problems existing discipline, with members to assess the situation interpretation, giving meaning and make a decision to act on that meaning. Verstehen process performed on data analysis through several procedures, namely the process of coding.

Research Focus

The scope of research is limited to things that are relevant to the style of military leadership in enforcing discipline TNI members so that the theme and purpose of the study, and further more focused on:

1. Leadership Style Chief Adjutant General Military Command V / Brawijaya pervade:
 1. Characteristics of leadership
 2. Main Duties and Functions
 3. Strategy
 4. Commitment and loyalty
2. Factors underlying the military leadership style
 - a. Internal Environmental Factors
 - 1) Background leaders
 - 2) The style lead
 - 3) Experience
 - b. External Environmental Factors
 - 1) System and the applicable rules
 - 2) Resource organization

Data analysis technique

Analysis of the data in this study do well when in the field and after the data is collected. The data have been collected and processed so systematically. Preparations started on writing the results of interviews, observations, and then edit. Classify, reduce the data

and arranged in units that serve to define or redefine the category. Units that have been further categorized by a specific code to facilitate data handling and use at any time and the next stage check the validity of the data carefully and deeply. In this context perform triangulation with data sources, methods and researchers bring temporary results into forums peers, analyze the negative case. The next step for an interpretation of data to find or build core categories on matters that are relevant to the research topic in the context of preparing substantir nuanced theory of formal theory [12].

RESULTS AND DISCUSSION

1. Leadership Styles Military

Leadership style military in enforcing discipline is inseparable from his understanding of leadership. To obtain enough picture about the leadership in the discipline of its members, it is necessary presented a significant issue in the focus of this research that leadership style in the discipline of its members which include characteristics of leadership, Main Duties and Functions, Strategy, and the commitment and loyalty and Factors leadership style background in disciplining members.

a. Characteristics of leadership

Based on observations made about the characteristics of leadership in leading the organization as well as to improve the discipline of its members found some phenomena are as follows:

- 1) The character of leadership Leadership is the character of officer leadership that is based on Pancasila and the Sapta Marga covering attitude unyielding and high militancy, anti-corruption, obey the rules, has a high loyalty and able to evaluate the data and facts subsequently consider taking appropriate decisions ,
- 2) Characteristics of Leadership is leadership officer can become a leader and commander at once if he has the formal authority for positions that are assigned.

- 3) Characteristics of leadership Leadership is a leader who has the mind and body healthy and strong so it has an advantage in every way
- 4) Characteristics of Leadership leadership capable of being able to apply high standards but at the same time be able to encourage subordinates to achieve these standards.

Based on the discussion above, it formulated the following findings:

Findings 1:

Military leadership oriented to the interests of its members.

Findings 2:

Honest leadership characteristics, have a vision, able to act as an inspiration stints organization effectively and efficiently.

Findings 3:

Decision-making takes suggestions from subordinates.

Findings 4:

Democratic leadership consistently and responsibly diorganisasinya.

Based on the findings of 1,2,3 and 4 then formulated the following propositions:

Proposition 1

"Leadership Characteristics of the interests of members, to act as an inspiration, with the competence of democratically".

b. Main Duties and Functions

Based on the observations made regarding the Basic Tasks and Functions Leaders in leading the organization as well as to improve the discipline of its members found some phenomena are as follows:

- 1) As the top leader to be able to control all the effort, work and activities appropriate work program which has been set
- 2) Always directly monitor all the activities carried out, ranging from planning an activity, accept the proposal, budget planning to go straight to the field for monitoring these activities
- 3) Leaders will hold a coordination and consultation to staff or subordinates to solve problems in order to obtain the advice of the staff proposals for improving the basic tasks and functions in the hope of tasks and activities can be done well, leaders always give direction

Based on the discussion above, it formulated the following findings:

Findings 1:

The military leadership has implemented appropriate duties and functions as the leader.

Findings 2:

In the lead members to be more disciplined leadership role as a determinant of the direction taken in an effort to reach our objectives.

Findings 3:

Leaders act as an integrator of effective, rational, objective and neutral.

Findings 4:

Leaders provide basic framework is used as a handle by its members, to monitor and control the behavior of members of the led.

Based on the findings of 1, 2, 3 and 4 then formulated the following propositions:

Proposition 2

"The principal tasks and functions performed military leadership in coordinating the activities of vertically and horizontally"

c. Strategy

The strategy applied leader in disciplining its members is the ability to see the organization as a whole, the ability to see the decision, the ability to delegate authority, and the ability to instill loyalty. Based on the observations made regarding Strategy Leadership in leading the organization as well as to improve the discipline of its members found some phenomena are as follows:

- 1) The strategy applied in disciplining its members is to delegate authority, and the ability to instill loyalty
- 2) The head when cases of mistreatment of discipline does not necessarily directly impose penalties, but first search for the cause of its members committing disciplinary offense he was impressed by skillfully communicate with members in discussing discipline
- 3) Is concerned about the enforcement of discipline in the organization. This is certainly very positive effect of increasing discipline members
- 4) Fostering cooperation with all the components are organized in discipline because without good cooperation among the organization's leaders and members of the discipline will not be realized

Based on the discussion above, it formulated the following findings:

Findings 1

Leaders become a motivator organization, with oversight of the actions and decisions.

Findings 2:

Leaders use power, strength wisely in achieving positive organizational outcomes

Findings 3:

Proper delegation strategy used in the achievement of organizational goals

Findings 4:

Strategy delegation of authority given to subordinates more effective in carrying out the task.

Based on the findings of 1, 2, 3 and 4 then formulated the following propositions:

Proposition 3

"Strategy and motivation done by considering the situation, the mission of an organization to support the enforcement of discipline".

d. Commitment and loyalty

Based on the observations made regarding the commitment and loyalty of leadership in leading the organization as well as to improve the discipline of its members found some phenomena are as follows:

- a) Leadership commitment in leading the union with routine briefing, the emphasis on discipline and work according to the procedure for the members as well as providing meaning in their respective duties as a leader overview and guidance to member
- b) Commitment to Leadership in the discipline of its members is a strong motivation to realize the functions of Chairman and objectives of the organization he leads
- c) The form of leadership in leading the unity demonstrated by the success of implementing Main Tasks and functions where Ajendam can serve all the units in the ranks Kodam V / Brawijaya in the field of the administration, can run the command above and can provide color on the leadership in the ranks Kodam V / Brawijaya
- d) The leadership is a leader who has high dedication in leading the organization, he is a leader who 'Jer Basuki Mawa Bea "meaning that even with a limited budget as an expression of his love for the organization he always thought hard for the betterment of the organization, this is evidenced by the jogging track construction and renovation of mosques whose cost is not obtained from the budget of this organization is a higher form of loyalty to the organization.

Based on the discussion above, it formulated the following findings:

Findings 1:

Leaders in handling cases in his organization carried out on the basis of the reports of his subordinates

Findings 2:

One really all he has done its members the responsibility of leadership.

Findings 3:

Leaders do not embarrass members who have problems in front of other members in any forum.

Findings 4:

Leaders unite against subordinates work unit did not find fault with each other.

Findings 5:

Loyal subordinate to the leader with a vengeance.

Based on the findings of 1, 2, 3, 4 and 5 then formulated the following propositions:

Proposition 4

"The commitment and loyalty to the leader is a form of subordinate integrity to support the enforcement of discipline".

2. Factors background the style of military leadership in enforcing discipline members of the military

The success of a leader in the Adjutant General Military Command V / Brawijaya in activity is influenced by factors that can support for the success of a leadership, therefore, a goal will be achieved when the harmony in the relationship or interaction between superiors and subordinates, in addition influenced by internal , such as background, style leadership and experience also influenced by external factors such as the system applicable rules and resources of the organization.

a. Internal Environmental Factors

1) Background Leader

Based on the observations made regarding Background Leadership in leading the organization as well as to improve the discipline of its members found some phenomena are as follows:

- a) Head is a leader who is experienced in the military world.
- b) Leadership Head is a decision and more a result of the change in the character or internal transformation in a person. Leadership is not a position or title, but rather a birth of a long process of change in a person.
- c) The head with the stock of experience during in the military, is expected to be easier to reduce a variety of social conflict in the organization. coordination with the men was relatively easy to do.

Based on the discussion above, it formulated the following findings:

Findings 1:

Background leaders cannot be separated from its experience

Findings 2:

The background used in the educational experience leader leads the organization he leads.

Findings 3:

Preparations used dampen the experience of social conflicts in the organization.

Findings 4:

Military experience possessed an influence in leading the organization.

Based on the findings of 1, 2, 3 and 4 then formulated the following propositions:

Proposition 5

"The internal factor is an absolute leader in supporting the enforcement of discipline".

2) Lead Style

Based on observations made about the style of leadership led in leading the organization as well as to improve the discipline of its members found some phenomena are as follows:

- a) Leadership is a leader who is flexible, meaning an approach effectively to control and motivate members or subordinates and open lines of communication between the leaders and the led resulting in close communication, based on trust, a leader should be able to adjust his style of leadership to the circumstances which led, see situations and environmental conditions resulting in a harmonious relationship
- b) The head is a military man, but in his leadership, he does not seem old-fashioned to implement authoritarian style, he tends to always communicate between leader and led resulting in close communication.
- c) The Executive Board members still willing to accept advice when the advice is deemed build, despite that in the case of military discipline his side will go out and look very firm especially when there are members who violate discipline.

Based on the discussion above, it formulated the following findings:

Findings 1:

Style leads an organization guided by the rules applicable to the flexibility of corresponding events occurring

Findings 2:

In the decision-making between leaders and subordinates, are equally involved in the decision-making problem solving.

Findings 3:

Leadership effectiveness is determined by the ability to "read" the situation at hand and adjust his leadership style.

Based on the findings 1, 2 and 3 then formulated the following propositions:

Proposition 6

"Leadership Styles in the form of flexible and harmonious interaction between the leader and members to support enforcement of discipline".

3) Experience Lead

Based on the observations made regarding the experience to lead the leadership in leading the organization as well as to improve the discipline of its members found some phenomena are as follows:

- a) Someone who experienced a lot in the military would be more familiar with organizing and leading the strategy, so someone like Leaders are people who are very professional in terms of leads a military organization
- b) Experience is an important factor in the development of leadership, although not all experience can become a good teacher. Based on the study of leadership is the key to development assessment, challenge and support.
- c) Heredity apparently only contributed little to the person's leadership, largely because of the experience after the adult, based on observed during the lead members Leaders prove that even though he had been born to be a leader in print but cannot be separated from the experience and his military career.

Based on the discussion above, it formulated the following findings:

Findings 1:

Leaders are experienced in the field of military and military professionals in leading organizations

Findings 2:

Leaders have the experience which can be submitted to its members

Findings 3:

The experience can be seen from the leaders of its military career

Findings 4:

The experience of the place of assignment affect the characteristics in the lead.

Findings 5:

Leaders have the expertise or special skills, which include level of education, both formal and military.

Based on the findings of 1, 2, 3, 4 and 5 then formulated the following propositions:

Proposition 7

"Experience in the lead based on knowledge is power for a leader".

b. External factors

1) System and the rules that apply

Based on observations made about the influence of external factors such as systems and rules that apply leadership in leading the organization as well as to improve the discipline of its members found some phenomena are as follows:

- a) Leadership Chief Adjutant General Military Command / V Brawijaya correspond to the changes, which the TNI future is expected to change everything bad in themselves military paradigm.
- b) The inherent functionality which is owned by an officer as a leader and commander, because basically the officer can be a leader and commander at once if he has the formal authority for positions that are entrusted
- c) The existence of one of the unique military management is the principle or the principle of unity of command, only one power or the military high command. Command was carried out in a strict hierarchy and discipline. All commands and policy leadership within the military organization always complied with and adhered to, therefore there is the term "command at the top of the cake" of carrying out the command with a full sense of responsibility without any increase or decrease to the extent not contrary to law. Discipline to comply with all rules and regulations of this official, it must be enforced very hard, so disciplined even said to be a "breath of life" for a military man.

Based on the discussion above, it formulated the following findings:

Findings 1:

In the only known military leadership of the supreme command.

Findings 2:

All orders must be obeyed leadership.

Findings 3:

Discipline in the official rules implemented wisely.

Findings 4:

Orders must be obeyed by members of the military without any tolerance, but it still cannot consistently implemented.

Based on the findings of 1, 2, 3 and 4 then formulated the following propositions:

Proposition 8

"The rules that apply in a military organization requires understanding the purpose obeyed by all members".

2) Resource organization

Based on observations made about the influence of external factors such as organizational resources as an influential factor in leadership in leading the organization as well as to improve the discipline of its members found some phenomena are as follows:

- a) The member is lacking in the knowledge and ability of military, technical and tactical skills as well as in defining and creating strategic policy.
- b) The officers who do not understand the basic tasks compared to other things beyond basic tasks, prioritize the implementation of tasks beyond the basic duties and conduct an assessment of subordinates on the ability of the implementation beyond the basic tasks are excessive in relation to the implementation of the main tasks.
- c) The members of officers who do not meet the minimum standards of physical kesemaptaan not meet the standards of competence or physical ability. It is seen in a variety of competency tests for placement requirements of positions within the Army.
- d) At least officers who have the academic ability to support the main task
- e) The presence of members who did not master the technology, as well as the lack of mastering foreign languages, especially English.

Based on the discussion above, it formulated the following findings:

Findings 1:

Provide leadership to the position and status changes

Findings 2:

TNI leadership qualities based on the character of the competence, integrity interact and communicate

Findings 3:

Improved discipline is a necessity that must continue to be done by leaders

Findings 4:

One role of leadership is to create the organizational conditions

Based on the findings of 1, 2, 3 and 4 then formulated the following propositions:

Proposition 9

"Resource organization directed by the leadership role for the successful implementation of discipline in the organization"

Based minor propositions mentioned above, the proposition major formulated as follows:

"The style of military leadership is based on character, strategy, commitment and loyalty that is supported by internal and external factors in enforcing discipline in their work environment."

CONCLUSIONS

Style of military leadership in enforcing discipline members of the military practices were not purely military, found many things that affect the results of the interpretation of the situation through the relationship of leaders and members in the discipline, the discipline there are synergies interpretation of the situation leaders and followers gained from the process of interaction, is a factor dominant in their mission together. In the style of military leadership can be seen from various aspects, namely:

- 1) Characteristics of Leadership priority to the interests of members, to act as an inspiration, with the competence of democratically
- 2) The principal tasks and functions performed military leadership in coordinating the activities of vertically and horizontally
- 3) Strategy and motivation is done by taking into account the situation, the mission of an organization to support the enforcement of discipline
- 4) Commitment and loyalty subordinate to the leader is a form of integrity to support the enforcement of discipline

Factors that background in the military leadership style discipline members consisting of internal and external factors which the leadership received varied individual working environment, adopted and developed adaptive to the environment will get the character of situational leadership in enforcing discipline.

- 1) In the internal factors Leadership Chief Adjutant General Military Command V / Brawijaya in enforcing discipline members, namely:
 - a. The internal factor is an absolute leader support in enforcing discipline
 - b. Leadership Style familiar form of interaction and harmony between the leadership with members to support the enforcement of discipline
 - c. Experience in the lead based on knowledge is power for a leader to support the enforcement of discipline
- 2) On the external factors Leadership in enforcing discipline its members, namely:
 - a. The rules that apply in an organization requires understanding the purpose of perception error does not occur in the run
 - b. Resource organization directed by the leadership role for the successful implementation of the task.

REFERENCES

1. Yukl G; Leadership In Organization, Prentice-Hall International, Inc, New Jersey 07632, 1998.
2. Miftah T; Kepemimpinan Dalam Manajemen Jakarta : PT. Raja Grafindo Persada. Moleong, L L, 1999, Metodologi Penelitian Kuantitatif, PT. Remaja Rosda Karya, Bandung, 2003.
3. Cribbin JJ; Leadership- Strategies For Organization Effectiveness, AMACOM, 135 Wett 50th Street, New York, 1984.
4. Kenney RA; Implicit Leaders Theories: Defining Leadership Described As Worthy Of Influence, Partner Trought Training, Lynchburg, Virginia, 1996.
5. Bennis W; Pemimpin dan Kepemimpinan. Harvard Business book, Boston, 1997.
6. Osborn D, Gaebler T; Reinventing Government. CV Terutama Grafica. Jakarta, 1998.
7. Desch MC; Politisi Vs Jenderal, Kontrol Sipil Atas Militer Di Tengah Arus Yang Bergeser, (Diterjemahkan oleh Tri Wibowo Budi Santoso), PT. Raja Grafindo Persada, Jakarta, 2002.
8. Sundhaussen U; Politik Militer Indonesia 1945-1967, LP3ES, Jakarta, 1986.
9. Siagian, Sondang P; Teori Dan Praktek Kepemimpinan, Rineka Cipta, Jakarta, 1999.
10. Waddell DE; A Situation Leadership, Model for Military Leadership. Published Aerospace Power Journall, Asrip Maxwell, of mil, New York, 1994.
11. Lavessoli S; Leadership Theory and Historical Perspective. C: my doc/internet/leadership,Htm, New York, 2002.