

IMPLEMENTATION OF THE TRANSFORMATIONAL LEADERSHIP STYLE OF THE BATTALYON COMMAND TO IMPROVE PERFORMANCE OF 1 MARINES YONKOMLEK SOLDIERS

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Abstract

The purpose of this study was to determine the extent of the influence of a commander's leadership style in motivating the soldiers, besides that this study also aimed to prove whether the transformational leadership style with its four elements (The Four I's) was able to increase the motivation and performance of Yonkomlek 1 Marines. In the implementation of this study using qualitative methods, data collection was carried out by interviewing and observing the object of research in the 1st Marine Marine Corps, and then for data processing using the NVivo data processing tool. From the results of research and data processing, it was found that there was a significant effect that with the transformational leadership style applied by the Battalion Commander in Yonkomlek 1 Marines, the motivation and performance of soldiers increased. From the results of Nvivo processing, it is also found that of the four Transformational elements, individual considerations have the greatest influence among other elements, so it can be concluded that the transformational leadership style has a major influence on improving the performance of the 1st Marine Yonkomlek soldiers, it is recommended to the leaders or battalion commanders. can apply the transformational leadership style to the unit in order to create effective leadership and be able to improve the performance of the unit..

I. INTRODUCTION

The era of globalization has had a considerable influence on human life, both positive and negative influences. Some of the negative impacts of this globalization era also affect the mindset and lifestyle of the 1st Marines Yonkomlek soldiers. The individualist attitude causes the 1st Marines Yonkomlek soldiers to be less concerned

with the environment and their knowledge of weapons, while the hedonistic lifestyle causes most of the soldiers to work financially (money oriented), this condition has an impact on the soldiers' low motivation at work.

With the complexity of the tasks of the 1st Marine Yonkomlek, we need qualified, reliable, capable of mastering technology and mastering the latest science. However, this need has not been answered by Kodiklatal as the institution for the initial formation of Navy soldiers and also Pusdikmar as the former and educational institution for the Marines. Educational responsibilities that lead to professionalism in the field of weapons ultimately lead to the battalion as the unit that uses these soldiers. If this condition is not handled immediately, it will affect the performance of the soldiers which in turn will affect the readiness of the 1st Marines Yonkomlek unit in various assignments.

The term performance (performance) according to The Scriber in the Bantam English Dictionary put forward by Prawirosentono in Uha (2013) and Utari (2020) that performance comes from the root word to perform which has several entries including: a) Doing, running and implementing. b) Fulfilling, carrying out the obligations of a vow. c) Carry out or perfect a responsibility. d) Doing something that is expected by someone.

There are various ways that leaders influence their subordinates, including Coercive power (power based on coercion), Reward Power (power to give awards), Legitimate Power (legitimate power), Expert Power (power due to expertise) and referent power. Such power is based on the identification of a follower with a leader who is highly respected and respected by the follower (Fahmi, 2018). Leadership in the military has its own characteristics that distinguish it from civilian leadership, the most prominent thing is the relationship between leaders and subordinates, leaders in the military tend to be less flexible than civilian leadership.

Leadership is an activity to influence people who are directed to achieve organizational goals. The concept of power is close to leadership, power itself is a means for leaders to influence the behavior of their followers (Thoha, 2009). According to Burns in Sutikno (2018), transformational leadership is a process in which "leaders and followers raise each other to a higher level of morality and motivation." In addition, according to him, transformational leaders have the main characteristics of having the ability to act as agents of change for an organization, so that they can create new strategies in developing more relevant organizational practices.

With the progress of the times in this era of globalization and the development of existing social life, it has changed the character and way of thinking of humans, especially TNI soldiers, so that other forms of leadership style are needed that are able to have a major influence on the members they lead, not only armed with these two forces. To answer this need, it is necessary for the Battalion Commander to apply a

Transformational leadership style to be able to motivate the soldiers under him in order to improve the performance of the soldiers, so that the unit's main tasks can be carried out properly.

The aims of this study are: a) To analyze and prove how the Battalion Commander's transformational leadership style can improve the performance of Yonkomlek 1 Marines. b) To analyze and prove how the figure of a commander can motivate the 1st Marine Yonkomlek soldiers to improve their performance. c) To analyze and prove the extent to which transformational leadership style with its 4 dimensions (charisma, inspirational motivation, intellectual stimulation and individual consideration) is able to improve the performance of Yonkomlek 1 Marines

II. RESEARCH METHODS

This study uses qualitative research methods, namely research methods based on the philosophy of postpositivism, used to examine the condition of natural objects, where the researcher is the key instrument, the data collection technique is done by triangulation (combined), the data analysis is inductive/qualitative, and the results research emphasizes meaning rather than generalization (Sugiyono, 2015)

The unit of analysis is a certain unit that is calculated as the subject of the research, or something related to or the component being studied (Seskoal, 2019). The subject or unit of analysis in this study is the transformational leadership style applied by the Battalion Commander.

The researcher carried out the data collection process to complete the data needs by using interviews, field observations and through literature studies. Researchers conducted interviews with resource persons who were considered to have long working experience in the 1st Marine Komlek Battalion, or several battalion officials who felt they understood the changes in leadership in the 1st Marines Komlek Battalion for decades of leadership.

After all the required data is collected, the next step is data processing. The process of selecting and processing the data will be carried out by researchers using the Nvivo application or software that can facilitate researchers in classifying data and connecting between categories from the results of existing data.

After all the data is collected and processed with triangulation techniques, the data will then be analyzed using the NVivo application in a way, first NVivo will help the author to explore the data and coding results. Furthermore, this NVivo application will also later help the author to compare the themes and categories that appear during the coding process (Sugiyono, 2015).

III. RESULTS AND DISCUSSION

The Leadership Style Model applied by the Commander

- 1) In general questions asked to all informants about the leadership style applied by the 1st Marines Yonkomlek Commander, answers were obtained from all of the informants that the 1st Marines Yonkomlek Commander was a firm leader, calm in action, full of planning, had broad insight, was acceptable. by all its members, are obedient in worship and dare to defend their members when the member's position is in the right condition, but there is also an answer that says that there is a distance between the commander and his soldiers, because according to him the commander is busy at the top level, but this condition can be solved by the commander with family activities carried out by the commander and his soldiers, one of which is fishing together, family gatherings and so on.
- 2) How is the commander's policy applied so far? Archery Danpasmar Cup 2019, 3rd place winner of the 2019 Pasmal 1 level Pentathlon competition, in the field of monumental construction, the Commander has carried out the construction of a deep sleeping mess, the construction of a place of worship for Muslims in the form of a prayer room and the construction of a catfish cultivation place as a form of support for the government's program on food security.
- 3) How and what are the factors that support the commander in leading the 1st Marine Yonkomlek, the interviewees answered because the commander is a person who is firm and cares about the members he leads, so that the 1st Marine Yonkomlek soldiers are loyal and easy to control.
- 4) How difficult it is for commanders when leading their members, interviewees answered that sometimes commanders are very easy to accept orders in the form of services or providing support, so that sometimes the unit looks very busy providing support outside of the unit's main activities, besides that there are also opinions stating that it needs to be improved. hours of visits to soldiers' homes.
- 5) What is the attitude of the commander when he encounters a member who commits a violation, some of the answers from the sources dominantly answered that the commander more often delegated authority or delegated the authority to punish the guilty member to the officer concerned. Except if the violation committed by the member is classified as a serious violation, the commander will punish the member.
- 6) What is the attitude of the commander if there are members who excel, all of the interviewees answered that the commander will give awards related to the achievements that have been obtained by the member, most of them think that the form of award is in the form of a family coaching permit for a few days, and some others answer the form of award given by the commander in the form of cash.
- 7) Regarding the questions regarding the closeness of the commander to his officers and the form of coaching the commander to his officers, the interviewees answered that a

reasonable and limited form of closeness when in a unit and when carrying out a task, the form of coaching between commanders and their officers was carried out in the form of gathering together to drink coffee at the same time. discuss unit problems, while the closeness that is fostered is the activity of visiting sick personnel.

A Commander's Leadership Figure Who Can Motivate His Soldiers to Improve Their Performance

- 1) In your opinion, what is the attitude of a leader who can motivate his followers, which is owned by the 1st Marine Yonkomlek Commander, obtained various kinds of answers from all sources, including the commander is a person who is passionate about work, has a firm attitude, is calm, does not rush in acting Besides that, the commander is also a leader who has a clear vision and thinks about the welfare of his members.
- 2) In your opinion, what is the commander's support in motivating his members, according to the sources, that the presence of his officers is the main factor supporting the commander, because most of the answers stated that the commander always emphasizes to his officers to always motivate all members of the 1st Marine Yonkomlek , related to motivation in studying Yonkomlek weaponry, motivation to always maintain the good name of the unit, motivation to always appear superior to other units and motivation to always maintain discipline. Because for commanders, the characteristic that distinguishes military from civilians is discipline.
- 3) In your opinion, what are the obstacles that can hinder the commander and his officers in motivating all of their members, several interviewees answered that internal family problems are the dominant answer, these internal problems include economic problems, household relations problems, the location of the house being too far away, causing members to fatigue so that they are less enthusiastic in their activities and others, the next is because of the current era of globalization, where all personnel have *smartphone*. Such conditions greatly affect the motivation and enthusiasm of soldiers to want to learn Yonkomlek weapon science.
- 4) How does the commander motivate his soldiers during the Covid-19 pandemic, on average, the interviewees answered that the commander set himself first as an example in implementing Covid-19 health protocols, supported the procurement of masks for his soldiers, and always emphasized to all officers and subordinates that if there are members who have symptoms of covid-19 so that they are not shunned, but are assisted in every way, especially the problem of handling their health, besides that the commander also orders the Dankima Yonkomlek 1 Marines to provide Covid-19 protocol facilities in the form of hand washing and *hand sanitizer* in several places whose availability is always maintained.

The Ability of Transformational Leadership Dimensions in Motivating Soldiers to Improve Their Performance

- 1) Charismatic, the interviewees answered that the 1st Marine Yonkomlek Commander had charisma that came from several traits, including firmness and rarely joked to the extent that the commander had authority in the eyes of the members. Furthermore, the commander has broad and intelligent insight, mastering English and computer science. Such conditions cause the members they lead to feel proud and in the end they voluntarily carry out the orders and policies given by the Commander.
- 2) Inspirational motivation to find out how far the commander of the 1st Marine Yonkomlek was able to inspire the motivation of his followers, most of the interviewees answered that the Commander before carrying out the activity in question explained in detail what the purpose of the activity was, when the activity would start, who to do what until when. the activity ends. So that almost all members expressed their enthusiasm to work with this leadership style.
- 3) Intellectual stimulation, namely the form of questions to determine the extent to which the commander is able to grow creative ideas for the various problems encountered, the speakers told about the commander's ability to understand the complex science which is the basis of Yonkomlek weapons, and the answer was that the commander of the Yonkomlek 1 Marine, very enthusiastic about science that is in line with the latest technological developments, although a little less like conventional sciences, but the attitude
- 4) Individual consideration is a form of special attention of a leader. And from the answers of the informants, the individual forms of attention carried out by the commander include, the commander's visit to a member's house which is realized in the form of monitoring the economy of members through the salary they receive, then ordering pasipers and the intelligence press to provide more detailed data about the family. The soldier related to the number of children, the education taken by the child and the cause of the lack of salary received. Armed with the available information, the Commander carries out a visit by bringing a package that is adjusted to the education level of the member's child. Such conditions make family members have a close relationship with the Commander,

Discussion

The leadership style of the 1st Marines Yonkomlek commander applies a transformational leadership style. This can be seen from the existence of 4 (four) dimensions of transformational leadership as previously stated by Bass and Aviola. Namely, the Commander has charisma that comes from his firmness, never complains in front of his subordinates and his intelligence in the field of science and technology so that subordinates or soldiers feel amazed to have a leader like this.

There are several figures owned by the 1st Marine Yonkomlek commander who

are able to raise the spirit and motivate the 1st Marines Yonkomlek soldiers, namely:

- 1) Enthusiastic attitude in working, the enthusiastic attitude of the 1st Marines Danyonkomlek can raise the motivation of the 1st Marines Yonkomlek soldiers. According to the KBBI, enthusiasm can be equated with a high work ethic. The high work ethic shown by a leader will later be imitated and followed by his subordinates. A high work ethic is the desire of an organization. The role of superiors is very dominant in building a high work ethic in their work environment (Irmim and Rochim, 2005). Bosses who fail to present themselves as leaders who have high enthusiasm for work will become a deadly virus for their subordinates.
- 2) Calm and unhurried attitude in acting. This attitude can arise if a person is able to control himself under any circumstances. The calm and unhurried attitude of the 1st Marine Yonkomlek commander means that the person concerned has been able to control himself. Here it means that the 1st Marines Yonkomlek Commander when associated with Javanese leadership knowledge is the attitude of Mulat behavior of space jantraning which means that the 1st Marines Yonkomlek Commander has been able to imitate the unlimited vast sky which means being able to have sincerity and be able to control himself.
- 3) Caring for the welfare of its members by implementing *reward and punishment*. The application of reward and punishment is an effort of a leader to motivate his members. Rewards are given to members who excel in the hope that other members are interested and in the end want to imitate the members who excel in order to get the same achievement. Meanwhile, punishment or punishment is given to members who are guilty, with the aim of making members who commit the violation become a deterrent, and influencing other members not to make the same mistake.

In addition to having attitudes and traits that can motivate members, Danyonkomlek 1 Marines also have several attitudes that can reduce the motivation of their soldiers, namely:

- 1) The attitude of giving rewards in the form of cash, according to Nawawi, "*rewards* is an effort to foster a feeling of being accepted (recognized) in the work environment, which touches on aspects of compensation and aspects of the relationship between workers with one another. This attitude can indeed quickly motivate members, because almost all human needs require money to fulfill. However, this will gradually affect the mentality of the members, the mentality of the members will be set to be money oriented.
- 2) Delegation of authority to motivate soldiers too often. In the results of the interviews, there were several informants who said that the commander ordered his officers to pay more attention to the motivation of the members, the responsibility for

motivating the members should be a shared responsibility.

There are several strong dimensions possessed by the commander, and some still need to be improved, so that the commander's leadership style leads to a transformational leadership style and with this transformational leadership style, researchers believe the performance of soldiers will be better than the existing conditions.

The commander has charisma that comes from his assertiveness. With this charisma, members of the 1st Marine Yonkomlek become loyal and submissive to all policies issued by the commander, besides that in military leadership, obedience and loyalty to superiors is a must. A person who does not comply with these obligations can be categorized as committing a violation in the form of insubordination. However, the charismatic form of transformational leaders has differences with charismatic leaders, because a charismatic leader has absolutely no vision to communicate, they do not act consistently and credible but they really try to still appear as people who are worthy of trust. They also have no real respect for their followers. They can show respect in words, but not in actions. They do not empower followers with real authority and responsibility.

In inspirational motivation, commanders are more likely to delegate this authority to officers under their ranks, even though the figure of a leader is needed to motivate followers. Motivation itself according to Sutikno (2018) in his book *Leaders and Leadership* is a force that encourages someone to do a certain activity. If all soldiers have high work motivation, they will be encouraged and try to improve their abilities in the field of communication and electronics science, improve their physical abilities so that they are always ready to carry out any task.

The transformational leadership style applied by the 1st Marine Yonkomlek Commander is able to influence the work motivation of his soldiers. This transformational leadership style is a good leadership style to be applied in the current era of globalization. However, according to the researcher, to motivate all Yonkomlek 1 Marines to improve their performance, the transformational leadership style that has been applied needs to be improved. In addition, if it is related to generation theory, in the current era, the personnel of the 1st Marine Yonkomlek are dominated by Generation Y, which is a generation that from childhood has been familiar with technology, especially gadgets. So that the condition of those who seem unable to live without a smartphone must be utilized. The number of Y generation personnel in a workplace can be likened to 2 very sharp swords, besides being able to be used to injure others, but if not controlled it can also injure the owner. Commanders and other officers as leaders must be able to take advantage of the technology-savvy generation Y so that apart from playing gadgets, they are productive to build an e-commerce-based

economy.

IV CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of research and discussions that have been carried out, the following conclusions can be drawn:

1. After being led by the 1st Marine Yonkomlek Commander who applied this transformational leadership style, it was seen that the 1st Marine Yonkomlek's achievement increased so that it was concluded from this study that the application of the transformational leadership style had an influence in improving the performance of the 1st Marine Yonkomlek soldiers.
2. The figure of the 1st Marine Yonkomlek Commander who, according to them, is the driving force for the motivation and morale of the 1st Marine Yonkomlek Soldiers is that the Commander is an intelligent person and has a lot of experience in the field of Komlek weapons, such conditions make the commander have charisma and authority in the eyes of his members. In addition, the Commander is also a person who wants to mingle with his members while working, this can also be an inspiration for his members to increase their morale. The commander also when making a decision gives maturity and equal rights to its members to express suggestions and opinions, while taking into account the limits and authority of the member,
3. The charisma or authority possessed by the commander will make members proud to be his subordinates and willing to gladly carry out the commander's orders. The inspirational motivation applied by the Commander is to make himself an example when working and leading the unit, so that members are embarrassed and then this raises the spirit to be better. The attitude of the Commander who respects the opinions and thoughts of his subordinates makes subordinates feel valued and has a role in advancing the unit to become a stimulus for members to do their best. The form of the Commander's attention to his subordinates and members creates closeness between the Commander and members and their families, such conditions will create the willingness of family members when the member is on duty.

Suggestion

After the researchers carried out data processing and analysis of this study, the following suggestions were given:

1. There is a need for learning materials about leadership in general and transformational leadership in particular for youth officers who will serve in the unit, so that they have broad insight into leadership.
2. For further researchers who will take the theme in the field of transformational leadership style, they can develop research towards how the influence of this

transformational leadership style can be felt by the family members, using quantitative research methods, so that the results obtained are more accurate.

3. Transformational leadership style through research is proven to be able to change and increase the motivation of Yonkomlek 1 Marines, so the authors suggest that we study and add insight to the science of transformational leadership style and make this transformational leadership style as an alternative choice if we are going to lead the current unit that is faced with with obstacles in the form of the impact of the era of globalization which has changed the attitude, way of thinking and motivation of the soldiers today.

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