Military Leadership Challenge in Society 5.0

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Abstract

Kepemimpinan merupakan salah satu isu dalam manajemen yang masih cukup menarik untuk dibahas hingga saat ini. Media massa, baik itu media cetak maupun elektronik, kerap menampilkan opini dan pembicaraan yang membahas tentang kepemimpinan. Sumber ancaman terhadap keamanan nasional semakin luas, tidak hanya meliputi ancaman internal dan ancaman eksternar, namun juga ancaman dari berbagai sudut yang muncul dari segala aspek kehidupan. Di era 5.0 pemimpin didorong untuk bertindak dalam kapasitas sebagai fasilitator, motivator, pelatih, dan guru pada saat yang bersamaan. Ini karena tidak aka nada pengganti manusia untuk bimbingan secara langsung ketika melatih, memotivasi, dan mengarahkan orang. Kepemimpinan dalam organisasi militer di berbagai Negara memiliki tujuan yang sama yaitu mewujudkan visi misi organisasi sesuai tugas, wewenang dan tanggungjawabnya berdasarkan hasil keputusan politik Negara. Artikel ini disusun berdasarkan studi kepustakaan dengan menggunakan pendekatan deskriptif kualitatif sebagai pendekatan penulisan utama. Para pemimpin militer dari atas ke bawah harus mampu menghadapi kompleksitas politik dan budaya yang semakin meningkat dari perang proxy, operasi perdamaian, kehadiran dan keterlibatan ke depan, kemanan internal dan manajemen bencana. Paradigma bari ini mengubah peran pengikut dan merevolusi desain organisasi untuk abad ke-21.

Keywords: *Challenge in Society, Military Leadership, Society 5.0*

Introduction

In the 5.0 era leaders are encouraged to act in the capacity of facilitators, motivators, coaches, and teachers at the same time. This is because there will be no human substitute for direct guidance when training, motivating and directing people. In addition, the leadership paradigm of the 5.0 era must face the dynamics of internal and external organizations in an agile, measurable, and moving forward manner. This new paradigm is changing the role of followers and revolutionizing organizational design for the 21st century. Not only leadership in civilian organizations such as businesses, and military leadership will also face the challenges of the 5.0 era. The development of weapons technology and the use of technology in asymmetric warfare of an unconventional nature require a completely new approach. Although the objectives of leadership around the world are the same, namely to realize the vision and mission of the organization according to its

duties, authorities, and responsibilities, the approach to dealing with problems will make a different result.

Leadership is one of the issues in management that is still quite interesting to discuss today. The mass media, both print and electronic, often feature opinions and talks that discuss leadership. The very strategic and important role of leadership in the achievement of the mission, vision, and goals of the organization, is one of the motives that encourages human beings to investigate deeply related to leadership. Apart from that, leaders also play a very important role in the growth and development of the organizational culture of their organization. The good and bad of an organization depends on the conditions or climate of the organization created by its leader which will later be formed into an organizational culture in it.

For military organizations, leadership is the main thing that is needed, because every military soldier has gone through selection to obtain the necessary qualifications to always be ready to carry out the orders of superiors so that the spirit and attitude of leadership to maintain and develop themselves personally is indispensable both in everyday life and in times of combat.

Leaders are required to be versatile, flexible, adaptive, and innovative to remain effective and efficient in the new millennium era. Hierarchical leadership patterns in the past are irrelevant to global complexity, rapid change, interdependence, and multifaceted challenges (Basuki, 2021). In the 5.0 era, leaders are encouraged to act in the capacity of facilitators, motivators, coaches, and teachers at the same time. This is because there will be no human substitute for direct guidance when training, motivating and directing people. In addition, the leadership paradigm of the 5.0 era must face the dynamics of internal and external organizations in an agile, measurable, and moving forward manner. This new paradigm is changing the role of followers and revolutionizing organizational design for the 21st century.

In the face of an external environment where leadership challenges are tested in the midst of a society that has high adaptability to all-digital technology, forcing military leaders to improve their abilities and have a high adaptive spirit in every change. Improved capabilities in data and intelligence dimensions, conversion to the physical world, and human-machine interaction (Sarjito, 2019). In addition, in the dynamics of the internal environment of the organization, military leadership also plays a role in improving the performance of soldiers, in the conditions of the working environment that covers areas with a large demographic, does not have good road access, does not have an office, will result in reducing the productivity performance of the soldier's performance. According to Supardi in Fitriani, et al (2022) performance is the achievement of a person in an organization to achieve goals based on the standardization of his work in accordance with applicable norms and ethics.

Method

This article is compiled based on a literature study using a descriptive qualitative approach as the main writing approach. The data used in this writing is secondary data, where secondary data is generally in the form of evidence, records, or historical reports that have been compiled in archives (documentary data), whether published or unpublished.

The techniques used to collect data in this paper are: (1) Literature study, a series of activities related to the methods of collecting literature, reading, recording, and processing research materials; (2) Documentary, documentation studies are carried out by reading previous writing reports and journals related to this writing. In this method, the author simply moves the relevant data from the source or required documents; (3) Discussion, collecting data by discussing ideas with competent persons in this regard to solve certain problems related to this paper; and (4) Intuitive-Subjective, is the involvement of the author's opinion on the issue being discussed.

Results and Discussion

Leadership Theory

Leadership is a dynamic topic and is always interesting to discuss. This is because leadership is a human need that can complement all the limitations of individual life towards an ideal of collective life (Thoha, 2007). In other words, human beings as social beings, and there will be leaders and leadership in a group or environment on both small and large scales. Leadership discussions can be viewed from various aspects and dimensions. So that the true leadership literature will always complement the previous thinking as well as trigger futuristic discussions to be resolved by the literature in the future.

Leadership in modern discourse proves unable to demonstrate a universal concept that can be applied at any time, place, and by the varying nature of the leader. That is, leadership is strongly influenced by the prevailing situation factors at a time and place (Timpe, 2002). This argument is in line with the results of Fred Fiedler's research which became the main thesis of contingency theory, that effective leadership cannot stand alone but rather there is a situational influence. Based on this theory, then in fact the correlative relationship between the variables of attitude and the nature of the leader in solving leadership challenges does not have a specific relationship that can survive in other different situations.

The non-absolute leadership paradigm suggests that there is no single way or concept that is always correct and applicable (formula). Leaders must truly have a holistic awareness and understanding to recognize the changes that are taking place and their impact on the organization. Furthermore, Social Learning Theory in leadership provides a clearer picture of a model of the continuity of the leader's interaction with their environment (Fred Luthans, 2006). This theory of leadership positions leadership as the interaction between the leader and his members in the face of the organizational environment. Thus, leadership does not only rely on the central role of the leader but also all the variables that exist in the organization. In the end, leadership is the art or science to move resources together to achieve certain goals in unique and distinctive situations.

In its development, the leadership that became the inevitability of human civilization experienced a differentiation that was influenced by the form and purpose of the organization. Social groups that were initially only limited to a limited collection of people with the same goal, then collaborated and built more complex and hierarchical structures. Maj. Gen. TNI (ret.) Syam Soemanegara (2003) explained that one of the oldest organizational forms able to anticipate external dynamics well is a military organization. The existence of a military organization automatically creates military leadership.

Some military educational institutions provide different notions of military leadership. The British Defence Doctrine explains that military leadership is a projection of the

personality and character of a leader to make subordinates do what is required of them and to give birth to beliefs that develop initiative, risk, and responsibility. While the American Defense Doctrine more specifically describes military leadership as a process of a leader influencing soldiers to complete predetermined missions.

Based on the doctrine, several elements can be taken as a feature of military leadership. Among such elements are influence, goals, and personnel. Leadership has an element of influence as the main aspect in moving organizational resources. Leadership without influence is only a symbol that is incapable of issuing policies. The element of influence in military leadership is particularly prominent for its cultural causes of loyalty and hierarchy. In addition, the element of purpose is also a characteristic of military leadership The purpose of military leadership is the success of defense missions that highlight social and political stability factors. In contrast to the goals of business leaders, for example, which aims to make a profit. The implication of leadership goals is on the approach and way of thinking in decision-making. Finally, the personnel element. In Military Leadership, military personnel have special qualifications with a measured career path and are tied to certain functions. In contrast to leadership in general, which tends to be flexible and not tied to certain functions.

Leadership is a complex topic and can be studied in a variety of ways that require different definitions. A manager is a person who has formal positions and authority. A leader is perhaps a manager or not, but can influence others. Being a leader who holds a formal position or a manager is not mandatory. Leaders are faced with an ever-changing, complex, and challenging environment. To be able to lead effectively in today's world, leaders need to improve their understanding and leadership practices to meet the new challenges that come their way with rapid change.

Military and Security Paradigm Shift

With the passing of Law Number 34 of 2004, in the context of the deployment and use of military force, it turns out that the Indonesian National Army (TNI) is located under the President. Furthermore, in terms of defense policy and strategy and administrative support, the Indonesian National Army is under the coordination of the Ministry of Defense of the Republic of Indonesia (Huda, 2015: 254). The tangible manifestation of the mandate in the constitution places the position of the Indonesian National Army to always take part in preventing military and non-military threats and contributes to advancing the nation and state. During peacetime, the Indonesian National Army needed its attention as a force in assisting the government through various special tasks known as Military Operations Other Than War (OMSP). Therefore, the challenges faced by the Indonesian National Army in this millennial era are very tough because, with advances in technology, information, and communication, the threat spectrum is no longer easy to detect, so the concept of war has undergone such a complex transformation. That is now war is not only related to physical strength or face-to-face as happened in world wars I and II. The current war has undergone a form of paradigm shift (shifting). With the development of science and technology (IPTEK) began to emerge the terms of various kinds of wars, namely: asymmetric wars, ideological wars, mindset wars, information wars, and many others. All of these things can be said to be a threat to the Unitary State of the Republic of Indonesia so the Indonesian National Army must also be able to change its paradigm in seeing the problem of environmental dynamics of a very fast-changing global strategy so that it must be accompanied by the availability of adequate budgets and superior and competitive human resources.

When looking at the development of the global, regional and national environment that there has been a shift and change in the threat paradigm, security paradigm, war paradigm, and military operations paradigm, where the threats that are the main concern have shifted and changed from traditional threats to non-traditional threats. This has resulted in the source of threats to national security becoming wider, not only including internal threats, and external threats but also threats from various angles arising from all aspects of life, without being categorized as threats from outside or from within.

Along with this paradigm shift, there has also been a shift change in the paradigm of global security, regional security, and national security, which was previously territorial security has shifted to human security. So that the handling pattern has also changed from security cooperation (security cooperative) and joint security (collective security) to comprehensive security (security comprehensive). Furthermore, the actors who handled it also changed, which previously only certain actors shifted to state actors who had political and operational authority including civil society. Changes and shifts in these paradigms resulted in the emergence of various conflicts, as well as conflicts of interest accompanied by changes like threats to be multi-dimensional and multi-complex. These various forms of threats can arise at any time throughout the country with unprecedented patterns, which can endanger the national interests of the Indonesian nation.

Society 5.0 Concepts

Society 5.0 is super smart. Japan is a country that will take the lead to realize this society in front of other countries. Society 5.0 is a time when society is human-centered that balances economic progress with the resolution of social problems by a system that integrates cyberspace and physical space. Society 5.0 will balance economic development and solve social problems. The concept of Society 5.0 changes the solving of social problems oriented towards solving and implementing solutions made from the ground up. It allows the organization to provide goods for the needs of the community so that it can optimize the entire process of sustainable living in the local environment. The social problems of modern society create many obstacles among human beings, which come from an aging society, regional depopulation, and stagnation of individual participation in social life. Society 5.0 applies technological solutions, the organization of innovative social systems, and the modeling of activities centered on overcoming social problems by proactively seeking the resolution of various types of social constraints.

The development of the industrial era is a challenge in itself, as policymakers inevitably have to be able to anticipate themselves in the face of increasingly complex challenges. Therefore, this complexity must be accompanied by the presence of adequate capabilities for all components of society. Nowadays, the era of society 5.0 was introduced by Japan which made new strategies or solutions in response to the industrial revolution 4.0 which seemed to cause human degradation. Society 5.0 is intended to anticipate the industrial era 4.0 where the role of society is considered inadequate. Therefore, the era of society 5.0 is part of the concept of a human-centered society based on technology. The rapid development of technology with the role of humans is replaced by the presence of intelligent robots that are considered to be able to degrade the role of humans.

Leadership Challenges in Society 5.0

a. Leadership Style

Leadership is the art of motivating a group of people to act toward the achievement of a common goal. This definition of leadership includes important things that can inspire others and be prepared to do so. Effective leadership is based on ideas (either original or borrowed), but those ideas will not be realized without being communicated to others using engaging them to act as the leader wants.

Leadership style is a norm of behavior used by a person in that person trying to influence the behavior of others as he wants. Leadership style in the organization is indispensable to develop a conducive work environment and build a motivational climate for employees so that it is expected to produce high productivity. Transformational leaders not only entertain members when dealing with challenging tasks but also improve their ability to solve problems. That is, transformational leaders, use intellectual stimulation to encourage members to increase productivity and conservation of resources (for example, energy). Thus, transformational leaders encourage members to effectively use their intelligence or experience, looking at problems from different angles (Bass, 1985; House & Shamir, 1993), mastering the problem-solving process, and determining the best solution to improve efficiency. This implies that leaders can offer members sufficient resources (e.g. physical, emotional, or psychological) to try new solutions to problems related to the task. This may result in psychological availability and improve the work of the members of attachment.

According to Harsey and Blanchard in Hendrawan (2020), leadership is the process of directing and influencing the task-related activities of group members. describes that a leader should try to optimally mobilize subordinates so that they can work together productively to achieve goals. Today's younger workforce adheres to a leadership style that emphasizes the power of collective responsibility, cooperation among diverse individuals, sensitivity to others, and equal participation by everyone regardless of their authority or position. Senior leaders play an important role because younger leaders want interaction with senior leaders. This important step in building relationships starts with how we view mentoring. Senior officers will be advised to speak with junior officers. Mentoring does not have to be synonymous with performance or mandatory periodic counseling, but senior officers (not necessarily in the chain of command) take an interest in the life of junior officers. Of course, junior officers will be guarded at first, but once they see that senior officers are not doing this just out of concern for the mission or even the unit but concern for the individual, they will start looking for mentors.

The commander is an agent of change, the selection of the term "agent of change" has a purpose, and the organization needs the qualities of the leader and management. This setting is advantageous for applying changes, from top to bottom or from bottom to top. The leader also sets a personal example in acting as a change leader and provides vision and direction to the organization to drive change. Deputy commanders can act as change managers at a higher level, working together in groups or teams involved within the organization to analyze the organization and build strategies and plans to operationalize the vision of their superiors.

Leadership is also characterized by politics as well as critical public scrutiny through various information media. At a time when people consume excessive and unbalanced information. it will open up potential extensive direct intervention and critical oversight of leaders' decisions and actions. All leaders must have a common view of the mission objectives at all stages. In addition to traditional warfare, Military

leaders from top to bottom must be able to deal with the increasing political and cultural complexity of proxy wars, peace operations, forward presence and engagement, internal security, and disaster management. Our young officers are routinely pushed into unstable, uncertain, complex, and ambiguous situations where more is required of them in terms of intelligence, initiative, and leadership than is usually seen during conventional war eras.

The leadership model in the military perspective in a country is leadership that has a close relationship and tendency to leadership practices that apply principles, values, ideologies, discourses, and military behaviors which include commando, hierarchy, discipline, uniformity, and others. State leadership is under the authority and interests of the domination of military institutions (military institutions) and/or the state that uses strong principles of discipline in the constitutional process either directly or indirectly.

b. Effectiveness of Military Leadership

Based on Presidential Regulation Number 8 of 2021 concerning the General Policy of State Defense, the development of defense technology will be directed to build information and communication technology in support of Network Centric Warfare, build communication systems, navigation, remote service, and military satellite-based intelligence, and the use of artificial intelligence, large amounts of data (big data), machine learning, automated systems, and robotic technology for the benefit of the country's defense.

In line with this, the TNI continuously carries out development and posture development by making internal improvements to realize high mobility, operational effectiveness, and interoperability based on network-centric warfare, cyber defense, chemical warfare capabilities, biological, radiological, nuclear and explosive, asymmetric warfare capabilities, and hybrids including the construction of defense areas with the approach of large islands according to strategic compartments for the benefit of the defense of the three dimensions in an integrated manner, to be able to realize the totality of the deterrent effect and optimize the action power of the Main Components in responding to threats throughout the territory of the Republic of Indonesia.

Effective leaders must drive change to benefit from the technology itself. The commander is an agent of change, the selection of the term "agent of change" has a purpose, and the organization needs the qualities of the leader and management. Leadership is the art of influencing and inviting others to follow their thoughts according to their intentions and goals either for personal or organizational interests on a small or large scale. In leadership, supervision is an important element of achieving success. As conceptualized by George R.Terry in Winardi (2012) posits that the principle of effective supervision helps our efforts to organize the planned implementation to ensure that the implementation of the work takes place as planned.

According to Odgers in Badri M.Sukoco (2007) stated the objectives of supervision, among others, are as follows: 1. Improving organizational performance continuously, because the conditions of increasingly high business competition require the organization to at all times supervise its performance. 2. Increase efficiency 3. Assess the degree of achievement of the work plan with the actual results achieved, and can be used as a basis for providing compensation for an employee. 4. Coordinate some

elements of the task and the program executed 5. Increase the linkage to organizational goals to be achieved. The main purpose of supervision is to strive for what is planned to become a reality. To be able to truly realize this main goal, supervision at the first level aims to ensure that the implementation of the work is by the instructions that have been issued and to find out the weaknesses faced in the implementation of the plan based on these discoveries can be taken action to improve it, both at that time and in the future.

The supervision process is the process of determining what should be done so that what is organized is by the plan. This means that supervision consists of several activities so that everything that occurs tasks, and management responsibilities are carried out, the supervision process is important in carrying out organizational activities, therefore every leader must be able to carry out supervisory functions as one of the management functions. There are several factors that support the success of supervision, including; 1. Eligble standard setting 2. Delegation is given to the right person 3. Balance in strategic management of business 4. Effective communication 5. Discipline, professionalism, and professionalism 6. The synergy between leaders and subordinates 7. Transparent leadership practices and behaviors by synergizing IQ, EQ, and SQ.

The supervision process can be seen from the time the perpetrators can be divided into three important parts, namely: preventive supervision carried out at the beginning of the process, progressive supervision that continues during the work process, and repressive supervision carried out after the process ends. Preventive supervision is carried out before a plan is carried out this is intended to prevent as early as possible so that deviations do not occur. Thus, supervision largely determines the good and bad implementation of a plan. In the era of Society 5.0, supervision not only belongs to the Leader but is also carried out by all members of the organization. The ease of technology and also the challenges of good governance make transparency and openness an instrument.

c. Military Leadership Functions

Efforts in realizing effective military leadership should also be carried out by their functions. Therefore, it is directly related to the social situation and the life of each individual by hinting that each leader is inside not outside the situation. Hadari Nawawi has two dimensions, namely (a) dimensions related to the level of skill in directing the actions and activities of the leader as seen from the responses of the people he leads, (b) dimensions that are closely related to the level of support and involvement of the individual led by carrying out the main tasks of the group in an organization that is described and applied through decisions and policies. From these two dimensions, in general, leadership functions are divided into five:

1) Instructive Function, which is interpreted as a communicator in determining what (the content of the command), how (how to do the command), when (the time of starting, executing, and reporting the results, where (forging to do the command) this is so that the difficulty can be realized effectively. So that the function of the individual he leads is only to carry out orders.

2) Consultative Function, the meaning is that the leader uses the consultative function as two-way communication. This is used when the leader in his efforts

to make decisions that require consideration and consult with the people he leads.

3) Participation Function, namely the leader strives to activate the individuals he leads both in making decisions and implementing them. Where group members get the opportunity to participate in carrying out activities that are described in their duties according to their respective portions.

4) The delegation Function is defined that the leader giving the delegation of authority to make and determine decisions. The function of delegation is the trust of a leader to a person who is given trust in transferring authority by being able to carry it out properly and responsibly. This delegation function is intended to be realized because of the progress and development of the group but is unlikely to be realized by a leader.

5) Control Function, it is assumed that effective leadership must be able to organize the activities of its members in a directed and effectively coordinated manner, to enable the maximum achievement of common goals. In carrying out these functions and controls, leaders can realize it through guidance, direction, coordination, and supervision activities (Sharma, 2018).

From the description above, the leadership function is defined as an effort to influence and direct employees to work hard and have high motivation in achieving organizational goals. The function of leadership is understood to be that a leader is not the first to lie in the position of the organization but rather how a leader carries out his function as a leader.

Conclusion

Hierarchical leadership patterns in the past are irrelevant to global complexity, rapid change, interdependence, and multifaceted challenges (Basuki, 2021). In the 5.0 era, leaders are encouraged to act in the capacity of facilitators, motivators, coaches, and teachers at the same time. This is because there will be no human substitute for direct guidance when training, motivating and directing people. In addition, the leadership paradigm of the 5.0 era must face the dynamics of internal and external organizations in an agile, measurable, and moving forward manner. The commander is an agent of change, the selection of the term "agent of change" has a purpose, and the organization needs the qualities of the leader and management. This setting is advantageous for applying changes, from top to bottom or from bottom to top.

Policymakers inevitably have to be able to reflect themselves in the face of increasingly complex challenges. Therefore, this complexity must be accompanied by the presence of adequate capabilities for all components of society. The era of society 5.0 is part of the concept of a human-centered society based on technology. The rapid development of technology with the role of humans is replaced by the presence of intelligent robots that are considered to be able to degrade the role of humans. Effective leaders must drive change to benefit from the technology itself. The commander is an agent of change, the selection of the term "agent of change" has a purpose, and the organization needs the qualities of the leader and management.

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