

Self-Leadership in Supporting Defense Policies Related to the Role of Indonesian Peacekeepers in World Peacekeeping Mission

Anang Puji Armanto¹, Suyono Thamrin², Zainal Abidin Sahabuddin³, S. Pantja Djati⁴

^{1,2,3,4}Universitas Pertahanan Republik Indonesia

anang.armanto46@doktoral.idu.ac.id, suyono.thamrin@idu.ac.id, zainal.sahabuddin@idu.ac.id,
spantjadjati@yahoo.co.id

Abstract

The leader is the center of the activity. There are many leadership styles, one of which is self-leadership. This leadership style will be applied in supporting Indonesia's national defence policy regarding its participation in mission activities to maintain world peace under the umbrella of the United Nations. Indonesia, which is one of the countries that contribute to the world peacekeeping force, will follow the dynamics and developments of the world, the ups and downs of policies at the United Nations make the State of Indonesia also have to follow the rhythm, the decrease in the number of peacekeepers or the completion of a mission will affect Indonesia's progress, so it takes a good leadership style and can be in line with world developments in the field of maintaining world peace, the difference in the need for troops according to the standards at the United Nations with the professional ability in preparing Indonesian troops is a separate discussion, for that we need a leader who can make decisions carefully and appropriate so that the ultimate goal of Indonesia's participation in world problems will be resolved if there is a leader who has a self-leadership leadership style, using the leadership theory.

Keywords

defence policy; leadership;
UN; self-leadership



I. Introduction

Leaders are superiors, as well as motivators and accelerators in an organization (Williams, 1997). Leaders lead groups of two or more people, both organizations and families. While leadership is the ability of a leader to control, lead, and influence the thoughts, feelings or behaviour of others to achieve predetermined goals. (Suradinata, 1997, pp. 11). Understanding oneself and developing confidence and clarity in that understanding must clarify one's vision, provide a consistent basis for behaviour, and project behavioural integrity that enables potential followers to anticipate an action (Spain, 2019). Self-leadership at the individual level is consistently associated with improving quality and quality, both in work attitude and performance. Self-leadership does not appear universally beneficial at the team level (Stewart et al., 2011).

Related to the defence policy of the Republic of Indonesia in supporting the role of peacekeepers who are members of a series of world peace missions is to carry out the task of world peace itself, organized by the TNI according to its fields, duties and functions in world peace missions based on the mandate of the UN Security Council or other international institutions under with Indonesia's foreign policy (Kemhan RI, 2015) where a leader in

making decisions, especially as a superior must refer to the country's policies. The leadership's decision should have a strategic nature that causes a change for the better. So that in the end, a self-leadership leadership style will be obtained that does not deviate far from state policy in the field of defence. Associated with this self-leadership theory of leadership, the nature of the leader in strategic leadership will be seen from the result of an activity, which in the end, his leadership style will provide the output of a fundamental and significant change and be implemented thoroughly in personal life at all levels (Astohar, 2012).

Main Problem

Recently the concept of leadership Self-leadership has been introduced; at least some of the available information is used to distinguish between the various levels of self-influence and to provide a broader explanation, encompassing perspectives outside the main discipline and based on behavioural self-management processes. Regarding the role of the Indonesian people in the international arena, the dispatch of trained and professional troops should be under decisions and orders.

- a. How the characteristics of the Self-leadership style can be applied in a leader both at the decision-making level and the leader of the implementation of the decision.
- b. How important is self-leadership in supporting national defence policies related to the role of Indonesian peacekeepers under the United Nations system?.

II. Review of Literature

2.1 Leadership Theory

Leadership is an activity that contains the process of directing, influencing and controlling all activities related to work activities in an organization or group that can affect the motivation of subordinates or at the level to achieve specific organizational goals. (Bass, 2008). Self-leadership is defined as the first step of a leader, which means a leader must be able to plan and determine the objective perspective of himself. as well as others who can be influenced and influenced by a leader's plans. (Foundations of Self and Leadership - ScienceDirect, n.d.)

Although studies on leadership have been carried out for a long time, the self-leadership leadership style seems to have only been mentioned in 1983 by Charles Manz, who defined it as: "a comprehensive self-influence perspective that concerns leading oneself". (Feng, 2007). He must be a leader for himself first. He must determine the goals he wants to achieve in his life, strive to achieve them, and take responsibility for achieving them.

2.2 Self-Leadership Theory

Define self-leadership as influencing or leading oneself through specific behavioural and cognitive strategies. (Kalyar, 2011, p. 22). Self-leadership is a process of influencing others by themselves to determine their direction and motivate themselves, which is the basis for mutual progress (Williams, 1997). A leader has duties and responsibilities to himself and others, both at the level or level below it or even for the level above it, in determining a decision strategy to get a win that self-leadership at the individual level is consistently associated with improvements in both work attitude and performance. According to Ivancevich, Konopaske and Matteson (Busro in Edward, 2020) that performance shows the ability and skills of workers. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities (Wulandari, 2021). According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the

tasks assigned to him based on skill, experience and sincerity as well as time. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance (Wahjudewanti, 2021). Self-leadership does not appear to be universally useful at the team level (Stewart et al., 2011). At the level of supporting state defence policies, this theory can be applied in decision-making from decision makers at the unit level, where the number of peacekeepers must be adjusted to the capacity and capability of world peacekeeping personnel under the banner of the United Nations. The responsibility of the contingent commander, in this case, being positioned as a leader, will greatly affect the work and performance of soldiers under the control of his command. A wise leader plans to weigh the advantages and disadvantages simultaneously. (Sun Tzu, 2000, p. 31).

2.3 Defense Theory

In the 2015 White Paper on Defense of the Indonesian State, it is stated that the meaning of defence in a broad sense can mean existence in defending the nation and state. It can also be interpreted as an effort to establish, promote, propose, promote and defend the state's interests in its relations with other nations in the world.

Law Number 3 of 2002, Article 1 paragraph (1), states that national defence is all efforts to defend the sovereignty of the state, the territorial integrity of the Unitary State of the Republic of Indonesia, and the safety of the entire nation from threats and disturbances to the integrity of the nation and state.

The success of Indonesia's foreign policy over the last eight years is largely determined by the character of the current leader. (Yani & Lusiana, 2018)

According to Tippe (2016), defence science ontologically, the object of defence science is the behaviour of the state as an effort to maintain its sustainability and existence. Epistemologically, defence science is obtained through a scientific research process using various quantitative, qualitatively, or a combination of both. Moreover, from an axiological perspective, defence science is the basis for developing state policy. Thus, defence science is a complex multidisciplinary, interdisciplinary, and transdisciplinary science interconnected with various other disciplines.

Supriyatno (2014) describes defence science as a science that studies how to manage resources and national strength in times of peace, war and post-war in order to deal with threats from war. Foreign and domestic, both in the form of military and non-military threats to territorial integrity, state sovereignty and the safety of all nations in the context of realizing national security.

Prihatono in Supriyatno (2014) argued that defence is one of the dimensions of national security concerning a domain perspective whose scope consists of external defence, internal security, public order, and disaster management. Meanwhile, from the object's point of view, national security is a condition that includes state safety, public safety, and individual safety.

An appropriate meaning can be drawn from the definitions above that defence is closely related to politics. Defence cannot be separated from the geography and structure of a country, especially those that participate in all international political activities. (Yani & Lusiana, 2018) In this case, defence exists to manage, develop and empower all resources, especially external relations. Country and its entire contribution to safeguarding the national interests and goals of a nation through the number and quality of troops who are members of world peacekeeping missions under the umbrella of the United Nations.

III. Research Method

This study uses a qualitative approach. According to Sugiyono (2016), a qualitative research method is used to find out and analyze the condition of the object of research scientifically; the method used is descriptive. Sugiyono (2016) also explained that the descriptive method is research conducted to determine the existence of independent variables, either on one or more variables (stand-alone variables), without making comparisons and looking for relationships between these variables and other variables. Qualitative research aims to build theory based on empirical facts in the field or a social context, so the function of theory in qualitative research is not to test hypotheses but as a provision to understand the context broadly and deeply so that it can reveal the true meaning according to what happened, felt. Alternatively, thought by the informants in the research. (Nugrahani, 2014)

Leadership is the ability of a person to influence and motivate others to do something according to a common goal. Leadership includes determining organizational goals, motivating follower behaviour to achieve goals, and influencing to improve the group and its culture.

Self-leadership is defined as a process within a person to increase motivation and direct himself to behave in a way that is under what others expect of him. (Gerras, 2010) Developing self-leadership through various strategies and methods must be carried out to run well. For that, it is necessary to create a good organizational climate, in the sense that all elements in the organization need to be well informed so as not to feel afraid if they experience failure in developing self-leadership. The role of the leader becomes very important in this regard to create an environment that can accommodate and support behaviour that can lead to increased self-leadership abilities, such as developing openness within the organization (Fawaati, 2017) through support in the words and attitudes of all individuals in the organization who accompanied by an effort to accept other individuals. (Mulyono, 2012).

There is self-leadership for oneself and self-leadership for teams, with the fundamental difference being the practice in decision-making and also how to manage a problem. The concepts of self-leadership for individuals and self-leadership for teams have both been extended to the level of team analysis. The roots of self-influence at the team level can be traced to theoretical design (Torres & Sable, 2018), which means that it has undergone changes adapted to the environment (environment) and lifestyle (lifestyle).

Leadership competence refers to a leader's track record and ability to get things done. This kind of competence inspires the belief that the leader can guide the entire organization, large or small, in the direction it should go. It does not refer specifically to the leader's abilities. The types of competencies required seem to vary more with the position of the leader and the conditions of the organization. While people demand a basic understanding of professional service, they also know that leaders cannot be expected to be the most technically competent in their field. Organizations are too complex and multifunctional for that. This is especially true when people reach more senior levels. For example, official positions are expected to demonstrate proficiency in strategic planning and policy-making. (Kouzes & Posner, 2008)

The self-leadership theory used is a leadership style of a soldier in supporting defence policies, especially at the leader level in a unit or battalion who is assigned an assignment outside the country of Indonesia in order to carry out the mandate of the nation as an

ambassador for world peacekeeping, this also implies reflection—returning to the identity of a leader, where the strategy applied to others, in this case, his subordinates and the environment, must reflect the results of the leader's dream that is applied in a focused and open manner.

IV. Discussion

Various ways are used to improve self-leadership skills as a form of the implication of a leader, one of which is having the ambition to achieve success and taking reasonable risks, providing time for self-reflection and introspection, and tolerance with subordinates is important, but not for all. Terms and aspects of activities. (Stewart et al., 2011)

Characteristics or traits that are real in self-leadership leadership. (Williams, 1997)

1. Enthusiasm to continuously improve oneself by learning from experience.
2. Have a definite purpose in life
3. Have an interrelated schedule and plan
4. Always focus and concentrate on every problem faced

The results that can be discussed are how the characteristics of the Self-leadership style can be applied in a leader both at the decision maker level and the leader of the implementation of the decision.

Leadership quality is related to the existence of an individual in an organization. It is stated that leadership must be in an organizational context which implies activities carried out together, members of the organization accept and submit to the influence of the leader, submit and obey the influence of the leader, in this case not only This is due to the legitimate power held by the leader, but also the voluntary acceptance of the formal and non-formal power that the leader has. (Mulyono, 2012)

V. Conclusion

5.1 Conclusion

In the current era of creativity, self-leadership is an important leadership style to be displayed in organizations that want to be creative because creative organizations cannot be separated from creative individuals. In addition to self-leadership reducing the workload in terms of controlling subordinates, it also makes individual abilities at any level within an organization. Able to solve existing problems in order to achieve organizational goals.

The nature of decisions made in a leadership position can also depend on the mechanisms determining who will be the leader in a group, team or organization. Cases in which a person is exogenously appointed to make binding decisions on behalf of another are not uncommon. Top-level managers may assign one employee the responsibility for making project-related decisions on behalf of a team of coworkers or subordinates. For example, a political party may appoint local representatives to coordinate an election campaign for a particular district, choosing between alternative strategies with uncertain outcomes. The government can assign lower-level officials (such as village heads) to be responsible for decision-making at the local level. (Ertac & Gurdal, 2019)

Developing self-leadership through various strategies and methods is expected to run well; creating a good condition is highly recommended for a leader. Therefore, the role of the leader becomes very important in this case to create a good environment, which can and can accommodate and support behaviour that can lead to increased self-leadership abilities, develop openness within the organization through support in the words and attitudes of all individuals in the organization accompanied by efforts to accept other individuals as they are

- no matter how negative - because there is a belief that in everyone Individuals are motivated to work as well as possible when given adequate opportunities. This is necessary to bring out the strengths in each individual to continue to spur his ability to lead himself, which leads to better personal qualities for himself, his family and his organization. Thus, the leader is no longer a frightening spectre for all his subordinates with his tendency to turn off the potential of his subordinates, as is often caught by writers' binoculars in quite a several organizations.

5.2 Suggestions

Based on the conclusions above, the authors provide the following recommendations:

1. It is hoped that decision-makers at the defence level will be able to consider applying a self-leadership leadership style so that the character that appears will influence changes that are good in the future faced with the complexity of the problem, especially the problem of sending world peace troops.
2. For further researchers can conduct research on self-leadership that can be used as a formulation of national defence policies for the progress of decisions under the needs of the country, as well as on the effectiveness of the formulation of national defence policies on the level of trust of the world community towards leadership in Indonesia, in line with the issue of world peacekeeping.

References

- Astohar. (2012). Kepemimpinan Pelayan (Servant Leadership) Sebagai Gaya Kepemimpinan Untuk Kemajuan Organisasi. *Jurnal Ilmu Manajemen dan Akuntansi Terapan*, 3 (2). 52-63
- Bass, B. M., & Bass, R. (2008). *The Bass handbook of leadership: Theory, research, and managerial applications*. New York: Free Press.
- Edward, Y.R., and Purba, K. (2020). The Effect Analysis of Emotional Intelligence and Work Environment on Employee Performance with Organizational Commitment as Intervening Variables in PT Berkas Bima Sentana. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Vol 3 (3): 1552-1563.
- Ertac, S., & Gurdal, M. Y. (2019). Preference Communication and leadership in group decision-making. *Journal of Behavioral and Experimental Economics*, 80(March), 130–140. <https://doi.org/10.1016/j.socec.2019.03.004>
- Fawaati, S. (2017). Diplomasi Pertahanan Indonesia dalam Kerjasama Kementerian Pertahanan Republik Indonesia dan United States Defense Institutional Reform Initiatives. *Jurnal Diplomasi Pertahanan*. <http://jurnalprodi.idu.ac.id/index.php/DP/article/view/83>
- Feng, H. (2007). Chinese Strategic Culture and Foreign Policy Decision-Making. In *Chinese Strategic Culture and Foreign Policy Decision-Making*. <https://doi.org/10.4324/9780203088906>
- Foundations of Self and Leadership - ScienceDirect. (n.d.). Retrieved September 13, 2021, from <https://www.sciencedirect.com/science/article/pii/B9780128128213000013>
- Gerras, S. J. (2010). Strategic leadership. *International Encyclopedia of Education*, 34–39. <https://doi.org/10.1016/B978-0-08-044894-7.00447-4>
- Kemhan RI. (2015). *Buku Putih Pertahanan Indonesia*. In Kementerian Pertahanan Republik Indonesia.
- Kouzes, J. M., & Posner, B. Z. (2008). The Leadership Challenge: How to Get Extraordinary Things Done in Organizations. In *John Wiley & Sons, Inc (Vol. 4, Issue 2)*. <https://doi.org/10.25015/penyuluhan.v4i2.2181>

- Kuswati, Yeti. (2020). "The Effect of Motivation on Employee Performance". Budapest International Research and Critics Institute-Journal (BIRCI-Journal), Volume 3, No 2, May 2020, pages: 995-1002
- Mulyono, F. (2012). Self Leadership: Sebuah Pendekatan. Bina Ekonomi, 16(1), 35–49. <https://doi.org/10.26593/be.v16i1.792>.
- Nugrahani, F. (2014). Metode Penelitian Kualitatif - dalam Penelitian Pendidikan Bahasa (Vol. 1, Issue 1). <http://e-journal.usd.ac.id/index.php/LLT%0Ahttp://jurnal.untan.ac.id/index.php/jpdpb/article/viewFile/11345/10753%0Ahttp://dx.doi.org/10.1016/j.sbspro.2015.04.758%0Awww.iosrjournals.org>
- Spain, S. M. (2019). Foundations of Self and Leadership. Leadership, Work, and the Dark Side of Personality, 1–18. <https://doi.org/10.1016/b978-0-12-812821-3.00001-3>
- Stewart, G. L., Courtright, S. H., & Manz, C. C. (2011). Self-leadership: A multilevel review. Journal of Management, 37(1), 185–222. <https://doi.org/10.1177/0149206310383911>
- Sun Tzu. (2000). The Art of War - Translated from the Chinese by Lionel Giles (1910). Allandale Online Publishing.
- Syardiansah, et al. (2020). The Effect of Job Satisfaction and Organizational Culture on Employee Performance of the Royal Hotel in East Aceh District. Budapest International Research and Critics Institute-Journal (BIRCI-Journal). P. 849-857.
- Torres, A. J., & Sable, M. benjamin. (2018). Trump and Political Philosophy. Palgrave Macmillan. <https://doi.org/10.1007/978-3-319-74445-2>
- Wahjudewanti, A.S., Tjakraatmaja, J.H., and Anggoro, Y. (2021). Knowledge Management Strategies to Improve Learning and Growth in Creative Industries: A Framework Model. Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Vol 4 (2): 1903-1915.
- Williams, S. (1997). Personality and self-leadership. Human Resource Management Review, 7(2), 139–155. [https://doi.org/10.1016/S1053-4822\(97\)90020-6](https://doi.org/10.1016/S1053-4822(97)90020-6)
- Wulandari, R., Djawoto, and Prijati. (2021). The Influence of Delegative Leadership Style, Motivation, Work Environment on Employee Performance in Self-Efficiency Mediation in SNVT Housing Provision of East Java Province. Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Vol 4 (3): 3294-3311.
- Yani, Y. M., & Lusiana, E. (2018). Soft Power Dan Soft Diplomacy. Jurnal Tapis: Jurnal Teropong Aspirasi Politik Islam, 14(2), 48–65. <https://doi.org/10.24042/tps.v14i2.3165>
- Yenming, Z., Tzu-Bin L., & Fong, F.S. (2012). Servant Leadership: A Preferred Style of School Leadership in Singapore. Chinese Management Studies, 6 (2), 369-383.