

Transformational Bureaucratic Leadership Model to Support National Defense Policy in Indonesia

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Abstract

Globalization has produced a complex strategic environment, posting a dynamic threat to national security. In this case, a strategic form of leadership becomes important in running a country, especially in the context of national defense. The purpose of this article is to reveal the bureaucratic leadership style that can function as a form of strategic leadership in national defense policy. Based on the literature study method, it was found that a transformational bureaucratic leadership model can be a form of strategic leadership in National Defense Policy in Indonesia. Leadership transformation is carried out through competency development in the form of superior leadership abilities and attitudes that are in accordance with the needs of the times. With this competence, bureaucratic leaders are expected to perform their leadership duties proportionately and handle any problems that may arise in their organization. The guardian leadership that can motivate, encourage, and serve as an example for their subordinates will be crucial in the realization of the bureaucratic leadership style to support national defense policy. Characteristics of a leader with honor, creativity, discipline, motivation, anticipation, guardianship, spirit of nationalism and patriotism, and integrity will have a positive impact on the National Defense Policy. By combining breakthroughs with a type of continuous control, the division of specific tasks at specific organizational level, and Millennial HR's involvement, a leadership approach will be able to explore the potential to produce organizational performance far above what has been achieved so far, in particular in Indonesian National Defense policy management.

Keywords:

guardian; defense; leadership; threat; transformational

Introduction

The strategic environment at the global, regional, and national levels has become increasingly complex and dynamic, presenting Indonesia with numerous threats and opportunities. On a global scale, the world's geopolitics remains facing competition between large nations for power, which can adversely affect security stability in the region and national interests.

At the national level in general, it is fair to say that the condition of Indonesia's

security is quite stable. However, Indonesia is geographically close to the center of instability in the Indo-Pacific region, thus there are various potential of military and non-military threats that can threaten national stability. In addition, Presidential Decree No. 8 of 2021 concerning the General Policy of National Defense emphasizes that Indonesia has threat potentials originating from within the country as well, including acts of terrorism and radicalism, cyber threats, drug abuse, social conflicts, and economic crises. Based on the development of the strategic

environment, it can be predicted that there will be threats to consider in making defense policies.

Law No. 3 of 2002 concerning National Defense further explains that the national defense system is an entity in nature, which involves all citizens, territories, and other national resources, and is prepared early by the government. It is carried out in a total, integrated, directed, and continuous manner. Therefore, in order to create a strong form of national defense, the role of a leader who can bring the nation and state to achieve the goals and defend the sovereignty and interests is needed.

Leaders must possess the ability to act strategically. McFarlin (2021) explains that a strategic leader can weigh multiple options to achieve a high level of commitment. Nurgadi (2021) asserts that strategic leadership is the ability to anticipate, dream, maintain flexibility, think strategically, and work collaboratively with others to initiate changes that will create a better future for the organization. Those definitions suggest that strategic leadership involves the proportionate delegation of tasks to an organization's upper, middle, and lower levels.

Furthermore, strategic leadership associated with the spirit of nationalism and patriotism is also an important concern in supporting the National Defense Policy. Sugiman (2017) states that there are several obstacles in the process of instilling the values of nationalism and patriotism in certain groups; one of which is the lack of exemplary figures from the current national leadership. This indicates that national leaders should have nationalism and patriotism as good role models for other citizens. However, a lot of programs and activities that have been executed have not been able to solve various problems that exist in Indonesia.

Suboptimal performance of apparatus resources, inadequate institutional system, and

the lack of infrastructure are some examples of still-existing issues. The bureaucratic culture with full practice of corruption, collusion, and nepotism is also still the image depicted in the form of government system, which leads to a negative stigma in some parts of the public towards the post-reform government's commitment to bureaucratic reform. The government's commitment to bureaucratic reform can be reflected in the presence of bureaucratic leaders who practice the *pamong* (guardian) leadership and are characterized by having strong discipline, upholding their honor, and having the spirit of nationalism and patriotism. The existence of these leaders is expected to answer all bureaucratic problems in Indonesia, especially in the implementation of the National Defense Policy.

Based on the explanation above, it can be understood that strategic leadership will play an important role in the process of good and efficient governance. Given that the management of the national defense system is one of the government functions aimed at protecting national interests and supporting state policies in the defense sector, the strategic leadership role will ultimately be crucial in realizing it. Therefore, the guardian leadership will be elaborated in describing an ideal leader in supporting the National Defense Policy. Faced with the existing problems, this paper will specifically discuss the bureaucratic leadership model to support the National Defense Policy.

Literature Review

Rothaerment (2015) explains that strategic leadership is a leader's behavior and style in influencing other parties to achieve organizational goals. Meanwhile, Noet (2019) defines strategic leadership as the ability to anticipate, look ahead, be flexible, and empower others in order to shape the necessary strategic changes.

Furthermore, Abdullah (2021) explains that the role of the Bureaucracy has a central

position to bring convenience in sharing sectors of life and the state. The realization of an effective and high-quality bureaucracy can be influenced by the leadership style that exists in the bureaucracy itself. This leadership is what is then referred to as Bureaucratic Leadership. Bureaucratic Leadership is a process of activities that occur within the scope of a government organizational system to influence the State Apparatus and other parties in order to achieve state goals, especially in the field of Public Service, with an integrated approach both vertically and horizontally within a predetermined system framework.

On the other hand, Mattayang (2019) adds that this bureaucratic leadership style is likened to the statement "Leading based on regulations." Leading behavior is marked by the strict implementation of a procedure that applies to the leaders and their subordinates. Bureaucratic leaders, in general, will make all decisions based on the rules that have been in effect and without any flexibility. All activities must be centered on the leaders and only a little freedom is given to others in being creative and taking action. The freedom itself cannot escape from the provisions in effect.

Strategic leadership itself also has an effect on national defense. The Indonesian Defense White Paper published by the Ministry of Defense of the Republic of Indonesia in 2015 explains that national defense is structured in a total defense system to achieve national goals. Total defense is essentially a defense that involves all citizens according to their roles and functions. Ministry of Defense of the Republic of Indonesia (2015) also describes that the form of the developed defense involves all citizens, regions, and national resources and infrastructure, which are prepared in advance by the Government, and are carried out in a total, integrated, directed, and continuous manner.

Related research from Suspurwanto (2020) explains that the strategic leadership shown

by General Sudirman in solving problems is manifested in the integration of all armed forces into the organization of *TNI/Tentara Nasional Indonesia* (Indonesian National Armed Forces). Sudirman's strategic leadership also proved that he carried out strategic leadership in integrating all existing armed forces, and had highly astute strategies and tactics in the war against Netherlands, namely the "guerrilla warfare" with "*supit urang*" attack tactics, which was difficult for the enemies to handle.

Another study from Adawiyah dan Tuti (2020) illustrates that the leadership style shown by the Mayor of Surabaya, Tri Rismaharini, can be described as a form of effective bureaucratic leadership style. This shows that the Mayor performed the type of bureaucratic entrepreneur leadership seen in her daily life, namely her simple and honest nature and her caring and populist figure.

Furthermore, Anwaruddin (2006) illustrates that everyone can have the characteristics of superior bureaucratic leadership through hard efforts and high commitment. Continuous self-development is required through various learning media and empirical experiences. Likewise, consistency in commitment is needed for the success of the development process of this bureaucratic leadership model.

Based on the explanation from the literature review section above, it can be understood that strategic leadership, which in this case is implemented in the form of a bureaucratic leadership style, can turn out to be more positive depending on the self-development and consistency of the leaders themselves. In this paper, the guardian leadership will be explained in the framework of transformational bureaucratic leadership that can support the National Defense Policy.

Methods

The research method employed Literature Review; it is a method used to collect data or

sources related to a particular topic that can be obtained from various sources such as journals, books, the internet, and other literary sources. Bordens dan Abbott (2011) explain that the literature review method is the process of locating, obtaining, reading, and evaluating research literature in the specific field of specialization being researched.

In addition, Sekaran dan Bougie (2017) explain that a literature review identifies and highlights relevant themes and documents important findings, frameworks, and/or instruments from previous research that will serve as the basis for the conducted study.

As explained, this research method was carried out with activities to review various literatures that had been previously published by other academics or researchers related to the topic to be studied, either in the form of books, journals, or other articles that discussed the research topic.

Results

Based on the explanations described in the previous chapter, surely, the form of strategic leadership faced with national defense also faced several problems that occurred in Indonesia. Furthermore, Noval (2019) states that there are several strategic issues of state defense and security that are directly related to the domestic government. These issues include political crises, social conflicts, and the decentralization of government affairs. In the case of decentralization, for example, according to Noval, there is often turmoil in the regions related to the tug of war between the central government and regional governments, especially in terms of regional borders and natural resource management.

Leadership in Indonesia certainly has its own uniqueness compared to leadership in other countries. In China, for example, Ma (2018) states that the success of leadership in China can be associated with the leader's personal character, especially four significant

abilities, namely: assessment (especially on national conditions and policies), execution (assertiveness), learning (both Chinese and Western Studies), and adaptation (in response to national laws, emergency events, new technologies, and global situations).

In addition, Japan also shows diversity in the leadership needed in the country. Fukushima (2001) explains that as in the western world, several leadership characteristics are identified as the most important qualities of a good leader in Japan, namely charisma, communication, honesty, vision, knowledge, and passion.

David, F. R(2017) further describes how leadership is in Singapore, in which Singapore believes that leaders with personality traits such as "confident", "caring", "open-minded", "empathic", "ethical"; cognitive skills such as "personal mastery", "self-reflection"; motivational skills such as "inspiring", "trustworthy"; and social skills such as being "trusting", "a good listener", and "being able to build and maintain mutual trust" can have positive influences in Singapore.

Indonesia as a developing country requires a form of strategic leadership based on the principles of Pancasila linked to the Defense and Security sector. Supriyatno (2018) describes three levels of leadership in the defense and security sector, namely tactical (leadership at the level of small groups or organizations), operational (leadership at the level of policy implementation), and strategic (leadership at the level of decision-making and strategic policies). In this case, leadership is related to strategy, which is a "plan" that includes the goals to be achieved (ends), methods (ways), and tools (means).

Rudianto (2020) emphasizes that in order to face the problems that exist in Indonesia, a figure of Indonesian Presidents can be used as a reference in responding to the leadership in Indonesia. The jargon of "thousand friends zero enemy" as a form of creativity when thinking comprehensively is important because without

a strategic way of thinking, an organization led by a leader will turn in an undesirable direction. More simply, leadership is focused on three main things that a leader must have, namely vision, mission, and strategy.

It can be understood that the leadership that emerges in various countries is highly dependent on the social, cultural, and geographical character of the country. That means that the type of leadership possessed by each country's leader is unique or distinctive. The point is that the leadership shown by each country's leader will be in line with the goals and interests of the country. The strategic leadership in National Defense Policy is expected to overcome various existing problems when faced with challenges and threats as well as limited national resources.

Based on this explanation, this paper examines the effectiveness of the bureaucratic leadership style and its relevance to the formulation of the National Defense Policy, which is expected to provide answers to existing problems, specifically, the existing form of leadership problems to the existence of leadership and management in the National Defense Policy. Furthermore, the state and the people need other models that are more relevant to meet the needs of problem solving in the National Defense Policy.

Faced with the form of strategic leadership in national defense policy, of course, the form of bureaucratic leadership may provide new problems in its implementation. Furthermore, the national defense policy in the current era of globalization requires the form of competent national resource support and sufficient budget support so that the state becomes strong and able to combat all existing threats.

Discussion
Issues in Bureaucratic Leadership

Indonesia with all its diversity and wealth has many advantages, one of which is its generation. Sjamsoeddin (2019) explains that

the characteristics of the Indonesian generation are excellence, quality, dignity, integrity, high competence, and advancing as well as ensuring the survival of the country. These generational characteristics should also be found in the leadership figure in Indonesia.

However, in terms of bureaucratic leadership in various state agencies today, of course, various issues can be found relevant to several expert opinions. Some of them were the responsibility of leaders that tended to be weak, which can be illustrated by the lack of observation by the leader on to which extent an instruction was carried out by the subordinates. In addition, institutional regulations or policies also tended to be inconsistent, meaning that they were changed without an understandable reason. On the other hand, there were policies or regulations that did no change, although there were dynamics and challenges that demanded changes to these policies or regulations.

Another issue in terms of the leader was the lack of a scientific background in accordance with the function being carried out. This also indicated a passive attitude, both in the leader and subordinates, who should be proactive in responding to existing developments. The condition could be further complicated by the quality of the subordinates who were incompetent or did not master the expected knowledge. Moreover, the work environment in the bureaucratic leadership which tended to be rigid created a work atmosphere that could lead to the point of exhaustion and reduce the performance of the subordinates. Of course, these various problems could also have a negative impact on the quality of public services as a bureaucratic function in Indonesia.

Based on several problems that have been previously described, Kurniasih (2020) also states that the problems that arise from the bureaucracy include low public trust in government administration, starting from criticism of the rules that are considered

convoluted to the implementation of unclear rules. Ironically, in the government bureaucracy, there were a lot of rules issued and lead to higher difficulty in implementation and higher costs to be paid by the citizens. In addition, other emerging bureaucratic issues were operational expenditures for internal government needs which were greater than public spending, a fairly high level of corruption, ineffectiveness and inefficiency in development management, the still suboptimal quality of *ASN/Aparatur Sipil Negara* (state civil apparatus), the tendency of larger government, the quality of public services that still did not meet public expectations, and unprofessional behavior of state civil apparatus. Based on Kurniasih (2020) explanation, the problems found were almost similar to those found by the authors and this could certainly have a negative impact if associated with efforts to support the National Defense Policy.

Lay (2021) further explains that the idea to develop an ideal model of bureaucratic leadership in Indonesia is based on several empirical phenomena that indicate various malpractices committed by bureaucratic leaders. The economic, social, and public service crises that have hit Indonesia in recent years became strategic problems of the bureaucracy that could not be completely handled as expected by the public. One of the reasons for the delay in dealing with these problems was the government's compliance in following the Weberian bureaucratic system as it was without flexibility in dealing with various national problems. Therefore, it was not enough to change the orientation only to the performance of the bureaucracy to face multidimensional crises that hit a country. Changes also need to be made to the entire institutional system. Bureaucratic organizations with a formal and closed image must be more open.

Anwaruddin (2006) explains that the widespread issue of dysfunctional leadership behavior in bureaucratic organizations

cannot be separated from an understanding of the concept of leadership according to classical management theory along with the development of administration and management science. In classical management theory, the task of a leader is only emphasized on carrying out management functions and utilizing organizational resources.

Based on the explanation above, it can be understood that in general the problems of bureaucratic leadership can be grouped into problems that arise from the leaders, the people they lead, and the environment in which the leaders are located. A number of problems in bureaucratic leadership will have a negative impact on the quality and professionalism in public services, especially in the context of supporting the national defense policy. Therefore, some improvement efforts are needed in bureaucratic leadership that can lead to a form of strategic leadership in the National Defense Policy.

Efforts to Improve Bureaucratic Leadership

So far, the government made many efforts to improve the government bureaucracy, but its implementation had not been carried out systematically. Apparatus development programs such as personnel career development, abridgement of working hours, streamlining of the bureaucracy, de-bureaucratization, economic pilot models, and so on became the improvement efforts that have been, are being, and will continue to be pursued by the government. However, the face of the Indonesian bureaucracy did not change much, so bureaucratic problems arose and could not be solved properly. Therefore, the transformational bureaucratic leadership model exists to offer various existing solutions, especially in the context of supporting the national defense policy. This leadership model will lead to a form of guardian leadership that can be implemented and used as an example with the characteristics of a leader with

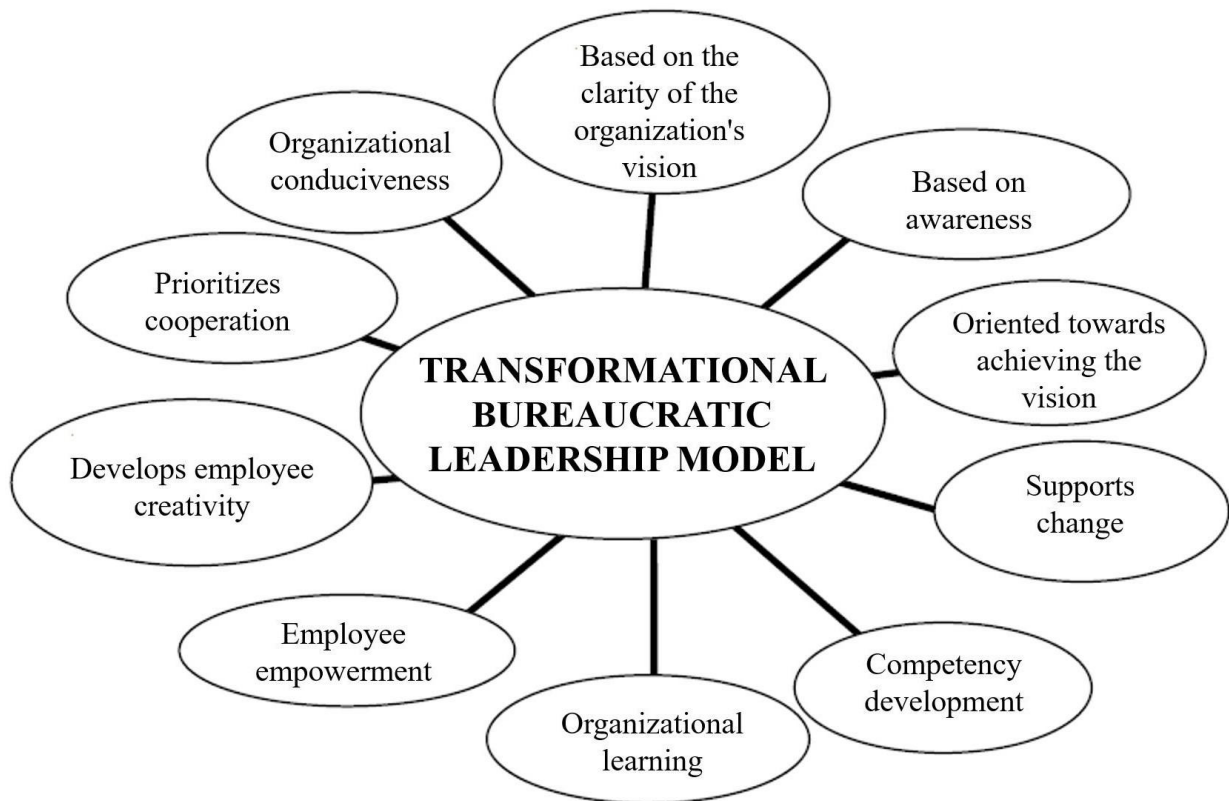
discipline, integrity, professionalism, honor, and a spirit of nationalism and patriotism in carrying out the mandate to support the national defense policy. Therefore, transformational leadership in the form of guardian leadership is expected to be a solution to face the world of bureaucracy in Indonesia. The implementation of transformational leadership is not only appropriate in the bureaucratic environment, but also in various organizations that have a lot of potential and educated personnel.

Figure 1 explains that several characteristics in the transformational bureaucratic model can have a positive impact on organizational development as well as a form of guardian leadership. Indonesia, which embraces two political periods, causes transformational bureaucratic leadership to be affected during the transition from the old order era to the era of reform or democracy.

Ramadhan dan Dwipayana (2008) also add that in the era of President Soeharto, there were similarities between the principles of TNI (Indonesian National Army) leadership and what was universally applicable. Leadership should be anticipatory in nature; and the leader should be involved and motivate other personnel in every activity. That means that the distribution of assignments could be divided well so that no one would procrastinate.

Furthermore, the unique Indonesian culture tends to require "supplements" (breakthroughs) in improving the quality of leadership itself. Therefore, the implementation of *bela negara* (state defense) is also an effort that can increase the potential, professionalism, and character of a leader, especially in the context of growing the spirit of nationalism and patriotism. Therefore, the voluntary Reserve Component program from the Ministry of Defense of the Republic of

Figure 1.
Characteristics of the Transformational Bureaucratic Leadership Model



Source: Anwaruddin (2006)

Indonesia became one of the means to provide more understanding for future leaders who fought to defend the Unity of the Republic of Indonesia, especially in the context of forming transformational bureaucratic leadership.

Based on the explanation described earlier, it can be understood that in the leadership of a transformational bureaucracy, a model that can integrate and optimize all existing resources in order to have a positive impact in supporting the national defense policy is needed. Sjamsoeddin (2016) firmly states that challenges and threats are increasingly difficult in the current era of globalization, therefore all the capabilities of the nation are needed, starting from the way of thinking, science and technology, socio-culture, and others. In this case, a form of guardian leadership is needed with high discipline, professionalism, integrity, and respect in order to direct all available resources to support the National Defense Policy.

Therefore, it can be understood that transformational bureaucratic leadership can provide various positive influences on leaders, subordinates, and organizations. The culture of cooperation and working together is a positive performance attitude towards organizational development, which can also change the attitude of the subordinates towards organizational development. The attention shown by the leader will also create a conducive climate and enthusiasm in the organization. In the end, this leadership model will lead to optimization efforts in organizational management starting from planning, organizing, staffing, directing, motivating, implementing, and supervising in a solid and comprehensive manner in providing the best performance to support the National Defense Policy.

Development of Bureaucratic Leadership orientation and its Relevance to Strategic Leadership in the National Defense Policy

In discussing one of the leadership functions, as stated by Siagian (2013), leaders

act as representatives and spokespersons for the bureaucracy, namely in order to achieve the goal; there is no bureaucracy that moves in isolation. In this case, there is no bureaucracy that will able to achieve its goals without maintaining a good relationship with various parties outside the bureaucracy itself, namely the stakeholders. Even if the public bureaucracy, the maintenance of that relationship can be accepted as an absolute necessity, both at the level of regional and at the world level, and it involves various aspects interests, such as economic interests, defense and security, political and even socio-cultural. Based on the explanation before, it can be considered that defense and security area comes with the idea of good relationship among the stakeholders.

In the development of bureaucratic leadership orientation, Osborne dan Plastrik (2000) explain that a strategy is needed in its implementation. The understood strategy relates to the support point in making fundamental breakthroughs in every government. These support points are needed to balance the power in the government sector. There are three support points, namely separating the steering and implementing organizations, giving control over most of the decisions of the implementing agency, and creating consequences for the performance. This means that control strategies are crucial in carrying out the national defense policy under the leadership of a transformational bureaucracy.

In analyzing the defense and security sector, in this case Defense Ministry of the Republic of Indonesia currently led by Prabowo Subianto represented good relationship among its organization, namely Indonesian National Army Headquarter, Police Headquarter, Navy Headquarter, and Air Force Headquarter. Defense Ministry of the Republic of Indonesia also represented good management in taking most decisions under this civilian government to performed balance of the power over the military institutions as defense implementing

the life of the people and life of the nation, especially regarding leadership. On the other hand, state defense was not only interpreted as an effort to take up arms for national defense, but also a form of enthusiasm for work, high competitiveness, and professional quality in performance. Therefore, state defense could also take the form of a skilled and quality individual performance in order to increase competitiveness by showing self-existence in the international world.

A leader must ensure that the situation and the personnel they lead are in actual condition. The example was by ensuring that no troops were left behind as it is illustrated by Major General Chris Donahue, Commander of the 62 Air Division, before leaving Afghanistan on 31 August 2021. This image can be analogous to how a leader can carry out control at the lower level directly without going through the previous levels to ensure that problem gaps can be addressed properly. This is in line with the statement by Sjamsoeddin (2017), that professional leaders are committed, open, tested in stages, and have high integrity as a form of honor for a leader. That means that discipline is synonymous with a form of honor from a leadership figure who makes the leader an example for everyone he/she leads.

“Guardian leadership” is a notion in creating strategic leadership in National Defense Policy. Guardian leadership can provide guidance and become a role model for others. Discipline is an important element in the guardian leadership, considering that the military doctrine that shows high discipline can be a positive value in strategic leadership in Indonesia that can be formed in a particular institution. Rimbe (2019) cites the famous motto of Ki Hadjar Dewantara, namely *Ing Ngarso Sung Tulodo*, which means that a leader must be able to set an example. *Ing Madyo Mbangun Karso*, which means that a person in the midst of their busy life must also be able to arouse or inspire enthusiasm. *Tut Wuri*

Handayani, which means that someone has to give moral encouragement and passion to work from behind. These three slogans characterize the guardian leadership. This is also meant for leadership that is dedicated to the interests of the people.

Furthermore, discipline and honor are the main keys to the success of transformational bureaucratic leadership. Sjamsoeddin (2012) explains that honor is not an easy matter, because there are moral bonds and professional obligations in the military life. The leadership qualities are also forged by various trials and hardship which will ultimately prove whether the leader will be capable to bear the burden of the responsibility of service full of quality and integrity. Thus, the honor of a leader with integrity will receive commensurate respect.

As stated in the Law of the Republic of Indonesia No. 25 of 2014 concerning Military Disciplinary Law, members of the military also required high discipline as an absolute requirement in the order of military life to carry out their duties and obligations properly. Maintaining honor is also important as a form of professional military apparatus. This is a good example to be applied in transformational bureaucratic leadership, thus discipline and honor need to be applied in the form of guardian leadership in national defense policy.

Another matter that the authors need to explain relating to the breakthrough of bureaucratic leadership style and its relevance in strategic leadership of the national defense policy is the role of millennium bureaucrats. Preparing the leadership of a millennial is considered very crucial in the development of the era of globalization. The trust given to the millennials for their unique abilities is an important asset in nurturing future generations. Sinek (2014) describes several steps that can be taken to prepare millennials’ leadership, namely by providing support and mentors to them, leading by example, relating to previous failures, giving them the

opportunity to experience failure, providing several opportunities for self- development, helping them to love themselves, and giving them confidence and opportunity.

Based on the previously elaborated explanation, it can be understood that the transformational bureaucratic leadership style in the context of national defense policy provides a good framework for the realization of strategic leadership. A strong national defense must be supported by a strategy that can lead to the country's purpose, which is maintaining the sovereignty of the nation, the existence of the state, and its national interests. The breakthrough offered in this form of leadership is the division of work in organizations that are not burdened with multiple jobs with a form of strict control over the proposed organizational breakdown. This means that the elements of policy makers and determinants must be properly adjusted as a form of organizational revitalization. The level of dealing center management plays an important role in carrying out functions in the organization so that there is solidity and synergy between existing functions.

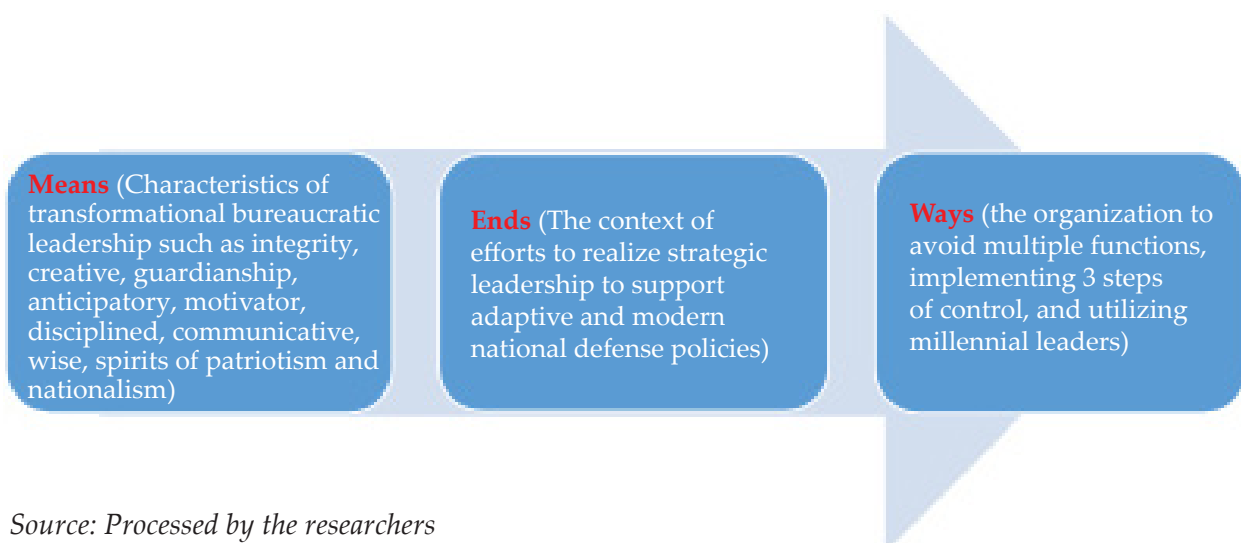
As Sugiyanto (2016) explains, in dealing center management, control is a management

function in which the leader is at the center of monitoring and directing activities. Control is a process, which means that control is a series of interrelated activities, which convert inputs into outputs, thus requiring the following components: (1). Observer, detector, or sensor; (2). Evaluator, assessor, or selector; (3). Director, modifier, or effector; and (4). Communication network. These indicate that in dealing center management, there is an administrator role (another element) which mediates the activity center so that the functions carried out can operate properly. Moreover, at the level of dealing center management that utilizes the element of millennial leadership, it can provide a new color and organizational flow so that there is no duplication of functions. The following is an illustration of the results of the previous discussion (see Figure 2).

Conclusion

Our analysis of bureaucratic leadership has led us to conclude that the leadership model that should be applied to government organizations is the transformational model, along with its leadership competency model. With the increasingly widespread development of orientation and the high demands for

Figure 2.
Strategy to realize strategic leadership to support national defense policy within the framework of Transformational Bureaucratic Leadership



Source: Processed by the researchers

bureaucratic reform, the transformational leadership in bureaucracy is considered needed to overcome the complexity of problems that occur in government due to the weakness of bureaucratic leadership.

The transformation of leadership can be accomplished by developing superior leadership abilities and attitudes in accordance with the current needs. By having this competence, bureaucratic leaders are expected to carry out their leadership duties proportionally and overcome any problems that arise in their organization. The guardian leaders that can motivate, encourage, and serve as the models for their subordinates will be crucial in the realization of the democratic leadership style to support the National Defense Policy.

Through hard work and a high level of commitment, anyone can acquire the characteristics of superior bureaucratic leadership. In order to become leaders who can adapt to changing times, bureaucratic leaders need to increase their leadership competencies by changing their leadership behavior that is fine-tuned to changing environments. The characteristics of leaders who are creative, anticipatory, guardian, and have integrity will have a positive impact on the National Defense Policy. Through a leadership approach, the combination of breakthroughs with the division of specific tasks at certain organizational levels, continuous forms of control and the use of Millennial HR will be able to explore the existing potential to produce organizational performance far greater than the performance achieved, especially in terms of professional national defense policy management in Indonesia.

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