

Implementation of Exemplary Leadership in the Unit Development in Arhanud 003/ARK Detachment, Cikupa, Tangerang

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Abstract

The leadership role which prioritizes the element of exemplary behavior by the commander is essential in the implementation of unit development at Arhanud 003/ARK Detachment. This is related to unit members who are required to maintain their operational readiness to protect the unit against all increasing air attacks. Quantitative research conducted on all members of the Detachment aims to explore the implementation of Exemplary Leadership through practices (Model the Ways, Challenge the Process, Inspire a Shared Vision, Enable Others to Act, and Encourage the Heart) by the Commander in the unit development at the Arhanud 003/ARK Detachment and knowing the implementation of Exemplary Leadership from these five indicators which are the most influential in unit development at Arhanud 003/ARK Detachment. Multiple regression analysis using the Stepwise method shows differences in the application of Exemplary Leadership according to Battery A, Battery B, Missile Platoon, and Maintenance Platoon. This condition has an impact on unit development at the Arhanud 003/ARK Detachment. The results of the analysis show that unit development is positively influenced by the implementation of Exemplary Leadership in the practices of Challenge the Process and Encourage the Heart, while other factors (Model the Ways, Inspire a Shared Vision, Enable Others to Act) are not that influential. This is because there are still obstacles and barriers in the unit development at the Arhanud 003/ARK Detachment which require innovative strategies and ideas as well as members who are always optimistic in improving the unit development at the Arhanud 003/ARK Detachment.

Keywords: unit development; exemplary leadership; leadership; Air Defense Artillery; Encourage the Heart

Introduction

The Indonesian National Army (*Tentara Nasional Indonesia Angkatan Darat/TNI AD*) is one of the armed forces part of the Indonesian National Army which, based on Law No. 34/2004, has the main task of upholding the state sovereignty and protecting

the integrity of the land territory of the Unitary State of the Republic of Indonesia from various forms of threats coming from outside and within the country in the form of Military Operations For War (*Operasi Militer untuk Perang/OMP*) and Military Operations Other Than War (*Operasi Militer Selain Perang/OMSP*). The Indonesian National Army is

the main component of the country's defense force on land which in carrying out its duties is largely determined by the effectiveness of the implementation of unit development, in which this activity must be built and prepared carefully to perform national defense on land in accordance with the country's defense system (*Sistem Pertahanan Negara/Sishaneg*). Unit development (*Pembinaan Satuan/Binsat*) is conducted by units in the Indonesian National Army to achieve the successful implementation of the main tasks optimally. Unit development is efforts, works, and activities which include planning, organizing, carrying out activities, and providing abilities, motivation, and control in order to produce a level of toughness of unit combat forces as a harmonious combination of physical and non-physical aspects. Unit development consists of guidance in the areas of organization, personnel, materials, training, bases, and software which is carried out from the planning stage, preparation stage, and implementation stage.

Arhanud 003/ARK Detachment is a unit of the Indonesian National Army which has the main task of performing active air defense of all vital national objects by destroying, eliminating or reducing the force and usability of enemy air attacks using air vehicles in the form of airplanes, guided missiles or ballistic missiles at low level altitudes in order to support the main tasks of the Arhanud 1/ Falatehan Regiment. When it is viewed from the perspective of national defense, according to Hankam (2013), the Unitary State of the Republic of Indonesia which has such a large national airspace certainly has the potential to be vulnerable, such as the risk of violation of the sovereignty of the Indonesian state's airspace by using aircraft which could endanger the national security in relation to aviation operations and on a high threat scale, it can also affect regional sovereignty. An example of an airspace violation which occurred was a violation committed by the Australian Air Force where its F-18 Hornet

jet flew in Indonesian airspace, to be precise above Roti Island, without permission, apart from that, Malaysian military aircraft entered the airspace above Ambalat waters were once claimed to be the sovereign territory of Malaysia.

Currently, the development of aerial vehicle technology has developed rapidly. This has caused war tactics in the current era to change, in which the use of high-tech weaponry combined with airborne vehicles has become the main force in modern war. One example of changes in modern warfare tactics is the war between Armenia and Azerbaijan. The conflict triggered by the Nagorno-Karabakh territorial dispute was countered by Azerbaijan by deploying new forces, in the form of combat UAVs from Turkey. Azerbaijan attacked Armenian tanks with drones and proved effective in repelling the strength of the Armenian troops. Combat drones (UCAV) are now emerging as a frightening new weapon trend and many countries are starting to adopt the use of these drones as tactical and strategic defense equipment in combat.

Another example of the use of airborne technology in modern warfare is the war between Ukraine and Russia. Russia optimizes the use of drones to search for and stake out the enemy positions to destroy them using cannons. Apart from that, Russia also uses Kamikaze drones to attack vital objects of the Ukrainian such as nuclear power plants to cut off the supply of energy sources and create terror in Ukraine. The Kamikaze drone is a weapons system which has a warhead on the fuselage and has the ability to loiter, or "roaming" and moving around the target area for a certain period of time to search for and identify targets before conduct an attack. In contrast to UCAV (Unmanned Combat Aerial Vehicle) or Unmanned Aircraft, Kamikaze drones are designed to carry out attacks and destroy targets by directly crashing into them to destroy the target.

Based on the two major events above, it can be seen that the development of types of air threats has developed rapidly and the concept of war in the current era leads to the use of air vehicle attacks to paralyze the offices and vital objects of the opposing party so that air defense units are required to always be operationally ready to face these air threats.

The Arhanud 003/ARK Detachment is an air defense artillery unit which has composite-type defense equipment to deal with all forms of air threats and has the main task of carrying out air protection for vital national objects located in the capital city of Indonesia, or DKI Jakarta precisely. Composite here means having a mixed type of air defense equipment between cannons and missiles. The cannon owned by the Arhanud 003/ARK Detachment unit is a 23 mm/Zur cannon, while the missiles owned are the Poprad type. To ensure the operational readiness of the Arhanud 003/ARK Detachment unit which has this composite type of defense equipment and then to face the increasingly complex dynamic situations and conditions as well as relatively rapid changes in air threats, it is highly essential for this unit to carry out unit training which is carried out in a directed and continuous manner.

The implementation of unit training in the Arhanud 003/ARK Detachment unit has run well, however, there are still outstanding problems in its implementation. Based on the Arhanud 003/ARK Detachment Unit Report in the third quarter of 2022, there are two main problems which become a concern, specifically the personnel and training aspects. Problems with unit development in the field of personnel aspects will include the "fact that there are still soldiers who commit disciplinary violations, both pure disciplinary violations and impure disciplinary violations.

In relation to realizing good unit development, a study by Hajri, et.al., (2018) suggests that the unit development requires a leadership role. Leadership in

the implementation of unit development is a manifestation of personality and intellectual qualities or knowledge related to a vision and mission to be achieved. Personality quality means that intellectual qualities with innovation, creativity, and a sense of concern are required to be shown by a leader towards the surrounding environment and the members they lead. These characteristics are demonstrated through attitudes, behavior, actions, and words which are seen and heard by its members, thereby realizing obedience and awareness to arise naturally. Meanwhile, intellectuality is related to the ability to acquire knowledge and apply it to overcome problems which arise. For the progress of the unit, leadership plays a very important role. Apart from the ability to apply good leadership qualities, skills in mastering the knowledge of leadership which can be applied in the unit coaching patterns are very necessary in the implementation of unit coaching. Ristiandy (2012) in his article stated that good leadership functions need to be to realize the appropriate, fast, and continuous unit development carried out by the unit. Forms of problems that exist within the unit which are not immediately resolved can cause the unit's capabilities to become "dull" or even "dead" so that the main task of the unit cannot be achieved.

Some of the research above states that the leadership role of commanders in units has a positive influence on the implementation of unit development within the Indonesian National Army units. However, in some of these studies, there is still a 'research gap'. Research by Pujiyanto, et.al. (2021) does not consider the application of leadership carried out by the commanders in the Indonesian National Army units, especially in the context of carrying out unit development to create units which are operationally ready. This research only takes the perspective of which activities are carried out in the unit development strategy, even though the application of good leadership is very

important to realize good unit development. Meanwhile, research by Hajri, et.al. (2018) shows the role of leadership in the unit development. The role of the leader has an important meaning for the progress of the unit. However, in this research, there is no specific leadership style focusing on the unit development. Hajri, et.al. (2018) stated that in unit development, it is necessary to use more innovative and creative methods by highlighting leadership initiatives which are linked to the existing unit conditions. Research by Saptono & Pratomo (2018) and Fitriani et.al. (2022) focuses on the role and implementation of leadership carried out by the Supreme Commander in the Indonesian National Army Unit, to be specific the Military District Commander who is the Supreme Commander of the Military District Level Unit, and the Battalion Commander who is the Supreme Commander of the Battalion Unit. Therefore the implementation of leadership in unit development is only centralized even though the unit has components of other commanders who also have duties and responsibilities in carrying out unit development.

Leadership has been stated in the Indonesian National Army's Kartika Eka Paksi Doctrine (2020) which based on the Indonesian National Army Leadership Doctrine, the Army leadership culture contains the leadership values inherited by the nation's founders. The leadership culture of the Indonesian National Army has the characteristics of being polite, has a morality, responsible, having exemplary values, being close to subordinates, being an educator who always provides enlightenment and motivation, upholding the sanctity of their struggle and service, being visionary or far-sighted, communicative, as well as realizing loyalty and willingness to sacrifice to the subordinates. The level of adherence and loyalty between the leaders and those who are being led in order to create harmonious communication is an embodiment of the

values of the Indonesian National Army leadership. In performing their leadership, the Indonesian National Army soldiers are guided by the rules contained in the 11 Leadership Principles of the Indonesian National Army. In the study, Arifin, et.al. (2018) stated that the implementation of the 11 Leadership Principles of the Indonesian National Army which were practiced by the leaders, it showed that leadership which prioritizes exemplary leadership applied to soldiers in the Indonesian National Army units is highly essential in the implementation of unit development. In the 11 Leadership Principles, there is a principle of *Ing Ngarso Sung Tulodo*, which means giving a role model in front of subordinates and in the leadership principle, it is stated that as a leader, one must be able to be an example for the subordinates (Indonesian National Army's Doctrine of Kartika Eka Paksi, 2020). The study explains that a commander must be able to set an example in front of the members in the implementation of the leadership, not only by giving an example but also by being an example. The consequence of being an example is that every leader's behavior must be used as a good example by the members at all times. For example, through physical training activities in the unit, the Commander also carries out physical training together with their subordinates. As a leader in the Indonesian National Army unit, the Commander must also have a good disciplinary character, be honest and fair, be consistent both in words and deeds, and be able to set a good example to the members. Members or subordinates will have good discipline when the Commander in the unit can apply leadership which prioritizes exemplary leadership. If the exemplary leadership is realized from the leader is not good, the members will also follow to not being good. All behaviors, deeds, and characteristics carried out by the leadership will have an indirect effect on the members to emulate and become a reflection of their

members' actions. If the unit wishes to improve the discipline of the soldiers, they can start from providing a good example from the top leaders in the unit. Exemplary leadership has a significant influence on increasing discipline. Furthermore, Sahwan (2020) stated that carrying out training requires exemplary action as an effective tool of training.

Based on the foregoing, in order for the implementation of unit training at Arhanud 003/ARK Detachment to be performed well and to achieve the desired goals and objectives, a form of leadership which prioritizes exemplary leadership is needed in which the implementation of this leadership is carried out by the commander elements in the Indonesian National Army unit. In developing the Arhanud unit, the importance of exemplary leadership was conveyed and brought to the attention of the Commander of the 1/F Arhanud Regiment in the Officer's roll call activity.

The implementation of exemplary leadership can be analyzed based on the theory of the five practices of exemplary behavior proposed by Kouzes and Posner (2007: 14). This theory stated that the Five Practices of Exemplary Leadership are five guiding principles which leaders need to have and develop to be able to make a change and achieve the goal, as well as creating an atmosphere in which people challenge the opportunities to create extraordinary success (Kouzes and Posner, 2007 & 2010). The Five Practices of Exemplary Leadership which was developed by researchers James Kouzes and Barry Posner consists of five aspects identified as the Exemplary Leadership: (1) Model the Way, (2) Inspire a Shared Vision, (3) Enable Others to Act, (4) Challenge the Process, and (5) Encourage the Heart. Kouzes and Posner (2007) explained the five practices in detail in the following. (1) Challenge the Process shows that leaders have a focus on seeking and accepting

challenges, supporting and recognizing innovative ideas, conducting experiments with new systems and daring to take risks to provide change, looking for innovative ways to improve organizational capabilities. (2) Inspire a Shared Vision is the ability of a leader to imagine the future or ideals and clearly articulate the vision to their members in order to gain support from the members and trust in the vision. (3) Enable Others to Act are way to build good forms of teamwork, trust, confidence, and empowerment. Leaders encourage collaboration and build a passionate team. (4) Model the Ways explains the importance of leaders being role models for their members and leaders being willing to act on their beliefs, not just talk about themselves. Leaders establish principles about how people should be treated and how they should pursue goals. (5) Encourage the Heart is a collection of large or small actions by a leader which can encourage and support their members and help the team celebrate winnings.

Based on the background above, it can be seen that in order for the implementation of unit training in the Arhanud 003/ARK Detachment to be carried out well and to achieve the desired goals and objectives, the Commander as the leader who has duties and responsibilities in the combat aspect is also required to apply leadership which prioritizing good example in the unit development. This study aims to explore the application of Exemplary Leadership from Cannon Battery Commanders, Missile Platoon Commanders, and Maintenance Platoon Commanders to their members as seen from the indicators in the Five Practices Exemplary Leadership which includes the practices of Model the Ways, Inspire a Shared Vision, Challenge the Process, Enable Other to Act, and Encourage the Heart in unit formation at Arhanud 003/ARK Detachment and found the most dominant practice of the five practices.

Methods

Here the researcher used quantitative methods. The field research applied here was carried out by distributing questionnaires to members of the Arhanud 003/ARK Detachment's soldiers. The selection of the Arhanud 003/ARK Detachment as the research locus was based on the consideration that the Arhanud 003/ARK Detachment was a unit with a composite weapon system in the form of missiles and cannons as its main tool to counter advanced air attacks. Therefore, in unit development, especially in the aspects of personnel and training, the unit must really pay attention so that the defense equipment can function properly and is always operationally ready to face air attacks. The primary data in this study was obtained using a questionnaire distributed to all soldiers from Cannon Battery A, Cannon Battery B, Missile Platoon, and Maintenance Platoon in the Arhanud 003/ARK Detachment unit. The questionnaire was distributed with the help of a Google Form which contained closed questions and also used a Likert scale, with a Likert scale of values 1 to 4 (value 1 = strongly disagree and value 4 = strongly agree) regarding the ability of the Commander in implementing exemplary leadership practices as seen from the five exemplary leadership practices. Meanwhile, the secondary data is collected from various forms of reports or documents which are written information supporting this research. Data collection was used through a census, which in this study, the research subjects were all members of the Arhanud 003/ARK Detachment soldiers who were actively serving in the Cannon Battery section A (41 people), Cannon Battery B (34 people), Missile Platoons (13 people), and the Maintenance Platoon (10 people) with a total of 98 people. From them, information was obtained regarding the assessment of the members' perceptions regarding the implementation of Exemplary Leadership by

the leader or Commander in their section in the implementation of unit development at Arhanud 003/ARK Detachment. Furthermore, the object of this research is the Commander from these sections of the organization which include officers from the Commander of Cannon Battery A, the Commander of Cannon Battery B, the Commander of Missile Platoon, and the Commander of Maintenance Platoon regarding the implementation of their respective Exemplary Leadership in unit development at Arhanud 003/ARK Detachment. In this research, the analytical method used is a multiple linear regression model using the Stepwise method with the aim of finding out which independent variables from the five Exemplary Leadership practices, specifically Model the Ways (X1), Challenge the Process (X2), Inspire a Shared Vision (X3), Enable Others to Act (X4), and Encourage the Heart (X5), which influence Unit Development (Y) in the Arhanud 003/ARK Detachment unit individually and as a whole. In this research, several tests were also carried out, including validity and reliability tests, multicollinearity tests, and heteroscedasticity tests.

Results and Discussion

The Implementation of Unit Development in Arhanud 003/ARK Detachment

In Cannon Battery A with a total of 41 members, the majority considered that the unit training had been carried out well, with 19 members assessing that the unit training had been carried out well (46.3%). Furthermore, there were 6 people who rated unit training as quite good (14.6%) and the remaining 16 people (39.0%) thought that unit training was still inadequate. In the Battery B section with a total of 34 members, there are 12 people (35.3%) who assess that the unit development has been carried out well. Furthermore, there were 11 people who

rated the unit training as quite good (32.4%), and the remaining 11 people (32.4%) thought that unit coaching was still inadequate.

In the Maintenance Platoon section with a total of 10 members, 4 members (40%) assessed that the unit development had been carried out well and 3 people (30%) assessed that the unit development was quite good, and the remaining 3 people (30%) believes that the unit development is still inadequate. Furthermore, in the Missile Platoon section with a total of 13 people, 6 members (46.2%) considered that the unit development had been carried out well and 2 people (15.4%) considered that the unit development was quite good and the remaining 5 people (38.5%) considered that the unit development was still inadequate.

Meanwhile, in the Missile Platoon with a total of 13 members, most of the members (12 people or 92.2%) had never conducted domestic or overseas assignments. For 1 member who has conducted a domestic assignment, it was in 2021 with an assignment as a territorial officer in Papua. Furthermore, the table shows that with a total of 98 members, which is a total number of members from the Cannon Battery A, Cannon Battery B, Missile Platoon, and Maintenance Platoon in the Arhanud 003/ARK Detachment unit, 41 members (41.8%) thought that the unit development had been carried out well and 22 people (22.4%) said that the unit training is still inadequate as for 35 people (35.7%), they said that the unit training is still inadequate. From the information above, it can be concluded that from the results of the member's assessment of the unit training, more people rated it as adequate or inadequate.

Regarding the unit training performed at Arhanud 003/ARK Detachment, based on the report of Arhanud 003/ARK Detachment unit, in implementing the unit training at the Arhanud 003/ARK Detachment, there are still several obstacles faced, such as in the unit training in the organizational field, there was

an obstacle found in form of shortage of officer and non-commissioned officer personnel. The shortage of officers was officers in the positions of platoon commanders and staff officers, while there was still a shortage of non-commissioned officers in the staff non-commissioned officer section. In the unit development of the personnel section, there are still several obstacles occurring, including the unrealisation of transferring proposals for members who have been submitted to be transferred to other units, delays in the legal process from the Upper Command in resolving cases occurred, and there are still rank discrepancies in the current organization. Furthermore, in the unit development in the material sector, there are still problems and obstacles in the form of the condition of the defense equipment which is still damaged due to limited spare parts and the lack of repair support from the Upper Command. In the unit development of the base sector, there are also several obstacles in the form of sports facilities and infrastructure which are damaged so they cannot be used optimally. There are still members' housing which are uninhabitable and need repair and there are still warehouses or garages for defense equipment vehicles which are damaged. Then the obstacles related to unit development in the field of training were the difficulty of finding an ideal location for deploying the defense equipment to conduct defense equipment training and the implementation of training which could not be carried out in its entirety due to damage to the defense equipment. In the unit development of the software, there are obstacles in the ownership of software because not all of the software owned by the unit were being supported according to the unit's ideal needs, thus becoming an obstacle to implementing activities and training.

The Arhanud 003/ARK Detachment Unit has attempted to overcome obstacles occurred in the implementation of the unit development. Some of the efforts were targeted at the organizational section in the

unit development. These obstacles were overcome through the unit's efforts to inform the shortage of officer and non-commissioned officer personnel in the Upper Command. On the issue of unit development in the personnel section, the unit strives to always carry out intensive supervision and control, regular counseling to all members as well as reporting the condition of the organization through organizational development reports which are routinely carried out every semester to the Upper Command. Regarding problems in the material sector, the unit strives to carry out limited defense equipment repairs independently of the unit and periodically reports the need for spare parts support to the Upper Command. On the unit development in the base personnel, the Arhanud 003/ARK Detachment unit endeavors to carry out minimum repair to the damaged housing and facilities and periodically reports the need for repairs and facilities to the Upper Command. In the field of training, the unit tries to find training locations through coordination with related units or agencies. Furthermore, to overcome obstacles in unit development in the field of software, the Arhanud 003/ARK Detachment unit seeks to borrow software which the unit does not have from other units and periodically submit software deficiencies to the Upper Command.

Implementation of Exemplary Leadership in Arhanud 003/ARK

From the research results, it was found that with the total number of members, as the total of all members of Cannon Battery A, Cannon Battery B, Missile Platoon, and Maintenance Platoon in the Arhanud 003/ARK Detachment unit, 40.8% implemented the practice of Model the Ways, 37.8% implemented the practice of Challenge the Process, 40.8% implemented the practice of Inspire a Shared Vision, 44.9% in the practice of Enable Others to Act, and 42.9% implemented the practice of Encourage the Heart. The

members assessed that the practices of implementing Exemplary Leadership have been conducted well. In the Maintenance Platoon, it shows that the implementation of the Challenge the Process practice as a part of the Exemplary Leadership was carried out by the Maintenance Platoon Commander and it is considered good by 10% of members. Therefore, the remaining 90% of members in the Maintenance Platoon assess that the implementation of Exemplary Leadership from Challenge the Process practice carried out by the Maintenance Platoon Commander was considered not good.

From the field observations by researchers, this happened because the Missile Platoon Commander was an officer who graduated from Secapa Angkatan Darat in 2020 and before serving in Arhanud 003/ARK Detachment, the Maintenance Platoon Commander served in Arhanud Battalion 1/Kostrad with a different main weapon system compared with the Arhanud 003/ARK Detachment unit. Arhanud Battalion 1/Kostrad has Mistral Missile-type defense equipment, while Arhanud 003/ARK Detachment has Groom Missile composite-type defense equipment. Furthermore, based on the length of service in the Arhanud 003/ARK Detachment unit, most of the members in the Missile Platoon have served for more than 7 years, in fact, 4 members of the Missile Platoon have served for more than 10 years. Thus, for the Maintenance Platoon's task of maintaining the main weapons system equipment and other materials in the Arhanud 003/ARK Detachment unit, these members have more experience, both in terms of knowledge and skills. In conducting defense equipment maintenance in the Arhanud 003/ARK Detachment unit, which is related to the implementation of Exemplary Leadership in the Challenge the Process practice, the Maintenance Platoon Commander has provided innovative ideas which had been used in his previous unit to be applied to defense equipment maintenance in the

Arhanud 003/ARK Detachment. However, due to the condition of the members who had served for a long time there and were more experienced in conducting the defense equipment maintenance at Arhanud Detachment 003/ARK, they felt that the innovative ideas provided by the Maintenance Platoon Commander were not suitable to be fully applied to the defense equipment at Arhanud 003/ARK Detachment due to different types and conditions of defense equipment. Furthermore, looking back at the data on members of the Arhanud 003/ARK Detachment which is a combination of all members of Cannon Battery A, Cannon Battery B, Missile Platoon and Maintenance Platoon, it appears that the implementation of Exemplary Leadership from the five indicators, specifically Model the Ways, Challenge the Process, Inspire a Shared Vision, Enable Others to Act, and Encourage the Heart, the Section Commander have carried out each in a percentage value of less than 50%. The results of observations in the field show a lack of opportunities for commanders to apply their leadership directly to members or vice versa, to be specific the opportunity for members to be led directly by their Section Commanders.

This lack of opportunity is caused by busy activities to support security and guard duties in the capital area, such as Presidential security duties, Headquarters guard duties, Regiment Guard duties, and other security and guard activities. These guard duties require a lot of troops so in daily activities, the members rarely meet directly with their Section Commanders in the Arhanud 003/ARK Detachment unit.

Factors Influencing the Unit Development in the Arhanud 003/ARK Detachment

Researchers used regression analysis using a Stepwise method which aims to find out which independent variables from the five Exemplary Leadership practices, that is Model the Ways (X1), Challenge the Process (X2), Inspire a Shared Vision (X3), Enable Others to Act (X4), and Encourage the Heart (X5), influences the Unit Development (Y) in the Arhanud 003/ARK Detachment unit and overcomes the assumption of multicollinearity.

The results of regression models using the Stepwise method are summarized in Table 1 below.

Table 1. Results of Multiple Analysis Stepwise Method

Sections	Regression Model	R Square Values
Battery A	$Y = 2.532 + 0.723 X3$	0.523
Battery B	$Y = 14.602 + 1.496 X1 + 1.262 X5$	0.672
Missile Platoon	$Y = 11.841 + 2.993 X5$	0.702
Maintenance Platoon	$Y = - 1.235 + 8.849 X2 - 8.543 X3 + 3.332 X4$	0.954
Arhanud 003/ARK Detachment	$Y = 18.936 + 1.308 X2 + 1.307 X5$	0.530

Source: Primary Data processed (2023)

From Table 1, it can be seen that the regression model using the Stepwise method in Battery A is $Y = 2.532 + 0.723 X_3$ with an R Square value of 52.3%. This means that unit development in Battery A is significantly influenced by the practice of Exemplary Leadership in the Inspire a Shared Vision (X_3) aspect amounting to 52.3% and the remaining 47.7% is influenced by other factors. The regression model in Battery B is $Y = 14.602 + 1.496 X_1 + 1.262 X_5$ with an R Square value of 67.2%. This means that unit development in Battery B is significantly influenced by the practice of Exemplary Leadership in the aspects of Model the Ways and Encourage the Heart simultaneously amounting to 67.2% and the remaining 32.7% is influenced by other factors. In the Missile Platoon section, the resulting regression model is $Y = 11,841 + 2,993 X_5$ with an R Square value of 70.2%. This means that unit development in the Missile Platoon section is only significantly influenced by the practice of Exemplary Leadership in the Encourage the Heart aspect carried out by the Missile Platoon Commander towards their members with a total of 70.2% and the remaining 29.8% is influenced by other variables. Then in the Maintenance Platoon section, the resulting regression model is $Y = -1,235 + 8,849$. This means that the unit development in the Maintenance Platoon is significantly influenced by the practice of Exemplary Leadership in the aspects of Challenge the Process, Inspire the Vision, and Enable Others to Act simultaneously at 95.4% and the remaining 4.6% is influenced by other factors. Furthermore, in general, the members of the Arhanud 003/ARK Detachment, specifically a combination of Cannon Battery A, Cannon Battery B, Missile Platoon, and Maintenance Platoon, show that there is a regression model, that is $Y = 18.936 + 1.308 X_2 + 1.307 X_5$ with an R Square value of 53%. This means that unit development in the Arhanud 003/ARK Detachment is generally and significantly influenced by the practice

of Exemplary Leadership in the aspects of Challenge the Process and Encourage the Heart simultaneously amounting to 53.0% and the remaining 47.0% is influenced by other factors.

Furthermore, looking at the indicators for the implementation of Exemplary Leadership based on the table, the variable Inspired a Shared Vision (X_3) has an effect on the unit development (Y) in Battery A and the Maintenance Platoon. This is because the Battery A section has a majority troop composition with the rank of *Prada* and *Serda* and the majority have served for 1 year and less than 1 year. Based on rank, Cannon Battery A with a total of 41 members has 24 members with the rank of *Prada* (58.5%), the rank of *Pratu* with a total of 4 people (9.8%), 5 people with the rank of *Serda* (12.2%), the rank of *Sertu* is 6 people (14.6%), and the rank of *Serka* is 2 people. Furthermore, based on the length of time they served in the Arhanud 003/ARK Detachment unit, in the Cannon Battery A organization with a total of 41 members, most of its members served between 1 year and less than 1 year. With the 18 members who served for 1 year (43.9%) and 8 members who served less than 1 year (19.5%), these percentages show that the members of Cannon Battery A are young soldiers and have just joined the Arhanud 003/ARK Detachment unit. Based on the Arhanud 003/ARK Detachment Work Program, Battery A is the part responsible for carrying out training activities, starting from individual-level training to battery-level training.

Exemplary Leadership theory (Kouzes & Posner, 2007) suggests that the practice of Inspire a Shared Vision is the ability of a leader to imagine the future or ideals and clearly articulate a vision to its members, thereby gaining support from its members and trust in the vision conveyed. Wiley and Sons (2022) explain further the steps in implementing the Five Practices of Exemplary Leadership, one of which is the

Inspire a Shared Vision practice. In this practice, in inspiring a shared vision, leaders take the time to imagine the future and share that vision with their people, which will have a tremendous impact on motivation levels and productivity in the workplace. Regarding the members of Battery A, the majority of whom are young soldiers and where the task requirement in this section is to carry out training well, this practice will be very supportive in achieving this task. The Battery A Commander is required to have the ability to socialize and explain the vision and mission, especially regarding the unit development. Understanding and a clear vision will be a reference for members in participating in the training activities carried out.

Based on the regression results table, it can be seen that Model the Ways (X1) has an influence on Battery B. This is because there is a shortage of non-commissioned officer personnel who serve as non-commissioned officer Shooters. This situation had an impact on the change of function of Battery B, which was originally a training battery, to become a battery that supports protocol activities in the unit and assists in carrying out base maintenance in the Arhanud 003/ARK Detachment unit.

The Exemplary Leadership Theory (Kouzes & Posner, 2007) states that the practice of Model the Ways consists of two commitments in which the leader can clarify the values to be used by expressing opinions and can provide examples of actions which are adapted to existing values. Wiley and Sons (2022) further stated regarding the practice of Model the Ways that something which creates real success in the workplace is a room where leaders and followers align values for a common goal. Shared values are the basis for building productive and genuine working relationships. With the changes in duties which occur in Battery B, the implementation of this practice is very suitable to be applied to Battery B because members of Battery B need a leader, in this

case, the Battery B Commander, to be able to clarify and divide the tasks to be carried out, make plans and set goals, and set examples in action adapted to the new duties and responsibilities of the Battery.

Furthermore, based on Table 1, the variable of Encourage the Heart (X5) has an influence on Battery B and the Missile Platoon, even if based on the members of the Arhanud 003/ARK Detachment as a whole, this variable also influences the development of the unit. This was due to the condition of the defense equipment which was damaged in several parts. Based on the report data from the Arhanud 003/ARK Detachment unit, there are 7 cannon units which have experienced damage to the electronic system so they cannot operate properly and there are 4 units of MML Poprad Missiles which have damage to the firing components so they cannot be operated, even though these 6 cannon units are the defense equipment from Battery B and 4 units of MML missiles. The damage to the defense equipment resulted in Battery B and the Missile Platoon being unable to perform training activities in support of military operations properly. Furthermore, in general, in relation to the development of the unit in Arhanud 003/ARK Detachment, based on the unit's report, there are still several problems and obstacles which can be overcome but are still limited resources. These limitations will have an impact on decreasing member morale.

In the Exemplary Leadership theory proposed by Kouzes and Posner (2007), it is stated that the practice of Encourage the Heart is a form of large or small action carried out by the leader to be able to encourage and support his members and help the team celebrate victory, where this action is an expression of sincere feelings from the leadership to the members. Wiley and Sons (2022) explain further about the Encourage the Heart practice that instilling pride and joy in members can lead to better workplace well-being, accountability, and

commitment to the organization and can also build community spirit. Additionally, to keep hope and resolve alive, leaders must recognize the contributions individuals make. In connection with this theory and the weaknesses experienced by Battery B, the Missile Platoon, and even the entire members of Arhanud 003/ARK Detachment in general, the practice of Encourage the Heart will be really needed. Considering the shortcomings and limitations faced, there must be things in the form of actions or other achievements behind the limitations and shortcomings of these parts which can be used by the leadership to encourage the hearts of its soldiers and make it a matter of pride for members both individually and in groups. There are members who require the ability of Commanders from each section to encourage or inspire hearts and instill pride in their members so that they remain enthusiastic and not pessimistic in carrying out their daily duties at Arhanud 003/ARK Detachment.

Based on Table 1, it can be seen that the Enable Others to Act variable (X4) has an influence on the Maintenance Platoon section. This happens because the Maintenance Platoon is part of the Arhanud 003/ARK Detachment which carries out maintenance of defense equipment, materials, communication equipment, and vehicles in the unit. Apart from that, one of the tasks of the Maintenance Platoon Commander is to improve the ability of technicians to support the implementation of their principal duties of Arhanud 003/ARK Detachment. Conditions the field, of the technicians in the Maintenance Platoon, there are only two technician members who have skills in carrying out maintenance and repair of defense equipment, materials, communication equipment, and vehicles and work individually, while the other members are still unable to carry out these skills well. In carrying out maintenance activities in the workshop, access to use equipment and enter

the workshop is only held by two technician members, while the others are not permitted to use tools and enter the workshop on the grounds that it could disrupt the existing repair process.

Exemplary Leadership theory (Kouzes & Posner, 2007) states that in practice Enable Others to Act, there are concepts, such as forming teamwork, building trust, confidence, and empowerment to increase capabilities. In this practice, there are two commitments made, specifically fostering collaboration by facilitating relationships and strengthening other people by developing existing competencies. James Kouzes and Barry Posner in their theory mentioned that "Extraordinary performance is impossible unless there is a strong sense of community and shared responsibility". Leaders need to make a commitment to encourage collaboration by creating a climate of trust and facilitating relationships among people in the organization. It was further explained by Wiley and Sons (2022) that the practice of Enable Others to Act in Exemplary Leadership theory is intended to ensure that each member has the resources they need to succeed. This can be as tangible as access to equipment, programs, and technology, or interpersonal, as with more (or less) touch points across projects, opportunities to try out, or access to educational opportunities. Equipping members with the resources they need to succeed will build trust and empowerment. In connection with this explanation and the weaknesses which exist in the Maintenance Platoon, the practice of Enable Others to Act will be very necessary. The Maintenance Platoon, in order to be able to carry out its duties better, really needs the ability of the Platoon Commander to be able to apply the practice of Enable Other to Act from Exemplary Leadership, that is by developing teams, encouraging collaboration, creating a collaborative environment through cooperation between members in carrying out their duties in the maintenance section.

The Maintenance Platoon Commander needs to ask the members who are already proficient to teach their abilities and skills to members who are not yet proficient in maintaining existing defense equipment. Furthermore, in the Maintenance Platoon, the Maintenance Platoon Commander must also be able to provide freedom of access to all members, not only advanced members who can enter the workshop. The Maintenance Platoon Commander needs to provide access to all members to be able to use existing resources so that they can freely learn and practice related to defense equipment maintenance so as to create a collaborative and cooperative work environment, as well as easy access and opportunities for all members to learn and practice. Thus, all members of the Maintenance Platoon can have the ability and skills to maintain defense equipment.

Based on the table, the Challenge The Process (X2) variable has an influence on unit development in the Missile Platoon section and if seen as a whole on the members of Arhanud 003/ARK Detachment, this variable also influences unit development. In the Maintenance Platoon section, the application of Exemplary Leadership in the practice of Challenge the Process is very much needed because carrying out maintenance and repair tasks on defense equipment, vehicles, materials, and communication equipment is hampered by limited spare parts support so that the repairs carried out cannot be carried out optimally. If seen in general, the practice of Challenge the Process is really needed in unit development at the Arhanud 003/ARK Detachment because there are still problems and obstacles faced in implementing unit development, such as a lack of officers and non-commissioned officers to occupy certain positions, the condition of damaged facilities and infrastructure, as well as obstacles due to bureaucracy, such as the failure to realize the transferring proposal to other units for members and the slow legal process from

the Upper Command in resolving cases/cases. Based on Exemplary Leadership theory, in the practice of Challenge the Process, it is explained that leaders must focus on seeking and accepting a challenge, be able to recognize and support innovative ideas and dare to experiment and take certain risks to bring about positive change (Kouzes & Posner, 2007). Kouzes and Posner (2007) in their theory say "You cannot achieve something new or extraordinary by doing things the way you have always done them. You should test unproven strategies. You have to break out of the norms that limit you, strive to go beyond the limits you usually place on yourself and others, try new things and take chances". Kouzes and Posner also stated that the two commitments in this practice are increasing innovation and taking risks. Wiley and Sons (2022) explain further about this practice in this theory, that leaders look for opportunities to change the status quo by experimenting and taking risks. Often, work processes are so ingrained that we do not question why we do them. Despite its effectiveness, it is easy to go on autopilot and not stop to consider whether there is a better way, especially when the organization at large continues to push the status quo. Challenge the Process practice allows leaders to step back and assess where they have room to grow and do things differently while creating an environment within their organizations which makes it safe to challenge norms in the pursuit of greatness. When bureaucracy is an obstacle, the leader must be able to dismantle the bureaucracy and take certain risks which may arise. In connection with the explanations from this theory with the limitations and constraints of unit development in the Maintenance Platoon and as a whole members of the Arhanud 003/ARK Detachment, the practice of Challenge the Process in Exemplary Leadership is needed to improve unit development.

Due to the constraints which exist in the Maintenance Platoon regarding limited

support for spare parts in maintenance and repair, the Maintenance Platoon Commander is required to have the ability to explore innovative ideas and create certain strategies related to the maintenance and repair of defense equipment, vehicles, materials, and communication equipment existing to support operational readiness which is the aim of unit development at Detachment Arhanud 003/ARK. Furthermore, regarding the obstacles that existed in the Arhanud 003/ARK Detachment, it requires the ability of the section commanders to look for innovative ways and look for opportunities from the obstacles they face so that the efforts made are more precise, effective, and efficient in order to improve unit development in Detachment Arhanud 003/ARK. In connection with the bureaucratic obstacles faced, such as the unrealized of the proposed transfer of units for members and the slow legal process from the Upper Command in resolving cases/cases, the commanders must have the courage to take certain risks such as carrying out coordination with other units directly, so that solutions are found for these problems.

Conclusions

Based on the results of research regarding the implementation of Exemplary Leadership in the unit development at the Arhanud 003/ARK Detachment and various explanations in previous chapters, several conclusions from this research are as follows.

1. In the implementation of Exemplary Leadership carried out in Battery A, Battery B, Missile Platoon and Maintenance Platoon, there are differences in the use of these five practices which can influence unit development in Arhanud 003/ARK Detachment. Unit development in Battery A was significantly positively influenced only by the practice of Exemplary Leadership in the Inspire

a Shared Vision aspect carried out by the Commander of Battery A to its members. Unit development in Battery B was significantly positively influenced by the practice of Exemplary Leadership in the aspects of the Model the Ways and Encourage the Heart carried out by the Commander of Battery B to the members. Unit development in the Missile Platoon section was positively and significantly influenced only by the practice of Exemplary Leadership in the Encourage the Heart aspect carried out by the Missile Platoon Commander towards its members. Meanwhile, unit development in the Maintenance Platoon section is influenced by the practice of Exemplary Leadership in the aspects of Challenge the Process, Enable Others to Act, and the practice of Inspire a Shared Vision carried out by the Maintenance Platoon Commander to its members.

2. The factors found which resulted in differences in the application of Exemplary Leadership in unit coaching in the Arhanud 003/ARK Detachment were the conditions and type of work, member characteristics, and the quality of the coaches, in this case the Commander in the Arhanud 003/ARK Detachment.
3. In general, unit development in the Arhanud 003/ARK Detachment is influenced by the variables Challenge the Process (X2) and Encourage the Heart (X5) simultaneously and these two variables are the dominant or most influential variables.

Suggestions

Based on the results of research and conclusions regarding the implementation of Exemplary Leadership in unit development at the Arhanud 003/ARK Detachment, several suggestions can be given to the leadership ranks in the Indonesian Army, especially in the Arhanud Detachment 003/ARK unit.

1. The implementation of Exemplary Leadership in realizing good unit development in Arhanud 003/ARK Detachment does not always use the five Exemplary Leadership practices, including the practices of Model the Ways, Challenge the Process, Inspire a Shared Vision, Enable Others to Act, and Encourage the Heart together with the members in the unit, in certain situations and conditions in the Arhanud 003/ARK Detachment unit. The implementation of the five Exemplary Leadership practices will be different in their application so that the Commander in the Arhanud 003/ARK Detachment unit must be able to understand how to read the situation and conditions of dynamics or changes which occur in each section in the unit development aspect.
2. Based on the results of the analysis, it is recommended that the implementation of Exemplary Leadership in the practices of Model the Ways and Encourage the Heart be used more often in training the Arhanud 003/ARK Detachment unit because these two practices have a dominant influence and have the same value in improving unit coaching. In practice, Challenge the Process can be carried out by the Commander in the Arhanud 003/ARK Detachment, exploring ideas and looking for innovative ways and finding opportunities and strategies which can help the Arhanud 003/ARK Detachment to overcome the obstacles which occur in unit training, then in the practice of Encourage the Heart can be done by giving rewards to their members for work or tasks which have been done well related to the implementation of unit coaching as well as providing certain forms of pride to the members so that they can encourage or arouse the heart of the unit. members of the Arhanud 003/ ARK Detachment to be able to carry out their duties with enthusiasm.
3. For future researchers, it is suggested to test other variables which will influence the development of units in the ranks of the Indonesian National Army, especially the Air Defense Artillery branch in the Arhanud 003/ARK Detachment unit or they can qualitatively test the officers in the Arhanud 003/ARK Detachment regarding the vision given in the training unit.

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