

ANALYSIS OF LEADERSHIP STYLES IN THE ANTASARI KOREM 101 ENVIRONMENT

Ari Aryanto

Faculty of Economics and Business, Lambung Mangkurat University, Banjarmasin,
Indonesia

Correspondent author email: ariaryantobinkar@gmail.com

Ahmad

Faculty of Economics and Business, Lambung Mangkurat University, Banjarmasin,
Indonesia

Email : ahmadalimbachri@gmail.com

M. Riza Firdaus

Faculty of Economics and Business, Lambung Mangkurat University, Banjarmasin,
Indonesia

Email : rfirdaus@ulm.ac.id

Abstract

Leadership is the process of influencing organized group activities to achieve goals. The success and failure of a leader is determined by the nature and style of leadership in directing the dynamics. Group. Through the leadership style of a leader, he will transfer several values such as group emphasis, support from people/employees, tolerance to risk, wage criteria and etc. This article aims to analyze the leadership style in Korem 101 Antasari. The method used in this study is a qualitative descriptive method. Participants in this study are 5 Kodim Commanders in Korem 101 Antasari Banjarmasin who are determined using purposive sampling with the consideration that they have served as Kodim Commanders in Korem 101/Antasari with a term of office of more than 2 years. Data were collected through telephone interviews and analyzed using qualitative descriptive methods. Based on the research results, it can be concluded that the leadership style applied at Korem 101 Antasari Banjarmasin is a combination of Transformational, Strategic, Humanistic, humble, and Banjar culture-based leadership.

Keywords: Leadership Style, Transformational, Humanistic, Banjar Culture-Based

1. Introduction

Humans as members of an organization in carrying out work processes will be greatly influenced by different personalities, for example traits, attitudes, values, desires and interests and this will influence the leadership style and performance of the individuals they lead (Akpaprep, Jengre, and Mogre 2019). Leadership is an important aspect in achieving success in various fields of life, including in the military field (ROTC 2006).

Leadership is the process of influencing the activities of an organized group towards achieving goals (ROTC 2006). The success or failure of a leader is determined by the nature and style of his leadership in directing the dynamics of his group (Akpaprep, Jengre, and Mogre 2019). To influence other people, a leader must have maturity, intelligence, high self-confidence, consistency, *firmness*, willingness to supervise, cooperation and so on. (Bintoro and Daryanto 2020).

Leadership and change in managing an organization is leadership behavior that emphasizes change. In other words, if a leader helps create new goals, policies, or structures, and procedures, he or she is demonstrating leadership behavior. According to Sutisna, as quoted by Rohiat, it is necessary for leaders to equip themselves with knowledge and leadership skills to design, suggest and realize innovations in the fields of education and administration based on a realistic assessment of existing practices and based on good ideas. about management processes (Danim and Suparno 2020).

Through a leader's leadership style, he will transfer several values such as group emphasis, support from people/employees, tolerance for risk, wage criteria and so on. On the other hand, employees will form subjective perceptions regarding the basic values that exist in the organization in accordance with the values that the leader wants to convey through leadership style.

The leadership style in military organizations is still believed to be the best leadership model in the world. This has caused many civilian leaders and military ninja to study military science, thus giving birth to great leaders in this country and even in the world who have military backgrounds. In the context of unit development, the role of the leader who is responsible for mobilizing the human element is very important. Leadership is a science that can be learned and possessed by anyone who is good at understanding the basic principles, principles and characteristics of leadership. However, it is also an art whose role must be adapted to environmental conditions and the target object. In military organizations, there are several leadership styles that are usually used, namely as follows:

- 1) Directive Leadership, is a leadership style that is direct orders with the aim of efficiency. Direct Leadership is usually used in situations that are critical and require quick decisions, such as in war situations.
- 2) Transformational Leadership, the main characteristic of this style is that leaders often inspire and motivate their subordinates with the aim of creating conditions that encourage innovation and growth among subordinates. In military organizations, this type of leadership is usually used when facing new situations or environments, whether in war conditions or for other missions such as community service.
- 3) Democratic Leadership, namely a leadership style where the leader involves his

subordinates in important matters such as decision making. This leadership style is used when in non-emergency situations, for example planning to carry out a community service program. Apart from that, it can also be used when preparing for war such as planning war strategies.

- 4) Laissez-Faire Leadership, the characteristic of this type of leadership in military organizations is the delegation of tasks to certain units to carry out certain missions. This style is only used to assign special tasks to special people or units that have the necessary skills.
- 5) Transactional Leadership, the characteristics are clear, namely the presence of punishment or praise, this style is only used to give praise or rewards to members who excel or give punishment to members who violate rules or protocols.

In military organizations, to create effective leadership, a leader usually does not only use one leadership style, but often combines several leadership styles to create an effective leadership style according to the situation and conditions.

A person will become a leader if he has advantages over his followers. Basically, the advantages that a leader must have include three things; first, the superiority ratio: is superiority in using the mind, superiority in knowledge of how to move an organization, and in making quick and correct decisions; second, spiritual excellence, meaning that a leader must be able to show the nobility of his character to his subordinates. A leader must have high morals because basically a leader is an example for his followers. All actions, deeds, attitudes and words should be an example for their followers; third, physical superiority, namely a leader must have better physical health than his followers, thus enabling him to act quickly. However, this problem of physical excess is not the main factor (Rivai 2020). The occurrence of changes means that leaders in military organizations cannot only rely on advantages such as superiority ratios, spiritual superiority and physical superiority, but must also have other additional advantages. Mallick said that there are several other advantages that leaders of military organizations in the 21st century must have, namely as follows:

- 1) Leaders must act as leaders of change, that is, leaders must be people who pioneer change, while on the other hand understanding differences of opinion.
- 2) Leaders must have the ability to think strategically, in this case the leader must be able to think critically, analytically and holistically. The reason is that the changes that have occurred in the world recently have occurred very quickly.
- 3) Collaborative. Leaders today and in the future must prioritize collaboration with all their members, no longer be centralized.
- 4) Cultural Change. Today's leaders must have sensitivity to cultural change.
- 5) Decision-making. In this and future times, decision making will no longer only focus on the leader, but must also involve all members. In the military world, decisions

can only be taken personally by the leader only when there is an emergency situation that requires quick and accurate decision making (Mallick 2020).

The TNI AD as a military organization is basically a "human-intensive" organization because it is quite dominant in the placement of human resources. Therefore, the success of an organization or unit in carrying out its duties depends greatly on the quality of its people rather than the equipment and facilities it has. Human resource management activities require the best appropriate leadership model to manage military activities effectively and efficiently. According to Bass and Avolio, the transformational leadership model consists of four dimensions, namely charismatic/ideal influence, inspirational motivation, intellectual stimulation and individual attention. Leaders are able to create a vision and environment that motivates subordinates to achieve achievements beyond expectations (Novita, Sulaiman, and Rizalie 2022). An example of the application of effective leadership in the military world is as shown by General Dwight D. Eisenhower during World War II as Supreme Allied Commander in Europe (Supreme Allied Commander Europe). In World War II Eisenhower used style leadership transformational during World War II . This matter showed with a number of related attitudes with leadership transformational , that is exists clear vision For defeat Nazi Germany and liberate Europe from colonialism ; Push innovation in matter tactics war ; Own ability inspire its members to be enthusiastic win war ; Set standard tall ; as well as do transformation culture where Eisenhower invited other countries that had the same mission that is beat the Nazis to follow war together his troops so that troops they become more strong . Example other is leadership effective strategy used in organizations Peruvian military , where leader there act diverse roles as mentioned by Mintzberg, viz with share role leader into 3 categories , namely : (1) Interpersonal Roles , which are divided Again become Role Representative , Role Relational , and Role Leader ; (2) Role Informational , which is divided Again become Monitor Role , Role Disseminator , and Role Interpreter Talk ; and (3) Role Decision Makers , who are divided become Role Entrepreneur , Role Manager Conflict , Role Allocator Source Power , and Role Negotiator . With method This leader Can positioning himself in position the right role in accordance situation and condition (Vera Delzo 2022).

Basically, joint human activities require a leader. Terry said that the success or failure of an organization in carrying out its mission really depends on the responsibility of a leader (Rizkie, Suriansyah, and Sulistiyana 2022). Therefore, leadership can be interpreted as an activity to influence people to be directed towards achieving an organizational goal. He further stated that a leader, whatever his form, wherever he is, will always have the burden of carrying out his leadership responsibilities (Thoha 2018).

2. Literature Review

Leadership

Leadership is the process of influencing others to take steps or actions towards a common goal. Therefore, leadership is the activity of influencing other people to want to work to achieve predetermined goals (Purwanto 2020). Sedangkan dari konteks militer Indonesia, kepemimpinan merupakan serangkaian kegiatan untuk mempengaruhi orang lain dalam situasi tertentu agar mau bekerja sama untuk mencapai tujuan (Permana 2021).

Henry believes that a leader in the broadest sense is someone who leads, by initiating social behavior by organizing, directing, organizing or controlling the efforts of other people, or through prestige, power or position. Meanwhile, in a limited sense, a leader is someone who guides, leads with the help of his persuasive qualities, and voluntary acceptance/acceptance by his followers. (Kartono 2019).

Robbins and Judge say there are four approaches to leadership theory, including: Leadership Attribution Theory, Charismatic Leadership Theory, Visionary Leadership Theory, and Transactional Leadership Theory versus Transformational Leadership. The attribution theory of leadership states that leadership is simply an attribution that a person makes towards another individual. Meanwhile, in charismatic leadership theory, followers make attributions of heroic or extraordinary leadership abilities when they observe certain behaviors. Furthermore, in visionary leadership theory, leaders have the ability to create and articulate an attractive, credible and realistic vision about the future of an organization or organizational unit. In transactional leadership where the leader guides or motivates followers towards enforced goals by clarifying roles and task rules, whereas in transformational leadership where the leader provides individual consideration and intellectual stimulation, and who has charisma (Robbins and Judge 2018).

Considering how big the meaning of leadership is in an organization, a leader must be capable and able to play his role, the leader must be able to explore the potential that exists within himself and utilize it within the organizational unit. This is in accordance with what was stated by Henry Mintzberg (Thoha 2018) that there are three main roles played by every manager regardless of hierarchical position, these roles include: The Role of Interpersonal Relations, the Role of Informational, and the Role of Decision Makers. First, the interpersonal role, is roles that focus on strengthening relationships and creating positive team dynamics, for example as done Danrem 101/ Antasari in the Kodim 1001/Hulu Sungai Utara area where in taking decision always involve his subordinates For create conducive environment as well as guard connection Good with all its members. Next, Role Informational, focused on acquiring and sharing

knowledge relevant issues that are important for informed decision making , for example as was done by Danrem 101/ Antasari in the region Where is Kodim 1001/Hulu Sungai Utara ? behind strict policy , he always try guard transparency between all member organization . Lastly , Role Decision Making , where in role This requires making timely and effective decisions to overcome challenges and achieve organizational goals , for example as was done by Danrem 101/ Antasari in the Kodim 1002/Hulu Sungai Tengah area where he put personnel in accordance with ability individual and needs organization .

Suganda stated "A leader has superior qualities so that he is able to place himself in his position effectively in all relationships that occur between fellow members or between groups. The problems faced as well as the conditions and situation of the organization he leads. Therefore, in an effort to influence the people he leads to be willing to carry out their work duties as well as possible. "It is not impossible that every leader has his own style or way of leading or encouraging his subordinates (Suganda 2020)."

Transformational leadership

According to Nurcholis , transformational leadership is able to transform and motivate its followers by: (1) Making them aware of the importance of work , meaning that leaders must be able to create a sense of equality within the organization so that everyone in the organization can work together , (2) Encouraging them to prioritizing the organization rather than its own interests, and (3) There is active participation from followers or people being led (Nurcholis 2020).

Yulk put forward several guidelines for leaders who seek to inspire and motivate their followers, namely:

- 1) Express a clear and compelling vision
- 2) Explain how the vision can be achieved.
- 3) Act reserved and optimistic
- 4) Give people the authority to achieve the vision (Yulk 2019).

Meanwhile, Robbins and Judge explained that a leader can transform his subordinates through four components, namely:

- 1) *Ideal Influence* (Ideal Influence)
- 2) *Inspiration Motivation* (Inspiration Motivation)
- 3) *Intellectual Stimulation* (Intellectual Stimulation)
- 4) *Individual Considerations* (Robbins and Judge 2018).

Based on several expert opinions above, it can be concluded that transformational leadership is a leadership style whose aim is to motivate and inspire

subordinates with the aim of creating a conditional situation to encourage innovation and growth among subordinates by making subordinates aware of the importance of work, then providing inspirational motivation to encourage active participation of led members. This leadership style is effective when facing new situations or environments, whether in war conditions or for other missions such as community service.

Strategic Leadership

According to Noer , Strategic Leadership is the ability of a leader to be able to look forward and be flexible in accordance with the organization's future strategic goals. (Noer 2019). Meanwhile, according to the US Army War College, strategic leadership is a process carried out by a leader to influence his subordinates in terms of achieving a vision and can be clearly understood by subordinates by considering strategic aspects in the organization in order to achieve the desired goals. target. Based on the two opinions above, it can be concluded that strategic leadership is a type of leadership where a leader is able to influence his members to be forward-looking and flexible where the leader is able to explain his strategic goals to his members clearly so that members are able to carry them out in accordance with the organization's strategic goals (Vera Delzo 2022). Mintzberg states that Mintzberg identified ten roles – grouped into three categories – that must be played (simultaneously or at different times) by those in charge any (Vera Delzo 2022)organization .

First, Interpersonal Role. There are three roles grouped into this category, namely: (1) Representative Role, where in this case the leader is a symbol in the organization; (2) Relational role, where the leader must establish network relationships with external parties to create a supporting network; (3) The role of the leader, where the leader creates a good organizational climate to achieve organizational goals.

Second, Informational Role. There are three roles grouped into this category, namely: (1) Monitor role, where the leader plays an active role in scanning the state of the organization; (2) Disseminator role, where the leader actively shares relevant information for knowledge and smooth organizational activities; (3) The role of spokesperson, where the leader communicates the role of representative to outside parties, usually regarding issues of concern to him.

Third, the role of decision making. There are four roles grouped in this category, namely: (1) Entrepreneurial role, where the leader communicates threats and opportunities then makes adjustments to maximize opportunities and minimize threats; (2) The role of Conflict Manager, where the leader must have the ability to resolve or mediate when conflict occurs in the organization; (3) Resource Allocation Role, where leaders distribute scarce resources to meet organizational demands in the short term and the organization's vision in the long term; (4) The role of the negotiator, where the

strategic leader must manage the competing interests of the parties involved in important decisions by maintaining mutually beneficial relationships with external people and organizations.

Humanistic and Humble Leadership

Elton Mayo stated that humanistic leadership theory is a leadership theory that has inspired many great leaders in the world (Permadi 2019). Management with a human relations orientation (Human Relations) This was pioneered by Elton Mayo where he paid attention to human relationships with subordinates. According to Elton Mayo, humanistic leadership has several important points, namely as follows:

- Prioritize human relations/interaction between superiors and subordinates, subordinates and superiors, between workers and other people.
- The good and bad of an organization is determined by: human relations, human morals, work efficiency, etc.
- To create good human relations, managers must understand why employees do what they do, what social factors motivate them, and how they are psychologically motivated.
- The successful productivity of an organization is influenced by a complex chain of emotions. Human relations between workers determine productivity more than working conditions. The sympathetic attention he receives from his superior/manager encourages increased work motivation.
- Hawthorne Effect: Special attention (the feeling of being selected as a participant greatly influences effort).
- Informal work groups, the social environment, has a big influence on productivity.
- The concept of humans as social creatures who are motivated to fulfill social needs, mutual desire in work, responsive to work group encouragement, administrative supervision has replaced the concept of humans as rational creatures who are motivated to fulfill physical needs (Permadi 2019).

Manullang further stated that the scope of Human Relations (which is the conclusion of seven points) includes:

1. Communication skills
2. Ability to motivate yourself and others
3. Ability to accept responsibility and lead others
4. Ability to empathize with other people and understand their problems (Permadi 2019).

Several Other Leadership Styles Relevant to Military Organizations

1. Directive Leadership, is a leadership style that is direct orders with the aim of efficiency. Direct Leadership is usually used in situations that are critical and require quick decisions, such as in war situations.
2. Democratic Leadership, namely a leadership style where the leader involves his subordinates in important matters such as decision making. This leadership style is used when in non-emergency situations, for example planning to carry out a community service program. Apart from that, it can also be used when preparing for war such as planning war strategies.
3. Laissez-Faire Leadership, the characteristic of this type of leadership in military organizations is the delegation of tasks to certain units to carry out certain missions. This style is only used to assign special tasks to special people or units that have the necessary skills.
4. Transactional Leadership, the characteristics are clear, namely the presence of punishment or praise, this style is only used to give praise or rewards to members who excel or give punishment to members who violate rules or protocols.

3. Research methods

This research is descriptive research with a qualitative approach. The informants in this research were 5 Kodim Commanders in Korem 101 Antasari Banjarmasin who were determined using *purposive sampling* with the consideration that they had previously served as Kodim Commanders in Korem 101/Antasari with a term of office of more than 2 years . Data was collected via telephone interviews and analyzed using qualitative descriptive methods. The questions asked to our participants were broadly about the leadership style used during their tenure as Danrem and how it was applied in the form of real action. Data saturation in this study was reached in the third sample, because the content of the information conveyed by the last two participants was something that had been obtained from the three previous participants. We admit that our sample size of only 5 people is small, but we have anticipated this by using a contextual approach strategy. Apart from that, researcher reflexivity is also very possible because one of the research members has a military family background and believes that the military leadership style is the best leadership style. Meanwhile, other members of the research team actually have the opinion that every time they hear about leadership in the military world, what they think of is only leadership that is based on obedience and relies on physical advantages. To overcome this problem, we from the research team tried to avoid opportunities for bias in this research by increasing discussions with all teams in this research and carrying out cross-corrections regarding the assumptions and interpretations of each team member. researchers to the answers of research participants.

4. Results and Discussion

Research result

Results of interviews with the Commander of Kodim 1001/Hulu Sungai Utara :

The Commander of Kodim 1001/Hulu Sungai Utara stated that the Leadership Style of Danrem 101/Antasari reflects a deep transformational and family leadership approach. The characteristic that Danrem uses a Transformational Leadership style is not only seen in the military aspect, but also in its concern for the welfare of soldiers and their families. This is manifested in various initiatives, such as support for the education of children of soldiers, which shows its commitment not only to the present but also to the future of future generations. These efforts include assistance in developing the careers of children of soldiers and repairing uninhabitable houses, showing an understanding that the welfare of soldiers cannot be separated from the stability of their families. The aim is so that all members can feel that the organization cares about them and Danrem does this so that soldiers can focus on the organization because external problems such as family stability have been resolved . Apart from that, Danrem also uses a Humanistic Leadership style in overcoming members' operational and personal challenges . This is demonstrated by his extraordinary flexibility and empathy . Through this humanistic leadership style , Danrem succeeded in creating a humorous and supportive work environment, where each member and their families feel valued and supported who have personal aspirations and needs. Meanwhile, in making decisions, Danrem 101/Antasari uses a strategic leadership style with the role of decision maker combined with a leadership style based on banjar culture, namely the principle of " *bubuhan*" . Although decisions remain in the hands of the leader, in the decision-making process, Danrem actively involves his staff, ensuring that the decision-making process involves perspectives and input from various parties. This staff involvement reflects a collaborative approach to the management of complex situations. Apart from that, from the strategic leadership style, Danrem also takes on the role of monitor and information disseminator where the firm and disciplined policies implemented by Danrem are also accompanied by clear communication to all soldiers, emphasizing the importance of transparency and equality of understanding throughout the military organization.

Results of interviews with the Commander of Kodim 1002/Hulu Sungai Tengah:

According to the Commander of Kodim 1002/Hulu Sungai Tengah, the leadership style used by Danrem 101/Antasari is a combination of several types of leadership styles. For example, the strategic leadership style demonstrated by an effective approach and focused on critical aspects . Through regular observations and evaluations, Danrem ensures that personnel placement is in accordance with individual abilities and

organizational needs. Quarterly evaluation meetings are a forum for identifying and resolving gaps between officials and their duties and responsibilities. Monitoring tenure in strategic positions also reflects a commitment to leadership refreshment. Apart from that, Danrem also applies a transformational leadership style. This can be seen from the attention given by Danrem to education and promotion, this means that Danrem has implemented leadership principles, namely placing emphasis on individual development. In handling violations or non-conformities, Danrem ensures that discipline is enforced in accordance with applicable regulations. In another example, Danrem also uses a combination of transformational, humanistic, humble leadership styles, and also leadership based on Banjar culture. This is demonstrated by the Danrem's comprehensive approach to response to organizational change showing a deep awareness of the internal dynamics and needs of soldiers in the field. Danrem carries out a decision-making process based on moral and ethical principles. Each evaluation meeting becomes a forum for explaining opportunities, obstacles and advantages and disadvantages before making a decision. This is in accordance with one of the concepts of "*bubuhan*", "*papadaan*", and "*yauh baimbai*" in the Banjar culture-based leadership concept. He listened carefully to the suggestions and difficulties faced by the Dandim, ensuring that the decisions taken were not only strategically profitable but also took into account real conditions on the ground. Lastly, Danrem also sometimes uses a Humanistic leadership style, as this example shows an open and collaborative attitude in determining steps ensures decisions are taken according to the context and provides solutions to any obstacles that may arise in its implementation.

Interview Results with Dandim 1003/Hulu Sungai Selatan:

According to Dandim 1003/Hulu Sungai Selatan, the leadership style used by Danrem 101/Antasari is a combination of transformational, humanistic, humble leadership styles, and leadership based on banjar culture. The transformational leadership style can be seen from the Danrem's attitude which actively approaches team members to provide direction, and emphasizes the importance of acting within specified limits. Apart from that, the concepts of "*gawi sabumi*" and "*bayaru baimbai*" in the leadership concept are based on Banjar culture also used by Danrem. This can be seen from the involvement of personnel which shows that the development of leadership skills is not only formal, but also includes aspects of balance between operational tasks and concern for team members. In a military context, the positive impact of leadership is also seen in the ability to overcome challenges together, face risks, and leave positive impression on subordinates. Danrem acts as a role model for his subordinate members, apart from being a formal leader, he is also active in maintaining good relations with Dandim and soldiers to create an environment that prioritizes honesty and concern for diversity of values and is reflected in the observation

that all actions must be in line with the moral standards adhered to. This is a real example that fits the humanistic leadership style.

Interview Results with Commander of Kodim 1004/Kotabaru :

According to the Commander of Kodim 1004/Kotabaru, the leadership style used by Danrem 101/Antasari is a combination of transformational, strategic, humble leadership styles, as well as banjar cultural leadership concepts, especially the "*bubuhan*" principle . Danrem's transformational leadership style can be seen from the leadership quality of Danrem 101/Antasari from his humble, simple and relaxed leadership style. Danrem is able to provide motivation and direction with an approach that is not harsh, but is still effective in inspiring his subordinates. Apart from that , strategic leadership can be seen from an important aspect , namely its focus on the highest service and providing maximum contribution to society. Furthermore, a humble leadership style can be seen from a leadership style that is relaxed and provides a positive example, making subordinates feel motivated to do their best in their territorial duties. Lastly, Danrem's decision making is always based on high moral and ethical principles. Decision making does not only consider tasks and functions in the region, but also pays attention to the impact on society, other agencies and the environment , in accordance with the concept of " *bubuhan*" in the Banjar culture-based leadership concept.

Discussion

Leadership in Teams

Team success can be defined as a group of people working together towards a common goal with a shared sense of responsibility for achieving that goal. Leadership in a team requires time management skills, the ability to manage group dynamics, and sensitivity to individual contributions. One of the primary functions of team leadership is to convey the solution plan to team members so that team members understand the actions required for implementation of the solution, how those actions need to be coordinated, and what situations constitute task or mission accomplishment. This is reflected in what the Military Resort Commander (Danrem) does every day in the morning assembly activities. Likewise, in the Korem 101/Antasari unit, Korem staff officers carry out coordination with all Dandim (Kodim Commanders) and Damyon (Battalion Commanders) spread across 11 districts and 2 cities in South Kalimantan in accordance with Danrem's directions and instructions.

As in the opinion of Yogaswara, et al, leadership is the process of influencing the commitment of other people to realize their full potential in achieving added value and a shared vision with passion and integrity (Yogaswara et al. 2023). Based on this opinion,

it can be interpreted that a leader is the main key for every organization because with a leader, an organization can run well and not cause chaos between people or members of groups. In essence, the success or failure of an organization depends on the leader. Therefore, a leader must have good qualities and performance. In military organizations specifically, the performance of military organizational leaders is shown by their ability to interact with unit members, how to prepare them, how to provide motivation and knowledge, personality and the organizational system that accompanies them in the leadership process.

Strategic Leadership

Strategic leadership is defined as an executive's ability to understand and lead an organization strategically. Strategic leadership involves using Alan Branche's *enterprise model* to gain a complete picture of the organization, including its position in the value chain, external and internal influences, and leadership capabilities (Noer 2019).

In a military environment, strategic leadership is critical in determining direction and achieving an organization's strategic goals. The strategy formulation process in the military field emphasizes the importance of focusing on vital questions and the use of effective planning models. For example, Danrem's involvement in handling forest and land fires in South Kalimantan, which covers 11 districts and 1 city of Banjarmasin, in this case Danrem is involved as deputy commander of the Forest and Fire Management Task Force in South Kalimantan.

Strategic leadership is also applied when implementing TMMD. TMMD (Army Manunggal Developing Village) is a collaborative program between the TNI and local governments which aims to build and improve infrastructure in remote or isolated areas that are difficult to reach. The TMMD implementation carried out by Korem 101/Antasari in 2023 includes the 116th TMMD in Kotabaru and Hulu Sungai Tengah Regencies, the 117th in Hulu Sungai Selatan and Tanah Laut Regencies, and the 118th in Tapin and Banjar Regencies. Strategic leadership can also be seen from the implementation of Karya Bhakti carried out by Korem based on village proposals with the approval of the Governor, which is implemented in several districts and cities, namely North Hulu Sungai Regency, Tanah Bumbu Regency, and Banjarmasin City. . Strategic leadership can also be seen from the implementation of the TNI Manunggal Air program which includes the installation of *Ram Pum* (Hydram) hydraulic pumps, the construction of drilled wells, and distribution of water by gravity or without using electricity. The application of strategic leadership can also be seen from the Korem program in order to overcome community difficulties, especially repairing uninhabitable houses (RTLH) for soldiers and the community. This program is being implemented in all districts/cities in the South Kalimantan region with a total of 134 units, with the following details: Uninhabitable

Houses (RTLH) for general public housing as many as 126 units and soldiers' official housing as many as 8 units.

Humanistic and *Humble Leadership*

The humanistic leadership concept emphasizes the importance of paying attention to individual autonomy in leadership studies in general. This concept reflects the belief that providing freedom and support for individuals to achieve their maximum potential is not only an effective strategy in the context of leadership, but also reflects a deep commitment to human values. Individual autonomy is also interpreted as a form of representation of metaphysical commitment to humanistic principles, where each individual is considered to have intrinsic value and unique potential. (Mallick 2020). In line with the opinion of Salleh, et al A humanistic leader must give his subordinates the freedom they need to realize their full potential and find personal satisfaction (Salleh et al. 2022). In Yang's opinion, humanistic leadership describes leadership that strengthens each other and acts collaboratively, not independently (Salleh et al. 2022).

Humanistic leadership is leadership that refers to traits or behavior that demonstrate humility and the absence of arrogance. The *humble* leadership implemented by Danrem is reflected in a humble leadership attitude, easily mingling with all soldiers and the community, reflected in unity activities with soldiers and families in Korem 101/Antasari and its staff units as well as with the community. in South Kalimantan.

Humanist leadership in the military environment of Korem 101/Antasari is reflected in Danrem's relationship with the soldiers under him, both soldiers, enlisted men, non-commissioned officers and state civil servants throughout the ranks of Korem 101/Antasari. Apart from that, it is also reflected in the presence of Danrem among soldiers who can communicate directly through daily activities at Korem and work visits to Kodim and Battalions. Apart from that, humanist leadership is also reflected in Danrem's relationship with components of society such as religious leaders, community leaders, traditional leaders, mass organizations, NGOs and also the people of South Kalimantan.

Banjar Culture Based Leadership

The Banjar culture-based leadership implemented by Danrem within Korem 101/Antasari can be seen through four concepts, namely: *bubuhan*, *papadaan*, *gawi sabumi*, and *kayuh baimbai*.

The concept of "*bubuhan*" in Danrem leadership within Korem 101/Antasari can be reflected in the implementation of the values contained therein such as shared

interests, shared goals, shared opinions, acting quickly, making the best decisions, high solidarity between people. fellow soldiers known as Jiwa Korsia.

The concept of "*papadan*" is applied in the Danrem leadership within Korem 101/Antasari and this is supported by the following conditions: 1) a high level of solidarity, namely the values of solidarity implemented by all soldiers within Korem 101/Antasari. The value of solidarity is based on unity: the interests, goals and opinions of all soldiers. This unity states that all soldiers in the TNI membership unit; 2) all soldiers apply proactive values actively or it could be said that all soldiers are proactive individuals, not just reactive, 3) all soldiers apply productive values where the actions taken will be focused on goals, effective and efficient.

The concept of "*Gawi Sabumi*" or mutual cooperation in Danrem's leadership can be seen from the implementation of community service programs carried out by Korem based on proposals from villages with the approval of the Governor in a number of districts and cities, namely North Hulu. Sungai Regency, Tanah Bumbu Regency, and Banjarmasin City.

The concept of "*Kayuh Baimbai*" is applied in the leadership of Danrem 101/Antasari that all soldiers work together in an organized manner to achieve goals. This condition is supported by several rights as follows: 1) all soldiers move with a focus on achieving targets; 2) there is clarity in planning operational activities in the military environment which is carried out through clarity of objectives, clarity of action and high rationality; 3) division of tasks is a mechanism for regulating activities.

Thus, the implementation of values in Banjar culture such as: "*bubuhan*, *papadaan*, *gawi sabumi*, and "*kayuh baimbai*" is reflected in every activity within Korem 101/Antasari. So this has an impact on all soldiers in Korem 101/Antasari. one big family that has the same guidelines as stated in Sapta Marga, I swear soldiers and 8 TNI conscripts who continue to uphold Banjar cultural values.

According to Tari, et al, the three most common representations of a professional leadership culture include extensive collaboration between professionals, a culture of trust, and a supportive environment (Tari et al. 2023). Based on this, it can be concluded that Banjar culture-based culture is a professional leadership culture because it includes the three things that have been mentioned. The extensive element between professionals is reflected in the concepts of "*bubuhan*", "*Gawi Sabumi*", and "*kayuh baimbai*". Meanwhile, elements of the culture of trust and elements of a supportive environment are reflected in all concepts in banjar culture-based leadership.

Research Limitations

The following are the limitations contained in this research:

1. The small sample size, where the number of participants in this study was only 5 people, can result in difficulties in generalizing the data, but in our opinion, in this case, 5 participants are sufficient to describe Danrem's leadership style, although it must be admitted that this small number of participants cannot be used. especially in non-military organizations.
2. The occurrence of researcher reflexivity was caused by one of the researchers having a personal or family background working in a military organization which might influence researcher bias, but we have also overcome this by increasing discussions from the research process to the journal preparation process to anticipate this.

5. Conclusion

Based on the research results, it can be concluded that the leadership style applied at Korem 101 Antasari Banjarmasin is a combination of Transformational, Strategic, Humanistic, humble, and Banjar culture-based leadership . This can be seen from Danrem's actions which focus on inspiring his subordinates to continue to develop while also paying attention to the welfare of his subordinates. Then Danrem also really maintains good relations with his subordinates and is very friendly to his subordinates. On the other hand, Danrem also remains focused on achieving the organization's strategic plans such as carrying out community service, for example repairing houses for the general public and soldiers that are deemed unfit for habitation. Danrem's leadership type also adheres to leadership based on banjar culture, for example there is high solidarity and mutual cooperation to achieve strategic plans.

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