



A Phenomenological Perspective on Transformational Leadership Style and Work Motivation of Soldiers at Korem 101/Antasari

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ARTICLE INFO

Keywords:

Korem101/Antasari
Military soldier
Transformational leadership style
Work motivation

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All authors have reviewed and approved the final version of the manuscript.

<https://doi.org/10.61996/economy.v1i2.39>

A B S T R A C T

This study aims to get a clear picture of the application of the transformational leadership style at Korem Antasari. This study seeks to explore the phenomenon of transformational leadership style and to find out and analyze whether the application of transformational leadership style has an effect on the work motivation of TNI AD soldiers at Korem 101/Antasari. Data for this study was collected from 100 key informants whose willingness was based on snowball sampling and by observing as passive participants, semi-structured interviews, and with the help of open and closed question instruments. This research prioritized the emic perspective - with full attention to key informant perceptions. Miles and Huberman's phenomenological approach was used in this study. It was found that transformational leadership style has an effect on the work motivation of TNI AD soldiers at Makorem 101/Antasari.

1. Introduction

In the ever-evolving landscape of leadership theories, the concept of transformational leadership stands as a beacon of inspiration and innovation. It has garnered significant attention for its potential to bring about profound positive changes within organizations. This study sets out on a journey to shed light on the practical application of the transformational leadership style within the specific context of Korem 101/Antasari, a significant military unit in the Indonesian Army (TNI AD). The primary aim of this research is to conduct a comprehensive exploration of the transformational leadership phenomenon and its intricate relationship with the work motivation of the dedicated TNI AD soldiers

stationed at Korem 101/Antasari. The military is an arm of government authorized to use lethal force and weapons to support the interests of the state and some or all of its citizens. By its very nature, the military is a massive and highly complex organization consisting of diverse levels of organization, roles, cultures, and individuals. In terms of size, the number of personnel, and budget, the military is absolutely massive; for that reason, its controls and management remain a significant challenge, necessitating the best leaders (commanders) to keep it moving efficiently.¹

The phenomenon of work motivation in Korem 101/Antasari today is generally not too different from the phenomenon of work motivation of soldiers in almost all Indonesian military units. The feeling of

love, pride, and loyalty to the homeland is the main motivation for soldiers to work because every soldier, from the moment he is appointed as a soldier, is bound by the soldier's oath to be loyal to the Unitary State of Indonesia. Next, the leadership role of the unit commander will also greatly influence soldiers' work motivation. Soldiers from Korem 101/Antasari will work with enthusiasm when the leader is close and communicative, always tries to improve the abilities, skills, and welfare of soldiers, and always prioritizes the interests of the organization and soldiers in their decision-making. Rewarding their hard work will also make soldiers feel appreciated and motivated to do their best. Apart from that, the opportunity to develop their career is also an important factor in increasing soldiers' work motivation.² The findings of this research not only aim to contribute to the broader body of knowledge on transformational leadership but also to provide actionable insights for the leaders, officers, and military policymakers at Korem 101/Antasari. It is our hypothesis that the practical application of the transformational leadership style within this military context has a discernible impact on the work motivation of TNI AD soldiers. As such, the results of this study are poised to offer valuable guidance and inspiration for leadership practices within this unique and critical domain.

2. Methods

There are two main ways/methods to conduct research, namely traditional/non-experimental and experimental research. Further explanation describes that Traditional approaches are usually more conservative in terms of the conclusions that can be drawn from the data, as they involve less manipulation of variables. Therefore, the risk of drawing incorrect conclusions is negligible. However, collecting enough data to conclude qualitative approaches often takes longer. The experimental approach has the opposite nature to the qualitative approach as it allows the researcher to manipulate variables more efficiently and allows results to be obtained more quickly. However, it often produces results that are less conclusive or contradictory than those obtained through traditional approaches. Qualitative methods are used to explore the "how" and "why" of systems and human behaviour and what determines that behaviour. Qualitative research involves observation of the soldier at Korem 101/Antasari and trying to understand the language and interpretation (perception) of the Military environment. In this study, observations were made on soldiers at Korem 101/Antasari.

Table 1. Development of semi-structured interview design.

Variable	Type	Source
Transformational leadership	Idealized influence	(Bass & Riggio, 2006)
	Inspirational motivation	
	Intellectual motivation	
	Individualized consideration	
Work motivation	1. Job interest	Hygiene Theory Herzberg, Robbins (1993)
	2. Desire for Growth	
	3. Status	
	4. Money and rewards	
	5. Job satisfaction	
	6. Evaluation	

The technique is adjusted to the stages of research, and the activities in data analysis are data reduction, data display, and conclusion drawing/verification - which is generally done at each stage of research Test the credibility of the data in this study was carried out with a member check, which discusses the values of

Transformational Leadership style to the source that provided the data, in this case the soldiers. The research participant soldiers were section officers (PASI) with 20 to 30 years of service at KOREM 101/Antasari. The researcher did not provide any stimulants other than obtaining PASI's willingness to

carry out self-assessments related to soldiers' work motivation and transformational leadership style at KOREM 101/Antasari, to maintain the situation as natural as possible as experienced by PASI in their daily lives, because this research was intended to obtain input about transformational leadership style and soldier work motivation. This research is at the individual level of analysis, taking into account a single research location, namely Korem 101/Antasari.

3. Results and Discussion

Information obtained from the Military Resort Commander (DanRem) of Korem 101/Antasari, Brigadier General TNI Ari Aryanto, said that there were 4,106 soldiers in all units of Korem 101/Antasari consisting of Officers, Non-Commissioned Officers and Tantama in 11 Kodim and 2 Battalions spread across in 11 regencies and 2 cities in South Kalimantan Province. Activities carried out by officers, non-commissioned officers and tantama every day include unit coaching and territorial coaching. Before carrying out daily activities, all soldiers always start by holding a morning assembly in order to check personnel strength and convey activities and various information that soldiers must know. After the morning roll call, all soldiers carry out activities according to the weekly schedule that has been made, such as carrying out training to improve skills, sports, and territorial development, as well as other activities that have been scheduled by the unit. Most of the officers, non-commissioned officers, and tantama of Korem 101/Antasari came from the Javanese tribe with 1,913 soldiers and the Banjar tribe with 1,045 soldiers. Apart from that, the soldiers also came from the Ambon, Balinese, Batak, Bima, Buton, Bugis, Dayak, Gayau, Flores, Jambi, Kutai, Lombok, Lampung, Madura, Makasar, Muna, Marin, Maluku, Mandar, Manado, Melayu, Padang tribes, Papua, Paser, Palembang, Sumba, Sunda, Sasak, Toraja, Tolaki. Most of the officers, non-commissioned officers, and senior officers in Makorem and Kodim ranks of Korem 101/Antasari are around 20-30 years, except for soldiers in 2 battalions whose average service period is 1-10 years. The following is a picture of routine activities carried out in DanRem's daily life.³

Phenomenological reduction is a philosophical notion that seeks to explain the objective world through the perspective of the individual experiences that shape it. Although philosophers and psychologists often use this term, its principles can be applied to everyday life to help us understand the world around us. Phenomenological reduction investigates a phenomenon from its individual experience rather than considering it as an object of experience. Phenomenological reduction is also known as "epoche". It is a philosophical method used in phenomenology to suspend or confine judgments about the existence of external objects and focus only on the subjective experience or appearance of something. The goal of reduction is to better understand the nature of experience and perception by setting aside any assumptions or preconceptions about the nature of the world and examining the raw, uninterpreted data of experience. Reduction is often associated with philosopher Edmund Husserl, who developed methods to investigate the structure of consciousness and the nature of meaning. Phenomenological reduction is often used as a starting point for philosophical inquiry.^{4,5} It is a way to set aside the influence of the natural and social sciences, which often rely on assumptions about the nature of the world that may not be relevant or applicable to the study of subjective experience.

Bracketing

Bracketing refers to the suspension of judgment, known as epoche, to gain an accurate perception of the phenomenon. Bracketing indicates that phenomenological reduction requires a researcher's attitude to change from natural to phenomenological. Concerning the research objective of investigating the existential meaning of transformational leadership and work motivation while in Korem 101/Antasari, it is assumed that our natural attitude becomes a mechanism or a way to unconsciously see the work motivation they experience/perceive their experience through a perspective about 1) transformational leadership at Korem 101/Antasari, 2) Self-perception of work motivation. The application of bracketing allowed the researcher to suspend the knowledge and

stereotypes of Korem 101/Antasari. Thus, the researcher deliberately endeavoured to identify their natural attitudes on these 2 points and continued to do so throughout the research process.⁶

Embodiment and desire of the PASI

Embodiment represents the situation of individuals who are physically, socially, and mentally bound. Desire represents what one wants to achieve or become through the phenomenon. Both of these are necessary for phenomenological reduction. Embodiment for this research is all participants were male; the majority were 50 years old. Whereas desire: soldiers join the TNI AD because they want to serve the nation and state.⁷

Transformational leadership style

The following describes the transformational leadership style values applied in the military environment of Korem 101/Antasari. Transformational Leadership Style is representative of idealized influence, inspirational motivation, intellectual motivation, and individualized consideration. The findings in an effort to collect data are as follows: Idealized influence is a representation of transformational leaders behave in ways that allow them to serve as role models for their followers. The leaders are admired, respected, and trusted. Followers identify with the leaders and want to emulate them; leaders are endowed by their followers as having extraordinary capabilities, persistence, and determination. The findings in an effort to collect data are as follows: "The commander demonstrates idealized influence through their sincere concern for the well-being of individual soldiers. They act as both a leader and a parental figure, emphasizing our collective welfare. They actively support our physical development, encourage us to aim for higher military ranks, and foster a culture of self-improvement. Their approach to addressing mistakes is constructive, providing solutions and guidance. This fosters an environment where acknowledging errors is welcomed, promoting growth and improvement." Inspirational motivation is a representation of transformational leaders behave in ways that motivate and inspire those

around them by providing meaning and challenge to their followers' work. Team spirit is aroused. Enthusiasm and optimism are displayed. The findings in an effort to collect data are as follows: "The Commander is highly trustworthy, instilling confidence in all members. They consistently base their decisions on moral and ethical principles, ensuring a positive and just outcome. Their extensive network in the external environment is a testament to their open-mindedness and effective communication. The Commander actively promotes military service to the wider community, bridging the gap between the military and civilians. They communicate across various societal strata, fostering inclusivity and encouraging individuals to join the military. This embodiment of Inspirational Motivation signifies their dedication to uniting both military personnel and the community, promoting cooperation and understanding." Intellectual motivation is a representation of Transformational leaders stimulate their followers' efforts to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways. The findings in an effort to collect data are as follows: "The Commander exhibits Intellectual Motivation through their effective communication with various sectors of society, including religious, traditional, community, and government leaders. They convey information in a manner that fosters national progress. Additionally, the Commander is readily accessible to personnel at all levels, providing a direct line of communication by sharing their personal phone number with all members. This accessibility exemplifies their commitment to an open and inclusive leadership style. When making decisions, the Commander involves their staff, valuing their input and ensuring the effectiveness of their choices. This participatory approach reflects their respect for hierarchy within military duties while maintaining an open and respectful channel for staff communication outside of official duties." Individualized consideration is a representation of Transformational leaders pay special attention to each individual follower's needs for achievement and growth by acting as a coach or mentor. Followers and colleagues are developed to

successively higher levels of potential. Individualized consideration is practiced when new learning opportunities are created along with a supportive climate. Individual differences in terms of needs and desires are recognized. The findings in an effort to collect data are as follows: "The Commander ensures Individualized Consideration by involving soldiers in strategic thinking, providing opportunities for valuable input, and making well-informed decisions. They display unwavering firmness when required and are always prepared to make tough decisions. The Commander's confidence is a crucial aspect of their leadership, fostering a sense of direction and assurance among the unit members. Their approach encourages a supportive, interactive environment that values strategic input, swift decisions, and strong leadership."^{8,9}

Work motivation

The following describes the work motivation values applied in the military environment of Korem 101/Antasari. Work motivation is representative idealized job interest, desire for growth, status, money and rewards, job satisfaction, and evaluation. The findings in an effort to collect data are as follows: Job Interest is a representation of the degree to which an individual finds their job tasks, responsibilities, and the overall work environment engaging and appealing. When employees have a high level of job interest, they are more likely to be motivated and satisfied in their roles. The findings in an effort to collect data are as follows: "The following describes the work motivation values applied in the military environment of Korem 101/Antasari. Work motivation is representative of idealized job interest, desire for growth, status, money and rewards, job satisfaction, and evaluation." Desire for Growth is a representation of, in the context of work motivation, the ambition and motivation that employees have for personal and professional development. This can include a desire for advancement in their career, skill development, and opportunities for learning and growth within the organization. The findings in an effort to collect data are as follows: "The individual exhibits a remarkable enthusiasm towards their military duties, which are

consciously chosen and seen as having a positive impact. As a dedicated soldier, their zeal and commitment to performing tasks with excellence is evident. Their deep interest in these military responsibilities is a driving force, and they approach each duty with diligence, fully embracing the role of a soldier. This strong dedication extends to their readiness and willingness to fulfill all responsibilities associated with their position." Status is a representation of the desire for social recognition, respect, and a prominent position within an organization or in society at large. Individuals who are motivated by status may seek job titles, recognition, or authority as a way to satisfy this need. The findings in an effort to collect data are as follows: "Their enthusiasm for military service compels them to perform at their best. The military environment instills discipline, structure, and a sense of purpose in their daily activities, motivating them to excel. It is their commitment to service that makes military work appealing and meaningful. This military experience is invaluable, and it's this dedication that fuels their fervor to achieve excellence, ensuring they carry out their responsibilities with zeal. They are inherently more spirited when executing military tasks compared to other duties, finding joy in every positive endeavor. Both military and non-military tasks are approached with equal enthusiasm, emphasizing the importance of each. Their career in the military is a journey of continuous improvement, a desire they passionately pursue. Their unwavering dedication to their military career is driven by a strong desire for personal and professional growth, which they intend to apply to better serve their community and fulfill their responsibilities." Money and Rewards are a representation of the importance of financial compensation and tangible incentives as drivers of motivation.¹⁰⁻¹²

Employees who are primarily motivated by money and rewards are often motivated by bonuses, raises, promotions, or other financial incentives. The findings in an effort to collect data are as follows: "Financial awards and incentives are indeed significant motivational factors for the individual. They strongly agree that these factors drive them to work harder and

remain motivated to achieve their financial goals within their military career. Additionally, their work satisfaction and contentment are exceptionally high, and this serves as a potent source of motivation, further propelling them to excel in their military duties. They find that the satisfaction and enjoyment derived from their work not only instill a sense of contentment but also provide an additional energy boost for the diligent execution of their military tasks.”

Job Satisfaction is a representation of a measure of how content or pleased employees are with their jobs. It encompasses various aspects, including the work environment, relationships with colleagues, job security, work-life balance, and fulfillment in one's role. Job satisfaction can significantly impact overall work motivation. The findings in an effort to collect data are as follows: “The individual finds significant satisfaction in their military role, considering it a source of great fulfillment in their life. Serving in the military provides not only personal but also familial contentment, aligning with their aspirations and serving as a manifestation of their life's goals. Their compliance with regulations and discipline is unwavering, motivated by the desire to avoid potential sanctions or penalties. Their dedication to following military rules is based on the understanding that military service demands strict adherence to regulations, further enhancing their job satisfaction.”

“Their primary goal lies in serving and excelling within the military organization. While receiving higher accolades is a goal, it isn't their foremost priority. They find satisfaction in the service itself and view awards and recognition as a by-product of their dedication. Their ultimate objective remains unwavering: to serve and contribute their best to the military organization. Their aspiration for higher recognition or career advancement is fueled by a deep desire to continually enhance their skills and knowledge within the military sphere. Achieving higher career levels is indeed a significant goal, but it doesn't overshadow their commitment to their primary objective of dedicated service and excellence. They approach their duties with dedication, ever mindful of their commitment to serving both their military community and the broader society.”

Evaluation is a representation of the

assessment or feedback that employees receive about their job performance. This evaluation can come in the form of performance appraisals, feedback from supervisors or peers, and self-assessment. Positive evaluation and feedback can enhance an individual's motivation by reinforcing their efforts and achievements. The findings in an effort to collect data are as follows: “The individuals find that performance evaluation is instrumental in enhancing their concentration on set goals and standards, helping to improve and align their performance. They acknowledge the value of performance evaluation as a metric of their work, guiding them in their daily tasks by revealing areas that require improvement. These evaluations serve as a tool for recognizing their shortcomings and fostering a continuous commitment to enhancement. In their view, the process of evaluation is crucial as it lays the foundation for achieving better results.”¹³

4. Conclusion

The military environment of Korem 101/Antasari, led by Brigadier General TNI Ari Aryanto, exhibits a strong commitment to the principles of Transformational Leadership Style and soldier work motivation. The leadership within the organization reflects the ideals of idealized influence, inspirational motivation, intellectual motivation, and individualized consideration, fostering a culture of respect, trust, and a drive for excellence. The soldiers at Korem 101/Antasari come from diverse ethnic backgrounds, with a significant portion hailing from the Javanese and Banjar tribes. The leaders within the Makorem and Kodim ranks are generally between 20-30 years old, while the soldiers in the two battalions typically have an average service period of 1-10 years. In terms of work motivation, the soldiers at Korem 101/Antasari display a remarkable degree of job interest, a desire for growth, and a strong commitment to their roles. Their motivation is not solely driven by monetary rewards but also by job satisfaction, personal fulfillment, and recognition within the military community.

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