



Leadership And Strategic Management At Army Polytechnic

Rachmat Setiawibawa

Army Polytechnic

Korespondensi penulis : rahmatsetiawibawa@poltekad.ac.id

Abstract

Leadership is the strength, skill or ability that exists within a person to influence and lead other people, with the aim of achieving predetermined targets (goals). Leadership can also be defined as a management function to influence, motivate, or direct other people to do certain things to achieve certain goals. An Army Polytechnic Leader is someone who is given the status of leading an Army Polytechnic based on selection and assignments given by the Indonesian Ministry of Defense. A person selected to be a leader is an individual who is able to influence, encourage, invite, guide, mobilize and direct individuals in the organization so that they can receive their influence in order to achieve the goals of the Army Polytechnic.

Keyword : Leadership And Strategic, Management, Army Polytechnic

INTRODUCTION

Leadership is the strength, skill or ability that exists within a person to influence and lead other people, with the aim of achieving predetermined targets (goals). Leadership can also be defined as a management function to influence, motivate, or direct other people to do certain things to achieve certain goals.

A person who carries out leadership functions is called a leader. In general, a leader has a charismatic aura about him, has a clear vision and mission, has the ability to control and manage what he leads, and is skilled at communicating. Leaders are required to have the ability to make the right decisions, be able to motivate and inspire members of their organization, and be able to resolve conflicts that may arise between their members.

With the current development of the technological world, leaders are also required to be able to adapt their leadership style and be able to adapt to make decisions, be precise and careful in various situations, dare to take responsibility and have the ability to take risks. A leader should have a clear and directed vision to achieve the goals set by the organization. A leader's communication must be good and effective, both in terms of conveying tasks or orders,



as well as in terms of listening to input or sharing from members or stakeholders outside the organization.

To be in line with developments in Information Technology in the current era, the leadership of the Army Polytechnic is facing the challenge of the university's readiness to make changes to management strategies through its study programs. In this case, leadership has a strategic role in the management framework. Because the role of a leader is basically a series of leadership functions. Meanwhile, the leadership function itself is one of the manager's roles within the framework of influencing subordinates or followers to be willing to provide dedication in achieving organizational goals, according to the subordinate's abilities to the maximum.

However, Bonoff and Zimmerman (2010) in Budget management And accountability: Evidence from Kenyan Local Authorities state that many research results cannot show evidence of a link between leadership and strategic management which can cause poor organizational performance. Therefore, an analysis of appropriate leadership and strategic management is needed to be implemented at the Army Polytechnic.

LITERATUR REVIEW

Leadership is a key element for organizations which includes beliefs, behavior and attitudes that influence each other (Quinn, 2005). Ahmed (2012) explains that strategic leadership capabilities must have a corporate culture that collaborates with each other and becomes the basis for improving organizational performance. Strategic leadership capabilities are not only related to top leaders, but also about how to create leaders who are able to create more value for customers (Hubbard, et., 2007). Strategic leadership requires the ability to create a multicultural view (Ting-Toomey, 1999). This is necessary to know when and how to manage the resources they have and provide the necessary feedback and is needed to develop employees so that employees are able to know how they provide feedback on their performance and get rewards for their performance (Graeme, 2010).

Leadership also requires the ability to create a multicultural view (Ting Toomey, 1999). This ability is needed to know when and how to manage the resources they have and provide the feedback needed to develop organizational members so that they have the ability to know how they should provide feedback on their performance and get rewards for their performance (Graeme, 2010).

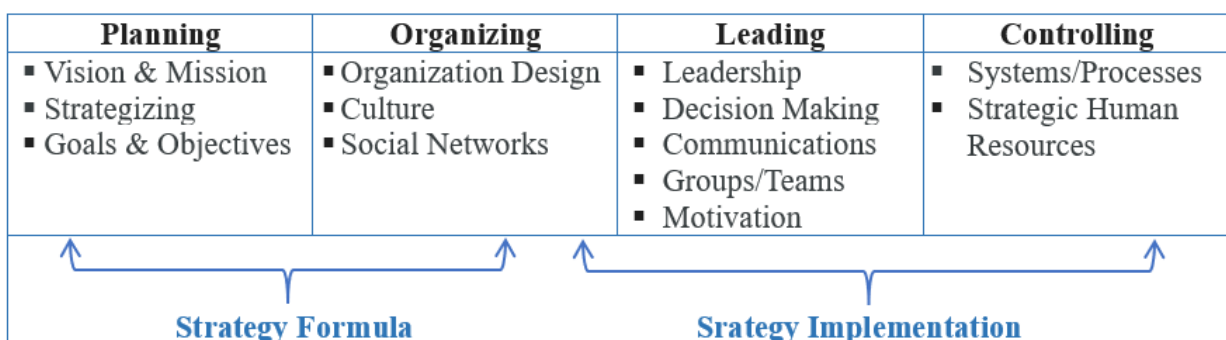
In other research, (Lynch, 2009), leadership is the ability to shape organizational decisions and provide high value over time, not only personally but also by inspiring and managing other people in the organization. Therefore leadership is a complex balancing act between several factors, overcoming strategic pressures, environmental changes outside the organization and managing human resources within the organization (Yukl, 2002)). Leadership means more than simply responding to external events. This includes inspiring and encouraging people within the organization with a clear direction for the future. It involves communicating with and listening to people within the organization with the aim of spreading knowledge, creating and innovating new areas and solutions to problems (Teece, 2000).

From here it is understood that leadership has an important role in the management framework. The role of a leader with all his leadership functions involves the role of a manager in influencing organizational members or subordinates to be willing to work and carry out tasks, with the will, all ability and enthusiasm to achieve organizational goals.

Furthermore, Bonnici (2015) in Strategic Management stated that strategic management is a process of evaluation, planning and implementation that is deliberately designed to maintain or increase an organization's competitive advantage, where the evaluation is based on an assessment of the external and internal environment. On the other hand, John Morris said that strategic management is about choices - in terms of what an organization will do and will not do to achieve certain goals and objectives, to realize the organization's predetermined vision and mission.

Still according to Morris, strategic management is a planning function at P-O-L-C, where this strategy is divided into 2 important things, namely first, a strategic formula designed to obtain a superior and competitive organization. Second, strategic implementation, which answers the question of how to implement the formula to achieve organizational goals. Morris groups strategic management as in Figure 1 below.

Figure 1. PLOC Framework





It can be seen in Figure 2 that the concept of organizational strategic management symbolizes what is done to achieve the mission and vision of the organization, which can be seen from achieving certain goals and objectives. Furthermore, strategic management is a well-structured and coordinated process in which organizations manage the formulation and implementation of strategies that have been formulated to achieve organizational goals.

Figure 2 Strategy in Accordance with Planning.



So it can be concluded that strategic management is the design and implementation of organizational goals by organizational management. Generally, design begins with an evaluation and assessment of existing resources, an industry analysis to assess the competitive environment in which the company operates, and an assessment of internal operations. This evaluation and various assessments are used as material for preparing strategies to achieve organizational goals. The implementation of the designed strategy aims to direct and align the company with its main goals.

RESEARCH METHOD

A research method is an approach or method used in the research process to solve problems and achieve the desired research objectives. In this research, we used qualitative research methods. Qualitative research involves collecting and analyzing non-numerical data (e.g., text, video, or audio) to understand concepts, opinions, or experiences. It can be used to gather in-depth insights into a problem or generate new ideas for research. Qualitative research

is used to understand how people experience the world. While there are many approaches to qualitative research, they tend to be flexible and focus on retaining rich meaning when interpreting data.

In this research, to collect information from sources, interview techniques were used directly with interviewers. The interview pattern used is a guided pattern, where the interviewer brings a series of questions that have been designed completely and in detail. This interview technique makes it possible to obtain relevant and in-depth information from the source.

Research data collection techniques include observation and documentation. Observations are carried out by analyzing, recording and drawing conclusions from the results observation of teachers' social competence. While documentation is done with record or photograph information related to the competence of lecturers at the Army Polytechnic.

RESULT AND DISCUSSION

An Army Polytechnic Leader is someone who is given the status of leading an Army Polytechnic based on selection and assignments given by the Indonesian Ministry of Defense. A person selected to be a leader is an individual who is able to influence, encourage, invite, guide, mobilize and direct individuals in the organization so that they can receive their influence in order to achieve the goals of the Army Polytechnic.

As is known, leadership is something that is really needed in leading an institution or organization so that it can achieve its goals. In this case, leadership includes all actions or behavior carried out by a leader to achieve the goals of the institution or organization he leads, in accordance with the previously established vision and mission.

In general, leadership can be defined as a person's ability to influence, encourage, invite, guide, move, direct, and if necessary force people or groups to accept their influence, with the aim of achieving a predetermined goal. Leadership is a readiness possessed by an individual to be able to carry out certain actions or behaviors that can help achieve goals in an institution or organization.

Leadership can also be defined as the process of motivating other people to work towards achieving predetermined goals. Meanwhile, leadership can also be interpreted as the process of influencing other people to achieve goals relevant to the organization. Therefore, it is not mandatory for every individual to become a formal leader in an organization, but can also become an informal leader in leading other people as followers in a group. Both informal and formal leaders play equally important roles in achieving the success of a group or organization.



Wang et al (2022) said that Charisma is the main characteristic of a leader. Charisma plays an important role in the communication process. Charismatic leadership can make his words more convincing to others. Additionally, this kind of leadership can even help listeners to feel more confident in the conversation. Charismatic leaders can easily motivate and inspire and can increase the efficiency of the entire organization.

Wang (2022) also said that great leadership not only increases follower loyalty but also increases the organization's resilience to future obstacles. He always evaluates and controls changes that occur in the external environment so that he can maintain a superior and competitive organization. In this paper we present four important parts that are indispensable in the topic of leadership. We believe the field of research in management will provide more compelling real-world cases to illustrate and deepen understanding of leadership. And in industry, the spirit of leadership will be harnessed to attract and retain followers and drive sustainable development.

Leadership Functions in Educational Institutions

Likewise, in educational institutions, leadership roles are very necessary. The main task of a leader is to guide and lead members of his organization in the right direction, so that they are able to carry out their work tasks quickly and precisely, as well as in overcoming problems and challenges that may arise in carrying out their duties. work assignments.

The Commander of the Army Polytechnic is someone who is given the authority to play a leadership role at the Army Polytechnic, leading and directing lecturers, staff and students, to work together to maintain the quality of education, increase creativity and innovation, so that the learning climate is well maintained.

Lecturers involved in the teaching and learning process are required to be effective leaders in guiding students (who are soldiers) in the right direction and helping them achieve academic goals. Apart from providing students with academic concepts, lecturers are also required to provide opportunities for students to hone their leadership skills. Developing leadership skills among Army Polytechnic students is one of the important goals in the educational process here.

Sunko (2012) in his research found that leadership in educational institutions is a management function, which is based on individual personal abilities, at the managerial level, where managerial skills and managerial style are very important.

Strategic Management in Educational Institutions

Strategic management is the process of determining the long-term vision, mission, goals and objectives of an organization and developing policies, plans and actions to achieve them. Strategic management involves analyzing the external and internal environment, identifying an organization's strengths, weaknesses, opportunities, and threats (SWOT), formulating strategies that exploit strengths and opportunities, and mitigate weaknesses and threats. Strategic management also involves monitoring and evaluating strategy performance and results, and making adjustments if necessary.

Strategic management is usually carried out at the top levels of the organization, over a period of three to five years. Strategic management provides direction, alignment, and coherence to an organization, and guides resource allocation and priorities.

Often strategies are left hidden in the heads of leaders, and may only be shared with a few people. As a result, no one really knows the long-term direction of the organization. It should be noted that organizational members will not be able to know anything without a clear road map regarding the organization's goals. The strategy should be explicit, in a document that describes in as much detail as possible past performance, the current situation, and future circumstances. This is not just about numbers, but rather a discussion of the choices being made and why those choices are important.

Getting support for the strategy from those who will be tasked with and responsible for its implementation is critical to achieving success. Successful strategic management requires the organization to involve as many of its members as possible in implementing the strategy. The leadership team needs to invite feedback, generate discussion, and debate solutions. The more people involved in a strategy, the more they own the strategy.

Good communication is very important for implementing organizational strategy. Even if leadership understands this, getting employees to engage with this strategy is intellectually and emotionally challenging. Based on experience, leaders tend to lack communication and send inconsistent messages. One memo is not enough. The toughest challenge is socializing the organization's strategy precisely, quickly and intelligently.

“If you can measure it, then you can manage it”. This principle is a benchmark for a leader in carrying out leadership duties and carrying out organizational strategic management. Measuring means providing the insights needed to stay on track in achieving organizational goals. Once measures have been developed, measure and define key performance strategies, process them as a structured series of processes, review, discuss and adjust to drive progress towards achieving strategic goals.



Leadership is a strategic management process that starts from the top and requires full commitment from him. If leaders make strategic management a priority, everyone else will follow. In fact, this behavior leads and has a big influence on other members. It should be noted that strategic management requires strong leadership and a continuous process.

CONCLUSSION

The Army Polytechnic, as an educational institution for TNI Army soldiers, of course has organizational direction and objectives in the growth and development of knowledge in the defense sector of the Republic of Indonesia. In order to achieve goals and objectives, as well as bring improvements in the education system as a whole, it is also important for soldiers to also hone their knowledge, skills and leadership skills.

The main task of Army Polytechnic leaders is to ensure that the organization has the right strategic management, so that it can provide relevant information and guidance to management and lecturers to be able to lead students in the right direction. Leaders need to provide organized support and assistance so that the tasks and activities of student soldiers can be carried out optimally. In this case, leadership is grouped into three main categories, namely interpersonal, informational and decision making. With leadership dimensions: defining vision, values and direction, improving teaching and learning conditions, establishing roles and responsibilities, redesigning and enriching the curriculum and teaching system, improving the teaching and learning process, improving the quality of educators, building relationships within and outside the institution education, selecting and developing intelligent tools, and participating in providing effective solutions to problems and ensuring an orderly environment that supports overall organizational performance.

These leadership activities are a symbol of the group, as well as being a mediator if there is conflict, giving advice, setting goals, creating a friendly environment, providing a sense of security, respect, providing motivation, having responsibility, and having an ideological view. So it is clear that to carry out their duties and activities well, leaders need to increase their knowledge in terms of modern and innovative methods. Especially with the progress that is occurring and with the emergence of modernization and globalization. Leaders need to increase

their knowledge and competence, especially in terms of using modern, scientific and innovative methods, in order to answer the challenges of globalization and current developments.

In an environment that is changing so rapidly, a leader is required to always be able to monitor and see all these changes, because any changes and developments that occur will definitely affect the process of achieving previously set goals. Globalization and change cannot be denied and avoided, so leaders must be able to anticipate and follow the changes that occur. A leader is not only required to be able to see the future, make plans (road maps) for the organization but also must be able to behave in a way that supports the achievement of these plans.

The Army Polytechnic must be commanded by someone who has leadership skills, so that the organization has greater opportunities for success and progress. However, even though leadership is the character and attitude inherent in a leader, the spirit of leadership must always be trained and honed. Everyone can develop and grow their leadership abilities, so that good leadership character and behavior is inherent in them. Ways to develop leadership skills include:

1. As an inspiration in his team. A Leader is an example for all team members. His behavior attracts everyone's attention, so it can inspire other team members.
2. Always practice discipline. Discipline encourages a person to remain consistent and have good abilities to carry out and complete various tasks and responsibilities.
3. Always learning, including studying situations and things that happen in his work. Of course, this causes a person to have good decision-making abilities, including facing various challenges that may arise.
4. Army Polytechnic leaders must also have the ability to empower all team members, including the ability to share tasks, provide opportunities for other people to make the best contribution to their organization, so that cohesiveness within the organization can be well fostered.
5. Able to recognize oneself, so that one can develop oneself optimally, and develop the potential of its members so that they are able to produce new leaders (regeneration).
6. Have the courage to admit mistakes and continue to improve to be better, learn good practices in every mistake made, so that you can improve your leadership abilities, so that the same mistakes are no longer repeated.

Leadership must have strategic management so that education quality is placed as a top priority, including providing access to laboratories and equipment, providing scholarships and



research funds, as well as facilitating collaboration between lecturers and students, including paying attention to lecturer career development. Lack of leadership attention to lecturer career development can result in reduced lecturer motivation to improve the quality of their teaching. Apart from paying attention to lecturer career development, an effective leadership strategy must provide sufficient support to improve the quality of lecturers' teaching. What is no less important is ensuring that student soldiers have access to adequate academic and non-academic resources, as well as facilitating the development of skills and abilities that are relevant and appropriate to their field of work.

Army Polytechnic leaders must open up opportunities for collaboration with industries relevant to their field of education, to be able to provide input on curriculum development and national defense research. This will be very useful in the teaching system and curriculum that is developed so that it can create student soldiers who are creative, innovative, work smart, produce various research and development of defense equipment that is beneficial for the Republic of Indonesia.

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