

Defense Policy from the Perspective of the Defense Apparatus Competence, Military Leadership, and Military Intuition

by Wibisono Poespito Hadi

Submission date: 27-May-2025 10:37AM (UTC+0700)

Submission ID: 2685714733

File name: atus_Competence,_Military_Leadership,_and_Military_Intuition.pdf (594.82K)

Word count: 6644

Character count: 33786

**Defense Policy from the Perspective of the Defense Apparatus:
Competence, Military Leadership, and Military Intuition**

**Bambang Santoso Haryono*, Wibisono Poespithadi,
Soesilo Zauhar, Drasopolino**

University of Brawijaya, MT Hariyono Street No. 163, Malang City, East Java, Indonesia

Received: August 8, 2022 ▪ Reviewed: September 10, 2022

▪ Accepted: September 14, 2022 ▪ Published: January 5, 2023

Abstract:

This study aims to examine and analyze the effect of the competence of the defense apparatus and military leadership on military intuition and the performance of defense policy implementation. This study uses a quantitative approach by conducting a quantification study related to the perspective of the defense policy of the defense apparatus. The data used are primary data with the research instrument in the form of a questionnaire. The population in this study is the entire community in the city of Bandung, Indonesia. The sample of this study was 200 respondents consisting of civilians and soldiers who served in the city of Bandung, Indonesia. Data analysis used the structural equation model (SEM) measurement model with the help of the WarpPLS package computer program. The results showed that: 1) Defense apparatus competence and military leadership have a positive and significant impact on military intuition; 2) Military intuition has a positive and significant effect on Defense Policy Performance, besides that Military Leadership and Military Intuition have a positive but not a significant effect on Defense Policy Performance; 3) Defense force competence has a significant effect on defense policy performance through military intuition and military leadership has a significant effect on defense policy performance through Military Intuition. Currently, in several countries, there has been much research in the field of defense, but this article contains a novelty in that the researchers have more focused on the dimensions of analyzing the performance of capacity-building-based defense policy implementation.

Keywords: defense apparatus, military leadership, military intuition, policy implementation, structural equation model, WarpPLS.

国防装备视角下的国防政策：能力、军事领导力和军事直觉

Corresponding Author: Bambang Santoso, Administration Sciences Department, University of Brawijaya, Malang, Indonesia;
email: bambangfia@ub.ac.id

This article is an open-access article distributed under the terms and conditions of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>)

摘要:

本研究旨在检验和分析国防机构和军事领导的能力对军事直觉和国防政策执行绩效的影响。本研究采用定量方法,从国防机构的国防政策角度进行量化研究。使用的数据是调查问卷形式的研究工具的原始数据。本研究中的样本是印度尼西亚万隆市的整个社区。这项研究的样本是 206 名受访者,其中包括在印度尼西亚万隆市服役的平民和士兵。数据分析在变形求助软件包计算机程序的帮助下使用结构方程模型(扫描电镜)测量模型。结果表明:1) 防御装备能力和军事领导能力对军事直觉有显著正向影响;2) 军事直觉对国防政策绩效有积极且显著的影响,此外军事领导力和军事直觉对国防政策绩效有积极但不显著的影响;3) 国防力量能力通过军事直觉对国防政策绩效有显著影响。军事领导通过军事直觉对国防政策绩效有显著影响。目前,在几个国家,国防领域的研究已经很多,但本文的创新之处在于,研究人员更侧重于分析基于能力建设的国防政策实施绩效的维度。

关键词: 国防设备、军事领导、军事直觉、政策实施、结构方程模型、变形求助。

1. Introduction

The obligation to defend the territorial sovereignty of the Republic of Indonesia under Article 27 paragraph (3) and Article 30 paragraph (1) of the 1945 Constitution mandates every citizen regarding their rights and obligations in the defense and security of the state.

These two articles also indicate that state defense and security are not only the responsibility of the TNI and Polri as the main components of state defense and security but also the responsibility of all components of the nation. The defense efforts of the Indonesian state, as stated in Article 30, paragraph (2) of the 1945 Constitution, are made in a universal defense system. The defense system involves all citizens, territories, and national resources prepared early by the government, is carried out in a total, integrated, and directed manner, and continues from the period of peace to the time of war.

Regional Governments/City Governments and Kodim in the preparation of national defense in terms of geography have the same duties to organize geographical aspects according to their respective authorities. The Bandung City Government made the RTRW for the City of Bandung intending to realize a safe, comfortable, productive, effective, efficient, sustainable, environmentally friendly, trade-based, service, and creative industry-based layout. Furthermore, under the Decree of the Minister of Defense Number KEP/216/M/III/2012 dated March 26, 2012, concerning the Central Control Desk of the Defense Office (DPPKP), the Kodim is currently acting to assist the Adhoc official Head of the Regional Office of the Ministry of Defense (Ka Kanwil Kemhan) in activities implementing the duties and functions of the Ministry of Defense. The aim is to prepare a defense area that can be used to formulate all potential

Defense as regional strength when the country is in a state of war. The difference in conceptions and objectives is what can lead to differences between the RTRW compiled by the Bandung City Government and the RRWP compiled by the Kodim 0618/BS Bandung.

The policy is in the form of RI Government Regulation Number 68 of 2014 concerning State

Defense Territory Arrangement. This Government Regulation is operational elaboration of the Law of the Republic of Indonesia Number 26 of 2007 concerning Spatial Planning. Its implementation is included in the RTRW compiled by the City Government of Bandung and RRWP compiled by Kodim 0618/BS Bandung.

Policy and development are two interrelated concepts as an instrument of the government (state) in carrying out its two main functions, namely the function of regulation and service function in the context of community welfare (Sarundajang, 2000). As a process of realizing people's welfare, development is the context in which policies operate. Meanwhile, policies that refer to a development framework provide guidelines or a foundation for the process and implementation and development goals of various programs and projects. Therefore, the function of policy in development is to provide a formulation of action options and priorities to achieve development goals (Maria, 2006).

According to Whitaker (1981), the success of policy implementation is influenced by two large variables: the content of the policy (the content of policy) and the implementation environment (context of implementation). First, the content of the policy includes: (1) the extent to which the interests of the target group or target group are contained in the content of the policy; (2) types of benefits received by the target group; (3) the extent to which changes are desired from a policy; (4) whether the location of a program is correct; (5) whether a policy has mentioned its implementer in detail; (6) whether a program is supported by adequate resources. Second, the policy environment includes: (1) how much power, interests, and strategies are owned by the actors involved in policy implementation; (2) the characteristics of the institutions and regimes in power; (3) the level of compliance and responsiveness of the target group.

Based on the previous explanation, this study will examine and analyze the influence of the competence of the defense apparatus and military leadership on military intuition and the performance of defense policy implementation.

2. Literature Review

This research aims to contribute thoughts to theoretical studies in the development of public administration science, in particular regarding the implementation of defense zone structuring policies in the territory of the Bandung City Military Command 01618/BS, especially concerning the Detailed Defense Area Plan (RRWP) and its integration with the Spatial Plan and Region (RTRW) of Bandung City.

2.1. Defense Force Competencies

Competence comes from commitment, which means "willingness or responsibility," and potential (potencies), which means "ability or ability," so competence can be said as "skill" (Echols & Shadily, 1975). Glenn (1977) said, "Competence includes knowledge, understanding, skills, values, attitudes, and interests." Competence is used to assess standards, provide a clear indication of success in development activities, establish a development system, and can be used to compile individual job descriptions.

The 1945 Constitution stipulates the State Defense System (Sishanneg) that places the people in a vital role, and national defense is carried out with the Universal People's Defense and Security System (Sishankamrata). The meaning contained in Sishankamrata: "the people are main and in the universe," both in the spirit and in using all national power and resources, for the benefit of defense in defending the existence of the Republic of Indonesia.

The main components of state defense and security are the TNI and the Polri. The TNI is a state instrument that acts as a means of state defense, while the Police is a State instrument that plays a role in maintaining public security and order, upholding the law, providing protection, and providing services to the community. The reserve component consists of citizens, natural resources, and national facilities and infrastructure that have been prepared to be mobilized through mobility to enlarge and strengthen the components. Supporting components consist of citizens, natural resources, artificial resources, and national facilities and infrastructure, which can directly increase the strength of the main and reserve components.

2.2. Military Leadership

According to Robbin (2002), leadership is the ability to influence a group toward achieving goals. Leadership is the process of influencing or directing the activities of group members to achieve goals or improving organizational performance or leadership is the process of directing and influencing the task activities of people in the group (Siagian, 1999). Activities influence individuals (interpersonal) to work together to achieve common goals through the communication process (Dessler, 1999).

Military leadership is an art and skill in influencing and guiding people led/subordinates so that those who are led grow the willingness, trust, obedience, respect, and sincere cooperation required in carrying out tasks

with tools or time efficiently but groups/unit is confidential for individual purposes. The concept of leadership applied in the TNI is field leadership, which is leadership that does not only sit behind the desk but must be able to blend in and work together in the field or field of duty directly (Purnomo, 2012).

2.3. Defense Policy Performance

According to Richardson et al. (1977), the definition of performance is an act, an achievement, or what a person shows through his real skills. Policy implementation is a process that implies that policy implementation is an effort in the form of elaboration and activities to achieve policy objectives. Therefore, the performance of defense policy implementation is the result of efforts in the form of elaboration and activities to achieve the objectives of defense policy.

The defense policy, especially the arrangement of the defense area, is regulated in statutory regulations starting from the 1945 Constitution, Laws, Government Regulations, to Regional Regulations, which are faced with the development of the needs of the community environment. So that there must be a synergy between the central government and the regional government as well as between the regional government and the TNI in formulating policies for defense area arrangement.

2.4. Relationship between Variables

2.4.1. Militancy toward Customer Focus

Previous researchers have conducted studies investigating the relationship between militancy and customer focus. Schutt (1982) conducted research aimed at supporting support for militant action among public employees in negotiating work contracts. This study used a survey by distributing questionnaires with stratified random samples of 819 taken from a list of around 4,500 professional and paraprofessional members of the Department of Public Assistance and Vocational Rehabilitation. The survey results show what militant workers do with strikes and work actions, but there are still mismatches in the aspirations of public militant workers toward customers because they oppose the bureaucracy, so the results show that militant military workers do not need to be significant toward public customers. Therefore, the first hypothesis is as follows:

H1: Militancy has a significant influence on customer focus.

2.4.2. Militancy toward Performance

Previous researchers have conducted studies investigating the relationship between Militancy toward Performance. Wabara et al. (2017) conducted a study aimed at developing labor militancy on organizational efficiency, regarding the Enugu Electricity Distribution Company (EEDC) in the State of Umuahia Abia, Nigeria. The specific purpose of the research is to identify workforce training and development programs adopted by EEDC in developing their employee

militancy, ensuring the impact of training and development programs on employee performance in the State of Abia. The results of the study revealed that the organization's workforce militancy development policy was sustainable and by strategic policies. So the results of this study are that self-development and employee attitudes will form workforce militancy that has an impact and a significant effect on the level of employee performance. Therefore, the first hypothesis is as follows:

H2: Militancy has a significant influence on performance.

2.4.3. Militancy toward Sustainability

Previous researchers have conducted studies investigating the relationship between Militancy toward Sustainability. Monisola (2013) conducted research aimed at discussing the militancy dilemma in the Niger Delta about Nigeria's sustainable development and suggested strategies to achieve sustainable development. This study uses secondary data collection methods produced from journals, magazines, official publications, and the Internet, then analyzed descriptively. The results of this study indicate that militancy in the Niger Delta affects sustainable development in Nigeria. During the mid-1970s the Middle East oil crisis harmed the world economy. Political leaders must be militant and work harder for peace in the Niger Delta because peace is closely related to economic growth. So it can be concluded that the low level of militancy (undirected) can inhibit sustainable development in Nigeria; militancy has a significant positive effect on sustainability in Nigeria. Therefore, the first hypothesis is as follows:

H3: Militancy has a significant influence on sustainability.

2.4.4. Strategic Entrepreneurship toward Customer Focus

Previous researchers have conducted studies investigating the relationship between strategic entrepreneurship toward customer focus. Acar et al. (2013) conducted a study aimed at examining the impact of customer orientation and entrepreneurial orientation on frontline employees (customer service operators) in banks on individual service performance. The sample used was a customer service bank (CS) employee in Turkey. This study uses a survey with a questionnaire to 346 CS employees on 14 bank deposits. The first result shown is correlation analysis, where each variable influences the other positively and significantly. After calculating the correlation value, linear regression analysis is performed, and the analysis found that strategic entrepreneurship has a significant effect. The variable of customer orientation positively affects only the aspects of customers and aspects of competitors. Therefore, the first hypothesis is as follows:

H4: Strategic entrepreneurship has a significant

influence on customer focus.

2.4.5. Strategic Entrepreneurship toward the Performance

Previous researchers have conducted studies investigating the relationship between strategic entrepreneurship and performance. Kantur (2016) conducted research aimed at developing a better understanding of the influence of entrepreneurship at the company level and organizational performance in developing economies by assessing the effect of strategic entrepreneurship mediation between entrepreneurial orientation and organizational performance. Yan et al. (2018) conducted a study aimed at investigating the impact of returnee entrepreneurs on innovation performance in China. Jyoti and Chalotra (2015) conducted a study aimed at examining the impact of further dimensions of strategic entrepreneurship on various outcomes and examining the causal effect between strategic entrepreneurship with financial performance. Acar et al. (2013) conducted a study aimed at examining the impact of customer orientation and entrepreneurial orientation on frontline employees (customer service operators) in banks on individual service performance. Therefore, the first hypothesis is as follows:

H5: Strategic entrepreneurship has a significant influence on performance.

2.4.6. Strategic Entrepreneurship toward Sustainability

Previous researchers have conducted studies investigating the relationship between strategic entrepreneurship and sustainability. Di Vito and Bohnsack (2017) conducted research aimed at showing and explaining how entrepreneurial orientation, an established construction in the field of entrepreneurship, can influence behavior patterns in sustainable entrepreneurial decision making, new fields and most of which are being studied. This study uses a mixed method from 24 companies that use a dual case approach and qualitative and quantitative analysis. This study shows that entrepreneurial orientation, an established construction in the field of entrepreneurship can influence behavior patterns in sustainable entrepreneurial decision-making. The findings have practical implications for sustainable entrepreneurs and for policymakers to provide support and incentives for sustainable entrepreneurship. Therefore, the first hypothesis is as follows:

H6: Strategic entrepreneurship has a significant influence on sustainability.

2.4.7. Strategic Entrepreneurship toward Sustainability with Moderation Experience

No research has been found that makes Experience a moderating variable. So in this study, we want to know whether experience can strengthen the influence of strategic entrepreneurship on sustainability. Therefore, the first hypothesis is as follows:

H12: Strategic entrepreneurship has a significant influence on sustainability with moderation experience.

3. Research Methods and Materials

This research conducts a quantification study related to the defense policy perspective of the apparatus defense. The data were primary data with a research instrument in the form of a questionnaire. The population in this study was all people in the city of Bandung, Indonesia. The sample of this study was 200 respondents consisting of civilians and soldiers who served in the city of Bandung. Data analysis using the measurement model Structural Equation Model (SEM) model with the assistance of the WarpPLS package computer program (Solimun et al., 2017). The reasons were as follows: (1) The analysis model was tiered, and the structural equation model met the recursive model; (2) Variable measurement is latent, meaning any

variables cannot be measured directly.

This study's conceptual framework connected the relationship between variables, where militancy and strategic entrepreneurship affect sustainability mediated by customer focus and performance, with experience as a moderating variable.

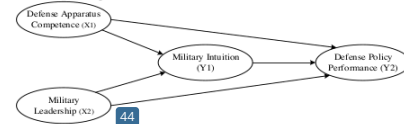


Figure 1. Conceptual framework

4. Result and Discussion

The results of the factor analysis for each variable are shown in Table 1.

Table 1. Load of each variable's factors (Research data, 2020)

Variable	Indicator	Loading Factor	p-value	Results
Defense Apparatus Competences (X1)	Knowledge (X11)	0.686	< 0.001	Sig.
	Skills (X12)	0.718	< 0.001	Sig.
	Attitude (X13)	0.451	< 0.001	Sig.
	Ability to Adjust (X14)	0.623	< 0.001	Sig.
Military Leadership (X2)	Personality (X15)	0.545	< 0.001	Sig.
	Clear goals (X21)	0.493	< 0.001	Sig.
	Based on Mutual Trust (X22)	0.586	< 0.001	Sig.
	Have a Common Understanding (X23)	0.669	< 0.001	Sig.
	Based on Discipline (X24)	0.726	< 0.001	Sig.
	Risk Management (X25)	0.523	< 0.001	Sig.
Military Intuition Factors (Y1)	Cognition and Emotion (Y11)	0.650	< 0.001	Sig.
	Intentional Sharpness (Y12)	0.601	< 0.001	Sig.
	Experience (Y13)	0.511	< 0.001	Sig.
	Decision-Making Speed (Y14)	0.741	< 0.001	Sig.
	Quality of Work Results (Y21)	0.457	< 0.001	Sig.
Defense Policy Performance (Y2)	Power and Cost efficiency (Y22)	0.454	< 0.001	Sig.
	Initiative (Y23)	0.703	< 0.001	Sig.
	Mastery of Tasks (Y24)	0.731	< 0.001	Sig.
	Reliability (Y25)	0.562	< 0.001	Sig.
	Work attendance (Y26)	0.585	< 0.001	Sig.
	Public Satisfaction (Y27)	0.600	< 0.001	Sig.
	Minimal Impact of Socio-Political Economy and Law (Y28)	0.750	< 0.001	Sig.

Table 1 indicates that all latent variables have excellent and decent indicators. Fully, it finds the most dominant indicators through contribution. The best indicator of creating the defense apparatus competences, which has the most significant loading factor of 0.718, is skills. The indicator with the biggest load factor is discipline-based, which is the most important indicator in reflecting military leadership. Military intuition is significantly reflected by four indicators: cognition and emotion, intuitive acuity, experience, and decision-making speed. Among the four indicators, the less important indicator is experience, which is shown by

the smallest factor load value, while the most important indicator in reflecting military intuition is decision-making speed. Last but not least, the best indicator in creating the defense policy performance, which has the most significant loading factor of 0.750 is minimal impact of socio-political economy and law.

We evaluated 20 parameters that show a causal relationship with other latent variables. A causal relationship is declared insignificant if the p-value is < 0.05. Table 2 is a summary of the coefficient calculation results in the analysis of WarpPLS.

Table 2. Hypothesis testing results (Research data, 2020)

Direct Effect				
The effect between latent variables		Path Coefficient	p-value	Conclusion
Predictor	Response			
Defense Force Competencies (X1)	Military Intuition (Y1)	0.341	0.000	Significant
Military Leadership (X2)	Military Intuition (Y1)	0.383	0.000	Significant

Continuation of Table 2

Continuation of Table 2					
Defense Force Competencies (X1)	Defense Policy Performance (Y2)	0.178	0.050	Not Significant	
Military Leadership (X2)	Defense Policy Performance (Y2)	0.172	0.085	Not Significant	
Military Intuition (Y1)	Defense Policy Performance (Y2)	0.318	0.001	Significant	
Indirect Effect					
Variable			Path Coefficient	p-value	Conclusion
Predictor	Mediation	Response			
Defense Force Competencies (X1)	Military Intuition (Y1)	Defense Policy Performance (Y2)	0.108	0.014	Significant
Military Leadership (X2)	Military Intuition (Y1)	Defense Policy Performance (Y2)	0.122	0.008	Significant

Table 2 shows that the path coefficients of defense apparatus competence (X1) and military leadership (X2) to military intuition (Y1) are 0.341 and 0.383, respectively. Additionally, the p-value for the two relationships is 0.000, which is less than 0.05. Based on this, it can be concluded that Defense Apparatus Competence (X1) and military leadership (X2) have a positive and significant effect on military intuition (Y1). This shows that if there is an increase in the competence of the defense apparatus (X1) and military leadership (X2) then an effect Military Intuition (Y1) will also increase. The results of the previous factor analysis show that Defense Force Competency (X1) is most strongly reflected by the Skill indicator (X12), while Military Leadership (X2) is most strongly reflected by the disciplinary-based indicator (X24). Thus, Military Intuition (Y1) can be increased by enhancing skills (X12) as the most important indicator of defense apparatus competence (X1) and based on discipline (X24) as the most important indicator in Military Leadership (X2). The increase in the value of Military Intuition (Y1) will then be reflected by the speed of decision-making (Y14) indicator as the most important indicator reflecting the military intuition (Y1) variable.

The results of further hypothesis testing in Table 2 show that Defense Force Competencies (X1) and Military Leadership (X2) have a positive but not significant effect on Defense Policy Performance (Y2). The path coefficients for the influence of defense apparatus competence (X1) and military leadership (X2) on defense policy performance (Y2) were 0.178 and 0.172, respectively. The p-values for each of these effects are 0.050 and 0.085. This indicates that an increase in the Competence of Defense Apparatus (X1) and Military Leadership (X2) cannot cause Defense Policy Performance (Y2) to increase directly.

Furthermore, Table 2 also shows that Military Intuition (Y1) influences defense policy performance (Y2) with a path coefficient of 0.318 and a p-value of 0.001. A positive path coefficient indicates a direct effect. Meanwhile, a p-value less than 0.05 indicates that the effect is significant. Thus, it can be concluded that an increase in Military Intuition (Y1) will directly increase Defense Policy Performance (Y2).

In addition to the description above, Table 2 shows the indirect influence of Defense Apparatus Competence (X1) and Military Leadership (X2) on

Defense Policy Performance (Y2) through Military Intuition (Y1). The effect of defense apparatus competence (X1) on defense policy performance (Y2) through military intuition (Y1) has a path coefficient of 0.108 and a p-value of 0.014. With a positive path coefficient and p-value less than 0.05, it can be concluded that military intuition (Y1) is significant as mediation, meaning that an increase in the Competence of the Defense Apparatus (X1) will first increase Military Intuition (Y1), and then will affect the increase in defense policy performance (Y2) as well.

Meanwhile, the influence of military leadership (X2) on defense policy performance (Y2) through military intuition (Y1) has a path coefficient of 0.122, greater than 0.008. the path coefficient has a positive sign, meanwhile, it has a value of less than 0.05. Thus, it can be concluded that Military Leadership (X2) has a significant and positive effect on Defense Policy Performance (Y2) through Military Intuition (Y1). In other words, it can be concluded that Military Intuition (Y1) is significant as mediation.

Based on these explanations, it can be seen that Military Intuition (Y1) has a critical role in Defense Policy Performance (Y2). This is shown by the direct influence of Military Intuition (Y1) on the positive and significant Defense Policy Performance (Y2) and the significant role of Military Intuition (Y1) as a mediation between the Competence of the Defense Apparatus (X1) and Military Leadership (X2). Thus, it is critical to keep Military Intuition (Y1) high so that Defense Policy Performance (Y2) is also getting better.

5. Conclusion

Based on the results of the analysis and discussion, the following conclusions can be drawn:

- 1) Defense Apparatus Competence and Military Leadership influence Military Intuition positively and significantly;
- 2) Military Intuition influences positively and significantly on Defense Policy Performance, besides Military Leadership and Military Intuition have a positive but insignificant effect on Defense Policy Performance;
- 3) Defense Force Competence has a significant effect on Defense Policy Performance through Military Intuition and Military Leadership has a significant effect on Defense Policy Performance through Military

Intuition.

Competence in the military includes; knowledge, understanding, skills, values, attitudes, and interests. Competencies are used to assess standards, provide clear indications of success in development activities, build development systems, and can be used to compile individual job descriptions in the military.

While leadership in the military is an art and skill in influencing and guiding people who are led/subordinates so that those who are led grow the will, trust, obedience, respect, and sincere cooperation needed in carrying out tasks with tools or time efficiently but in a group. /unit is confidential. for individual purposes. The concept of leadership applied in the Indonesian National Armed Forces is field leadership, namely leadership that does not just sit behind a desk but must be able to blend in and work together in the field or the field of duty directly.

Intuition in the military can be a secret weapon for commandos. Military capabilities are not only supported and encouraged by rationality, logic, and strategic planning. But listening to feelings and intuition will have a significant role in the military. It's all about cultivating a broader sense of awareness of what's going on, both externally and internally, concerning human observation. When awareness is broad, more data are captured, and bias is eliminated. With a wider and unbiased data set, intuition can flourish as it flows in the background of our consciousness, making sense of the data and generating insights and ideas to guide the way forward.

Therefore, studies on competence, leadership, and intuition are very much needed in the military world. So that these aspects need to be studied and analyzed more deeply to determine how competence, leadership, and intuition in the defense apparatus can affect the performance of policy implementation in national defense.

Currently, in several countries, there has been much research in the field of defense, but this article contains a novelty in that the researchers have more focused on the dimensions of analyzing the performance of capacity building based defense policy implementation.

Due to ³³ limitations of this study, further research is needed; it is recommended that some further research be carried out on state defense strategies and policies in determining standards of competence, leadership, and intuition in the military.

6. Limitations and Further Study

This study explores the dimensions of the influence of the competence of the defense apparatus and military leadership on military intuition and the performance of defense policy implementation. The study used is quantitative. Multiplying 200 respondents from civilians and the military in Bandung.

Limitations: The results of this study lie in the scope of the local geographic area of Bandung only. This study does not reflect the overall significant results of the Indonesian national territory.

Acknowledgments

We would like to express our deep gratitude to Prof. Dr. Ir. Nuhfil Hanani AR., MS., the Chancellor, and Drs. Andy Fefta Wijaya, MDA, Ph.D., the Dean of Administration Science at University of Brawijaya, Malang, Indonesia, especially for sharing their pearls of wisdom with us during this research. Finally, we thank all of our colleagues³⁵ at the University of Brawijaya, Malang, Indonesia, who provided inst²² and expertise that greatly assisted the research, for their patient guidance, enthusiastic encouragement, and useful critique of this research work.

Authors' Contributions

Author 1: Conceptualization, Methodology, Validation, Sup⁴³vision, Funding Acquisition.

Author 2: Formal Analysis, Investigation, Data Curation, Resources.

Author 3: Writing, Original Draft, Visualisation Project Administration, Software.

Author 4: Visualization, Project Administration Funding Acquisition.

References

- [1] ACAR, A.Z., ZEHIR, C., ÖZGENEL, N., & ÖZSAHIN, M. (2013). The Effects of Customer and Entrepreneurial Orientations on Individual Service Performance in Banking Sector. *Procedia - Social and Behavioral Sciences*, 99, 526–535. <https://doi.org/10.1016/j.sbspro.2013.10.522>
- [2] DESSLER, G. (1999). *Human resource management*. 7th ed. Upper Saddle River, New Jersey: Prentice Hall.
- [3] DIVITO, L., & BOHNSACK, R. (2017). Entrepreneurial orientation and its effect on sustainability decision tradeoffs: The case of sustainable fashion firms. *Journal of Business Venturing*, 32, 569–587. <https://doi.org/10.1016/j.jbusvent.2017.05.002>
- [4] ECHOLS, J.M., & SHADILY, H. (1975). *An English-Indonesian Dictionary*. Ithaca, New York: Cornell University Press.
- [5] GLENN, A.D. (1977). Simulations in the Instructional Sequence. *The Social Studies*, 68, 23–26. <https://doi.org/10.1080/00220973.1943.11019519>
- [6] WHITAKER, P. (1981). Politics and Policy Implementation in the Third World. *International Affairs*, 57(2), 324–325. <https://doi.org/10.2307/2619175>
- [7] JYOTI, J., & CHALOTRA, A.K. (2015). Impact of Strategic Entrepreneurship on Financial Performance: A Study of Hosiery Industry in India. In: ANDOOTRA, N., CHAHAL, H., & JYOTI, J. (eds) *Sustainable Competitive Advantage: A Road to Success*. New Delhi: Excel India Publishers, pp. 184–196. Retrieved from <https://www.researchgate.net/publication/289530610>

- [_Impact_of_Strategic_Entrepreneurship_on_Financial_Performance_A_Study_of_Hosiery_Industry_in_India](#)
- [8] KANTUR, D. (2016). Strategic entrepreneurship: mediating the entrepreneurial orientation-performance link. *Management Decision*, 54, 24–43. <https://doi.org/10.1108/MD-11-2014-0660>
- [9] MARIANA, D. (2006). Synergy between the TNI and local governments in empowering defense areas. Proceedings of the Seminar on Empowerment of Defense Areas: Perspectives of TNI and Local Governments in the Context of Padjadjaran University's 49th Anniversary.
- [10] MONISOLA, O.J. (2013). Militancy and the Dilemma of Sustainable Development: A Case of Niger Delta in Nigeria. *IOSR Journal of Humanities and Social Science*, 15, 96–100. <https://doi.org/10.9790/0837-15696100>
- [11] PURNOMO, K.S.H. (2012). *Model kepemimpinan pada organisasi militer perspektif transformasional: Studi pada Tentara Nasional Indonesia: Resimen Induk Komando Daerah Militer V/Brawijaya, Jawa Timur*. Undergraduate thesis, Universitas Islam Negeri Maulana Malik Ibrahim. Retrieved from <http://etheses.uin-malang.ac.id/2052/>
- [12] RICHARDSON, F.C., O'NEIL, H.F., WHITMORE, S., & JUDD, W.A. (1977). Factor analysis of the Test Anxiety Scale and evidence concerning the components of test anxiety. *Journal of Consulting and Clinical Psychology*, 45(4), 704–705. <https://doi.org/10.1037/0022-006X.45.4.704>
- [13] ROBBIN, S.P. (2002). *Principles of Organizational Behavior*. 5th ed. Jakarta: Erlangga.
- [14] SARUNDAJANG, S.H. (2000). *Penerapan Otonomi Daerah Untuk Mengoptimalkan Sumber Daya Lokal Menghadapi Tantangan Global*. Jakarta: Taskap Regular Angkatan XXXIII Lemhanas, Dephankam RI.
- [15] SCHUTT, R.K. (1982). Models of Militancy: Support for Strikes and Work Actions among Public Employees. *Industrial and Labor Relations Review*, 35, 406–422. <https://doi.org/10.2307/2522819>
- [16] SIAGIAN, S.P. (1999). *Leadership theory and practice*. Jakarta: Rineka Cipta.
- [17] SOLIMUN, A.A.R., FERNANDES, N.N., & NURIANNAH, N. (2017). *Multivariate statistical method: Structural equation modeling based on WarpPLS*. Malang: UB Press.
- [18] WABARA, A.N., CHIJINDU, S.J., OKWUDILI, P., & EMEROLE, B. (2017). Effects of Manpower Development on Organizational Efficiency: A Study of Enugu Electricity Distribution Company (EEDC) in Abia State, Nigeria (2014-2016). *Global Journal of Arts, Humanities and Social Sciences*, 5, 39–51. Retrieved from <https://www.eajournals.org/journals/global-journal-of-arts-humanities-and-social-sciences-gjahss/vol-5-issue-7-august-2017/effects-manpower-development-organizational-efficiency-study-enugu-electricity-distribution-company-eedc-abia-state-nigeria-2014-2016/>
- [19] YAN, X., GU, D., LIANG, C., ZHAO, S., & LU, W. (2018). Fostering sustainable entrepreneurs: Evidence from China college students' "Internet Plus" innovation and entrepreneurship competition (CSIPC). *Sustainability*, 10(9), 3335. <https://doi.org/10.3390/su10093335>
- 参考文献:**
- [1] ACAR, A.Z., ZEHIR, C., ÖZGENEL, N., & ÖZŞAHİN, M. (2013). 客户和创业导向对银行业个人服务绩效的影响。程序-社会和行为科学, 99, 526–535. <https://doi.org/10.1016/j.sbspro.2013.10.522>
- [2] DESSLER, G. (1999). 人力资源管理。第7版。新泽西州上马鞍河: 学徒霍尔。
- [3] DIVITO, L., & BOHNSACK, R. (2017). 创业导向及其对可持续性决策权衡的影响: 可持续时装公司的案例。商业风险杂志, 32, 569–587. <https://doi.org/10.1016/j.jbusvent.2017.05.002>
- [4] ECHOLS, J.M., & SHADILY, H. (1975). 英语-印度尼西亚语词典。纽约伊萨卡: 康奈尔大学出版社。
- [5] GLENN, A.D. (1977). 教学序列中的模拟。社会研究, 68, 23–26. <https://doi.org/10.1080/00220973.1943.11019519>
- [6] 惠特克, P. (1981). 第三世界的政治和政策实施。国际事务, 57(2), 324–325. <https://doi.org/10.2307/2619175>
- [7] JYOTI, J., & CHALOTRA, A.K. (2015). 战略创业对财务绩效的影响: 印度袜业研究。载于: ANDOOTRA, N., CHAHAL, H. 和 JYOTI, J. (编) 可持续竞争优势: 成功之路。新德里: Excel 印度出版社, 第 184–196 页。取自 https://www.researchgate.net/publication/289530610_Impact_of_Strategic_Entrepreneurship_on_Financial_Performance_A_Study_of_Hosiery_Industry_in_India
- [8] 坎图尔 (2016). 战略创业: 调解创业导向-绩效联系。管理决策, 54, 24–43. <https://doi.org/10.1108/MD-11-2014-0660>
- [9] 玛丽安娜, D. (2006 年)。国民军与地方政府在增强防务领域能力方面的协同作用。国防领域赋权研讨会论文集: 巴查查兰大学建校 49 周年背景下印尼国民军和地方政府的观点。
- [10] 莫尼索拉, O.J. (2013). 好战与可持续发展的困境: 以尼日利亚的尼日尔三角洲为例。IOSR 人文社会科学杂志, 15, 96–100. <https://doi.org/10.9790/0837-15696100>
- [11] 普尔诺莫, K.S.H. (2012). 型号军事组织领导力的变革视角: 国家武装力量研究印度尼西亚:

- 区域军事司令部 V/布拉威再也主团, 东爪哇。本科论文, 伊斯兰大学毛拉纳·马利克·易卜拉欣。取自 <http://etheses.uin-malang.ac.id/2052/>
- [12] RICHARDSON, F.C., O'NEIL, H.F., WHITMORE, S., & JUDD, W.A. (1977)。考试焦虑量表的因素分析和有关考试焦虑成分的证据。咨询与临床心理学杂志, 45(4), 704-705。 <https://doi.org/10.1037/0022-006X.45.4.704>
- [13] 罗宾, S.P. (2002)。组织行为学原理。第 5 版。雅加达: 埃尔兰加。
- [14] SARUNDAJANG, S.H. (2000)。应用区域自治优化本地资源以应对全球挑战。雅加达: 特遣部队常规 XXXIII 莱姆哈纳斯, 注册商标德凡卡姆。
- [15] 舒特, R.K. (1982)。好战模式: 支持公务员罢工和工作行动。劳资关系评论, 35, 406-422。 <https://doi.org/10.2307/2522819>
- [16] SIAGIAN, S.P. (1999)。领导理论与实践。雅加达: 里内卡西普塔。
- [17] SOLIMUN, A.A.R., FERNANDES, N.N., & NURJANNAH, N. (2017)。多元统计方法: 基于变形求助的结构方程建模。玛琅: UB 出版社。
- [18] WABARA, A.N., CHIJINDU, S.J., OKWUDILI, P. 和 EMEROLE, B. (2017)。人力发展对组织效率的影响: 尼日利亚阿比亚州埃努古配电公司 (欧洲经济发展委员会) 的研究 (2014-2016)。全球艺术、人文和社会科学杂志, 5, 39-51。取自 <https://www.eajournals.org/journals/global-journal-of-arts-humanities-and-social-sciences-gjahss/vol-5-issue-7-august-2017/effects-manpower-development-组织效率研究-enugu-配电公司-eedc-abia-state-nigeria-2014-2016/>
- [19] 严鑫、顾东、梁成、赵盛、陆文 (2018)。培养可持续的企业家: 来自中国大学生“互联网+”创新创业大赛 (中电国际) 的证据。可持续性, 10(9), 3335。 <https://doi.org/10.3390/su10093335>

Defense Policy from the Perspective of the Defense Apparatus Competence, Military Leadership, and Military Intuition

ORIGINALITY REPORT

15%

SIMILARITY INDEX

13%

INTERNET SOURCES

6%

PUBLICATIONS

5%

STUDENT PAPERS

PRIMARY SOURCES

- | | | |
|---|---|----|
| 1 | Submitted to Multimedia University
Student Paper | 1% |
| 2 | Catur Susanto, Taher Al Habsy, Wilopo, Yusri Abdillah. "The influence of social entrepreneurship on the organizational learning, partnership, competitive advantages, and business performance (a study of a creative industry-based small scale apparel business in DKI Jakarta)", Human Systems Management, 2021
Publication | 1% |
| 3 | www.researchgate.net
Internet Source | 1% |
| 4 | dinastipub.org
Internet Source | 1% |
| 5 | ojs.journalsdg.org
Internet Source | 1% |
| 6 | ndltd.ncl.edu.tw
Internet Source | 1% |
| 7 | Priyanto, Novky Asmoro. "The Social Aspect of Indonesian Armed Forces in The Shift of National Defense System Paradigm", South Asian Journal of Social Sciences and Humanities, 2023
Publication | 1% |
| 8 | jurnal.unissula.ac.id
Internet Source | 1% |

ijsoc.goacademica.com

9	Internet Source	<1 %
10	Submitted to Universitas Amikom Student Paper	<1 %
11	Kriswanto Kriswanto, Alda Rifada Rizqi, Muhammad Maftahul Huda. "The Future of National Security Law: Urgence and Ideas", SASI, 2023 Publication	<1 %
12	lajamjournal.org Internet Source	<1 %
13	Submitted to Universitas Nusa Cendana Student Paper	<1 %
14	jurnal.radenfatah.ac.id Internet Source	<1 %
15	Submitted to Universitas Samudra Student Paper	<1 %
16	Yani Hendrayani, Uljanatunnisa Uljanatunnisa. "CSR in the Pandemic Era Based Values State-Defense: Content Analysis on the Official Website of Five State-Owned Enterprises", Society, 2021 Publication	<1 %
17	eudl.eu Internet Source	<1 %
18	jurnal.stikes-alinsyirah.ac.id Internet Source	<1 %
19	Suwisa Jarutkamolpong, Parama Kwangmuang. "Enhancing undergraduate creative thinking through a constructivist mobile learning application: Design, development, and evaluation", Thinking Skills and Creativity, 2025 Publication	<1 %

20	ijbtob.org Internet Source	<1 %
21	jist.publikasiindonesia.id Internet Source	<1 %
22	www.ijsr.net Internet Source	<1 %
23	Submitted to University of Southampton Student Paper	<1 %
24	vsj.upnjatim.ac.id Internet Source	<1 %
25	Joseph Chiapperi, Edward Greitzer, Choon S. Tan. "ATTRIBUTES OF BI-DIRECTIONAL TURBOMACHINERY FOR PUMPED THERMAL ENERGY STORAGE", Journal of Turbomachinery, 2022 Publication	<1 %
26	asrojournal-sttal.ac.id Internet Source	<1 %
27	bibliotekanauki.pl Internet Source	<1 %
28	repozitorij.svkst.unist.hr Internet Source	<1 %
29	scholarsjournal.net Internet Source	<1 %
30	www.cjee.ac.cn Internet Source	<1 %
31	www.rsisinternational.org Internet Source	<1 %
32	archives.palarch.nl Internet Source	<1 %
33	fgjuu.dostoevskyjournal.com Internet Source	<1 %

34	Internet Source	<1 %
35	pdfs.semanticscholar.org Internet Source	<1 %
36	Toni Tegar Sahidi, Achmad Basuki, Herman Tolle. "MIOT Framework, General Purpose Internet of Things Gateway using Smartphone", International Journal of Online and Biomedical Engineering (ijOE), 2018 Publication	<1 %
37	image.hanspub.org Internet Source	<1 %
38	jesoc.com Internet Source	<1 %
39	psasir.upm.edu.my Internet Source	<1 %
40	scholars.hkbu.edu.hk Internet Source	<1 %
41	serambi.org Internet Source	<1 %
42	www.abacademies.org Internet Source	<1 %
43	Obulapathi Eggidi, Shiva Bejugama, Ajoy Kumar Pandey. "Effect of TiO ₂ addition on densification, microstructure, and mechanical properties of CSZTA", Journal of Alloys and Compounds, 2021 Publication	<1 %
44	iaas.edu.np Internet Source	<1 %
45	journal.bit.edu.cn Internet Source	<1 %
46	nccur.lib.nccu.edu.tw Internet Source	<1 %

47	trace.tennessee.edu Internet Source	<1 %
48	www.coursehero.com Internet Source	<1 %
49	www.eajournals.org Internet Source	<1 %
50	www.econjournals.com Internet Source	<1 %
51	jurnal.unikal.ac.id Internet Source	<1 %

Exclude quotes On

Exclude matches Off

Exclude bibliography On