

Strategic Leadership Competency Analysis of Lieutenant General TNI (Purn.) Mochamad Jasin in Maintaining National Security

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Abstract

Indonesia is an independent country that has a long history of heroes fighting for the independence of their nation. One of them is TNI soldier Mochamad Jasin. Lieutenant General TNI (Purn.) Mochamad Jasin is a military figure who fought for the Indonesian people against various threats that threatened the security of the country and the comfort of the nation. During his service as a TNI soldier, many state assignments were given to him. Apart from working as an intellectual, he is also able to work as a soldier on the battlefield. He is a TNI soldier who has strategic leadership competencies. He always uses strategic thinking in carrying out the duties of the country he is carrying. The research method used is a descriptive qualitative method, which is illustrated by an in-depth analysis of various reference sources with a literature study approach. The results of the study show that the strategic leadership possessed by Lieutenant General TNI (Purn.) Mochamad Jasin should be used as a reflection for TNI soldiers, especially regarding their understanding of the condition of the nation and territory of Indonesia, as well as their effective attitude and efficiency in utilizing state facilities to support their duties to maintain security. and defend national sovereignty from various threats, both military and non-military.

Keywords: National Security, Strategic Leadership, TNI Soldier



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INTRODUCTION

The long history of the struggle of the Indonesian people shows that Indonesia is a strong nation, where from before the era of independence, until entering the period of independence which was followed by the old period, the new order, then the era of reform, until now, various events have been passed in the Indonesian nation. As a nation of warriors capable of dealing with various occupations, rebellions and violations of human rights, making the Indonesian nation an independent nation capable of surviving and fighting various injustices wrapped in a high spirit of nationalism. In the long struggle that has been passed, the important role of the founding fathers with the spirit of movement and sharp thinking has been very influential in achieving independence which is the great hope of the Indonesian people. Not only that, tough fighters belonging to the Indonesian nation, such as military figures, have also never been afraid of maintaining national security and state defense. But it doesn't end there, in the midst of the globalization era which is characterized by many global threats that can threaten the sovereignty of the state, the Indonesian nation must continue to fight so that the independence that has been won with the blood of the nation's warriors cannot be taken over by foreign nations or any colonialists. The role of various elements and elements of the nation in defending Indonesia's independence is of course very much needed, especially the institution of the Indonesian National Armed Forces (TNI) which has been mandated by law as the front guard in national defense. For this reason, military soldiers as servants of the state must be equipped with the ability and skills that are trained in carrying out their duties, function and role. With the heavy duty they carry, where they must be ready and never refuse assignments in any situation, TNI soldiers must also have strategic leadership competence. This is because strategic

leadership is very important for every TNI soldier who is always faced with situations and conditions as well as battlefields that are sometimes unpredictable. Strategic leadership is the leadership ability of an individual who is able to give orders, instructions, influence and motivation to its members in order to achieve better organizational goals. This is because strategic leadership is very important for every TNI soldier who is always faced with situations and conditions as well as battlefields that are sometimes unpredictable. Strategic leadership is the leadership ability of an individual who is able to give orders, instructions, influence and motivation to its members in order to achieve better organizational goals. This is because strategic leadership is very important for every TNI soldier who is always faced with situations and conditions as well as battlefields that are sometimes unpredictable. Strategic leadership is the leadership ability of an individual who is able to give orders, instructions, influence and motivation to its members in order to achieve better organizational goals. (Suspurwanto, 2020). The quality of a leader can be seen from his visionary views and is ready to take risks for what he chooses (Badiklat Kemhan, 2016). This is reflected in the soul of Mochamad Jasin, a military figure.

Although he is not as well-known as other military figures and there are not many sources of references or scientific writings about him, Lt. Gen. TNI (Purn.) Mochamad Jasin is an interesting military figure. He was once lined up as a defense teacher, where when he became a teacher at an army school, he taught 3 well-known TNI figures, namely TNI General (Purn.) Maraden Panggabean, TNI Posthumous General Ahmad Yani, to TNI Major General (Purn.) Soeharto (Andriansyah, 2021). Known as an intellectual leader, Lt. Gen. TNI (Purn.) Mochamad Jasin is not only intelligent, but also has firmness, strong principles, and sharp analysis, especially with regard to state duties. He will prepare in detail all the devices that will support success in every task he carries out. Starting from soldier members, war strategies (every assignment mission), to many things related to logistics, he also took into account carefully. This has been proven in the various military operations he has carried out. One example, can be seen when Mochamad Jasin was assigned as the leader who was responsible for securing the election. He has a deep understanding of logistics and energy efficiency in military operations. (Sitompul, 2018).

Based on this explanation, this scientific journal was written to analyze the strategic leadership competencies possessed by a military figure. It is important to understand strategic leadership, one of which is reflected in Lieutenant General TNI (Purn.) Mochamad Jasin. Not only for military soldiers but for all of us as the next generation of the nation to participate in maintaining national security.

Theoretical basis

Definition of National Security

The concept of modern national security began to emerge in the 17th century during the English Civil War and the Thirty Years' War in Europe. In the 20th century, most of the concepts of national security were focused on military security which continued to experience developments from time to time in accordance with various threats that occurred globally and within a country. In 1947, the United States formed the National Security Council to integrate domestic, foreign and military policies related to national security. In the nuclear era, after the total war, the United States interpreted national security no longer only related to the military, but national security including economic, energy, environmental, food, health and even women's security. In this explanation, (Holmes, 2015).

In general, national security is influenced by various dynamics of changes in the strategic environment as well as various domestic factors including in the fields of economy, education, social welfare, political dynamics, and interactions between communities. In formulating a

grand national security strategy, the national interest of a country becomes a reference, especially in realizing national goals. For that, stable national security is needed. In the seven national development missions, it is stated that Indonesia's national security is needed to maintain territorial sovereignty, support economic independence, by securing maritime resources and reflecting Indonesia's personality as an archipelagic country. (Kemhan_RI, 2015).

Understanding Strategic Leadership

In Sun Tzu's theory, leadership is defined as a combination of various elements that are important for a leader to have. A leader can be said to be a true leader if there are five elements, namely intelligence, character, trustworthiness, humanity, courage, and discipline that are integrated into him with the right portion. The strategy in Greek comes from the word 'strategia' which means the art of becoming a military commander and the actor, namely the senior commander in the Athenian military, is referred to as strategos. Strategy is the determination of plans that are arranged in such a way as to achieve what is desired by focusing on long-term goals (Winarna, 2023). Strategic leadership is defined as the ability possessed by a leader who is flexible, has visionary views, is able to anticipate threats or failures and is able to empower others to achieve goals in order to create a change for the better. This is in line with what was conveyed by the Danseskoau Marsda TNI Samsul Rizal, S.IP, M.Tr (Han), that a leader does not only make life and death decisions, but is directly able to control the climate of the quality of his subordinates so that they can be empowered to achieve organizational mission (Seskoau, 2021). In strategic leadership, a leader must involve all elements within the organization in order to be able to carry out a strategy that has been designed and be able to jointly realize the vision and mission of an organization. (Utomo et al., 2021). The active involvement of members to achieve the vision and mission of the organization itself is determined by a conducive, safe and comfortable environment. This environment can be built, if a leader has a strategic leadership style that is supported by 6D is respected, idolized, admired, loved, desired and expected (TNI AD, 2022).

Essential Elements of Strategic Leadership

According to Hit, et., all (2009), there are 5 main components in strategic leadership that a leader must have. The 5 main components include: First, a leader must be able to determine the strategic direction of the organization (vision and mission, to strategic plans or strategic plans). Second, a leader must be effective in managing organizational resources related to core competencies, human resources and social capital. Third, a leader must be able to maintain an effective organizational culture. Fourth, a leader must be able to emphasize ethical practice. Fifth, a leader must be able to establish a balance of organizational control (Yoegiantoro, 2023).

In order to complete the organizational mission, Commander of the Air Force Staff and Command School (Danseskoau) Marsda TNI Samsul Rizal, S.IP, M.Tr (Han), stated that there are 12 leadership principles that are important for a leader to have. Among them. 1. A leader must be able to lead by example. 2. A leader must have self-confidence and not be selfish. 3. A leader must have the courage to do the right thing no matter what the risk. 4. A leader must have physical courage that is friendly with fear. 5. Encourage cooperation with all members. 6. A leader must be physically fit, energetic and aggressive. 7. A leader must be able to pay attention to the welfare of its members. 8. A leader must be able to learn from previous experiences. 9. A leader must have confidence and firmness in making decisions. 10. A leader must have a strong character as the basis for running an organization. 11. A leader must be flexible, adaptive and innovative. 12. A leader must be able to act collaboratively with various parties based on a shared vision, and respect to get the best solution (Seskoau, 2021).

Meanwhile, the Army Chief of Staff (KASAD) General TNI Dudung Abdurachman, SE, MM, explained that the success of a leader is determined by only 3 factors. 1. A leader must be able to understand and master the tasks, goals and objectives to be achieved. 2. A leader must be able to understand and master all kinds of limitations that exist within the unit, including himself. Third, a leader must understand and master human elements, as a leader, as a commander, teacher, and partner (Ard, 2023). Another thing that is important for a leader to have is strategic thinking. Strategic thinking itself requires research, analytical thinking, innovation, problem solving skills, communication skills and being able to overcome failure. Armed with strategic thinking, a leader must be able to decide how to devise the best structure and options to motivate and direct the resources they have by avoiding the allocation of risky and unnecessary resources to achieve important goals. (Supriyadi, 2023).

In order to avoid the risk of failure and unnecessary allocation of resources, it is important to understand strategy formulation. Below is a strategy formulation chart that can be compiled to achieve a goal with the SWOT analysis method (Strengths, Weaknesses, Opportunities, Threats).

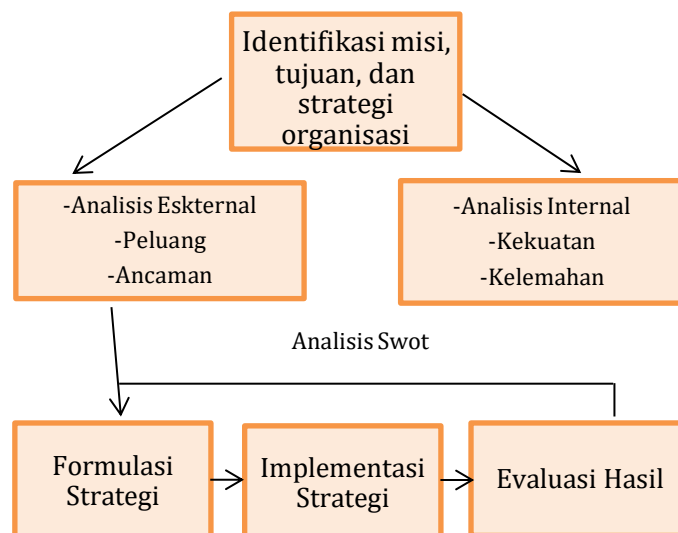


Figure 1. Strategy Formulation

Source: Winarna, A. 2023.

Based on the chart above, the swot analysis method really needs an individual, especially a leader in developing a strategy. SWOT analysis is an effective strategic planning tool that can be used by a leader within an institution or organization to realize the vision or mission to be achieved (Gurel, 2017). As the name implies, this SWOT analysis has 4 components namely Strengths, Weaknesses, Opportunities and Threats.

Strengths are factors that support an opportunity and overcome a threat. In national security, which is a strength factor that Indonesia has, such as, Indonesia is blessed with an abundance of natural resources, and Indonesia also has a history of struggle and a clear defense system and has experience of victory when fighting colonialism on Indonesian soil.

Weaknesses are factors that cause an opportunity that exists cannot be exploited. This weakness is a dangerous thing if it is not watched out for and handled properly and correctly. In national security, one example of Indonesia's weakness is that the Indonesian nation has not been able to manage its abundant natural resources optimally. In addition, equipment that supports national security, such as combat equipment or defense equipment, does not support both in quantity and quality.

Opportunities, a factor that just appears without being controlled by its presence, can provide benefits. In national security, opportunities that may arise such as developments in

technological innovation, issues of climate change, social trends and others where these developments can become opportunities in supporting national security.

Threats are various factors that can pose a danger, one of which can threaten national security. A threat can be overcome with a strength that is owned and supported by positive opportunities, even a threat can be turned into an opportunity (Sarsby, 2012).

RESEARCH METHODS

The research methodology used in this scientific journal is in the form of a descriptive qualitative research method, where this research is described by an in-depth analysis of various reference sources using a literature study approach. Johnny Saldana (2011) states that data or information obtained in qualitative research, can be in the form of text from interviews, field notes, documents, visual materials such as artifacts, photographs, videos, data from the internet and documents of human life experience. which is analyzed qualitatively (Sugiyono, 2022). The data obtained in this study were obtained by authors from various relevant scientific sources such as books, journals, articles, official government websites, and various online media whose accuracy is believed to be accurate. Besides that, the author also makes use of various lecture materials delivered by several lecturers at the Defense University of the Republic of Indonesia (IDU RI).

RESEARCH RESULTS AND DISCUSSION

Leadership of Lt. Gen. Mochamad Jasin Viewed from a Strategic Aspect

Mochamad Jasin is a Lieutenant General of the TNI who was previously a teacher until finally he joined PETA (Defenders of the Motherland). Starting his career as a Madiun Daidan I Staff Officer in 1944, Mochamad Jasin's career in the military was brilliant even though he had to go through various challenges. Viewed from a strategic aspect, during his career in the military, Mochamad Jasin had many achievements that led him to be appointed Deputy Chief of Staff of the Army (KSAD) in 1970. (Central Stekom University, 2013).

Mochamad Jasin is an interesting TNI soldier. He is a TNI soldier who also has a teaching background. He was even the teacher of three major generals at once. In 1953, while holding the rank of Lieutenant Colonel, he was appointed Head of the Attack Department of the Army Command Staff School (SSKAD), now known as Seskoad (Army Staff and Command School). While occupying that position, Mochamad Jasin was once entrusted with being a defense teacher who provided education for TNI soldiers on how a TNI Army soldier was able to organize and build a defense system. Interestingly, at that time he taught 3 military soldiers who became big figures namely General Yani, General Panggabean, and General Suharto so that he knew very well the nature of the three big figures. (Andriansyah, 2021). Another interesting thing that shows that he is a military leader who has strategic leadership competencies. This was proven when he was entrusted with holding important positions outside the military world.

In 1962, he was appointed Chancellor of Syah Kuala Aceh University by President Soekarno. At that time he was serving as the Commander of Kodan I/Iskandar Muda. Interestingly, when appointed as chancellor during an emergency, Mochamad Jasin had not graduated from college and at the time of the chancellor's inauguration, he was reluctant to wear academic attire but instead wore military attire. (Isnaeni, 2017).

The strategic leadership possessed by a Mochamad Jasin is also reflected in the experience in the various battlefields that he passed. Not only known as an intellectual soldier as a SSKAD teacher, Jasin is also known as a firm, brave soldier and has high skills in negotiations. A commander, can be said to be a leader if he has great influence over other people. If a leader

has no influence over other people, then somehow he can never lead other people (Covey, 2007).

While serving as the Commander of the Iskandar Muda Regional Military Command in Aceh, Lt. Gen. (Purn.) Mochamad Jasin was clearly a commander who had a great influence on his soldiers. At that time, Mochamad Jasin was about to meet Daud Beureuh in person in the forest as an effort to quell Darul Islam resistance. With his principles and beliefs in a family way not by military means using weapons or violence, he ordered that not a single soldier from the Regional Military Command fire his weapon at the DI/TII troops. This was also obeyed by his soldiers. While escorting M. Jasin while walking to meet Daud Beureuh, the soldiers only carried light weapons with the barrels lowered down even though they were faced with hundreds of DI/TII troops who at that time were equipped with complete weaponry and even had four bazookas which at that time the TNI did not even have them. Thanks to these principles and beliefs, as well as his skills in leading TNI soldiers, Darul Islam's resistance was also able to be suppressed and even M. Jasin was able to get Teuku M Daud Beureuh's leader to come down from his stilt house and hug him (Hendrowinoto and et al, 1998).

The various efforts to safeguard the country that have been carried out by TNI Lieutenant General (Purn.) Mochamad Jasin, certainly should be used as an example for TNI soldiers, including civil society. His skills as a leader were also illustrated when he succeeded in annihilating the PKI in a relatively short period of time. When Suharto was appointed in 1967, Mochamad Jasin was once assigned to crush the PKI in East Java. Within three years, Mochamad Jasin succeeded in destroying the PKI in East Java with the Trisula operation. It was this success that finally brought Lt. Gen. Mochamad Jasin to his peak and served as Deputy Army Chief of Staff (KSAD). (Sitompul, 2018).

Leadership of Lt. Gen. TNI Mochamad Jasin in Effective Resource Utilization

Even though it was declared independent in 1945, Indonesia has not yet reached a period of peace even today. Various threats that threaten sovereignty are increasingly rampant. Right after independence, Indonesia was still faced with various kinds of battles. During that time, Mochamad Jasin as a TNI soldier showed his leadership spirit. In various phenomena that occur in Indonesia that threaten security and defense, Mochamad Jasin has always been an important part of securing the nation and state in critical situations. In addition to his undoubted ability to formulate clever strategies in winning various battles. Until he was appointed Deputy Army Chief of Staff, his sensitivity as a TNI leader and soldier was very sharp. This was seen when he was assigned to secure the election process in 1971. When carrying out his duties, he was so well prepared. With his strategic thinking, he pays very close attention to effectiveness and efficiency in utilizing existing resources. He tries to make the best use of the facilities without any resources being wasted, and ensures that no other facilities are damaged due to the use of resources that are not efficient. This was illustrated when he asked President Soeharto to send a truck with a capacity of 3 tons to support election security. The foundation itself asked for a truck with a capacity of 3 tons because the truck will be used by its members to secure areas where the roads are not that wide or relatively narrow so that the roads in the districts that the trucks pass are not damaged. He was so thoroughly prepared. With his strategic thinking, he pays very close attention to effectiveness and efficiency in utilizing existing resources. He tries to make the best use of the facilities without any resources being wasted, and ensures that no other facilities are damaged due to the use of resources that are not efficient. This was illustrated when he asked President Soeharto to send a truck with a capacity of 3 tons to support election security. The foundation itself asked for a truck with a capacity of 3 tons because the truck will be used by its members to secure areas where the roads are not that wide or relatively narrow so that the roads in the districts that the trucks pass are not damaged. He

technological threats from the impact of the industrial revolution 4.0. As for potential threats, examples are conventional war or open conflict (foreign invasion), threats of nuclear weapons, economic crises, threat of pandemics, and foreign immigrants. (Agus Setyo Hartono, 2021).

Based on this description, it is known that non-military threats in the next few years will dominate. Meanwhile, military threats also need to be watched out for, especially with current technological developments. Conventional wars that have taken place certainly have utilized more sophisticated weaponry than previous wars. This can be reflected in the Russia-Ukraine war, which has not yet ended. Even though Indonesia is currently in a state of peace or has not experienced direct warfare using weapons, without realizing it, many non-military threats have been experienced by Indonesia. One of them is the threat which until now has been very troubling to society in the form of threats of terrorism from the KKB (Armed Criminal Groups that occurred in Papua, threats of radicalism, separatism,

These threats are certainly worth watching out for. Based on the strategic leadership competence of Lt. Gen. TNI Mochamad Jasin as a military figure, it is very important to appreciate this experience for TNI soldiers today, including civil society. A TNI soldier must certainly be equipped with strategic leadership competencies, because with these skills, TNI soldiers including the community as part of the Sishankamrata (Universal People's Security Defense System), are able to find solutions in dealing with various threats like those carried out by TNI Lt. Gen. Mochamad Jasin.

CONCLUSION

In his service to the nation and state, Lieutenant General TNI (Purn.) Mochamad Jasin is known as an intellectual soldier capable of taking the right approach in overcoming various conditions that threaten national defense and security. The assessment is quite sharp and detailed. As a TNI soldier, strategic leadership competence is very inherent in him. This was proven when he always won various battles. By using his strategic thinking, he was able to formulate plans quickly and on target as illustrated when he was able to suppress the Darul Islam resistance led by Daud Beureuh peacefully and with ease, in just 3 years, he was able to destroy the PKI in East Java. Leadership, is actually a mandate given by the leadership to us to carry out properly. It is appropriate for us as leaders to work together and be in the midst of our members in order to create a healthy work environment that can provide output in the form of good performance and results. Based on this explanation, the strategic leadership of Lt. Gen. TNI (Purn.) in supporting national defense and security is important to be internalized and used as a reflection for the Indonesian people, especially TNI soldiers as the front guard in dealing with various threats, both military and non-military. It is appropriate for us as leaders to work together and be in the midst of our members in order to create a healthy work environment that can provide output in the form of good performance and results. Based on this explanation, the strategic leadership of Lt. Gen. TNI (Purn.) in supporting national defense and security is important to be internalized and used as a reflection for the Indonesian people, especially TNI soldiers as the front guard in dealing with various threats, both military and non-military.

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