

The Educational Leadership Role of Soldiers Using Military Armament Technology

Tri Legionosuko^a, Tulus Widodo^b, Priyanto^c, Mhd Halkis^{d*}

^{a,b,c,d} The Republic of Indonesia Defense University, *Indonesia Peace and Security Center (IPSC)*
Area, Sentul Bogor Jawa Barat, 16810

*Corresponding Author: Email: halkis@idu.ac.id, <https://orcid.org/0000-0003-0122-4594>

Abstract

Military soldiers are tasked with defending the country from foreign military powers by using military technology that continues to develop. Basic education and training are continued with branch education and development. For the Army, it is not enough to master military technology that continues to innovate in this way. For this reason, while serving in a battalion-level unit, soldiers must learn to maintain professional use of weapons. This study aims to explain the educational role of a battalion commander in nurturing professional soldiers in mastering the constantly evolving weapons technology. Researchers used a qualitative approach with a phenomenological design to conduct observations and interviews to obtain primary data and discuss theories developed in the military environment. It turns out that the educational role of the commander is critical in addition to the routine and structured leadership functions down to the headquarters; it must also have an ideal coaching concept, and there will be various models according to the differences in weapons, places, etc. Finally, the researcher concludes that the educational role of the lower unit commanders is an effort to foster and develop the soldier's profession in his responsibility to maintain and improve the professionalism of soldiers in his field. For this reason, the lower unit commanders are planners, organizers, motivators, controllers, and evaluators in the development and training of soldiers after primary education and development. The battalion commander's freedom to continue educating soldiers to become confident and competent soldiers is the creativity of a lower-level commander.

Keywords: Military Technology, Educational, Direct Leadership, Troop Educator, Soldier

Introduction

The Unitary State of the Republic of Indonesia is an archipelagic country with a strategic geographical location, and its homeland has abundant natural resources. Many other countries are interested in managing and owning it. If it is not managed correctly, it will become a threat to the sovereignty of the Unitary State of the Republic of Indonesia, both military threats, non-military, and hybrid threats. Although it has become the right of a country, history records that the struggle for resources leads to war (Schrijver, 2013). For this reason, the peace of a country is always maintained

by its military strength. The slogan "*Si vis Pacem Para Bellum*" means if you want peace, then prepare for war. The existence of a country's territorial sovereignty today and in the future is highly dependent on how strong the country's defence system is. The stronger a country's defence system against all possible threats, the greater the deterrence effect that the country will have. Global challenges are increasing, and the international community structure is getting more open (United States Government, 2018).

State defence is all efforts to defend the state's sovereignty, the territorial integrity of a country, and the safety of the entire nation from threats and disturbances (Reza, 2018). Countries with high military-strategic strength and supported by the mastery of modern defence equipment technology will have bargaining power and be respected by other countries. To achieve these conditions, several countries, including Indonesia and countries in the Asia Pacific region, continue to develop new weapon systems or acquire modern weapons technology with severe damage, long-range, and high accuracy (Sacks, 2021).

In line with the development of the strategic environment at the global, regional and national levels, TNI as the main component of national defence, also responds to strategy environment developments through strength development, capacity building and structuring positions to anticipate changes and possible threats to the sovereignty of the Unitary State of the Republic of Indonesia. To deal with the increasingly complex dynamics of the strategic environment, the TNI must gradually develop its defence posture following the country's economic capacity. The TNI development plan is contained in the strategic plan for the Indonesia Defense Development, which is embodied in Strategic Plan II. Strategic Plan 2015–2019 is to guide the national defence force development proportionally and gradually to realize a professional, effective, efficient, and modern state power posture with high quality and mobility. It can be projected relatively quickly in all corners of the land. Water and the use of force and capacity building can be rapidly developed despite any threat that may interfere with the sovereignty of the Unitary State of the Republic of Indonesia (Hariyono, Umar Sugeng and Akib, Haedar and Rifdan, 2018).

Indonesian National Army is an integral part of the TNI. Simultaneously, the main component of the national defence force on land in performing its main tasks will depend on the quality of human resources and military technology used. Furthermore, the success of conducting the duties of the TNI depends on the quality and ability of the soldiers to operate all of the defence equipment they have. Along with the development of science and technology and the challenges of the task ahead, various efforts must be made to improve the quality of soldiers, especially those who use military force—a more modern weapon system. The military's interest in increasing defence equipment autonomy is driven by the potential for superior military capabilities while reducing risks (Ludovic Righetti et al., 2014).

Over time, the artillery unit gradually experienced significant development as the backbone of the Indonesian Army's strength. The leadership of the Army began developing it to become more proportional and professional through modernizing the defence equipment system. Various types of defence equipment are offered to the Indonesian Armed Forces to become part of the TNI strengthening.

The Army Field Artillery Unit has modernized the primary weaponry system, one of which is the GS 155 mm cannon, which was chosen and used as an alternative despite the development of the strategic environment and budget efficiency with the new weapon system, namely the M109A4 BE cannon from Belgium, where the cannon is an upgrade from the M109A2 cannon. (purchased 1984–1985 from the US), through Belgium's Mid-Life Update (MLU) programme in 2007–2008. Following developments, upgrading/retrofitting cannons is done by replacing or adding advanced equipment to have quality capabilities.

The GS How M109A4 BE 155 mm cannon is currently considered suitable for operation in tropical areas such as Indonesia. The gun was used as an alternative for tactical and strategic combat purposes and replaced the GS 105 mm gun, which was old and unfit for use in the Field Artillery Battalion Unit. The unit allocated for the modernization of the weapon technology system is the Field Artillery Battalion 4/105 Gatot Subroto (Yonarmed 4/105 GS) Regional Military Command (Kodam) III/Siliwangi.

The modernization of the new weapon technology system was carried out in the form of a Belgian-made GS How M109A4 BE 155 mm cannon at the end of 2018, totalling 18 pieces, including support and spare parts. The obstacles encountered in the Yonarmed 4/105 GS unit facing the modernization of the defence equipment carried out were the soldiers' ability to master computer technology and foreign language skills (English) was still limited, and there was no software to support them. Considering that the Belgian-made GS How M109A4 BE 155 mm cannon is an international standard military weapon that technically uses English in its operation, it needs to be supported by the mastery of English. To avoid mistakes in their operations, Yonarmed 4/105 GS soldiers must learn the language of determining fire points, firing heights, the direction of rotation of the gun barrel, and so on. So far, the Yonarmed 4/105 GS unit uses the GS 105 mm gun system gun produced in 1952 with a manual operating system that has a maximum range of 12 km, while the 155 mm GS How M109A4 BE gun, which was produced/updated in 1968/2007 uses the system and semi-automatic munitions charging technology with a maximum range of 30 km with HE95/RAP munitions.

The leadership education of lower unit leaders, especially at the Battalion Commander level, needs to be observed. The creative and innovative Armed 4/105 GS Battalion is urgently needed to improve the professionalism of soldiers in the lower units. Indeed, building professionalism is not the task of the battalion commander but rather a long process.

According to Maria Fors Brandebo (2015), belief in leaders is related to trust, risk perception and decision making. Trust is a mechanism in units with a high degree of trust. Which characteristic most strongly contributes strongly to trust in a leader depends partly on the hierarchy level to which the trustee belongs. Different characteristics are emphasized and expected to develop trust in a leader, depending on whether the leader is a direct, indirect leader, teacher, friend, or subordinate. High trust can lead to a group spirit.

A theme formed from people working together is formed in communities in different villages with military organizations, firefighters, and police; successes and failures are seen in team leadership, coordination, and communication skills. We must pay attention to the dynamics of the environment and the complexities of the drivers of teamwork demands. The leader's role is to align the problems

with the team's capabilities. Several factors influence each other between existing resources, the environmental problems faced, and environmental changes, so the factors that shape the environment and use it needs continuous alignment (Kozlowski, 2018).

Based on this framework, the leadership of the units under him affects increasing the professionalism of Yonarmed 4/105 GS. For this reason, lower unit commanders must have creativity in solving the problems they face so that the soldiers' abilities will be proficient in manning the 155 mm GS How M109A4 BE cannon. However, the reality faced by the Yonarmed 4/105 GS Unit is still not as expected, so several problems can be identified; first, there is no Bayalion Commander concept to increase the ability of Yonarmed 4/105 GS soldiers to become new defence equipment crews. Second, there is no creativity and innovation of the Battalion Commander in improving the capabilities of the Yonarmed 4/105 GS soldiers. Third, the ability of members to English language skills. Commanders in such conditions should act as superiors and educators. Seeing these problems, the researcher analyzed the role of the unit commander, the obstacles faced and the ideal concept that made it possible for subordinate units.

Literature Review

According to LA Ford (2013), the general competence of commanders of soldiers in assignments can be divided into five groups, including (a) leadership, which is the true spearhead of a commander, (b) technical knowledge, each unit is different in technology and its character, (c) resource management, personal management and available care, (d) personal ability/quality, concerning personal ability (e) operational competence, commander's ability to take actions and decisions (Ford et al., 2013). Troop-level mission command's duties are administrative; command supply disciplines; management training; operations; and maintenance (Fox, n.d.). These tasks are sometimes not taught at all in educational institutions, so a commander learns to use an anagogic approach. Furthermore, again, the task of a commander is not only capable for himself but also taught to his subordinate soldiers (Nash, 2013). Currently, the increasing ability of soldiers has been using e-learning systems. Facilities with the ability to access easily and quickly support independent learning for anyone. The problem is also for the military that some lessons cannot be done with e-learning either because of secrecy or technicality (Michaela Calotescu, 2010). A good education system is able to respond to changes in environmental developments that occur (Sharma, 2021).

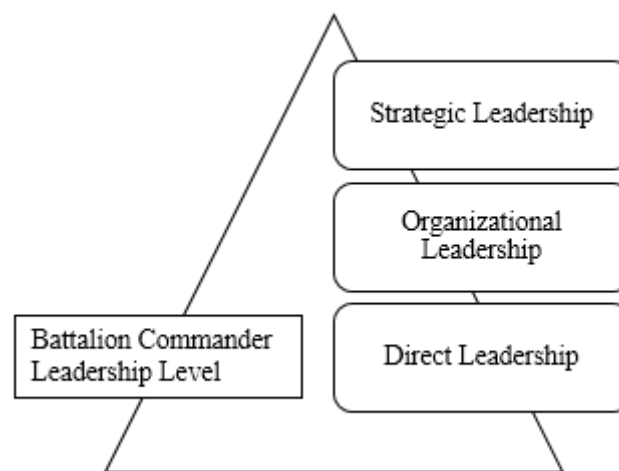
The development of the Indonesian National Army (especially in this case, the TNI AD) is carried out based on the concept of Unit Defense Capability. A strong TNI requires weapons technology to support its role and duties in maintaining the territorial integrity and sovereignty of the Unitary State of the Republic of Indonesia because the more robust, more sophisticated, modern, effective, and efficient defence systems are owned by Indonesia show a more robust defence. Therefore, to protect the territory of the Unitary State of the Republic of Indonesia, an adequate weapon system is needed to secure the exclusive jurisdiction of the Unitary State of the Republic of Indonesia. Weapons systems can even affect a country's position in international politics. So that the leadership of the TNI continues to strive to improve its defence capabilities by modernizing the defence equipment system.

The modernization of the defence equipment system is expected to be carried out in stages through the replacement and procurement of new defence equipment following technological developments.

The government's strategic plan is to form new units in each territory of the Unitary State of the Republic of Indonesia. In particular, border areas with other countries, conflict-prone areas, outer islands, and all regions according to the threat level. The modernization of the defence equipment system is comprehensive and applies equally to units within the Indonesian Army, one of which is the field artillery unit.

A military commander's intelligence, competence, discipline, and moral solid will be a role model for his subordinates. A leader can act decisively in the best interests of the organization. Leadership is built on the belief to complete the mission. Effective leadership has good subordinates. Leaders are not only limited to rank and position.

Figure 1: Levels of leadership in the military (U S Army, 2006)



Every level in the military organization plays a role. Each role is expected and possessed by people who have a position in the defence system. Roles are part of the main tasks that must be carried out so that when viewed from a structural and functional perspective, roles in the sense of structure are all actions that must be carried out by each (functional) component of an institution for the realization of goals. (target) that has been set. Team effectiveness is a concern but still achieves the expected mission (Goodwin et al., 2018). The roles are the five functions and the roles of leadership. This role is essential if it is carried out to achieve organizational goals. The roles are as follows: 1) Envisioning, a leader knows the history of the existence of a group 2) Planning, the leader must know by making plans so that what is done is directed 3) Teaming, the leader's ability to build an engagement team. 4) Motivating, the leader encourages subordinates. 5) Evaluate each activity carefully (Andriani et al., 2018).

Rosemary Stewart (1967) explains that management experts have a general perspective so that in practice, it is difficult to apply because of the nature and behaviour of different tasks. Of course, it would be difficult to equate the steps taken by the lower units with the steps taken by the upper units. In common sense and the evidence in the field, the manager's job is related to planning, organizing, motivating, and controlling (Plimmer et al., 2020). The researcher tries combining the elements of the manager's task into the role of the battalion commander as the planar organizer, motivator, controller, and evaluator. In particular, the education task of the lower unit commander is to be a

motivator. Motivator as the commander's task to the military is critical in conveying to the directors and understanding the activity's objectives. Motivation is the desire to adapt to a task based on the subordinates' ability. If they succeed, praise them, and if they fail, appreciate what they are trying to do. Do not give up; encourage subordinates to achieve organizational goals (Mark, 2014).

The role of the commander in supporting professional soldiers is critical in supporting competence. The commander's job is to develop soldiers to demonstrate character, competence, and commitment through training, education, and career-long experience (USARMY, 2019). Competence comes from competence, which means skill, ability, and authority. Etymologically, competence is a behavioural dimension of expertise or excellence of a leader or staff with good skills, knowledge, and behaviour. Competence is the ability and characteristics a civil servant possesses in the form of knowledge, attitudes, and behaviours required in their duties and positions (Schneider, 2019).

Competence is a person's ability to produce at a satisfactory level in the workplace, including transferring and applying these skills and knowledge in new situations and increasing agreed benefits. Competence also shows the characteristics of the knowledge and skills possessed or needed by each individual to conduct their duties and responsibilities effectively and to improve professional quality standards in their work. The commander must maintain an impression of competence and effectiveness to influence others (Wisecarver et al., 2011).

Method

This research was conducted using a qualitative approach. Researchers using a qualitative approach through interviews and surveillance can improve previous research and predict what might be done in the future (Jamshed, 2014). The research design used is phenomenology, and the research design provides an overview of the steps taken by the researcher. In principle, researchers find a match between empirical reality and rational theory considered relevant (Mhd Halkis; Muhammad Shiratul Haq, 2020). Researchers understand and assess their thoughts and opinions by prioritizing them from the subject's viewpoint (Flick, 2012). Data were collected by direct observation, interviews and document collection related to data and theory. Before conducting the research, the researcher also conducted FGDs with experts and practitioners within the Republic of Indonesia Defense University and at the Army Headquarters. After finding the proper framework, the researcher plans and answers the questions according to the data.

The question begins with the research objective of analyzing the role of the battalion commander in improving the capabilities of Yonarmed 4/105 GS soldiers using the 155 mm GS How M109A4 BE cannon technology. There are three things of concern in the research; In the first role of, the commander's role, the researcher observed and interviewed commanders and soldiers in Battalion 4/105 GS. Looking from the outside, it was as if the researcher was inside the soldier himself. Second, study the influencing factors when faced with the concept or theory of management and organizational leadership. Opportunities and constraints are seen when planning to evaluate. Third, explore the thoughts and feelings of the commanders about the ideal concept according to the lower unit commanders in developing soldiers' professionals through the commander's educational role.

Research result

1. Commander Role of Artillery Battalion (Danyonarmed 4/105 GS)

The role of the commander as a planner (planner), organizer (organizer), motivator, supervisor (controller), and evaluator (evaluator) in the implementation of coaching in the unit is highly expected so that the obstacles faced, especially in the aspect of training, can be found in solutions and solutions to improve the capabilities of soldiers. Danyonarmed 4/105 GS to get the 155 mm GS How M109A4 BE gun system. The commander's role can be described as;

a. Planner. As the Battalion Commander, he plays an essential role in planning and deciding the program of activities for the training process to teach his members the skills that must be mastered in order for the task to be carried out correctly and adequately. The role as a planner can be done by placing himself as a planner who has a concept to control the Battalion. Making the right decisions following the orders and procedures that apply in conducting their duties is the key to the success of a leader in performing the tasks given. Siagian (2006) stated that the leader's role is as a planner where "The leader must participate in providing plans, directions and solutions when problems arise while conducting tasks, and he who can provide plans, directions and solutions when subordinates do. discussion (Andriani et al., 2018).

b. Organizer. The role of the Danyon Armed 4/105 GS in organizing is also carried out to increase the Yonarmed 4/105 GS soldiers' ability to operate modern defence equipment in the form of the 155 mm GS How M109A4 BE cannon. Jatmiko (2013: 211) states that the primary function must be understood in depth with functions related to tasks or even problem-solving. Siagian (2014) stated that the leader's role is as an organizer who "Must be able to regulate the environment so that there is a synchronization process in achieving goals." This agrees with the theory of competence according to Wibowo (2016: 271); competence is the ability to perform or perform a job or task based on skills and knowledge and supported by the work attitude required by the job (Wibowo, 2016).

c. Motivator. As a leader, Danyonarmed 4/105 GS covers the quality aspects of managers and team leaders in providing encouragement, enthusiasm, direction, and support to subordinates. In the context of the Danyon Armed 4/105 GS, it contributes to encouraging (motivation) so that the soldiers in the unit have an adequate level of ability to use modern defence equipment in the form of the 155 mm GS. Siagian (2009) stated, "Motivation is a force that can be a driving force for someone to make a big contribution in the organizational environment".

d. Controller. The function of a leader is the control function. The function of leadership as control means that successful or effective leadership can regulate the activities of its members in a directed manner, and ineffective coordination allows the creation of shared goals to the fullest. This control function can be realized through coaching, directing, coordinating, and supervising activities. Regarding the context of supervision, it is necessary to pay attention to aspects of the size of the inherent supervision, and the performance of a leader needs to be integrated. Likewise, adaptive strategies and real-time controls will protect each other. In certain respects, either of these approaches cannot be separated. Moore (1964) states, "Supervision is interrelated action to follow and improve activities". Where supervision relates to reporting, presenting information, and evaluating the course of a program and includes control measures. Supervision is a stage of management that regulates and maintains organizational activities that use limited resources to achieve the expected results. Therefore, the supervision of a leader has a strategic and essential

position in affecting all levels, so a leader must continue to encourage his personnel to have reliable and professional abilities in performing their duties (Heck, 2015).

e. Evaluator. As an evaluator, a leader plays a role in evaluating the capacity building of its members, which is carried out through several stages, starting from the evaluation planning stage, evaluating the use of the evaluation results. In connection with this phase, the evaluation results can be used by a leader to obtain important information that will become a follow-up reference to improve the ability of its members in the future. This conforms to what was stated by Berry, as quoted in Wirutomo (1981), where "After the work process ends, a leader must conduct an evaluation with the aim of knowing the level of success of the abilities of its members (Wibowo, 2016)."

Based on the five roles of Danyonarmed 4/105 GS as Planer, Organizer, Motivator, Controller, and Evaluator. It can be concluded that to increase the ability of Yonarmed 4/105 GS Soldiers for the 155 mm GS How M109A4 BE Cannon workforce, the Battalion Commander has been able to perform his role well; besides that, he can also be more optimal in performing his role, Danyon must also act as an Agent of Change. Change or change agents are individuals or groups who can influence other people, groups, or organizations in making decisions related to innovation so that they are following what the change agents themselves expect. The role of leadership as an agent of change is to bring new bright ideas.

2. Factors influencing the role of the Commander

The results of the research compiled from the opinions of informants at Danyonarmed 4/105 GS concluded that several problem factors became obstacles in the unit in improving the ability of soldiers towards human resources and maintaining the 155 mm GS How M109A4 BE cannon, including

a. Personnel Adequacy. The number of personnel in the unit is currently still limited. From the unit report data obtained in the study, the actual number of personnel in the Yonarmed 4/105 GS unit still does not follow the top figure, where it should have been 421 people, but now it is 370 people; this number is reduced by the number of soldiers who carried out task activities outside the unit. Limited personnel conditions will affect the implementation of tasks and activities in the unit. Training tasks that must be carried out together and following other soldiers in their respective positions with the condition of personnel not in the unit will be an obstacle to the implementation of activities. Learn and improve soldiers' skills in operating the 155 mm gun weapon system. If the personnel are complete following their peaks and positions, the training can be carried out gradually and continuously without being disturbed by other activities with dynamic protocols. Activities carried out continuously will be more effective than those carried out intermittently.

b. Psychological Readiness. Psychological factors have recently received much attention from various parties, especially the highest leadership. Because a Battalion Commander must have good psychology to lead his subordinates, he can adjust and make his subordinates comfortably in his leadership. The commander in chief must be sensitive to the condition of the soldiers and their environment to quickly and accurately take steps and decisions, be fair and wise because a single battalion consists of soldiers and their families who come from various ethnic groups, religions, and

ances. This psychological factor affects 30%, and the rest is determined by experience and strong will.

The moral burden faced by a battalion commander is very complex; faced with demanding tasks that must be carried out and are accountable to the highest command. The battalion commander also has a moral burden with the condition of his soldiers, who are sources of soldiers who come from various regions with different characteristics and characters, thus demanding more attention so that the orders and wishes of the battalion commander can be accepted, understood, and carried out by all soldiers.

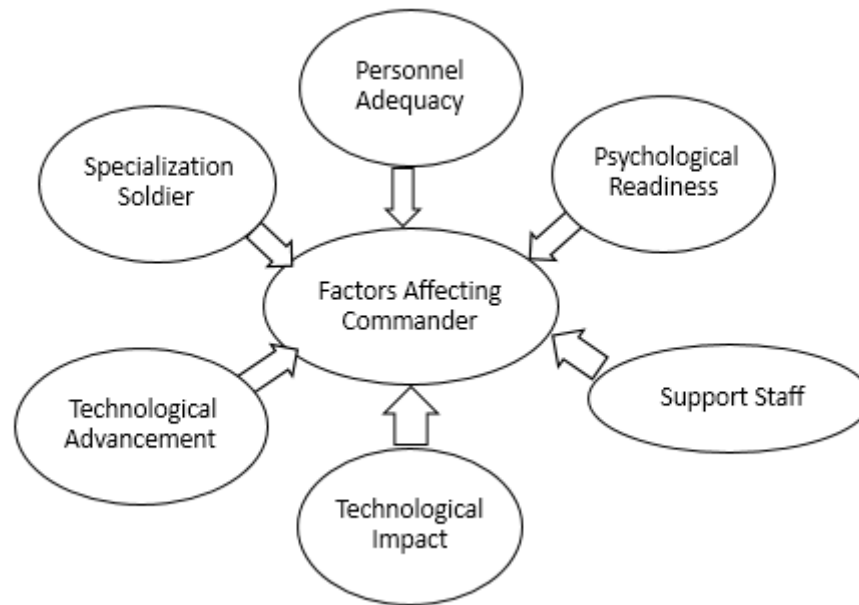
c. Support staff's capabilities. _ a battalion staff officer assists the battalion commander in performing his duties with the rank of first officer (Letda to Captain). The job of the event staff is to create a more detailed and detailed description of the plans and policies. The battalion commander said to provide suggestions and input on things that could be done to support the task. The commander had decided to forge order from the battalion commander. The battalion commander makes a decision that must be carried out and obeyed by all soldiers in his unit. With task experience and limited educational background, it will become an obstacle where staff officers cannot follow orders and decisions that the commander has taken in the Battalion, so their implementation is not as expected—the commander's wish. To find a solution to the obstacles faced, a creative and innovative role from the battalion commanders is needed in improving the soldiers' capabilities for the human resources of the GS How M109A4 BE 155 mm cannon. This agrees with the notion of leadership, namely the art and skills of influencing and guiding subordinates, so that from the party being led, willingness, trust, respect, and obedience are needed in conducting the assigned tasks. Leadership is done using tools and time but contains alignment between group or unit goals and individual needs. Leaders must utilize all available resources and efforts to achieve their goals; they lead effectively and efficiently. A leader must know how to solve problems and have the proper method to solve every problem encountered.

d. Technological Impacts. The development of technology that provides many benefits, on the other hand, can also be a different obstacle for a battalion commander in performing his leadership. Today, all soldiers have smartphones; some even have more than one. Various types of applications can be obtained and entered into the smartphone. Some soldiers can take advantage of these opportunities in positive learning activities by typing on google. Then the information we are looking for will be immediately obtained, but some only use gadget technology as entertainment and social activities. The negative influence caused by technological developments is that members tend to become dependent on existing technology, which is used only as a social activity. With this dependence, soldiers tend to be individual and apathetic to the surrounding environment due to their dependence on smartphones. As a result, they do not focus on studying and practising.

e. Information Technology (IT) specialization education is limited, and advances in Information and Communication Technology must be carried out optimally for various activities that can support the unit's tasks. In improving soldiers' abilities, commanders can be creative by taking advantage of technological advances by making various fun videos that are easy to watch and follow for soldiers to get a modern and not tedious learning process.

f. Technological advances, in fact till now, conditions in the unit are still limited in terms of human resources who master these technological capabilities, with limited ability to use IT capabilities, of course, this is a different obstacle where they cannot take full advantage of existing opportunities and conditions. This is because there is no specialization education regarding IT and information skills. Existing education is still limited to computer programs in the manufacture of correspondence products as operators, not yet on creative training in making video tutorials that can be used for learning activities.

Figure 2: Factors affecting the commander's duties



3. The concept of the Battalion Commander to improve the ability of soldiers

A Battalion Commander must play a good role and leadership in managing his unit by developing leadership arts and techniques. Based on this, in general, the implementation of the leadership role in unit development at Yonarmed 4/105 GS that has been carried out so far is considered adequate. Based on the results of observations made by researchers while in Yonarmed 4/105 GS, as well as answers given by informants, the implementation of coaching (improvement and training) to improve the ability of Yonarmed 4/105 GS soldiers to be able to personnel modern weapons systems in the form of a 155 mm GS cannon. The M109A4 received several efforts from the Battalion Commander to conduct his role as a leader to improve the soldiers' technical branching and maintenance capabilities of the 155 mm GS gun.

a. Preparing a cadre of trainers for Yonarmed 4/105 GS. The Yonarmed 4/105 GS unit already has one non-commissioned officer on behalf of Sergeant Chief Cipta Kawedar, who has received direct training from the Belgian state for ten days in September 2018; the material obtained is related to the operation and maintenance of the 155 mm. GS How about the M109A4 BE gun. In addition, the Yonarmed 4/105 GS Unit also has several soldiers who have received training and upgrading organized by the Pussenarmed Kodiklatad, both central and MTT in the unit and several cannon maintenance upgrades organized by the Army Equipment Center (Bengpuspal). This condition

became a strength for the Battalion Commander in improving other soldiers who had not had the opportunity to perform direct coaching and upgrading organized by the Field Artillery Weapons Center (Pussenarmed Kodiklatad) and the Army Equipment Center (Bengpuspal). The battalion commander can creatively form a cadre of trainers already owned by his unit as trainer cadres responsible for training other soldiers in both operations and maintenance. With the implementation of the exercise where the trainer is a colleague who already knows each other personally, it is hoped that the implementation can run effectively with interaction, discussion, and direct questions and answers without fear and doubt.

b. Organizing education and training in units. With a cadre of trainers owned by the unit, the battalion commander can perform educational and training activities in the unit. Yonarmed 4/105 GS soldiers must be immediately educated, trained, and forged to become professional soldiers, have personalities, have a corps spirit, and are in a sound organizational system. The main objective of this activity is to equip all soldiers with qualified capabilities in manning and performing maintenance on the GS How M109A4 BE 155 mm GS cannon. Education and training conducted in the unit are expected to be an effective solution compared to organizing education centrally in the actual place of education. In practice, soldiers can feel like they are on daily duty while still being able to return to their respective homes so that they can still gather with their families. The hope is that soldiers can focus more on receiving the knowledge and skills given to them by their comrades without any other burdens in their implementation. Morris Jonowitss's opinion that professionalism as specific special skills obtained through intensive training, the existence of ethical and personality standards, the existence of identity or a sense of togetherness in the group, and the existence of a superb internal administrative system can be used as a theoretical basis to realize the Yonarmed 4/105 GS soldier who professional.

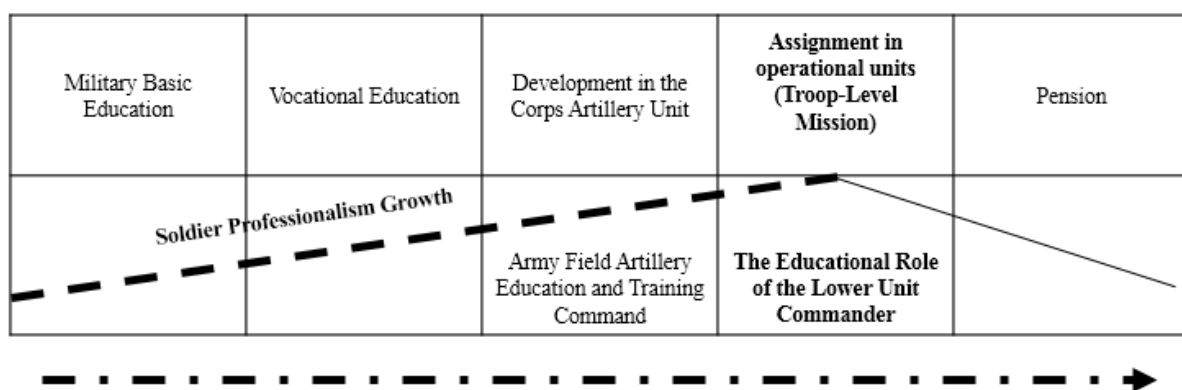
d. Implement the English Day programmes. This programme is carried out two days a week, on Tuesdays and Thursdays, where activities and conversations are carried out using English as much as possible. The English Day activity focused on terms often used in cannon firing orders, making an English dictionary pocketbook containing terms commonly used to service the GS 155 mm gun. Then, the making of office name pamphlets, proverbs in Indonesian and English, are installed in strategic places so that they are always recorded in the memories and minds of soldiers.

e. Doing a Cannon Drill competition. This programme increases the maintenance and maintenance capabilities of the GS 155 mm gun. With the implementation of this program, it is hoped that the Battalion Commanders. What are extensions and allowed to develop their initiative and creativity in improving the capabilities of their soldiers. Of course, as a lesser leader, he would maintain and demonstrate his credibility and abilities to the battalion commander. We will perform activities to prove that the tasks assigned by the battalion commander have been carried out with full responsibility. This activity is also a competition between batteries and proves their unit is the best unit over other batteries. This is a control and evaluation of the implementation of the achievement of programme targets implemented in the unit to take further policy steps.

e. Encouraging Pussenarmed to compose a Doctrine or Persuasion about the 155 GS weapon. The battalion commander provides advice and input on preparing persuasion and organizational tasks that the head office will prepare by making evaluation reports and studies on the modernization of

defence equipment at the Yonarmed 4/105 GS unit. If there are obstacles found directly in the field, then the commander is in charge of making a report on the implementation of the task. This report is submitted in writing to the top unit leadership. The leadership, notably the Army Field Artillery Education Center [Pusat Senjata Atrileri Medan Komando Pandidikan dan Latihan Angkatan Darat (Pussenarm Kodiklatad)], made this report to prepare doctrine and technical instructions for using the 155 mm GS How M109A4 BE gun. The teachings and doctrines regarding the GS How M109A4 BE 155 mm cannon which the Pussenarmed Kodiklatad will publish, will later be used as guidelines in performing training activities in the unit. With the provision of suggestions and input from an early age in its preparation, it is hoped that later it can be practical and operational without significant obstacles.

Figure 3: Soldier Professionalism Growth and Development Cycle



Discussion

The commander of lower unit has multiple roles; troop leader and troop educator. Generally, the leadership role as the commander of a subordinate unit understands that it is the main task, motivating subordinates and conveying orders to upper units. However, as the team's professional coach, he also motivates the squad. This mission is to equip the soldiers with knowledge before serving during operations or battles. So, conveying the orders of the upper units regularly is a common practice for the commanders of the lower units. However, motivating is democratic, where the lower units feel freer to be creative so that managerial tasks develop from planning activities that do not yet have detailed procedures on how soldiers are trained. Lower unit commanders can perform activities as if they are not seen as the main tasks or contain tasks to encourage soldiers to develop their competencies. The specific policy for motivating the lower units is the creativity of the lower unit commanders. So the brotherly relationship between humans is more prominent than technology. It is related to trust between commanders and subordinates. Trust is essential because soldiers must face high risks. (Brandebo, 2015)

For this reason, the task of education seems to be empowering individual soldiers, respecting the tasks performed by soldiers, creating satisfaction for soldiers with positive reactions from commanders, being willing to apply discipline, and increasing strong self-confidence in soldiers. Each soldier in the lower ranks of the unit collaborates to perform a joint mission, and they are mutually responsible for each other. Of course, all responsibility falls under the responsibility of the commander.

A commander of a battalion-level unit is responsible for his subordinates. A battalion-level unit commander was in charge of his subordinates. It was dangerous for a soldier to no longer trust his superiors. Instilling soldiers' confidence in their superiors is an essential issue in the military—leadership results from the education process of an officer. Leadership requires managerial skills and an understanding of the strategic mission being carried out. Empowering everyone is a reality, recognizing their talents and encouraging them to express them. Empowerment also means valuing individuals, encouraging them to always give more of themselves by developing a clear conscience about what they bring and are likely to bring to society. Both individual judgments give rise, beyond individual responsibility, to a sense of collective responsibility, which is the basis of cohesion. Teams of people working together for a common goal have become the centre of human social organization. Military organizations work together in groups to explore, achieve, and conquer.

Conclusion

The Battalion commanders can increase the professionalism of soldiers in mastering weapons technology can be done through the role of education in the unit where they are assigned. In performing these roles, many obstacles are encountered in implementing education in the Battalion in various ways to improve the capabilities of its soldiers. Distance learning with e-learning is an alternative. Although this education system has weaknesses, it helps to provide information more quickly and up to date.

The ability of Yonarmed 4/105 GS Soldiers Using GS 155 mm Weapons is how the M109A4 BE weapon technology has been successfully used by soldiers correctly and adequately. The role of the Battalion Commander as a planner, organizer, motivator, controller, and evaluator in improving the ability of Yonarmed 4/105 GS Soldiers to use 19 types of military cannon technology. 155mm GS. How about M109A4 BE. The factors that influence the role of the Battalion Commander in improving the ability of Yonarmed 4/105 GS Soldiers in using the GS How M109A4 BE 155 mm military weapon include the number of personnel in the current unit is still lacking, the psychological readiness of the battalion commander, the limited ability of staff officers, negative impact of technological developments, limited specialization education in the field of information technology.

The battalion commander's creative and innovative concepts in increasing the ability of soldiers to use the 155 mm GS How M109A4 BE cannon at Yonarmed 4/105 GS include: preparing a cadre of trainers in Yonarmed 4/105 GS, organizing education and training in the Battalion, implementing the English Day programme, conduct the Cannon Drill competition programme, carry out upgrading at Pusdikarmed, and encourage Pussenarmed as a branch LKT to make a Doctrine or Standard Operating Procedure (SOP) on the GS 155 mm cannon.

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