

Research Article

Conception of Leadership Roles in State Defense

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Abstract. This study aims to analyze the conception of leadership roles in state defense. The method used was a qualitative descriptive approach. A qualitative approach was carried out in understanding the meaning of data related to social dynamics in the context of the leadership roles of state defense and a descriptive approach was carried out by making an inventory, identifying and describing various supporting data in order to answer the research objectives. Data collection and concept analysis were performed by confirming relevant theories, regulations and research, observation, and complemented by drawing conclusions. The results of the study indicate that the leadership roles of state defense can be described through interpersonal role, information transfer, and system development.

Keywords: *Conception, Role, Leadership, Defense State.*

A. INTRODUCTION

The attachment between the state and citizens is something that is absolute. This attachment is usually stated in the state constitution in the form of regulating the rights and obligations of the state towards citizens and vice versa. This attachment can be seen as a reciprocal relationship (Winarno, 2014). The state is an agency or authority managing or controlling these (common) affairs on behalf of and in the name of the community (Soltau in Budiardjo, 2017). Then the rights and obligations of citizens to the state, among others, is to defend the state. State defense can be seen as an implementation of the love of citizens for the country (Wijayanto J., & Marzuki, 2018). In Indonesia, the state constitution has regulated the rights and obligations of Indonesian citizens. In Article 27 Section (3) the 1945 Constitution of the Republic of Indonesia states, "Every citizen shall be entitled and be obliged to participate in efforts to defend the state". Furthermore, the provisions on state defense are regulated again in Article 9 section (1) and (2). The regulation stipulates that efforts to defend the state are manifested in the implementation of national defense including citizenship education, compulsory basic military training, voluntary or compulsory service as the Indonesian National Army, as well as service in accordance with the profession. Moreover, state defense is the attitude and behavior of citizens who are imbued by their love for the Republic of Indonesia which is based on Pancasila and the 1945 Constitution in ensuring the survival of the nation and state.

From the various regulations regarding state defense, it is very clear that every citizen has the right and obligation in the efforts to defend the state and state defense is important to ensure the survival of the nation and state. State defense is the attitude and behavior of citizens based on state values. Such is the importance of state defense role, so it is also important to explore further the efforts made by citizens to the state with its various dimensions. The exploration of the said citizen's efforts concerns the aspects that citizens can carry out in realizing state defense. Referring to the dynamics as mentioned by Soepandji and Farid (2018), efforts to defend the state at the practical level have not been implemented systematically. At the same time, state is faced with various challenges; the behavior of state administrators and

citizens is not always linear with the efforts and aspirations of the state (Silitonga, 2020). Budiyo (2017) notes the various values that have straddled on the flow of globalization, such as a religious state, a secular state, a socio-democratic state, radicalism, fundamentalism, communism, the caliphate, and atheism. Thus, an internationalization of thinking is formed and the public can see the dynamics of developments that occur outside the country. Febrihananto, Abdullah & Zubaidi (2017) state that the fading phenomenon of state defense can affect the level of national resilience covering the fields of ideology, politics, economy, social and culture.

This discussion is aimed at contributing to the concept development, especially in the conception of leadership roles in state defense. In discussing the state defense leadership roles, it is necessary to look at the parts of the meaning of its foundation. In the beginning, the concept of state defense as stipulated in the regulations has been explained. Next, an explanation will be provided from the meaning of roles and leadership, as well as a comprehensive description of the leadership roles in state defense. First, a role is often related to its use in certain people or institutions. A role is a dynamic aspect of position and each person has various roles that come from the pattern of their social life, including things that can be done for the community and the opportunities that the community gives them (Soekanto & Sulistyowati, 2017). A role refers to function, adaptation and process. A role is also always related to the goals a society wants to achieve (Susanto, 1999). The role inherent in a person can be carried out well and for its effectiveness requires various things related to ability and track record of the assignment of the person carrying out that function.

Furthermore, regarding leadership, there are many references to leadership. Stogdill (in Yukl, 2015) states that the number of definitions of leadership is almost as many as the number of people trying to explain the concept and, in their observations, leadership is defined as characteristics, behavior, influence, interaction patterns, role relationships, and administrative activities. Furthermore, leadership is also seen as having a relationship with a person's deliberate process to emphasize his/her strong influence on others in order to guide, structure, and facilitate activities and relationships within a group or organization (Yukl, 2015). Leadership is a process of influencing between leaders and followers to achieve organizational goals through change (Achua & Lussier, 2010). The keyword in leadership is a leader, a well-known figure or elite member of the social system who seeks to influence his followers directly or indirectly and, in that case, there are formal and informal leaders (Wirawan, 2013). Leadership is a social influence process shared among all members of a group (Hughes, Ginnet & Curphy, 2009). Leadership is a form of activity carried out by leaders in creating a dynamic for the followers to achieve common goals (Silitonga, 2019).

Leadership role is generally correlated and seen its effectiveness in realizing organizational goals. This is in line with the understanding of leadership as an increasing influence that exceeds mechanical appropriateness on routine organizational orders (D. Katz & Kahn, 1978). Likewise, leadership is an effort to use various types of influence that are not coercive to motivate organizational members to achieve certain goals (Gibson in Sudaryono, 2017). Effective leadership can make organizations healthy and ineffective leadership can make organizations sick (Wirawan, 2013). In addition, an organization as a leader in carrying out the leadership process can be in the form of government organizations, non-profit organizations, and business organizations (Salusu, 1996). Leadership effectiveness refers to the achievement of organizational goals. Organizational goals can include the goals of groups within the organization, personal goals for both leader and follower, and organizational goals.

Leadership roles integrated with state defense meant in this discussion are as a leadership approach not only in the function of achieving organizational goals, but also leadership oriented to the values adopted by the state. Leadership roles in this case are broader

than just managing the organization for the benefit of the organization. Referring to its various dynamics, leadership is also associated with patterns of social interaction with external parties because an organization cannot be separated from partnerships with other entities. Partnership relationships with external parties are usually still within the framework of organizational effectiveness. Particularly for business organizations, there are demands to perform social responsibility; and in relation to this, there are disagreements that these activities can threaten profits, but on the other hand there are those who argue that it is important to prioritize social responsibility to improve people's lives (Ebert & Griffin, 2015). State defense leadership can be seen to further strengthen the demands of social responsibility with the addition of an orientation to state values. Referring to the dynamics of development, the establishment of an organization or company can be multinational, international and virtual. The flow of globalization has encouraged the internationalization model and the enactment of mutually agreed values and norms in the context of cross-country. This can be conducted in a separate study in the framework of state defense leadership.

Leadership roles in state defense is contextual considering that the values of the state are usually filled with universal values that are based on diversity, justice and prosperity. Organizational values in general are also based on these values. The value of diversity, for example, is based on unity in order to integrate all citizens of the country in political and national unity. Citizens or human beings in large numbers and are dynamic in nature, it is possible that there will be conflicts of human interests (Kuncorowati, 2009) and for this it is necessary to have noble values of the nation concerned (Purba, 2017). Indonesian people with different backgrounds can create unity because it is supported by the value of the motto "*Bhinneka Tunggal Ika* (Unity in Diversity)" (Budiwibowo, 2016). The state also prioritizes the values of justice on the basis of norms and a system of legal supremacy. The principle of justice becomes a benchmark for what is good and right and appropriate in life, therefore justice binds everyone (Setiowati, 2018). The orientation of national values is not limited to government organizations, but includes all organizations with various forms and levels.

Referring to power and influence that can be executed, leaders can disseminate state defense values to every member of the organization and such a role is legally protected. In Indonesian context, it is regulated that implementation of state defense is through profession. Leadership is basically a part of profession (Wirawan, 2013; Sudaryono, 2017) because it is a position that requires special intellectual abilities, is obtained through learning and training activities, and is rewarded certain compensation. Leaders adopt and apply state values as an effort to implement nationalism is seen as behavior that meets ethical values. Leadership that applies foreign ideology or even opposes the values of the state will actually be in conflict with the law. State is seen as the most absolute association and determines the condition of citizens and has the authority to assess the praxis of their behavior, including leaders in their leadership. That way, it becomes more actual and the significance of leadership roles in state defense is felt, considering that leaders have tools such as power and authority in influencing people in the organization. Moreover, implementation of state defense leadership is part of the demands of nationalism from a citizen officiating as a leader.

Orientation of state values within the organization as the concept of implementing the leadership roles of state defense feels relevant in relation to various framework findings and explanations of the conditions of state defense and the conditions of national life. Indonesian diversity, on one hand, can enrich the nation's cultural diversity, but on the other hand, it is prone to horizontal conflicts that threaten the nation's disintegration (Karliani, 2011). State defense which describes the implementation of a sense of nationalism, is certainly not something that can be done at once. Nationalism concerns socially constructed communities imagined by people who see themselves as part of the group (Anderson in Alfaqi, 2016).

Nationalism as a community imagined as rich mindsets and conditions fluctuate so that it needs consistent efforts to form awareness of state defense from citizens.

The appointment of citizens is comprehensive and includes all professions, but with the mention of leadership, the existence of citizens is more focused on the leader and those being led. The development of state defense role focuses on the leader can be seen as the development of the concept of state defense in the perspective of the role of society or citizens. It is important to encourage the creativity of citizens in playing a role in state defense because the essence of the state is an association of citizens with common goals to be achieved in the state level. The dynamic perspective and the willingness of citizens to develop their roles can be seen as fundamental prerequisites for the success of state defense goals in ensuring the survival of the nation and state. Therefore, it is necessary to explain further about the actual leadership roles in state defense and to answer this will be explored in the next discussion.

B. METHODS

This study or research used a qualitative descriptive approach. Qualitative research is more oriented towards exploration and discovery and does not intend to test theory (Idrus in Sulkipani, 2017). Qualitative research is also a method of exploring and understanding the meaning that a group of people perceives as coming from social or humanitarian problems (Creswel, 2017) and there is a reciprocal symptom relationship (Silitonga, 2020). Leadership roles in state defense are the discussion of social problems. These social characteristics are very clear from the relationship between leaders and followers (subordinates) within the framework of state defense leadership roles with patterns of communication, interaction and actualization that are clearly characteristic of social behavior. Furthermore, descriptive analysis was used by making an inventory, identifying, and describing various supporting data in order to answer research questions.

Data collection was obtained from written and digital data sources, as well as from observations of social conditions. Data analysis was done to see its significance for the focus of the problem through activities to confirm theory, regulatory sources, and previous relevant research along with drawing conclusions. The analysis was based on a review of the role of power, authority and leadership influence, correlation of social responsibility for organizations and leaders, and leadership roles in state defense on the basis of leadership as a profession. From the results of the analysis, conclusions were then drawn in describing leadership roles in state defense.

C. RESULTS AND DISCUSSION

Conception of leadership roles in state defense is based more on the awareness or the calling of someone who is believed to be a leader to implement state defense. Emphasis on awareness and calling considers that state defense is actually mandatory because it is mandated in the constitution and legislation, but at the level of implementation and operationalization of the organization such matters are often left untouched when discussing leadership effectiveness. With the awareness of state defense, the leader seeks to make organization dynamic towards targets that will be achieved together and is complemented by efforts to align the interests of the organization with state values. The awareness to align organizational values and state values is supported by the belief that in general there is a meeting point between organizational values and state values. With the conception of leadership roles in state defense, leadership effectiveness is no longer merely measured by the achievement of organizational targets, but is also correlated with the ones' attitude and behavior of state defense in leadership.

Leadership roles in state defense is explored based on the perspective of interpersonal roles, information transfer roles, and system establishment roles as part of the behavior shown by the leader. Conceptualization of these roles is adopted from Mintzberg's concept in

managerial roles in contemporary management models as cited by Robbins & Coulter (2016), however, various changes and adjustments were made in the description according to the needs in the leadership process. The conceptualization of roles of state defense leadership model is shown in the following figure:

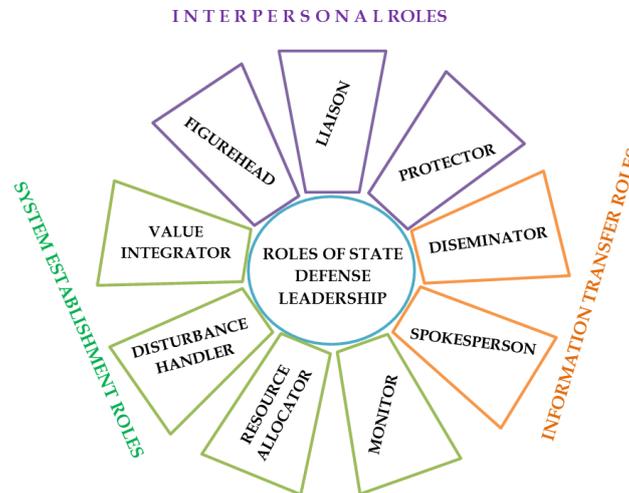


Figure 1. Model of Roles of State Defense Leadership

Source: Adopted with necessary changes from Mintzberg's managerial roles in Robbins & Coulter (2016)

Conceptualization of state defense leadership roles actually includes leadership roles in supporting the achievement of organizational targets, but in the following discussion, the focus is more on the role of the leader in implementing state defense. The roles of state defense leadership are described as follows:

1. Interpersonal Roles

An interpersonal role is a role that involves the relationship of other people including subordinates and people outside the organization as well as other activities that are ceremonial and symbolic (Mintzberg in Robbins & Coulter, 2016). In this context, leaders play the roles of a figurehead, a liaison, and a protector. These interpersonal roles cannot be separated from understanding the trait approach as in early leadership theory. It is important to note that the concept of roles means that these traits are actualized in the leader. Ethical issues are still seen as an important part of being shown by leaders. In various experiences, these ethical issues affect the effectiveness of one's leadership, both in positive and negative implications. The positive implication is in the form of respect from organizational members to the leaders, while the negative implication results in the removal of the leaders from their position.

In a figurehead role, a leader acts as a person who has a superior personality and becomes a symbol of the organization. Leaders in their positions have social, ceremonial and legal responsibilities as well as a source of inspiration. With such a performance display, a leader is a person who is trusted with the basics of competence and a superior personality. Actualization of this role is a form of one's initial ability as a leader in carrying out state defense through his/her profession. Integrity is the unanimity of personality that a leader has on the basis of the awareness of being a figurehead and a call of service as a citizen to have a superior character than followers or subordinates. The elements of integrity of group members towards the group can be measured according to the degree of involvement in the group through their feelings for the group (Lasswel in Wulansari, 2013). Integrity in this context is meant as terms of actualized behavior and this is in line with the opinion that behavior norms are used to influence others (Thoha in Irawan & Suryani, 2018; Schein in Saadah, 2018). Implementation

of the leader's integrity is actualized through the consistency between the leader's words and actions. The manifestation of this leader's personality becomes something very relevant considering that leaders are required to be role models for followers or subordinates as well as in order to become symbols and in the framework of interacting with external stakeholders of the organization. The general behavior of leader in a figurehead description is distributed in the aspects of work motivation, being modest, disciplined, honest, and not corrupt.

Having high work motivation and perseverance when faced with various organizational problems are some of figurehead traits. Motivation is defined as a psychological process that encourages people to do something (Usman, 2016). This work motivation is manifested as self-actualization of gratitude to become a leader who should be emulated and supported by an awareness of being an Indonesian citizen. This awareness is very significant if a person's track record and struggles are pursued with hard work and smart work. The high morale shown by leaders is believed to be able to influence subordinates. Subordinates usually emulate their leaders. Likewise, when leaders are faced with various organizational problems, they are always responsive, ready to assist, and can become a reference for subordinates. Therefore, subordinates don't have to worry about job challenges and feel like they are being led by the right person.

Being modest is another part of the integrity behavior that is demanded from the process of state defense leadership. Modest is described in courtesy and sincerity or the willingness to open up as a companion to followers or subordinates. Leaders in this description appreciate and respect their followers or subordinates sincerely. Appreciation intended is not only for subordinates who are older or have a longer track record of working in the organization, but are also given to subordinates who are younger and have the lowest position. The sincerity of the leaders can be felt from the character and the awareness that there is a need to build good relations among workers in the organization. This relationship can be seen from the willingness of the leaders to become a companion and partner to their subordinates in dealing with problems that arise in organizational management.

Being disciplined is also an integral part of the integrity behavior of the state defense leadership. In this case leaders see that discipline is not only a requirement for followers or subordinates, but also a part of the responsibilities of the leaders. Discipline is awareness and willingness to obey the prevailing rules and social norms (Hasibuan in Armawan & Suana, 2019). Leaders realize that their subordinates pay attention to their presence in the office/company or at work. Leaders also understand that at certain times there are meetings with stakeholders or work partners, of course the subordinates will know about the time required for this. Thus, the leaders always keep themselves disciplined, there is rationality when they are not in the office, and especially can be found when needed when facing work problems.

Working more than the normative schedule is a part of the integrity of the state defense leadership roles. As mentioned earlier that leaders are disciplined in work and in working time, undoubtedly, this understanding is related to working more than the normative work schedule. Spending working hours is sometimes a situation that must be faced by workers and leaders are no exception. At certain times there are problems and need to be handled immediately, let alone demanding the authority of the leaders, the willingness of the leaders to work outside the normative time becomes a value related to the leaders' performance. Subordinates who clearly need the leaders' intervention in solving problems will feel supported by their presence.

Integrity is also internalized in working honestly and do not corrupt. Honesty is shown, among others, by the willingness to convey something as it is in accordance with the dynamics of organizational management. When someone, for example, cannot be proposed for promotion in a certain position, leaders do not need to conceal it and then honestly convey it to

subordinates/workers. Actualization of this honest principle includes both oneself and followers (Wirawan, 2013). Being honest and non-corruption are pictures of awareness in accepting official sources of funds or compensation and avoiding financial misappropriation. In particular, financial fraud is usually referred to as corrupt activities. Leaders with integrity strive not to corrupt. Opportunities may be very wide open in line with the authority or power they have, including being able to mobilize other subordinates to support acts of corruption. An important aspect to remember is that acts of corruption often involve other parties so that there are always parties who know. Corrupt behavior may be closed and not revealed by collective agreement and not through legal processes.

With high integrity, a person is not tempted and is not caught up in acts of corruption. The willingness not to corrupt is primarily based on the awareness that the act undermines one's dignity as a leader and citizen, is against religious beliefs, and can interfere with quality of work. Corrupt acts can also disrupt the finances of the organization/company led and if the disturbance is massive or severe (for example in a business organization) it can have implications for disrupting company operations. Disruption of company operations on a stagnant scale can be problematic, especially if it results in business closure, will of course make workers lose their jobs. A person who is trusted to be a leader and has integrity, realizes such possibilities as a result of corruption. Therefore, the leader will avoid corruption on the basis of the awareness of the organization/company as a joint forum in brotherhood bonds and as a support for the family economy and macro economy.

The various roles played by leaders that led to be a role model are basically also related to the role as a liaison. Leaders are trusted to stimulate the achievement of communication and relationships between stakeholders both internally and externally. Individual workers or members of the organization can be united based on their beliefs in their leaders in function as a liaison. Likewise, external parties will be able to trust the company or organization based on the figure that exists in the leader including self-excellence in integrity and competence to be a leader.

Within the organization, it is inevitable that members of the organization are included in the minority group when viewed from the members of the organization as a whole. This condition is actually common, given the different dynamics of society. Wirawan (2013) emphasizes that leaders must manage followers who have a background, race, religion, education, gender, culture, experience, and so on. All of these are related to diversity. Regarding the position as a minority in an organization, it is not a particular problem when the follower concerned is faced with a leader who is responsible and can play a role as protector. The protector role is to provide equal treatment to all followers and this is manifested through daily interactions. Through a communication approach and kinship ties, leaders seek to take advantage of their togetherness with all circles to gain sympathy and trust. Through speech and various policies taken by leaders, followers can feel that they are led by the right person and they feel protected.

2. Information transfer roles

Information transfer roles of state defense leadership strives followers or subordinates to understand the values of the organization and the policies taken for the benefit of the organization as well as the transfer of understanding of demands to defend the state as citizens in a position as members of the organization/company. Related to this, it is necessary to create a conducive communication climate between leaders and followers (Yunaeroh & Martono, 2014). State defense role is intended to voice or convey the national and state sense or values to followers. A leader views the importance of the authenticity of being a citizen. In Indonesian context, the national and state values conveyed are related to the values of society, nation and state in the Unitary State of the Republic of Indonesia as well as sensitivity to the dynamics of

problems faced by the nation. The values of Pancasila as the state ideology, obedience to law, nationalism, diversity in the unity of the Republic of Indonesia, among others, are part of the values transferred to members in the organization.

In line with that, leaders can also communicate various challenges faced by the nation which illustrate their sensitivity to the dynamics and problems faced. Regarding these challenges, for example, the factual conditions of integration with a global dimension that take the form of free traffic, among others, carry a variety of values that are incoherent with state values (Kemala, 2018). If it is agreed that there are challenges, then it is necessary to have the awareness of citizens in contributing roles according to their profession. Building this awareness certainly needs to be based on self-understanding of the concept of state defense. Rahayu, Farida & Apriana (2019) stated awareness of state defense with the understanding of willingness to serve the state and willingness to sacrifice in defending the country includes doing and being the best for the nation and state. The concepts of state defense and various values about the state are actually expected to be transferred to members of the organization.

Leaders understand the importance of transferring these values and seek to take advantage of their position as leaders in the organization. This role is attached to the leaders' function in communicating and motivating followers. The leader in this case takes advantage of meetings with followers both formally and informally in daily interactions. Communication related to efforts to build relationships as a team, socialize programs or activities, and coordinate the implementation of organizational tasks. Leaders seek to inspire their followers in order to continue to commit to, understand, and support the policies, targets, and work mechanisms of the organization and besides that, it is relevant to this discussion that is complemented by efforts to develop awareness of state defense of their followers. In this context, leaders play role as spokespersons and disseminators.

In a spokesperson role, leaders are in charge with delivering state defense values, the problems faced by the nation, and their correlation with the roles required of citizens, including as members of the organization. In this case, it is necessary to master communication techniques and use means of communication both through formal meetings and personal interactions. Leaders trusted or elected to their positions, are usually selected based on their abilities as spokespersons. Leaders should pay attention to this communication technique in all aspects so that the target of news transfer in the form of the intended value can be achieved to followers. It is also necessary to pay attention to various conditions that can hinder communication. The delivery of national values may be simple, but when it is not delivered in the right time or manner, it is possible that it will actually produce counterproductive results for its purpose.

With the right communication techniques, leaders can connect organizational problems with problems faced by the nation and vice versa. For example, the Covid-19 Pandemic is clearly related to organizations and countries. The Covid-19 condition had a serious impact on Indonesia's health, economy and social order (Chairani, 2020). The Covid-19 is real and leaders must be responsive to the situation. During organizational meetings, leaders can specifically discuss the impact of Covid-19 on members' health and the need for implementing health protocols and limiting social activities in the crowds. Leaders, for example, could allude to the need for awareness of workers to apply health protocols because this is needed as part of awareness as workers and citizens. In that case, leaders with their technique can convince their workers to continue implementing the health protocol to their family members.

Communication in the context of disseminating this sense of nationality, among others, does not have to be implemented formally. Leaders can improvise on this. The delivery of information is not in the context of a leader as a spokesperson, but can also be done through certain media as the implementation of the intended improvisation. In this context, leaders act

as a disseminator through available media. For example, in certain events there are activities to pray together, the leaders for example can ask the prayer guide to pray for the leaders of the country in addition to praying for members of the organization. Another variation, for example leaders can hold a flag ceremony on a state holiday. The flag ceremony on these major days may be more contextual for private organizations, meanwhile for public organizations, flag ceremony activities are usually routinely carried out at least once a month (on the 17th) during the commemoration of the Independence Day of the Republic of Indonesia. Alternatively, the leaders can allocate events and invite keynote speakers on specific schedules to generate work motivation as well as increase awareness of workers' state defense. Another variation can also be done by listening to patriotic songs with all members of the organization, for example, in the morning before work or scheduled every Monday morning.

3. System Establishment Roles

System establishment roles in state defense leadership is the role of the leader in utilizing power and influence in the organizational management process. Leaders empower the importance of power, including legitimate power, reward power, coercive power, referent power, and expert power (Ebert & Griffin, 2015). Leaders in this role seek to integrate organizational values and state values. In this concept, leaders with their power and influence pay attention to and implement various policies within the organization in line with the values in society, nation and state. Leaders based on their position determine the direction and steps of the organization. Such things are carried out, among others, through various decision makings in managing the organization. In the decision-making process, especially in the implementation of participatory leadership, there is the involvement of members in decision making, but in the end the leader has the authority to decide. Related to this role, its implementation is in building systems within the organization. The organization certainly has its own culture and the integration of the values of the nation and state will complement the organizational culture to be built. Leaders seek to integrate it so that a system is built that further strengthens organizational management based on the awareness that the values developed are fair, accommodate diversity, and are aimed at the common good, including the contribution of citizens in supporting the country. These system establishment roles are carried out by leaders as a value integrator, disturbance handler, resource allocator, and monitor.

Value integrator role is leaders' role in the organization in integrating national values and organizational cultural values. One of the elements that is usually required in the establishment of an organization is the inclusion of values related to national principles. Leaders may not be the owner (for example in a business organization), but when appointed to manage the organization, the leaders can observe and emphasize the foundation of the organization referring to the values or the foundation of the state without fearing of losing their position. Other values that leaders can integrate include diversity value in organizational culture. Diversity value is often embraced in organizations but its implementation does not always run smoothly. Leaders who are oriented to state defense are expected to integrate this diversity value and realized in the process of fostering workers' careers. For example, process of recruiting and selecting workers should also accommodate this diversity. Acceptance of workers is open to anyone and is determined based on the potential work of the prospective worker and there is no discrimination, including issues related to primordially. Furthermore, in career management, it must be ensured that in the system there is justice and an assessment is based on a track record of performance. The management of this diversity is carried out through various firm action policies and ensured that human resource management practices meet the standards of the law (Noe et al, 2013).

In relation to diversity, it deems necessary to add additional explanations related to this primordial element. Primordial in the Indonesian context, usually an opposed dynamic, is

issues that lead to religious attributes which sometimes lead to the neglect of human rights in the context of religious freedom. Relevant with that is clothing attributes that have religious nuances. Organizations or a company can have certain uniforms, it's just that in this case leaders are expected to be able to state in their policy not to force people to wear clothes nor to prohibit wearing clothes that are related to certain religious identities. This means that in that context leader seek to maintain the diversity values prevailing in the organization they lead. This policy is more emphasized on government organizations, however organizations or companies that are not affiliated with a particular religion can be applied to integrate these diversity values through the role of a value integrator.

Value integrator role can also be implemented through prohibiting affiliated workers and involvement in organizations or ideologies that are indicated to be prohibited or opposed by the government. The prohibition is included in communication to workers. For example, in the current era media is as a means of communication among workers, including elements of leaders at various levels. Leaders can make policies prohibiting workers from uploading content that is not related to work and including prohibiting content that carries radicalism or does not conform to government values. This prohibition includes the form of sanctions that will be imposed if workers violate the provisions set by the organization through the leaders' role. In this role, the consistency of the leaders is seen and there is no doubt about the imposition of sanctions or implications that might affect their position as leaders. Leaders' belief is based on national values that have been inherent and become part of their character.

Disturbance handler role is played by leaders through their authority to overcome various potential problems. Technological development is a challenge that requires organizations to be faced with the dynamics of competitors, customer demands, changes in job expectations, and others (Noe et al, 2013). Challenges in the organizational scope can be related to work problems and challenges to business/organizational development, as well as the development of worker competencies. Conflict-related challenges are also a part that is often faced by organizations, including conflicts between workers, workers with leaders, and workers with organizations or companies. Solution taken by the leader is always based on the interests of the organization and also on the basis of justice, compassion, in order to foster and free from discrimination. Problems occur should not be left hanging or floating, if they are left unresolved, they will expand, and for leaders, it is considered important to immediately solve the problems that occur, especially on the basis of being part of the family in the organization and as citizens.

Resource allocator role is actualized in supporting state defense values through empowerment and utilization of the organization's resources. An example of this is leaders' initiative in presenting certain resource persons in certain forums to motivate workers, apart from the information transfer function, this activity can be seen as a step in implementing the leaders' role in allocating organizational resources. Another example for resource allocator role can be carried out by leaders in determining the implementation of Corporate Social Responsibility by programming community empowerment around the companies/organizations that are synchronized with efforts to develop awareness of state defense community. With their authority, leaders can allocate various means owned by the organization to be used in the implementation of corporate social responsibility activities.

Monitor role includes monitoring the implementation or irrelevant efforts to develop workers' awareness of state defense values. Various policies issued may not automatically run well. Supervision must be done. Leaders have to ensure that workers have a better awareness of state defense and correspond with their commitment to the organization. Monitor role is played in accordance with the reachable scope and in addition by utilizing various supporting devices. When the number of workers is very large, leaders need to empower the structure

underneath so that the heads of sections in stages take part in overseeing various organizational programs including the perspective of workers in the nation and state.

D. CONCLUSION

From the analysis, it can be concluded that the conception of the leadership roles in state defense is based on the actualization of the implementation of state defense based on profession. The importance of state defense leadership roles is based on the tools attached to the leaders including authority and power that can influence followers in the organization. State defense leadership roles include the role of creating a dynamic organization to achieve common goals in the context of organizational interests and also the role of implementing state defense values. In general, it is believed that there is a meeting point between organizational values and state values. State defense leadership roles are played through interpersonal roles, information transfer roles, and system establishment roles. Interpersonal roles are described in the unanimity of the leaders' personality based on gratitude and awareness of the call of service as citizens who have more character than followers. Interpersonal roles are manifested through the role of being a figurehead, a liaison, and a protector. Information transfer roles are described as willingness and awareness of the importance of state defense for followers or subordinates through both formal and informal communication activities whose effectiveness is influenced by the techniques used by the leaders through disseminator and spokesperson roles. Furthermore, system establishment roles are described as a willingness and awareness to build a system within the organization that can further encourage followers or subordinates to defend the state through the roles of value integrator, disturbance handler, resource allocator, and monitor. Meanwhile, the establishment of an organization or company can be multinational, international, and virtual in nature and such dynamics as the implications of globalization have encouraged organizations in multinational, international and virtual models, so that such realities can be a separate study in the framework of leadership roles in state defense.

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