

# MILITARY LEADERSHIP DEVELOPMENT IN THE DIGITAL ERA

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## ABSTRACT

*Military leadership has a crucial role in ensuring the effectiveness and adaptability of military organizations in facing changing times, including changes caused by the digital era. This research aims to examine the concept of military leadership and aspects of military leadership development in the digital era at the level of the concepts of loyalty and conflict of interest which are the main elements in military leadership. This research methodology involves in-depth literature analysis, using a qualitative descriptive approach. The results of this research highlight the key role of military leadership in facing a digital era full of challenges. In particular, military leaders need to ensure a strong understanding of the nation's values and philosophy among their ranks, by leveraging online education and training as well as digital platforms to maintain and strengthen loyalty. Additionally, conflict of interest monitoring and effective online reporting systems are an important part of maintaining integrity in an increasingly connected military environment. The use of technology also plays a role in increasing understanding of values through digital education and training as well as virtual military simulations. Additionally, the importance of cybersecurity as a top priority should not be overlooked, with cybersecurity training and implementation of strict security policies being key in maintaining the integrity of military operations.*

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## 1. INTRODUCTION

The digital era has shaken the foundations of human civilization, bringing about profound changes in almost every aspect of our lives (Bariqi, 2018). Technological advances such as artificial intelligence (AI) and the Internet of Things (IoT) have enabled the creation of automation systems, in-depth data analysis, and connectivity that had never been imagined before (Tahar et al., 2022). Along with this, humans are increasingly dependent on technology to fulfill their daily needs, from communication to transportation, health and entertainment. Technology has brought us into an era where computers and smart devices have become an inseparable part of everyday life (Heri, 2019). However, in our reliance on technology, we must also be aware of the challenges and ethical considerations that arise. Artificial intelligence, for example, carries the potential to take over human jobs, change the employment landscape, and even influence decisions made by humans (Savitri, 2019). In addition, data privacy and security issues become increasingly complex with the development of IoT, because sensitive personal data continues to be connected and can be exploited by irresponsible parties (Rohida, 2018). Therefore, while we celebrate amazing technological advances, we must also strike the right balance between dependence on technology and maintaining human values, ethics, and security in our increasingly connected civilization in this digital era (Postman, 2021).

This digital transformation phenomenon demands an immediate response from every organization, especially in the context of bureaucracy and the public sector. In facing these changes, improving the quality of human resource management (HR) is a must (Trisantosa et al, 2022). Organizations need to ensure that bureaucratic personnel have a deep understanding of information, communication and technology (ICT). This involves training and developing employees so that they are able to master the latest developments in the digital world (Tanaamah et al, 2021). However, improving human resources is not the only step needed. Organizations also need to review their way of working and integrate technology effectively in their operational processes (Pudjiarti & Putranti, 2020). This includes adopting systems that enable more efficient collaboration and communication, as well as leveraging data and analytics for better decision making. Digital transformation is not just about following trends, but also about creating a culture that encourages innovation, agility and responsibility (Julianto & Carnarez, 2021).

Meanwhile, leadership also plays a key role in the success of digital transformation. Leaders must be pioneers who lead this change and inspire people in the organization to accept and adapt technology (Indrawan, 2018). They must have a clear vision of how technology can transform the organization and achieve its strategic goals. In the digital era, a leader is encouraged to act in the capacity of facilitator, motivator, trainer and teacher at the same time. This is because there will be no substitute for humans for direct guidance when training, motivating and directing people (Susanto, 2016). In this way, organizations can not only survive in this digital era but also thrive and compete in increasingly complex and rapidly changing challenges. This does not only apply to leadership in civil organizations such as business, but also to military leadership (Ningsih et al, 2022).

Military leadership is one of the most vital elements in maintaining stability, security and effectiveness of military organizations in facing various rapidly developing challenges (Soemanegara, 2003). In the digital era that we have entered, dramatic changes in information and communication technology have changed the strategic and operational landscape in all sectors, including in the military context (Prasetyo, 2022). Advances in digital technology such as the Internet, artificial intelligence, data analysis and digital communications have opened up various opportunities and also presented new challenges that have never existed before. In this context, developing military leadership in the digital era becomes increasingly important, because military leaders must be able to cope with the rapid and complex changes caused by this era (Sarjito, 2019).

The digital age has changed the way military organizations operate, communicate, and make decisions. The importance of effective military leadership in the digital era cannot be underestimated (Permana, 2021). Military leaders must be able to understand and utilize digital technologies to increase the efficiency and effectiveness of military operations, while maintaining system security and reliability. They must also lead with a vision that is in line with technological developments, so that military organizations can continue to be relevant and ready to face future threats (Ancok, 2005).

However, developing military leadership in the digital era is not an easy task. Challenges such as managing big data, cyber threats, and paradigm shifts in communication and collaboration require innovative thinking and rapid adaptation. Therefore, this research aims to investigate the key factors influencing military leadership development in the digital era and identify the role of digital technology in influencing military leadership practices. Through this research, we hope to provide valuable insights to military leaders, defense policymakers, and researchers in facing the challenges and opportunities presented by the digital era in the context of national security and defense.

## **2. METHOD**

The descriptive qualitative research method with literature study is an approach taken by detailing and analyzing relevant literature sources to understand the phenomenon or research topic in more depth (Soendari, 2012). In research on "Military Leadership Development in the Digital Era," this approach is carried out through a series of systematic steps. First, the research began by identifying a clear research objective, namely understanding how military leadership develops amidst changes in the digital era. The next step is to search for and identify keywords that are relevant to the research topic, such as "military leadership," "digital era," "digital technology," and so on. Then, researchers collected the most relevant literature from various sources, such as books, scientific journals, articles, reports and electronic sources. In collecting data, researchers selected literature that has made a significant contribution to the understanding of military leadership in the digital era. Next, the research continued with analysis of data collected from the literature. This data includes information, arguments, findings and views related to the research topic. A descriptive analysis approach is used to detail and describe the data, so as to provide a comprehensive picture of military leadership development in the digital era. The results of the data analysis are then compiled in a research report which includes components such as introduction, literature review, data analysis and conclusions. This report details the findings from the literature, links them to relevant literature, and provides a clear picture of the current understanding of military leadership in the digital age.

## **3. RESULTS AND DISCUSSION**

### **Military leadership concept**

Military leadership is one of the key aspects in the military world that requires special abilities from individuals who carry out that role (Basuki, 2013). In the context of military duties which are often full of stress and high risk, a military leader must possess a number of essential qualities. First of all, they must have the ability to lead firmly and convincingly. This means they must be able to inspire and motivate their

team members to action, even in situations full of uncertainty. Quick decisions are also an important element in military leadership. Often, situations can change in a matter of seconds, and military leaders must be able to respond quickly and appropriately (Setiawan et al, 2022). They must have the ability to analyze limited information and make truly impactful decisions in a short period of time.

Integrity is another element that is very necessary in military leadership. A military leader must maintain their trustworthiness and credibility in all situations. They must act with a high degree of ethics, adhere to the military code of conduct, and show example to their team members. Additionally, an effective military leader must understand his team members well. This means they must know individual strengths and weaknesses, as well as how to utilize the full potential of team members (Purnomo, 2012). By providing clear direction and focusing on the team's collective strengths, military leaders can ensure that all team members are working effectively together toward project goals. Military leadership is a combination of special leadership qualities with great responsibility in often very dangerous situations. Military leaders must be able to lead, make quick decisions, and maintain their integrity, while understanding and maximizing the potential of their team members. Strong military leadership is a key factor in achieving strategic goals in the context of diverse military tasks (Pramusinto, 2010).

The concept of military leadership according to the views put forward by Taylor (2018) in his book entitled "Military Leadership: In Pursuit of Excellence (Sixth Edition)" provides a very valuable perspective on altruistic military leadership. According to Taylor, a superior leader in a military context is not only one who commands firmly, but also one who understands and cares about the feelings of his team members. This altruistic leadership involves several key aspects. First, altruistic military leaders have the ability to understand the feelings of their team members. They not only see team members as resources, but also as individuals with emotions, hopes, and concerns. This allows them to communicate better, respond to emotional needs, and build strong relationships with team members.

Furthermore, altruistic leaders want to share burdens and face difficulties together with their team members. They don't just sit at the top and give orders, but they are involved in the tasks and challenges faced by their team. This creates a strong bond between the leader and team members, and provides a positive example of how to deal with difficult situations. In addition, altruistic leaders really care about the physical and mental well-being of their members. They take concrete actions to ensure that team members receive good care, both in terms of physical supplies and mental support. This includes ensuring that team members have safe working conditions, get adequate rest, and have access to resources that support their mental health. In essence, this view depicts a more humane military leader, one who values the human aspects of their service to their country and duty. Leaders like these can better motivate their teams, build trust, and create a more positive and productive work environment. Thus, the concept of altruistic military leadership defined by Taylor is a valuable guide to achieving excellence in leadership in the military world.

The view proposed by Sarjito (2019) regarding the attitude of military leadership in the Revolution 4.0 era illustrates the importance of adaptation and evolution in military organizations which has a broad impact. Although he is still talking about military organizations, the concepts he explains have broader relevance in a rapidly changing world. According to Sarjito, an effective military leader in the Revolution 4.0 era is one who is able to take on the role of supervisor and monitor of all work processes within the organization. This reflects the importance of using technology and information systems in managing military tasks and operations. Leaders must be able to integrate technology into their military strategy and tactics, ensuring efficiency and effectiveness in the execution of tasks. In addition, modern military leaders must have the ability to work across teams and across hierarchies. In a military context, this reflects the importance of collaboration between different units and armed forces. Leaders who are able to facilitate cooperation between various elements of a military organization can provide significant strategic advantages.

A deep understanding of the organization's resources and competencies is another important aspect. A leader must be able to identify and utilize the potential of existing resources effectively. This includes the proper placement of personnel, technology, and equipment to achieve established objectives. Furthermore, Sarjito highlighted the importance of using feedback in improving organizational performance. A good military leader must be able to combine information from various sources to improve work processes and results. This creates a continuous learning cycle and allows military organizations to adapt quickly to changing conditions and demands. Sarjito's views on the attitude of military leadership in the context of Revolution 4.0 highlight the importance of transformation and adaptation of military organizations in facing the era of rapidly developing technology and information. Concepts such as work process monitoring, cross-team collaboration, resource management, and the use of feedback are relevant principles and can be

applied in a variety of fields beyond the military, as they reflect fundamental changes in the way organizations operate themselves in the increasingly digital era. continues to grow.

The view expressed by Robert T. Kiyosaki (2015) in his book "8 Lessons in Military Leadership for Entrepreneurs" emphasizes the importance of discipline in leadership, especially when referring to experiences and principles taken from the military world. Discipline is an important character in military leadership which also has strong relevance in the context of business and everyday life. Kiyosaki describes discipline as an aspect that can change an individual for the better, similar to the way coal can become a gem through proper pressure, compression, and tension. This illustrates that discipline is a process that affects various aspects of a person's life, including mental, emotional, physical and spiritual aspects.

The importance of discipline in leadership is that discipline forms the basis for achieving goals and achieving excellence. A disciplined leader has the ability to maintain focus, follow plans, and ensure that their actions are aligned with the established vision and mission. It also reflects the ability to overcome temptations that can distract from greater goals. Discipline also has a positive impact on leadership development. An individual who is used to working under pressure and out of his comfort zone will become a tougher and more versatile leader. They can overcome complex challenges, adapt to change, and make the right decisions in difficult situations. Discipline forms the mentality of a strong leader who is ready to face various challenges. Thus, Kiyosaki's view of discipline as an important characteristic in military leadership provides a deep understanding of how this quality also has a positive impact in various aspects of life, including leadership in business and everyday life. Discipline is the key to achieving excellence and becoming an effective and strong leader.

#### **Military Leadership Development in the Digital Era**

In military leadership, loyalty reigns supreme. This element is the main element in military organization. Military leadership aims to build, increase and maintain the loyalty of members/soldiers to the nation, state and organization. Loyalty in the view of the Indonesian army is built on the foundation of the nation's philosophy and the Constitution. Conflict of interests takes the form of rebellions carried out by militias or laskar or by disobedient members of the army, which can be categorized as cases of violations of values and these two main tasks are related to principle loyalty, integrity, loyalty to the nation's ideals and the unit, sense of responsibility in subordinates, and live the army values. However, violations will be seen on a case-by-case basis. The digital era has brought significant changes in military leadership development, including in understanding and building loyalty among members and soldiers. In this context, there are several aspects of military leadership that can be linked to the statements of the elements above.

#### **Understanding National Values and Philosophy .**

In a digital era filled with the rapid pace of information, military leaders have an important responsibility to ensure that their members have a strong understanding of the nation's values and philosophies that are the foundation of their loyalty. In this effort, online education and training becomes an invaluable tool. By providing access to in-depth online resources, military leaders can give their service members the opportunity to better understand the cultural heritage and national identity they are tasked with defending. In addition, the use of digital platforms also allows for more active discussions and interactions between leaders and military members. In an online environment, members can ask questions, share their views, and participate in in-depth dialogue about the values. This can help strengthen their understanding of and commitment to the values underlying their loyalty. By combining in-depth online education and training with the use of digital platforms to spread important messages, military leaders can ensure that their members have a strong understanding of the nation's values and philosophies that are the foundation of their loyalty. In an era where information spreads so easily, these efforts are critical to ensuring that these values remain a primary focus in military leadership development.

#### **Supervision of Conflicts of Interest .**

The digital era has brought significant changes to communications in the military environment, with the ability to communicate more quickly and transparently. However, alongside these advances, the digital era also opens up greater potential for conflicts of interest that can undermine loyalty and integrity within military organizations. Therefore, military leaders must maintain a high level of vigilance and implement careful strategies to control potential conflicts of interest among their members. One key step is engaging an effective online reporting system. With this system, military members can easily report cases of violations related to loyalty or integrity. The existence of an online reporting platform creates a safe and anonymous communication channel, encouraging members to raise concerns they may encounter without fear of repression.

Military leaders must also be active in monitoring and analyzing information coming in through these online reporting systems. They need to have effective mechanisms to assess and handle any reports they receive quickly and fairly. In this case, transparency is very important. Demonstrating that reporting is valued and that action will be taken to address conflicts of interest provides a positive incentive in maintaining loyalty and integrity within the organization. Additionally, military leaders must provide adequate training to members on conflicts of interest, ethics, and codes of conduct that must be upheld in the context of the digital age. This helps avoid inadvertent conflicts of interest and strengthens awareness of the importance of loyalty and integrity in carrying out military duties.

#### **Use of Technology to Improve Training and Education**

The use of digital technology in the field of military training and education has opened up new opportunities to increase military members' understanding of the values that underlie loyalty and integrity. In an era where access to information is widespread, military leaders can leverage a variety of digital tools and platforms to deliver more effective training. One highly effective approach is the use of online learning platforms. This allows military members to access training materials anytime and anywhere according to their needs. Training materials delivered in an interactive and easily accessible format can help them to better understand the values that must be upheld in their duties.

Additionally, virtual military simulations have become an invaluable tool in practicing skills and dealing with situations that may occur in the field. Military members can engage in realistic and safe simulation exercises through digital technology. This not only helps them to hone military skills, but also integrates values into their training experience. Not to be left behind, wider access to educational resources also plays an important role in developing an understanding of the values of loyalty and integrity. Military members can access books, articles, guides and other educational resources online. This allows them to explore the concepts underlying their duties and make these values an integral part of their identity as members of the military.

#### **Digital Security**

In an increasingly connected digital age, attention to cybersecurity is a key component of effective military leadership. Protection against cyber threats has become an integral part of ensuring the loyalty and integrity of military organizations. Military leaders must now recognize that cyber threats can undermine the stability and reliability of military operations. Cyberattacks can steal classified data, disrupt military communications, or even damage critical infrastructure. Therefore, military leaders must prioritize cybersecurity training as one of their top priorities.

Cybersecurity training is not only important for information technology specialists, but also for every member of the military. They need to understand the cyber threats they may face in their duties and how to protect classified information and military infrastructure. It also includes training in recognizing the signs of a cyberattack and the actions to take in response. In addition to training, military leaders need to implement strict cybersecurity policies and integrate best practices into all aspects of their operations. This can involve the use of advanced security technologies, continuous monitoring of potential threats, and increasing military personnel's awareness of cyber-safe practices.

#### **4. CONCLUSION**

Military leadership in the digital era presents new challenges and opportunities that affect loyalty, integrity, and understanding of national values among military members. In facing this era, military leaders must take proactive steps to ensure that the nation's values and philosophy remain the primary basis of their loyalty. The use of digital technology in military education and training can help strengthen this understanding, provide broader access to educational resources, and integrate values into the training experience. However, they must also pay attention to potential conflicts of interest in the digital environment and implement effective online reporting systems. Cybersecurity is also an important priority, with cybersecurity training and strict security policies being an integral part of maintaining the integrity of military operations. Thus, military leadership in the digital era requires a careful balance between utilizing technology for better leadership development while maintaining integrity, loyalty and the values that underlie their service to the nation and state.

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