

# Natural Disaster Management In Indonesia Using Indonesian Armed Forces Leadership Model

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## Abstract

This study is a study of nail art for the elderly women in the community. It was intended to study the effects of nail art on depression, self-esteem, and vital signs of the elderly in the community. Research method: A program was conducted to verify the effectiveness of nail art mediation on the elderly women in the community, and a qualitative study was conducted through post-subjective expression. Results : The effects of intervention program were not greatly different in accordance with the general characteristics, and overall, the effects of intervention were considerably high to reduce depression. In the same way as the case of depression, the scale of loneliness also showed considerably high effects of the application of intervention program in every group. Conclusion : The program related to beauty care for patients with mild dementia would have effects on the improvement of depression and loneliness based on psychological stability by the improvement of closeness through a tactile sense of hand massage and the visual effects with the medium of nail art. With the control over various variables and living, more effective results could be expected in the future. Through this study, we hope that nail art procedures will be established as a daily program to help women who suffer from mental health problems; and that nail art procedures, which are accessible in everyday life by all ages, can positively contribute to the psychology of people.

## Keywords

Depression, Nail Art, Self-esteem, Senior citizen, Vital signs

**To cite this article:** Ali, Y., Susanto, Sarjito, A. and FoEh, J, E (2021) Natural Disaster Management In Indonesia Using Indonesian Armed Forces Leadership Model. *Review of International Geographical Education (RIGEO)*, 10(8), 769-779. doi: 10.48047/rigeo.11.08.66

**Submitted:** 20-10-2020 • **Revised:** 15-12-2020 • **Accepted:** 25-03-2021

## Introduction

### Background

The results of the leadership of the Indonesian National Armed Forces (TNI) on natural disaster management in Indonesia can be drawn from the praise delivered by President Joko Widodo because it is needed to effectively mitigate natural disasters. The praise was made when President Jokowi became the inspector of the 73rd anniversary of the TNI at the TNI Headquarters, Cilangkap, East Jakarta, (Okezone, 05/09/2018) (MONALISA, 2019). House of Representatives Commission III member Ahmad Sahroni, through written statement, Friday, October 5, 2018, said; "The TNI has indeed been tested in mitigating disasters. TNI's non-military operations in helping victims of disasters are extraordinary," he said, the TNI had moved shortly after the earthquake and tsunami occurred. Like, immediately lowered the soldiers to evacuate. The TNI also immediately helped distribute logistics, look for victims, and rehabilitate. According to Former Vice President Jusuf Kalla, to gain skills in action and leadership in financial matters is not easy for civil society, it is necessary to improve crisis management capabilities such as capabilities supported by TNI members, for example in natural disaster management. The ability of crisis management, as well as leadership in disaster management owned by members of the TNI is caused by TNI soldiers from the beginning educated with high discipline and the TNI brought in from outside the disaster site. From some of the explanations above, it is important to discuss so that the popular civil service (ASN) in disaster-prone areas requires knowledge and review of TNI leadership in natural disaster management, so that it is possible to discuss disasters. Mr. Jusuf "There is indeed a governor, but it is indeed difficult to regulate because it loses the system," he said. In leadership related to human relations, namely relationships that influence (from leaders), and supportive relationships between followers or subordinates due to leadership. Followers must increase the power of the dreamer so that spontaneous feelings of obedience arise for leaders. Leadership is the superiority of a person or several individuals in a group, in the process of mastery of social characteristics (Andreastuti, 2014).

When discussing of leadership, it cannot be separated from discussion of power and authority. Someone can influence or be followed by other people or groups of people because they gain legitimacy by having power or authority. In the organization and governance environment, the ability to influence, urge and motivate or encourage followers (Andreastuti, 2014). The support of the Indonesian Armed Forces (TNI) in the context of disaster management that occurred in Indonesia, has the aim to realize social stability in communities affected by natural disasters. The Commander of the Indonesian Armed Forces, Marshal Hadi Tjahjanto, S.I.P., said in his written remarks which read by Kasum TNI Laksdya TNI Dr. Didit Herdiawan, in Surabaya, East Java, (quoted from Puspen TNI, Saturday (2/2/2019). The TNI Commander explained that in realizing this goal, there were several targets for the implementation of TNI support in the Disaster area, including the realization of a sense of security for refugees and victims and rehabilitation of areas after natural disasters and the unity of the TNI-people in order to deal with problems caused by natural disasters and social humanity. Plate Commander also said, the ability of the TNI in disaster management covers four fields, namely Intelligence, Operations, Support and Territorial.

In the field of Intelligence, the TNI will process data, assess damage and needs quickly, accurately and control the situation. Field of Operations, carried out by trained troops, is equipped and has a special task to carry out initial handling of disaster management operations such as rescue and evacuation, health and psychosocial services, emergency shelter, recovery of emergency installations, fulfillment of basic needs. For the Support Sector, the TNI carries out assistance supported by equipment, equipment and defense equipment as needed in disaster management operations. In the Territorial Field, the TNI Commander said that the territorial capabilities inherent in the TNI structure, especially the regional command units ranging from Kodam, Korem, Kodim, Koramil to Babinsa, were very effective in supporting disaster management efforts. Furthermore, the TNI Commander said that there were three stages in disaster management, namely Pre-Disaster, Emergency Response and Post-Disaster. According to him, the Pre-Disaster Phase was in a situation where no disaster occurred, the entire Kotama TNI prepared contingency plans in their area, then trained in the form of Operational Preparedness Training (LKO). If the synergy of stakeholder relations between the Disaster Management Organizers has not yet been realized, then the assistance carried out by the TNI at each stage of disaster management will not be maximized because there is no planned and coordinated

cooperation, so that the success of the operation will not be realized. If we look at the implementation of natural disaster management carried out by the TNI unit at this time, we can see that the role of the TNI is very dominant in the field and many get positive responses from the community. The success of the TNI has become a research topic to answer the question, what is the model of the results of the TNI leadership on natural disaster management in Indonesia.

## Literature Review

Some theories and concepts become the basis in the analysis of the discussion of problems in this study. Some theories and concepts used as material for literature review in this study are as follows;

### Leadership Theory

#### Leadership Definition

Some definitions of leadership from experts include the following;

- Leadership is the process by which individuals influence a group of individuals to achieve common goals, this definition of leadership according to (Northouse, 2013).
- Leadership is the process of making people understand the benefits of working with others, so they understand and want to do it (Drath & Palus, 1994).
- Leadership is a way of articulating a vision, realizing value, and creating an environment for achieving something (A., Eakle, Bond, Fuller, & Steenhof, 2015)
- Leadership is the process of giving a goal (meaningful direction) to a collective effort, which results in efforts being made to achieve the goal (Jacobs & Jaques, 1990).
- Leadership is the process of influencing organized group activities to achieve goals (Schwimmer et al., 2003).

Several definitions of leadership above, what is relevant to this research is the definition of Jacob & Jaques, because leadership in handling post-natural disasters is strongly influenced by the process of providing goals (meaningful directives) to a collective effort (natural disaster management is carried out collectively/together-the same by individuals, community organizations, government agencies both civil and military.

### Leadership Description

Leadership experts in their research approach based on Trait versus Process, Leadership Defined versus Emerging Leadership, Leadership Power, Leadership and Coercion, Leadership and Management (Northouse, 2013), but the effectiveness of leadership is still influenced by three variables namely; Leader Characteristics (traits consisting of motivation, personality and values, beliefs and optimism, skills and expertise, behavior, integrity and ethics, influence tactics, follower traits), Followers Characteristics (traits consisting of needs, values, personal concepts, beliefs and optimism, skills and expertise, the nature of the leader, trust in the leader, commitment and task effort, satisfaction with the leader and the job), Situation Characteristics (type of organizational unit, size of the organizational unit, position of power and authority, structure and complexity of tasks, interdependence of duties, uncertain environmental conditions, external dependence). The description of leadership that underlies the approach in research by (Ping Ping et al., 2001) is also almost the same namely; Feature approach, Behavioral approach, influence power approach, situational approach and integrated approach. In this research the situational approach and integrated approach are more relevant to be used.

### Human Capytal Theory

To increase the value of human capital owned by someone, it is necessary to invest in health, safety and security, knowledge, and research and education (Kılıçoğlu & Yılmaz, 2013; Kucharčíková, Ďurišová, Tokarčíková, & Finance, 2015) defines human capital as follows: "Human capital is the productive potential of an individual's knowledge and actions." So, from that definition human capital is the potential of individual productive knowledge and

action. Then another definition is put forward by (Rastogi, Raghavarao, Niranjan, & Knorr, 2002): "Human capital is 'knowledge, competency, attitude and behavior embedded in an individual'. From this it can be seen that human capital is knowledge, competencies, attitudes, and behaviors that are within an individual. Furthermore, (Alan et al., 2008) define human capital as follows:

"Generic knowledge and skills, not specific to a task or a company, usually accumulated through working experiences and education".

According to (Alan et al., 2008), human capital is a combination of knowledge and expertise, not specific to specific tasks or specific organizations, which results from accumulation through work experience and education. (Wang & Song, 2015) also suggested that human capital is:

"An amalgam of factors such as education, experience, training, intelligence, energy, work habits, trustworthiness, and initiatives that affect the value of a worker's marginal product".

Based on explanation above, human capital is a collection of several factors such as education, experience, training, intelligence, energy, work habits, loyalty, and initiative from individuals so that it has an influence on the results of their work. Whereas in this study, the definition of human capital used is everything owned by individuals, including knowledge, competencies, attitudes and behaviors, loyalty, and previous experience both in the field of education and work that can encourage the performance of individuals in their effective contribution in the organization as an effort achievement of objectives. Human capital has natural characteristics that can be expanded, is self-development, can be moved, and can be disseminated and distributed (Kwon, 2009). Characteristics of human capital that can be expanded and self-development related to the possibility of increasing individual human capital as a result of the availability of knowledge. Then, increasing human capital can be expanded through internal and external factors, then through external knowledge, information, expertise, experience, and other knowledge-based factors. The characteristics of human capital that can be transferred and shared, shows that individuals who have knowledge can share it with others. The four natural characteristics of human capital add and expand the value of human capital that has been previously owned, where the first two characteristics are expandable and self-development include increasing the volume of human capital and two other characteristics that can be moved and can be shared including expanding the area of human capital.

The next section is about the influence of human capital. The influence of human capital is categorized into three parts: individual, organization, and society. In an individual perspective, if he develops his human capital then the individual will increase his productivity and capability so as to open more opportunities to develop his career (Lee, Kim, Cho, Sung, & Choi, 2009). The influence of human capital on the organization is the existence of core competencies and competitive value of the organization as well as an impact on organizational excellence which includes collective competence, organizational routines, organizational culture and relational capital. Then the influence of social capital is social, namely for democracy, human rights, and political stability (Lee et al., 2009)

## Research Methodology

This research will take a lot of data in the form of words and activities of people or groups of people, as well as supporting documents in the form of notes, administrative documents, photos and others as supporting data. So, in this study, researchers chose to use qualitative research methods. Researchers will carefully and carefully examine an activity, event, activity, process or group of individuals in a given time and region (Creswell & research, 2010). In this research, the type of data source that will be used is primary data consisting of several informants, and secondary data from the results of literature studies. To test the reliability and validity of data in qualitative research, explained by (Sugiyono, 2013) includes tests, internal validity (credibility), external validity (transferability), reliability (dependability), and objectivity (confirmability).

## Result And Discussion

The chain of command and readiness to move for 24 hours is an advantage of TNI soldiers who cannot be equaled by elements of the Regional Government who are often fixated on Bureaucracy and Stagnation because of the classification of disasters, whether natural



disasters fall into the category of national disasters or regional disasters so that actions taken by (Regional Disaster Management Agency) BPBD often seem slow. The TNI can play a more optimal role because it has the resources of soldiers who have the ability to assist disaster management, are trained, have readiness to be mobilized at any time and anywhere, have facilities and infrastructure such as transportation, communication equipment, heavy equipment and other equipment relatively complete, has a chain of command that facilitates control in handling natural disasters. So this is a basic capital that is very useful in disaster management activities both during the Pre-Disaster, Emergency Response and Post-Disaster. From research on the role of TNI leadership in natural disaster management in Indonesia, it can be made a model of the results of TNI leadership as below;

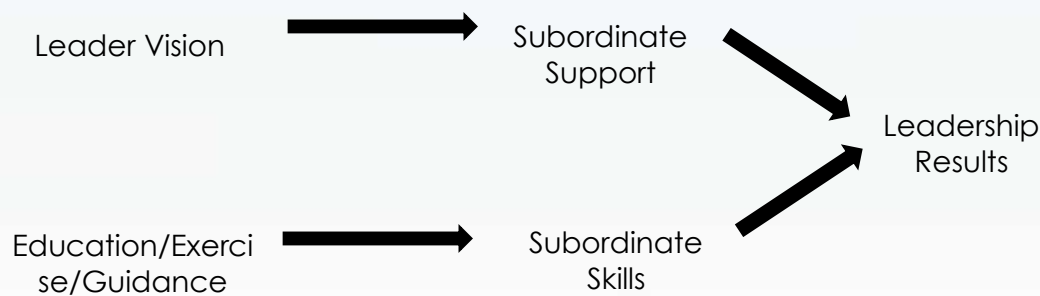


Fig. 1 Leadership Result Model of TNI in Natural Disaster Management

## Leader Vision

The results of TNI leadership on disaster management in Indonesia are inseparable from the vision of TNI leaders. Due to the visionary leadership of the TNI, the TNI's strategic planning also includes Natural Disasters as one of the non-military threats in Indonesia, so based on this vision the main weapons system (Alutsista) owned by the TNI, as well as all the resources they have are well planned for face the threat of natural disasters. According to MajGen Joseph P Franklin (Leadership, west point ways), vision is the ability to see far beyond all obstacles in order to complete the journey, vision is the most important and challenging leadership principle because it requires a leader to continuously create an environment where subordinates can function at a high level and carry out all the tasks required in an organization, while continuously preparing various changes that cannot happen. Credibility (honest, competent, and inspiring) is the foundation of leadership, but if a leader who has credibility is not oriented forward, then he will be abandoned by his followers. Forward-looking means that he is able to see the future, cross the time horizon and imagine greater opportunities coming (Posner, 2004). Forward thinking about the triumph and future of the organization carried out by leaders, will give birth to the leader's vision. Dave Campbell said "If you don't know where you are going, you can arrive at a different place", this vision will determine the direction and direction of the organization's wheels. Conversely leadership without a vision, will lead the organization to run without a clear direction, there is no measure that can be evaluated, so that the results of leadership also become unclear.

According to (Yukl, Mahsud, & research, 2010), a clear and compelling vision is very useful for guiding change in organizations. Before people will support radical change, they must have a vision of a better future, which is interesting enough to justify the sacrifice and hard work that the change will require. This vision can provide a meaning of continuity for subordinates by connecting past events and current strategies with the living image of a better future for the organization. The vision provides hope for a better future and the belief that the vision will be achieved one day. A vision must be simple and idealistic, a picture of the desired future, not a complicated plan that has quantitative objectives and detailed steps of action. A successful vision must be simple enough to be clearly conveyed to subordinates in five minutes or less. In order to be meaningful and trustworthy, the vision must not be in the form of imagination or dreams, but an achievable future based on the present reality. A possible vision might be as follows: "We must make this unit an organization that

performs well, has skilled personnel in carrying out tasks and has creativity, defense equipment that is always ready to use, has a concern for the surrounding environment, so that makes us able to win every mission given". The vision must be elaborated in the work program and unit development plan, as a reference for day to day action (what must be done every day).

And last but not least, the vision of the leader must not conflict with higher organizations. Example; the ideals of bureaucratic reform that were proclaimed by the government, should be the vision of the leaders in government organizations to translate them into steps towards good and clean governance. The TNI leadership lays out this vision of bureaucratic reform, one of which is in the five-year road map of bureaucratic reform from 2010 to 2025, bureaucratic reform covers the fields of intelligence, operations, personnel, territorial, and logistics. In the field of logistics, it concerns public services, including but not limited to procurement of goods and services electronically, health services. If the evaluation of the implementation is deemed not achieving results according to the target per year, it will affect the provision of performance benefits for soldiers and civil servants of the TNI. This is the consequence if the vision of subordinate units deviates from the vision of the unit above it. Likewise, the unit coaching plan for a field commander must not conflict with the work program of the unit above it. For example, the work program for top units is that personnel development must refer to talent spotting, so the unit development plan in the field of personnel development as a translation of the vision is the placement of personnel according to talent spotting. The leader's vision should contain the spirit of change towards a better state, because the vision of change originating from the leader will be easier to implement (Kasali, 1998). The vision of the TNI Leader as above, is also elaborated when the TNI carries out its natural disaster management task, thus the TNI leader in charge of disaster management has clear performance goals/targets, in accordance with the vision.

No matter how good the vision of the leader, and as perfect as any work program or unit coaching plan as a result of the translation of the vision, in its implementation it will be difficult to do without the support of subordinates, therefore it becomes important that the leader's vision must become a shared ideal within his organization, so that it is supported by the subordinates.

## Subordinate Support

The success of the TNI in managing natural disasters in Indonesia is inseparable from the full support of subordinates to their leaders. As an illustration, some TNI members who carry out their duties in disaster areas also become victims of the disaster themselves, although as victims of disasters, TNI members continue to fully support and be loyal to their superiors' commands, without prioritizing their personal interests. It is human nature that he will support something that is believed and believed will bring good to him. Therefore, the element of "trust" becomes dominant to gain support. That is why a leader must win the trust of his subordinates before he carries out his vision. Stephen MR Covey (Smart Trust) said, "A good leader is a leader who is able to build mutual trust in the organization he leads. Idol leaders are always transparent and present in the midst of problems that arise in the middle of the organization. Trusted leaders always dare to face reality, he is also open, makes uplifting commitments, and always keeps his commitments.

A good leader can be seen from his character and competence. His honesty and commitment to success with those who are led are always practiced in daily life in the organization. "Then how does a leader win the support of subordinates to sincerely follow his vision outlined in the program or plan that must be done? To convince subordinates that the program or plan or these changes are good and beneficial for them as well as the organization, the leader must be able to show a striking difference (contrast) between current conditions and conditions that will be achieved if the program / plan / change is done. Shows contrast in addition to the explanation, comparative studies should also be made, for example a leader has a dream of a comfortable working atmosphere in his office and has a clean and smoke-free program in an air-conditioned room, so to get the support of his subordinates he can compare the atmosphere of his office which is shabby and smoky, with the atmosphere of a large office clean and smoke free. If necessary, bring subordinates to a comfortable room to feel the "contrast". The most difficult thing is to show contrast to something that is not physical, for example a leader who has a vision of KKN-free governance.

To show the contrast it may be that a leader shows or invites his subordinates to visit a prison or trial of a corruption case, so that the contrast effect enters and the subordinate realizes that KKN free governance will bring benefits to him. In disaster management tasks, TNI leaders must deliver measurable performance goals and targets in accordance with the stages of disaster management, so that subordinates have an overview of individual performance demands that must be carried out. To get the support of all his subordinates, the leader must also use subordinates who share his vision, so that the leader will be helped by making these subordinates agents of change to convince other subordinates who were initially resistant to plans / programs / changes, so turn to supporting the leader. Since the beginning of his vision, the leader must find and form agents of change, so that the "Virus" of change quickly spreads to other subordinates. If this is not done from the beginning, then the change will lose momentum to gain support. Teaching a vision and confirming that the vision is shared is a process to involve subordinates / followers in conversation about their lives, their hopes and dreams. Leadership is dialogue, not monologue. Leadership is not about coercing a leader's dream; but regarding the development of a shared direction (Posner, 2004). The vision of a good leader and successfully made a shared vision within the organization, will receive full support from subordinates, so that eventually good leadership results will be achieved.

## Education, Training and Guidance

Before serving in disaster management, members of the TNI were equipped with knowledge about disaster management, from the results of collaboration with the National Disaster Management Agency, and local governments, as well as from training results in units under the guidance of its leaders. So that when they are on duty, they already have sufficient abilities, so as to obtain results that are as expected. Other dominant variables that influence leadership outcomes are education, training and guidance. Education is related to new knowledge and additional knowledge that is believed to increase the knowledge and skills of subordinates in carrying out their duties. While training is a new skill and additional skills that are believed to be needed by subordinates to improve their performance. Education and training must be well programmed, and implemented in stages and continue. To support education and training programs for subordinates, the leader must implement good knowledge management in the organization he leads, so as to ensure the smooth flow of knowledge. Tacit knowledge (knowledge that is still within a person) and explicit knowledge (knowledge that is already in a book / media read) must be able to be transferred and flowed to individuals within the organization, so that no important knowledge that settles only on individuals certain. Knowledge and skills that are useful for organizations must be shared and learned. The flow of useful knowledge and skills must be made flow system in the organization. For example, tacit knowledge of a Commander can be passed on to other Officers through the Commander's exposure after carrying out his assignment orders, or a reliable shooter in the unit is scheduled to provide shooting training to other members of his unit.

Tacit knowledge of a Commander or officer who has experience in a military task / operation can also be used as an explicit knowledge through the making of a military essay by the Commander or officer, by writing down the experience of the task, the experience that had only settled in him could be changed in written form so others can read and draw knowledge from these writings. In the era of information technology that is very advanced now, a leader can use online media as a means of obtaining the latest information from subordinates who are on duty and can directly be shared with other subordinates as the latest knowledge that can help them in solving problems. Education and training that are believed by leaders are needed by subordinates, but not in the formal education program in the unit, alternatives must be sought, for example in collaboration with institutions that have the ability in that field to train or educate their subordinates. A leader if he wants to obtain maximum leadership results, then he must be willing to do introspection of his abilities so that he can find out his shortcomings and be able to determine what additional knowledge and skills are needed to improve his competence. Thus, in addition to providing opportunities for subordinates to attend education and training, a leader must also always learn and practice. A good leader must provide guidance to subordinates.

The leader not only evaluates the performance of his subordinates, but the results of the evaluation become material to guide through the feedback mechanism. In the military world, there is an understanding that a leader must be able to be a father or teacher to his

subordinates whose meaning is the leader to carry out guidance and care for his subordinates. Guidance to subordinates is a form of concern from the leader. A leader must not let his subordinates be in a confusing situation, because of the uncertainty of the decision or because of the inability of the subordinates themselves to complete their tasks, so it becomes the leader's job to help his subordinates who are in his leadership through guidance like a teacher guiding his students to understand the lessons given. Leaders who provide education and training and open the widest possible flow to subordinates to gain useful knowledge and skills, will get results in the form of subordinates who have the skills in carrying out their duties. Leaders who are always willing to guide their subordinates will produce subordinates who are loyal and want to improve their skills.

## Subordinate skills

In handling natural disasters in Indonesia, the skills of TNI soldiers have been well recognized, so that they carry out their duties well. Having subordinates who are skilled in carrying out tasks, is every leader's dream. But not all subordinates from the initial intake directly have good skills in carrying out the task. So it is the duty of a leader to always improve the skills of subordinates. Organizational goals will be more easily achieved by leaders who have skilled subordinates than by leaders who have less skilled subordinates. So that subordinate skills can be used effectively and efficiently for the interests of the organization, the leader must create and have data about the skills needed for each competency of his subordinate's position. Subordinates' skills in accordance with their competencies must always be tested in order to be evaluated and determined who are subordinates who need to get additional education and training, and with the test and evaluation results the leader can put his subordinates in the right position. The act of putting people in the right position, treating people more ethically, greater attention in relationships and social responsibility, increasing personnel productivity, determining whether or not to empower personnel and taking the right steps to overcome the decline in subordinate skills is the responsibility of the leader will affect the results of his leadership. In the matter of testing and evaluating subordinates, we can take an example of an analysis of performance appraisal within the TNI. According to the author's analysis, a measurement tool to assess subordinates within the TNI is only available when an individual skilled test and a position skill test are conducted for Bintara and Tamtama, while the performance appraisal within the TNI is carried out by filling in a rating list (Dapen) for each member based on the rank of Officer and Bintara / Tamtama. The assessment results are listed in the Appraisal List for each member according to their group and are valid for an assessment period of 6 months. This assessment is mainly used for requirements for promotion and education submission. Performance evaluation as above in its implementation does not provide optimal benefits for the interests of the organization and individual interests. This is caused by:

- a. In the implementation there is no performance evaluation of the job description (Job Description) of members in accordance with the position / task in the unit concerned.
- b. The results of performance appraisal have not been utilized optimally, because in terms of promotion and education only requires a minimum value limit from the list of appraisals, while for the placement of positions has not optimally utilized the performance appraisal.

The performance appraisal format contained in the assessment list (Tianju & Sang, 1994). (Dapen) for TNI members only contains indicators of general appearance, achievement, health, physical appearance, family life, potential and mental ideological problem notes. Thus, the assessment list (Dapen) only measures 2 criteria in performance appraisal namely individual behavior and individual traits. For individual job criteria specifically according to their duties and responsibilities, it has not been measured / assessed. In the theory of performance management, it is stated that a Formal Job description of all positions to be evaluated must exist. In carrying out performance appraisals within the TNI there is no format or method that periodically evaluates positions according to the existing Job description, together with the use of an assessment list. The benefits of performance appraisal include the rational basis for determining bonuses and merit systems, providing feedback for individuals. Assessment is also needed to improve performance and clarify what performance is needed



by the organization / company. In the implementation of performance appraisal within the TNI, the results are still not utilized to determine the award of compensation / bonuses (merit system).

Likewise, for placement in a position and performance in accordance with the duties charged the results of the assessment are still not fully utilized. There are 3 criteria in conducting performance appraisal, namely, individual tasks, individual behavior, individual characteristics. In the format of the list of assessments carried out within the TNI, the assessment of individual assignment criteria is not yet specific to the assessment in accordance with their respective Job descriptions. Completion of the valuation list is also not immune to the effect of bias by the appraiser, even though in the actual appraisal list there is already a clause on the appraiser's observations namely, Directly continuous, Directly often, Directly sometimes, Not directly, but in the implementation of the valuation is often carried out only on when the assessment list is needed. So that the possibility of bias by assessors can occur. This happened including:

- a. Because there is a minimum value limit for the Group of Officers and Bintara / Tamtama will influence the appraiser to give a value in the boundary corridor.
- b. Because the appraisal list will be signed by the appraiser supervisor, there is a tendency for the appraiser not to give a low value to his subordinates because the subordinate's low value will affect the appraiser's leadership as a superior.
- c. Because there is a minimum value limit in terms of promotion and education, appraisers tend to give middle grades to subordinates with a difference that is not extreme.
- d. Because filling out the assessment list is often needed immediately for the requirements of promotion / education requirements, sometimes the filling is influenced by the mood of the assessors at that time.
- e. The character of the assessor is likely to affect filling in the assessment list (too soft / too hard).

Therefore, appraisers must have been trained in performance appraisal techniques, appraisers must often observe the person to be evaluated, if possible, the evaluation is carried out by more than one appraiser, given the opportunity for members who are judged to object to the appraiser. We can take lessons from the above analysis so that we can use appropriate measuring tools to test and evaluate subordinates, because with a good evaluation system the skills of subordinates will be measured and make it easier to improve their skills. In addition, by having a good performance measurement, the competencies that must be possessed by every individual in the organization can be known and evaluated continuously. Training is a tool to improve the skills of subordinates, in general training refers to the efforts planned by a leader to facilitate the learning of his subordinates about competencies related to work. These competencies include knowledge, skills, or behaviors that are essential for successful job performance. The aim of training for subordinates is to master the knowledge, skills and behaviors that are emphasized in training programs and apply them to daily activities (Noe, Hollenbeck, & Gerhart, 2008).

Training to improve the skills of subordinates not only involves basic skills but also involves advanced skills needed through continuous learning. With continuous learning, subordinates are expected to acquire a variety of new skills and knowledge, apply them to work, and share this information with other personnel. The leader must identify training needs and help ensure that subordinates use the results of the training into their work. In connection with improving the skills of subordinates, the leader must provide various educational opportunities for all subordinates. These opportunities can be in the form of training programs, but also support for subordinates to take courses offered outside the organization, self-study, and learning through job rotation (Tour of duty, Tour of area). To increase the motivation to practice from subordinates, the leader must be able to show the benefits of the training to be given. Subordinate skills acquired through education, training and guidance will improve the performance of subordinates and have a positive influence on leadership outcomes.

## Leadership Results

Good or bad leadership is influenced by the leader's character, leadership style, and leader credibility. In addition, there are several variables that predominantly influence leadership

outcomes. The dominant variables are; leader vision, subordinate support, training / education / guidance, subordinate skills. Can be explained that the vision of a good leader and get full support from his subordinates, will provide good leadership results. Likewise, leaders who provide education, training and guidance to their subordinates so that they gain the skills to carry out their duties, the leader will get good leadership results. The model of TNI leadership results above has been tested on natural disaster management in Indonesia.

## Conclusion and Recommendation

The results of the TNI leadership on natural disaster management in Indonesia can be illustrated from the praise delivered by President Joko Widodo because it is considered effective in mitigating natural disasters in Indonesia. The TNI had moved shortly after the natural disaster. Like, immediately lowered the soldiers to evacuate. The TNI also immediately helped distribute logistics, look for victims, and rehabilitate. The support of the Indonesian Armed Forces (TNI) in the context of disaster management that occurred in Indonesia, has the aim to realize social stability in communities affected by natural disasters. The success of the TNI in dealing with natural disasters in Indonesia can be illustrated in the model of the results of the TNI leadership on natural disaster management which includes; vision of a good leader and get full support from subordinates, will provide good leadership results. Likewise, leaders who provide education, training and guidance to their subordinates so that they gain the skills to carry out their duties, the leader will get good leadership results.

Based on the results and conclusion above, then some things that become recommendations to be considered by decision makers both from the government and stakeholders who are interested in leadership issues in disaster management are as follows;

- a. The synergy between the TNI and the local government, as well as other organizations involved, must be further improved to overcome existing obstacles, especially those concerning budgets and equipment used in disaster management.
- b. Training and education on leadership and crisis management still need to be improved, especially to elements of the state civil apparatus (ASN), especially for areas prone to disasters, so it is expected that when a disaster occurs, the role of the Regional Head and other elements mandated by the law in disaster management can work optimally according to their respective roles.

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