



11 LEADERSHIP PRINCIPLES OF INDONESIAN NATIONAL ARMED FORCES IN NATURAL DISASTER MANAGEMENT

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ABSTRACT

Introduction: Natural disasters is one of the real threats which cause the loss of life, property, and refugees. **Background Problems:** The role of the Indonesian National Armed Forces (TNI) in natural disaster management becomes an interesting thing to study when natural disasters occur in Indonesia. **Novelty:** This article reveals the analysis result of the implementation of TNI's principles in disaster management, especially in the following regions: Palu, Sigi and Donggala (Pasigala), Central Sulawesi Province. **Research Methods:** The research was conducted using qualitative research methods. The collected data was analyzed using qualitative data analysis techniques. **Finding/Results:** Based on the results of the study, it was concluded that the role of TNI's leadership style was very prominent to fill the vacancies of Regional Leaders in certain areas experiencing disaster. The support of TNI personnel in natural disaster management cannot be separated from the implementation of 11 TNI leadership principles, which consist of: *Takwa, Ing Ngarsa Sung Tulada, Ing Madya Mangun Karsa, Tut Wuri Handayani, Waspada Purba Wisesa, Ambeg Parama Arta, Prasaja, Satya, Gemi Nastiti, Belaka, and Legawa*. The application of these principles can be seen in emergency response situations, where TNI plays an important role, in which their instructions were conformed by the community. In disaster mitigations, they evacuated victims, rebuilt worship places, looked around for logistical sources for the community, were incharged for possible criminal actions, such as eradicated looting acts, arrested the perpetrators and handed them to the local Police. Thus, it can be said that the leadership of TNI has succeeded in handling natural disasters in Pasigala, Central Sulawesi.

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1. Introduction

Several major natural disasters occurred in Indonesia. In 2018, an earthquake with a moment magnitude of 7 occurred in Lombok, West Nusa Tenggara. The earthquake caused 564 casualties, 1,584 injured victims, and displacement of 445,343 people as the results of the loss of 149,715 houses. The disaster also caused major trauma to the victims, as Lombok had entered the post-disaster reconstruction phase (Yulika, 2018).

On 29 September 2018, an earthquake with a moment magnitude of 7.4, followed by a tsunami and liquefaction, occurred at Palu, Sigi, and Donggala, Central Sulawesi Province. Based on data collected by BNPB up to 12 October 2018, the impact of the natural disaster had created 2,010 casualties, 10,679 injured victims, displacement of 82,775 people, and 67,310 damaged houses. To add more, it was estimated that 671 people went missing (Pusat Studi Gempa Nasional, 2018) in the aftermath of the disaster. It was considered as an exceptional natural disasters which received great attention from the international public in 2018. One of the reasons was that the type of Tsunami at Pasigala was different from the usual type of tsunami; it was accompanied by the occurrence liquefaction which caused tremendous damage after the earthquake.

The main concern at the time was the absence of the local government, especially 6 days after the disaster, which was initially expected to provide immediate support for the people impacted by the earthquake. However, this condition was later confirmed by the Vice President at the time, Jusuf Kalla, who stated that the earthquake had immobilized the infrastructure required to provide proximate support for the victims (Redaksi Beritatar, bulan, 2018). Yet, it was unfortunate to learn that during the event of

disaster the National Disaster Management Agency (BNPB) and the Regional Disaster Management Agency (BPBD) encountered difficulties in responding accordingly to such an emergency. In this case, the Indonesian National Army had taken effective measures and ethical leadership roles to manage the disaster, regardless the fact that the Indonesian National Armed Forces personnels and their families were also victims in the disaster. Thus, the local community considered the Indonesian National Armed Forces as highly reliable in disaster management (Suwandi, 2018).

With the ability to deploy large-scale troops, the Indonesian National Armed Forces's leadership is faster than those of civilians. The prompt response from the Indonesian National Armed Forces in aiding disaster victims makes it possible to reduce the number of victims (Nugroho, 2016). The readiness of the Indonesian National Armed Forces in handling post-natural disasters, especially those that occurred in Pasigala, certainly cannot be separated from the role of the Indonesian National Armed Forces' leadership. Therefore, this paper aims at explaining the roles that the Indonesian National Armed Forces played in performing disaster management in recent events of natural disasters in Indonesia. It is expected that by learning from past experiences, further measures regarding (natural) disaster management can be accounted in future governmental policy.

2. Literature Review

The theoretical frameworks used as the background in this paper include leadership principles, the 11 principles of the Indonesian National Armed Forces, and natural disaster management.

2.1. Leadership Principles

In carrying out leadership, a leader must have principles so that the influence of his/her leadership will be significant in the direction of getting the goals achieved. According to Covey (2009) the principle is part of a condition, realization, and consequence. These leadership principles are as follows.

1. **A Lifelong Learning.** It is not only achieved through formal education, but also outside of school. By observing the surrounding environment, one can learn many skills which may be useful to accomplishing daily life.
2. **Service Oriented.** A leader is not to be served, rather to serve the community. In providing services, leaders should be more principled on good service.
3. **Bringing Positive Energy.** Positive energy is based on sincerity and a desire to support the success of others. It takes positive energy to build good relationships. A leader must be able and willing to work for long periods of time and under unspecified conditions. Therefore, a leader must be able to show positive energy, as elaborated in the followings.
 - a. **Trust in others.** A leader must trust others, including his subordinate staff, so that they are motivated to accomplish any tasks.
 - b. **Balance in life.** A leader must be able to balance his performing the duties both professionally and personally.
 - c. **Seeing life as a challenge.** The word "challenge" is often interpreted negatively. In this case the challenge means the ability to enjoy life and all its consequences. Because life is a challenge that is needed, having a sense of security that comes from within. Security depends on

initiative, skill, creativity, will, courage, dynamism, and freedom.

- d. **Synergy.** People with principles always live in synergy and are catalyst for change. They always overcome their own weaknesses and others. Synergy is a group work and benefits everyone. According to The New Brolier Webster International Dictionary, Synergy is a group work, which produces more effective results than working individually. A leader must be able to synergize with superiors, staff, coworkers.
- e. **Self-development practice.** A leader must be able to renew himself to achieve high success.

2.2. The 11 Leadership Principles of the Indonesian National Armed Forces

The principles and norms of leadership implemented by the Indonesian National Armed Forces (TNI) were systematized and declared in 11 points. The 11 Principles of the Indonesian National Armed Forces Leadership can be explained below:

1. *Taqwa*: The believe in God Almighty and obey Him.
2. *Ing Ngarsa Sung Tulada*: Set an example as a leader.
3. *Ing Madya Mangun Karsa*: Participate in activities and inspire enthusiasm among others.
4. *Tut Wuri Handayani*: Provide supports and encouragements.
5. *Waspada Purba Wisesa*: Always be vigilant in supervising.
6. *Ambeg Parama Arta*: Set up priority in accomplishing tasks.
7. *Praja*: Modest behavior.
8. *Satya*: Reciprocal loyal attitude.
9. *Gemi Nastiti*: well financial management.
10. *Belaka*: The willingness and courage to take responsibility for one's actions.

11. *Legawa*: Acceptance.

Those principles are realized and implemented by the Indonesian National Armed Forces in performing their duties, both in Military Operation on War and Military Operation Other than War, including in managing disaster which occurred in Indonesia (Effendy, 2009).

2.3. Natural Disaster Management

According to the Law of Republic of Indonesia Number 24 of 2007 (Law No. 24/2007) concerning Disaster Management, natural disasters are defined as disasters caused by events or series of events caused by nature, including earthquakes, tsunamis, volcanic eruptions, floods, droughts, hurricanes, and landslides. The natural disaster that occurred in Pasigala in 2018 was a tsunami and liquefaction that required careful management in the recovery process.

According to Nurjannah, et. al. (2012), disaster management is a dynamic process of working disaster management functions such as planning, organizing, actuating, and controlling which includes the stages of prevention, mitigation, and preparedness for emergency response and recovery. In general, disaster management aims to protect the community and their property from the disaster.

In this study, the Indonesian National Armed Forces applies 11 principles of the Indonesian National Armed Forces leadership in the post-disaster stage which include recovery, rehabilitation, and reconstruction activities. Based on Law No. 24/2007. **Recovery** is a series of activities to restore the condition of the community and the environment affected by disasters by re-functioning institutions, infrastructure and facilities. Several activities related to recovery procedures are: a) improvement of the disaster area environment; b)

improvement of public infrastructure and facilities; c) providing assistance for community housing repairs; d) psychological social recovery; e) health services; f) reconciliation and conflict resolution; g) socio-economic recovery of culture, and j) restoration of the function of public services.

Rehabilitation is the improvement and restoration of all aspects of public or community services to an adequate level in post-disaster areas with the main objective of normalizing or running normally all aspects of government and community life in post-disaster areas. Rehabilitation is carried out through the following activities: improvement of the disaster area environment, improvement of public infrastructure and facilities, provision of assistance for community housing repairs, socio-psychological recovery, health services, reconciliation and conflict resolution, socio-economic and cultural restoration, restoration of security and order, restoration of government functions, and restoration public service function.

Reconstruction is the formulation of policies and efforts as well as concrete steps that are well planned, consistent, and sustainable to permanently rebuild all infrastructure, facilities and institutional systems. This should be done both at the government and community levels, with the main target of growing economic, social and economic activities, culture, the establishment of law and order. Rapid reconstruction is needed to support all aspects of social life in post-disaster areas. The scope of the reconstruction implementation consists of a physical reconstruction program and a non-physical reconstruction program.

3. Method, Data, and Analysis

This research was conducted using qualitative method aimed to describe, explore, and analyze the implementation of 11 leadership principles of the Indonesian National Armed Forces in post-disaster management. The primary data was collected in the form of words and activities of the Indonesian National Armed Forces while managing disaster by interview and observation. The interview process was conducted with several informants, such as: the Commander of Korem 132/Tadulako, BPBD personnels, the Indonesian National Armed Forces' personnels, stakeholder, and other related institutions.

To support the research result, researchers also collected secondary data through supporting documents, such as: article journals, books, task reports, and other documents relevant with the research topic. Prior to the data analysis, the collected data was tested in order to seek the reliability and validity of the data (Sugiyono, 2015). To obtain validated data, the researchers performed a triangulation data sources.

Triangulation of data sources was obtained from the President and Vice President of Indonesia, representatives from related agencies such as BPBD, Al Araf Impartial Non-Governmental Organization, and the Indonesian National Armed Forces' leader. Technical triangulation is obtained from analyzing various techniques of collecting data from the media, interviews with the leader of Korem 132/Tadulako, and direct observation of how the Korem leadership process is and how they apply the 11 principles of leadership. Time triangulation is carried out by observing disasters carried out by the Indonesian National Armed Forces starting from the first day of the disaster, coordinating all forms of

handling, starting from handling, evacuating survivors, handling refugees to handling disasters. The collected data then analyzed using qualitative data analysis techniques by three steps: 1) data condensation, 2) data display, and 3) conclusion drawing/verification (Miles, Huberman, & Saldaña, 2014).

4. Result and Discussion

4.1. The Indonesian National Armed Forces' Leadership in Managing Natural Disaster on Pasigala

The ability of Indonesian National Armed Forces in managing the natural disaster at Palu, Sigi and Donggala (Pasigala) was remarkable that they could restore primary resources and infrastructure to their functions within a week of time. This achievement was also highly appreciated by President Joko Widodo since it was considered as an effective effort in disaster mitigation in the impacted regions (Redaksi Medcom.id, 2018).). The performance of the Indonesian National Armed Forces in disaster management at Pasigala is inseparable from the personnels at Palu, one of which is Korem 132/Tadulako, which was formed based on the Order of Pangdam XIII/Merdeka through letter No. Sprin/709/8/1961, dated 9 August 1961 with the working area covering the entire region of Central Sulawesi Province.

At the beginning of Korem 132/Tadulako formation, it was in charge of four Kodim, namely Kodim 135/Boul Toli-Toli, Kodim 136/Donggala, Kodim 137/Poso and Kodim 139/Luwuk Banggai. Previously, this unit was called Korem II/Central Sulawesi. The name was later changed to Korem 132/Tadulako based on the Decree of the Pangdam

XIII/Merdeka No. Skep/08/5/1964, dated June 15, 1964 (Redaksi Jurnal Teritorial, 2011). Based on interview with the Commander of Korem 132/Tadulako, it was known that Korem 132/Tadulako protected an area prone to conflict, radicalism, and natural disaster. So, the personnel of Korem 132/Tadulako must be always ready in the occurrence of any emergency.

In September 28 to November 15, 2018, Korem 132/Tadulako carried out the Joint Operation of Kogasgabpad for Disaster Management due to the Earthquake, Tsunami and Liquefaction in the regions of Palu, Sigi and Donggala. These are several achievements of Korem 132/Tadulako when managing natural disaster occurred at Palu, Sigi and Donggala based on interview results:

1. Leading the operation of the Central Sulawesi Province Disaster Task Force in the temporary response to the earthquake or tsunami disaster in Palu, Sigi and Donggala.
2. Creating posts for distribution of logistical aid for displaced victims of disasters.
3. Providing emergency camps for victims of the Palu disaster in the Pakih Rasyid field belonging to Korem 132/Tadulako.
4. Distributing logistics to 100 impacted areas in Sigi.
5. Opening road access to the city of Palu.
6. Providing assistance for victims in Balaroa and Petopo.
7. Carrying out landslide orientation in Tafae Village.
8. Providing medical treatment for earthquake victims in Balesang Tanjung District, Balaroa Village and Lende Village. medical treatment for earthquake victims in Balesang Tanjung

District, Balaroa Village and Lende Village.

4.2. Implementation of the Indonesian Armed Forces' Principles in Disaster Management

The support of the Indonesian National Armed Forces in disaster management that occurred in Indonesia, aims to create social stability for communities in areas affected by natural disasters. This was declared by the Commander of Indonesian National Armed Forces, Marshal TNI Hadi Tjahjanto, S.I.P., in his written remarks which was read by Kasum TNI Admiral TNI Dr. Didit Herdiawan, in Surabaya, East Java, (Puspen TNI, 2019). The Commander explained that in realizing this goal, there are several targets for implementing the Indonesian National Armed Forces support in disaster areas, including the realization of a sense of security for refugees, victims, and rehabilitation of areas impacted by the natural disasters.

According to the Commander of Korem 132/Tadulako at that time, Colonel Infantry Agus Sasmita, to achieve common goals and successes in natural disaster management in Pasigala, the Indonesian National Armed Forces implemented 11 leadership principle, which can be explained in the table 1.

Table 1. Implementation of 11 the Indonesian Armed Forces' Leadership Principles in Managing Natural Disaster at Pasigala

No.	11 Leadership Principles of Indonesian National Armed Forces	Objective	Action
1	<i>Taqwa</i>	To have faith and obey the God	In disaster management, the Indonesian National Armed Forces' personnels together with the community in the affected area carried out congregational prayers and field service to pray for victims who have been buried.
2	<i>Ing ngarso sung tulodo</i>	To Give role models for others	By embracing the entire community to accept all forms of trials, they must be strong and rise up and provide mental support to children who were the victims of the earthquake (Trauma Healing). Although the Indonesian National Armed Forces' personnels, especially those stationed at Central Sulawesi, are also disaster victims, they still participated in the disaster management, so that they could become role models for the community to help each other in difficult times..
3	<i>Ing madyo mangun karsa</i>	To take part in the activity and to inspire enthusiasm among others	The Indonesian National Armed Forces' personnel showed enthusiasm in aiding the victims which helped them to be optimistic in dealing with any problems.
4	<i>Tut wuri handayani</i>	To provide support and encouragement for others	The Indonesian National Armed Forces' personnels provided entertainment for hundreds of children who fall victims of the disaster in the form of playing and reading tales to the children. The Indonesian National Armed Forces' gave encouragement to the victims to be optimistic.
5	<i>Waspada purba wasesa</i>	Always be vigilant	The Indonesian National Armed Forces personnel are always vigilant in the midst of evacuation, watching the community, as evidenced by the presence of a group of volunteers from HTI trying to influence the community to become radical Islam.
6	<i>Ambeg parama arta</i>	To set clear priority	At the time of the disaster, Korem 132/Tadulako itself was filled with residents who were victims of the disaster, some of them were injured, both lightly and seriously injured, and some even wanted to give birth, in a short time the Makorem yard was filled with people and became an evacuation camp and hospital by maximizing medical personnel from the hospital. Wirabuana, treating all the victims with makeshift equipment, other Makorem members tried to help disaster victims who were on Talise Beach which was hit by the tsunami.

7	<i>Prasaja</i>	To be modest and humble	This was shown by the Indonesian National Armed Forces' personnels in the evacuation site where they built emergency kitchen and found other logistics resources. .
8	<i>Satya</i>	To show loyalty and mutual respect	The Indonesian National Armed Forces' personnels in carrying out their duties during the disaster in Pasigala are loyal to their superiors, to their subordinates and to the side.
9	<i>Gemi nastiti</i>	To be well-managed financially necessary	The distribution of logistics to refugees were carried out based on entitlement of the victims.
10	<i>Belaka</i>	To take responsibility for actions	This was shown by the Indonesian National Armed Forces by trying to go to the interior to provide assistance to refugees, Danrem and Mrs. Persit also provided assistance to the interior using helicopter transportation to transport aid logistics to refugee camps that were difficult to pass by land.
11	<i>Legawa</i>	To accept and to be sincere	The Indonesian National Armed Forces' personnels are always willing to carry out their duties and sincerely submit to the next generation, imitating the leadership that has been done at least better in the future.

Source: Analyzed by the Researchers, 2020

5. Conclusion and Suggestion

This research contributes in two ways, first, this research presents the leadership success carried out by the Indonesian National Armed Forces in carrying out the duties of Military Operations Other Than War, especially in Central Sulawesi. Currently the role of the Indonesian National Armed Forces in disaster management has been strengthened by the Regulation of the Minister of Defense of the Republic of Indonesia Number 06 of 2015 concerning Guidelines for the Indonesian National Armed Forces Involvement in Disaster Management (Kementerian Pertahanan RI, 2015). Many officials in Indonesia have expressed the importance of the Indonesian National Armed Forces' role, especially after the occurrence of natural disasters, this proves that the Indonesian National Armed Forces' role is very much needed in disaster management, especially at the emergency response stage and the post-disaster stage in the context of rehabilitation and reconstruction. In addition, the Indonesian National Armed Forces' leadership role is also very prominent at the emergency response stage, to fill the vacancy in the leadership role of Regional Leader.

The results of the Indonesian National Armed Forces' leadership in natural disaster management in Central Sulawesi can be described by the praise given by President Joko Widodo for being considered effective in mitigating the earthquake and tsunami disaster in Palu, Sigi, and Donggala, Central Sulawesi. According to him, the Indonesian National Armed Forces had moved shortly after the earthquake and tsunami occurred. Like, immediately lowering the soldiers to evacuate. The Indonesian National Armed Forces also directly helped distribute logistics, search for victims, and rehabilitate.

The support of the Indonesian National Armed Forces in the context of disaster management in Indonesia aims to create social stability for communities affected by natural disasters. This success is inseparable from the implementation of 11 the Indonesian National Armed Forces' leadership principles in natural disaster management in Pasigala, which consist of: 1) *Taqwa*, 2) *Ing Ngarsa Sung Tulada*, 3) *Ing Madya Mangun Karsa*, 4) *Tut Wuri Handayani*, 5) *Waspada Purba Wisesa*, 6) *Ambeg Parama Arta*, 7) *Prasaja*, 8) *Satya*, 9) *Gemi Nastiti*, 10) *Belaka*, and 11) *Legawa*.

Based on these conclusions, the authors recommend to decision makers, both government and stakeholders, who are interested in leadership issues in disaster management. First, the government and stakeholders need to improve the quality of training and education on leadership and crisis management, especially for civil servants living in disaster-prone areas. So that when a disaster occurs, the role of Regional Heads and Civil Servants can optimize their roles in disaster management. Second, the synergy between the Indonesian National Armed Forces and the local government, as well as other organizations involved, must be further enhanced to overcome the existing obstacles, especially regarding the budget and equipment used in disaster management. Since coordination with the local government is very necessary, a participatory leadership should be chosen to accommodate the participation of all parties to overcome the problems resulted from a (natural) disaster.

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