

Research Article

Transformational Leadership in the Territorial Development of the Indonesian National Army in Makassar City

Lizardo Gumay

Department of Public Administration Program, Faculty of Social and Political Science, Hasanuddin University, South Sulawesi, Indonesia

Abstract.

Territorial development is one of the strategic pillars of the Indonesian Army in creating stability and strengthening national resilience, especially in complex and heterogeneous urban areas. This study aims to analyze transformational leadership in the territorial development of the Indonesian National Army in Makassar City. The research method uses a qualitative approach. Data were collected through interviews, observations, and documentation studies. Research informants include leaders and staff of Kodim, Danramil, and Babinsa as well as the community. Data analysis has been done by interactive analysis, consisting of stages of data collection, data reduction, data presentation, and drawing conclusions. The results of the study showed that in the idealized influence indicator, commanders and officers demonstrated exemplary behavior through direct involvement in social community activities. In the inspirational motivation aspect, the Kodim leadership conveyed a message of nationalism and the spirit of defending the country through counseling activities and joint roll calls, but accessibility to all levels of society still needs to be improved. In the intellectual stimulation indicator, there was a communication that encouraged community participation in the coaching program, but it was not optimal. Finally, in the individualized consideration aspect, a personal approach to the community has been carried out, but limited personnel and time are challenges so it has not been implemented effectively.

Keywords: leadership, transformational leadership, territorial development

1. Introduction

The development of social life in urban areas currently shows an increasingly high level of complexity. Makassar City, as the center of economic growth and government in the Eastern Indonesia region, faces very diverse social dynamics, ranging from high rates of urbanization, increasing social inequality, the emergence of potential horizontal conflicts based on ethnicity, religion, race, and inter-group (SARA), to various forms of non-traditional threats such as crime and radicalism. In this situation, regional stability becomes an important prerequisite for development and the sustainability of community life. Therefore, the role of state institutions, including the Indonesian Army, becomes

Corresponding Author: Lizardo Gumay; email: Luffti2015luffti@gmail.com

Published: 2 September 2025

Publishing services provided by Knowledge E

© Lizardo Gumay. This article is distributed under the terms of the [Creative Commons Attribution License](#), which permits unrestricted use and redistribution provided that the original author and source are credited.

Selection and Peer-review under the responsibility of the 2nd Doctoral International Conference Committee.



very crucial not only in maintaining sovereignty, but also in fostering harmonious social relations in society. One of the main functions of the Indonesian Army in this context is the implementation of territorial development, which is a strategic means to strengthen national resilience from the grassroots level [1].

Territorial development is a task inherent in the territorial apparatus of the Indonesian Army such as the Military District Command (Kodim), Military Rayon Command (Koramil), to Village Development Non-Commissioned Officers (Babinsa), who are responsible for establishing communication, building trust, and empowering the community through various programs. Activities such as social communication, national defense counseling, food security assistance, and implementation of community service are a reflection of the TNI's efforts to foster unity with the people. However, in its implementation in urban areas such as Makassar, the implementation of territorial development faces its own challenges. The social structure of urban society which tends to be individualistic, cultural and economic heterogeneity, and limited interaction space between the military and civilians, are obstacles in achieving effective and comprehensive development goals [2].

Makassar City, as the capital of South Sulawesi Province, has unique social and cultural characteristics, with a heterogeneous society and a high level of urbanization. In facing these challenges, the Indonesian Army through the XIV/Hasanuddin Military Command and the ranks of the 1408/BS Makassar Military Command implemented various territorial development programs to strengthen the unity of the TNI and the people. In 2022, the Territorial Staff of the TNI Headquarters together with the 1408/BS Makassar Military Command held a "National Defense Action" activity involving the fishing community in Makassar City. This activity aims to foster a spirit of love for the homeland and awareness of national defense among coastal communities. In addition, this activity also includes the provision of basic necessities as a form of the TNI's social concern for the community. As part of efforts to increase territorial development capacity, the XIV/Hasanuddin Military Command plans to form a Territorial Development Battalion (TP) in several areas, including Makassar City. This plan shows the Indonesian Army's commitment to strengthening its territorial role through a more structured and planned development approach.

The implementation of territorial development in urban areas such as Makassar faces various challenges, including: social and cultural heterogeneity, limited resources, and developments in technology and information. The diversity of ethnicities, religions, and cultures in Makassar requires a sensitive and inclusive approach in every development

program. The limited number of TNI personnel compared to the area and population demands efficiency in carrying out tasks. The digital era demands adaptation in communication methods and interactions with the community. This situation requires a change in approach in military leadership style, especially at the territorial unit level [2].

Traditional leadership styles that are command and hierarchical need to be adjusted to the needs of a more participatory and responsive modern society towards a humanist approach. In this case, transformational leadership emerges as an important approach to analyze. Transformational leadership does not only emphasize tasks and instructions, but rather emphasizes the leader's ability to provide positive influence through exemplary behavior (idealized influence), generate collective motivation and spirit (inspirational motivation), stimulate innovation and critical thinking (intellectual stimulation), and provide personal attention to individual development (individualized consideration). This concept is in line with the need for territorial development that is not only structural but also cultural and emotional [1]. Based on this background, this study aims to analyze how transformational leadership is applied in the implementation of territorial development by the Indonesian Army in Makassar City.

2. Materials and Methods

This study uses a qualitative approach with the aim of deeply understanding the application of transformational leadership in the implementation of territorial development by the Indonesian Army in Makassar City.

According to Moleong, a qualitative approach aims to understand the phenomena experienced by research subjects holistically and in a natural context (as is), through descriptions conveyed in natural words and language [3]. Therefore, this approach allows researchers to explore how transformational leadership values are implemented by the Indonesian Army territorial apparatus, as well as how these values are accepted and felt by the communities they foster.

The location of this research is in the Makassar City area, South Sulawesi, with the main analysis unit being Kodim 1408/BS Makassar along with the Koramil and Babinsa ranks under its auspices. The selection of this location is based on strategic considerations that Makassar City is a complex urban area with a high level of social heterogeneity and is a representation of the challenges of territorial development in urban areas. The research subjects include key elements in the implementation of

territorial development programs, namely the leaders and staff of Kodim, Danramil, Babinsa, and the community who directly interact or are involved in the development program.

In the data collection process, three main techniques were used, namely in-depth interviews, participant observation, and documentation studies. In-depth interviews were conducted with key informants who had direct knowledge and experience in the context of territorial leadership and development. Participatory observation was conducted by directly observing activities carried out by territorial officers, including interactions between the TNI and the community in various social programs. Meanwhile, documentation studies were conducted to complement data obtained through official documents, activity reports, work instructions, and publications related to territorial development. According to Kartini, the use of combined techniques such as this is necessary in qualitative research so that the data obtained is more in-depth, accurate, and diverse [4].

The collected data were analyzed using an interactive analysis model consisting of three important stages: data reduction, data presentation, and drawing conclusions. The data reduction process was carried out to filter and focus relevant data according to the research objectives, then presented in the form of a thematic narrative that describes the main categories such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Conclusions were drawn inductively based on the patterns of findings that emerged from the field. Sugiyono emphasized that in qualitative research, the analysis process is simultaneous from the beginning to the end of the research process, where researchers continuously process, review, and interpret data in depth [5].

To ensure the validity and legitimacy of the data, source and method triangulation techniques are used. Source triangulation is done by comparing information from various categories of informants, while method triangulation is done by comparing the results of interviews, observations, and documentation. According to Moleong, triangulation techniques are the main pillars in maintaining objectivity and credibility in qualitative research, especially in social studies that are full of meaning and value [3].

3. Results and Discussion

Territorial Development (Binter) is one of the main functions of the Indonesian Army which aims to strengthen the unity of the TNI with the people, increase regional resilience, and support the universal defense system. In Makassar City, Binter aims to strengthen social stability, prevent potential conflicts, and increase community participation in maintaining security and order. Binter programs are expected to build awareness of national defense and strengthen relations between the TNI and the community. Various Binter programs and activities are implemented in Makassar City, including social communication (Komsos), counseling and socialization, social services, training and education, and food security assistance. Komsos activities involve dialogue between the TNI and the community to build harmonious relationships and mutual understanding. Counseling and socialization programs aim to provide information and education to the community regarding the importance of national defense awareness and participation in maintaining security. Social services include various forms of assistance to the community, such as free health services, renovation of public facilities, and other social assistance. Training and education include skills training for the community to improve welfare and independence. Food security assistance helps the community in developing the agricultural and fisheries sectors to improve local food security. The implementation of Binter in Makassar City involves various parties, including the Indonesian Army, local government, the Indonesian National Police, and the community. Kodim 1408/BS Makassar and its ranks, including Danramil and Babinsa, are the main implementers of the Binter program. The Makassar City Government provides support in the form of facilities, budget, and program coordination. The Indonesian National Police plays a role in maintaining security and order during the implementation of Binter activities. The community plays an active role in participating in and supporting various Binter programs.

The total number of Babinsa (Village Guidance Officers) assigned to Makassar City is 154 people spread across 15 sub-districts. This number reflects the allocation of TNI AD territorial personnel assigned to carry out community development functions, early detection, and prevention of potential conflicts in their respective environments. The placement of Babinsa in each sub-district area in Makassar City is adjusted to the development needs and potential social vulnerabilities.

The implementation of Binter in Makassar City is carried out through an approach that directly involves the community. Binter programs are adjusted to existing conditions

and needs and are implemented by involving various elements of society. Coordination between the TNI, local government, and the community is carried out intensively to ensure the success of the program. The implementation of Binter begins with identifying community needs through surveys and dialogue. Furthermore, programs are prepared and implemented by involving all related parties. Evaluations are carried out periodically to assess the effectiveness of the program and make improvements if necessary. The community is involved in every stage of Binter implementation, from planning, implementation, to evaluation. Active community participation is very important for the success of the program, because they are the main subjects in every activity. Coordination is carried out through routine meetings, communication forums, and cooperation in program implementation. The TNI AD, local government, and Polri have their respective roles that support each other to achieve common goals. Most Binter activities in Makassar City run according to the established strategic plan. However, there are several programs that have been adjusted based on the dynamics and needs in the field.

TABLE 1: Territorial Development Program in Makassar City.

Program	Activity Description
TMMD (TNI United in Building Villages)	A cross-sectoral program involving the TNI, Polri, local government, and communities to build infrastructure and provide outreach in villages.
National Defense Action with Fishermen Community	Activities that involve fishing communities in developing national insight and defending the country through counseling and dialogue.
Construction of Public Facilities by ENCAP MNEK Task Force	Construction of public facilities such as monuments, tourist corridors, and school renovations as part of the Indonesian Navy's international activities.
Formation of the Territorial Development Battalion (Yon TP)	Formation of new units to support regional development through more structured territorial activities.

Table 1 above is some of the main programs in territorial development implemented by the Indonesian Army in Makassar City. The TMMD program is an annual activity involving various parties to build infrastructure and provide education to the community. The National Defense Action with the Fishermen Community aims to increase national insight among fishermen through education and dialogue. The construction of Public Facilities by the ENCAP MNEK Task Force is part of an international activity involving the construction of public facilities such as monuments and tourist corridors. The formation of the Territorial Development Battalion (Yon TP) is planned to support regional development through more structured territorial activities.

Some of the obstacles faced in the implementation of Binter include limited human resources (HR), limited budget, cross-sector coordination, and community acceptance. The limited number of TNI personnel compared to the area and population is a challenge in implementing the program. The available funds are often insufficient to implement all planned programs. Sometimes there are obstacles in coordination between the TNI, local governments, and other institutions. Some communities still do not understand the role and objectives of Binter activities.

The main challenges faced in implementing Binter in Makassar City include social and cultural heterogeneity, technological and information developments, and social and economic changes. The diversity of ethnicities, religions, and cultures requires a sensitive and inclusive approach in every development program. The digital era demands adaptation in communication methods and interactions with the community. Rapid social and economic dynamics affect community participation in the Binter program.

In general, the community gave a positive response to the Binter activities implemented. They felt helped by the programs that improved welfare and awareness of national defense. The Indonesian Army implemented several strategies to overcome obstacles, including increasing human resource capacity, optimizing the budget, increasing coordination, and a cultural approach. Through training and education for TNI personnel, efficient use of the budget, increasing communication and cooperation between the TNI, local governments, and other institutions, as well as adjusting programs to local culture and involving community leaders in every activity.

In relation to transformational leadership, the following research results were found. Transformational leadership has become a strategic approach adopted by the Indonesian Army in territorial development, especially in complex urban areas such as Makassar City. In this context, Kodim leaders and territorial apparatus are required not only to carry out orders structurally, but also to be able to form inspiring and constructive social relationships with the community. Transformational leadership applied in Kodim 1408/BS Makassar shows that the role of leaders is not limited to operational decision-making, but also involves the formation of values, changes in organizational culture, and increasing collective awareness of the community.

In the dimension of idealized influence, the commanders in the Kodim 1408/BS Makassar area clearly demonstrate exemplary behavior through direct involvement in various social community activities, such as mutual cooperation, free health services, and youth development. The commanders do not only give instructions, but also go

directly to the field with members and the community, thus building the image of a leader who is not only respected but also loved. This exemplary behavior creates respect and trust from the community, who generally view TNI officers as figures with integrity and can be trusted. Residents interviewed stated that the presence of Babinsa and Danramil in their environment provides a sense of security and is an effective liaison between residents and state institutions. The core values of the TNI such as discipline, love of the country, and loyalty are conveyed through counseling activities, joint roll calls, and character building in the school environment. The Kodim leadership plays an active role in conveying the vision of the TNI AD as a protector of the people and a partner in social development, through persuasive communication and adapted to the local context.

In terms of inspirational motivation, the Indonesian Army through the leadership of the Makassar City Kodim provides strong motivation to soldiers and the community in carrying out territorial development activities. Messages of nationality, nationalism, and the spirit of defending the country are conveyed routinely in roll calls, counseling, and social communication forums. Commanders often convey the importance of the role of the community in maintaining the integrity of the nation through simple actions such as maintaining environmental order, respecting differences, and helping each other. Activities such as the National Defense Action, youth leadership training, and national day commemorations are effective means to raise the spirit of unity and love for the country. The community's response to these activities is very positive, because they feel they are given space to contribute and feel appreciated as part of the universal people's defense system. In several sub-districts, the enthusiasm of residents in participating in marching training, drug counseling, and other social activities can be seen, which not only provide educational value, but also form a sense of togetherness and collective responsibility.

In the intellectual stimulation dimension, TNI AD officers in the Makassar Kodim area have begun to implement an approach that encourages the community to think critically and actively about social issues. One concrete form of this approach is the implementation of open discussion forums at the sub-district or district level, where residents can convey complaints, ideas, or suggestions related to security, environmental, and socio-economic issues. In addition, skills training programs such as urban farming, catfish cultivation, and waste management are a means to trigger community innovation in overcoming local economic challenges. Babinsa also actively encourages young people to get involved in entrepreneurship and appropriate technology activities, while also fostering them through educational counseling. Although this discussion space is

not yet optimal structurally and is still incidental, it is an important initial step towards a more participatory and responsive coaching pattern.

The last dimension, namely individualized consideration, is seen in the personal approach taken by TNI officers to the community in various areas under their supervision. Babinsa, as the spearhead of territorial development, is known by the local community not only as a security officer, but also as a friend, mentor, and even a mediator in social conflict. Territorial officers show concern for the socio-economic conditions of residents by actively visiting residents' homes, assisting in agricultural activities, facilitating access to government assistance, and becoming a liaison between the community and related agencies. This approach is felt strongly especially in suburban areas, where access to public facilities and information is still limited. On the other hand, the limited number of personnel and high workload are the main challenges in maintaining the intensity and continuity of this approach. However, personal relationships between officers and the community are maintained through informal communication and attendance at important moments for residents, such as religious activities, local celebrations, and RT/RW meetings.

Based on the findings above, it can be concluded that the transformational leadership model has been implemented quite significantly by the Indonesian Army in territorial development in Makassar City. Although its implementation still faces various obstacles, such as limited human resources and time, efforts to instill national values, build trust, and stimulate community participation have shown positive results. Strengthening in the managerial aspect and cross-sector support is needed to expand the reach and sustainability of this development in order to create strong and harmonious regional resilience.

The results of the study indicate that the implementation of transformational leadership in the territorial development of the Indonesian Army in Makassar City has been quite effective, although several challenges are still found in the field. In this context, transformational leadership is reflected in how territorial leaders, especially Danramil and Babinsa, are able to become role models for members and the community. This exemplary behavior can be seen from their commitment in carrying out their duties, high discipline, and consistent attitude in developing their territory.

Indonesian Army members in territorial units tend to demonstrate leadership attitudes that are able to inspire and provide positive influences, both to subordinate soldiers and

the community. This is in line with the concept of idealized influence as explained by Bass and Avolio who emphasize the importance of leaders as role models [6].

In addition, territorial leaders also play a role in providing motivation and moral support to their subordinates and the community through social activities such as community service, national defense counseling, and disaster response actions. The presence of leaders who are able to provide encouragement and clearly explain the direction of the organization's goals has fostered a sense of trust and loyalty among members and strengthened the relationship between the TNI and the community. This shows the application of inspirational motivation aspects in transformational leadership, although in some cases, its intensity can be reduced due to operational burdens and logistical limitations. However, in terms of intellectual stimulation, there is still room for improvement. Although some leaders have involved members and the community in discussions and activity planning, this participation has not fully encouraged innovation or new approaches in regional development. The organizational culture that still tends to be hierarchical and centralistic is a factor that influences the limited space for creative thinking from the lower levels.

Limited leadership training and the lack of open discussion forums also become obstacles in developing critical and innovative thinking in territorial unit environments. In terms of attention to individuals, most leaders show concern through a family approach and good interpersonal communication. They not only carry out command functions, but also try to build emotional relationships with members and the community. Activities such as visits to soldiers' homes, mentoring inmates, and providing solutions to social problems reflect individual considerations in their leadership style. However, the implementation of this aspect is not evenly distributed in all regions due to differences in the personal capacity of leaders and the wide scope of the areas that must be fostered.

4. Conclusion

Based on the research results, it can be concluded that transformational leadership has been implemented by the Indonesian Army, especially Kodim 1408/BS Makassar, in implementing territorial development in urban areas. Through the idealized influence dimension, the commander demonstrates real exemplars that encourage public trust. In the aspect of inspirational motivation, the leader conveys messages of nationalism and the spirit of defending the country through various social activities and counseling. In the intellectual stimulation dimension, space for participation and discussion with

the community has been opened, although its implementation has not been maximized. Meanwhile, in the individualized consideration dimension, a personal approach to residents is carried out consistently by Babinsa, but is still limited by the number of personnel and workload. Overall, the transformational leadership model makes a positive contribution to efforts to strengthen the unity of the TNI with the people and increase social resilience in the Makassar City area. However, the effectiveness of its implementation still needs to be improved through program innovation, cross-sector support, and strengthening the capacity of territorial personnel. Transformational leadership has proven to be relevant in the context of territorial development in urban areas that require a humanistic, participatory, and adaptive approach to the complex social dynamics of society

References

- [1] Bass BM. *Leadership and Performance Beyond Expectations*. New York: The Free Press; 1985.
- [2] Sedarmayanti. *Leadership and Organizational Behavior*. Bandung: Mandar Maju; 2013.
- [3] Moleong LJ. *Qualitative Research Methodology*. Bandung: Remaja Rosdakarya; 2005.
- [4] Kartini M. *Qualitative Research Methods in Social Sciences and Humanities*. Jakarta: Rineka Cipta; 2010.
- [5] Sugiyono. *Qualitative and Quantitative Research Methods*. Bandung: Alfabeta; 2016.
- [6] Bass BM, Avolio BJ. *Improving Organizational Effectiveness through Transformational Leadership*. Sage Publications; 1994.