

The role of leadership in increasing effectiveness national defense human resource management

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Abstract

Purpose: This study aims to explain the effectiveness of leadership in HR management in the defense sector, as well as its impact on organizational performance and long-term consequences.

Research Methodology: Using a qualitative approach based on literature studies, this study analyzes data from credible academic and non-academic sources. The focus is on leadership strategies in improving the effectiveness of defence human resources through comparative studies from various countries, including the Indonesian Armed Forces and the Australian Defence Force.

Results: Using a qualitative approach based on literature studies, this study analyzes data from credible academic and non-academic sources. The focus is on leadership strategies in improving the effectiveness of defence human resources through comparative studies from various countries, including the Indonesian Armed Forces and the Australian Defence Force.

Keywords: *Leadership, effectiveness national defense human resource management, effectiveness*

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1. Introduction

In the era of globalization and rapid technological advancement, countries face a variety of complex and diverse challenges and threats. One of the vital aspects in maintaining the sovereignty and integrity of a country is defense. The country's defense depends not only on military power and armaments, but also on the effectiveness of the Human Resources (HR) management that manages and operates the defense system. Leadership in the management of the country's defense human resources plays a crucial role in ensuring that all elements of human resources function optimally to meet various challenges.

Human resource management in the context of state defense involves the process of recruiting, training, developing, and maintaining military and non-military personnel tasked with maintaining the country's security and sovereignty. Trained and motivated human resources are strategic assets that determine the success of operations and defense strategies. Effective management of these human resources ensures that every individual and unit in the defense organization can work with maximum efficiency and effectiveness. Leadership is a key element that influences the effectiveness of HR management. Leaders in the context of national defense must have a strategic vision, the ability to inspire and motivate, and competence in making quick and precise decisions. Effective leadership creates a conducive work environment, boosts personnel morale and motivation, and ensures good coordination between various units and departments within defense organizations ([Camlian & Baron, 2025](#); [Phina, Patrick, & Nwabuike, 2022](#)).

According to [Yukl \(2013\)](#), leadership is the process of influencing others to understand and agree on what needs to be done and how to do it, as well as the process of facilitating individual and collective efforts to achieve common goals. In the context of national defense, leadership involves not only the ability to direct and inspire military and civilian personnel, but also the ability to manage change, optimize resources, and ensure effective coordination among various units and departments. One of the

important aspects of leadership in defense HR management is the ability to attract and retain top talent. An effective recruitment and selection process is highly dependent on Leadership that is able to reflect the values of the organization and attract prospective personnel who have the required competencies. Good leadership also ensures that the selection process is carried out with fair and transparent, so as to get personnel who are not only competent but also committed ([Kartika & Medlimo, 2023](#)).

In addition to recruitment, training and human resource development are also key in improving defense effectiveness. [Noe \(2004\)](#) emphasized that training that is continuous and in accordance with the latest technological and tactical developments is essential in maintaining military readiness. Effective leaders understand the importance of investing in the development of personnel skills and competencies. They ensure that the training programs provided are relevant to the operational and strategic needs of the organization. Personnel retention and motivation also depend heavily on leadership quality. [Herzberg \(1966\)](#) stated that motivational factors such as recognition, responsibility, and achievement can increase job satisfaction and personnel retention. Leaders who are able to create a supportive work environment, provide proper recognition, and provide opportunities for career development will be able to retain qualified and motivated personnel.

Case studies from different countries show how effective leadership can improve HR management in the defense sector. For example, in Indonesia, the Indonesian National Army (TNI) has implemented various leadership programs that focus on developing the competencies and professionalism of military personnel. Leadership education and training programs for TNI officers involve strategic and technical courses, as well as intensive field training. The program is designed to equip officers with the managerial and leadership skills necessary to effectively lead military units ([Chow, 2020](#); [Sinaga, Almubaroq, & Sudarya, 2023](#)). According to [Holota and Tytkovskyi \(2022\)](#), good strategic leadership involves the qualities, capabilities, and behaviors of leaders in the development and implementation of military HR management strategies. By adopting the right strategies, defense organizations can ensure that they have personnel who are trained, motivated, and ready to face the challenges of the future.

In this era of globalization, the challenges faced by the defense sector are increasingly complex with the presence of new threats such as global terrorism, cyberattacks, and geopolitical instability. Therefore, it is important for leaders in defense HR management to have a clear vision and effective strategies in the face of these challenges. Effective leaders must be able to see the big picture and steer the organization toward long-term goals, while also being able to handle emergency situations quickly and appropriately. Strategic vision combined with strong operational capabilities will help defense organizations in responding to threats more effectively and efficiently.

Inspirational and motivational leaders play an important role in maintaining the morale and dedication of military and civilian personnel. According to [Bass and Stogdill \(1990\)](#), transformational leadership that focuses on inspiration and motivation is essential in creating a positive and productive work environment. Leaders who are able to inspire their subordinates will increase their morale and commitment to the organization. Giving recognition and rewards to outstanding personnel is also a key factor in increasing job satisfaction and personnel retention. [Herzberg \(1966\)](#) emphasized that motivational factors such as recognition, responsibility, and achievement can increase job satisfaction and personnel retention.

Quick and precise decision-making is often necessary in emergency situations and military operations. Leaders in the defense of the country must have good analytical skills, as well as intuition and experience to make the right decisions in a short time. The right decision not only saves the organization from losses, but can also save lives and ensure the success of the mission. Good leadership must be able to make the right decisions based on the available information and consider various relevant aspects.

Challenges in the leadership of the country's defense human resources management include technological changes, geopolitical dynamics, as well as psychological and social aspects of personnel. Technological advancements affect all aspects of life, including defense. Leaders must ensure that the HR they lead can adapt to technological changes and use the latest technology to improve operational

effectiveness. This requires investment in training and skills development, as well as a deep understanding of new technologies. Ever-changing geopolitical dynamics also affect defense policies and strategies. Leaders in defense HR management must be able to adapt to these changes and ensure that their organizations remain prepared for a wide range of possible threats. This requires constant monitoring of geopolitical developments and the ability to respond quickly and effectively.

The psychological and social aspects of the personnel are also significant challenges. Military and non-military personnel often face high psychological distress as a result of their duties and responsibilities. Effective leadership must be able to address these psychological aspects by providing the necessary support, whether through welfare programs, counseling, or activities that improve work-life balance. Good psychological support will assist personnel in maintaining their mental health and improving their performance in strenuous tasks.

To meet the challenges and ensure the effectiveness of HR management in the defense of the country, leaders must implement various strategies. Some key strategies include sustainable leadership development, the implementation of performance-based management, participatory and collaborative approaches, and strengthening organizational culture. An ongoing leadership development program ensures that leaders continue to improve their competencies. This can be done through formal training, mentoring, and field experience. These developments should also include the latest aspects of technology and global dynamics. [Sarjito \(2023\)](#) emphasizes the importance of integrating human capital management principles in the defense context to improve operational readiness and flexibility.

A performance-based management system ensures that every individual and unit in the organization has clear goals and is measured based on their achievements. Leaders must be able to set appropriate performance indicators and provide constructive feedback to improve personnel performance. [Neves, Almeida, and Velez \(2018\)](#) show that commitment-based HR practices can reduce resistance to future change through increased affective commitment to change. A participatory and collaborative leadership approach involves personnel in the decision-making process and strategy development. This not only increases a sense of belonging and commitment, but also ensures that the decisions taken reflect the needs and realities of the field. [Holota and Tytkovskyi \(2022\)](#) also highlight that strategic leadership attributes, such as quality, capability, and behavior, play an important role in the development and implementation of military HR management strategies.

A strong and positive organizational culture supports the effectiveness of HR management. Leaders must build and strengthen a culture that reflects the organization's values, such as integrity, professionalism, and teamwork. A good culture also creates a harmonious and productive work environment. [Denzin and Lincoln \(2018\)](#) argue that qualitative approaches allow researchers to develop a richer, more multidimensional understanding of the phenomenon being researched by considering a variety of perspectives and contexts. This methodological approach aims to provide a rich and multidimensional narrative regarding the effectiveness of leadership in HR management in the defense sector, identifying not only its immediate impact on organizational performance but also the long-term consequences that may occur. Relying on credible and relevant data sources, this study seeks to ensure that the analysis presented is not only accurate but also relevant to the current and past context, providing valuable insights for the development of future leadership strategies.

2. Literature review

2.1 Leadership

Leadership theory is a framework used to understand, explain, and predict how leaders can influence the behavior, motivation, and performance of individuals and groups in an organization. Trait leadership theory argues that effective leaders have certain traits or characteristics that distinguish them from non-leaders. According to [Bass and Stogdill \(1990\)](#), traits such as intelligence, confidence, assertiveness, and integrity are essential in leadership. In the defense context, leaders who possess these traits can be more effective in inspiring and motivating military and civilian personnel to achieve organizational goals.

Style theory emphasizes the style or behavior that leaders use in managing and leading their subordinates. The two main styles identified are autocratic and democratic. Yukl (2013) stated that a flexible and adaptive leadership style is very important in dynamic defense situations, where leaders need to make quick decisions but still involve input from their subordinates. Situational *leadership theory* states that effective leadership depends on the leader's ability to adapt his leadership style to the level of readiness and competence of his subordinates. According to [Hersey, Blanchard, and Johnson \(2013\)](#), an effective leader is able to adjust his leadership style based on the situation and operational conditions as well as the experience and skill level of personnel ([Prihandaka, Rohman, & Wijaya, 2022](#)).

Transformational *leadership theory* focuses on the leader's ability to inspire and motivate subordinates through strong vision, effective communication, and attention to individual needs. [Burns \(2012\)](#) emphasized that transformational leadership is essential in improving the morale, motivation, and performance of military and civilian personnel, so that they are ready to face challenges and changes. Transactional *leadership theory* is based on a transaction or exchange between leaders and subordinates, where leaders give rewards or punishments based on subordinates' performance. [Bass and Stogdill \(1990\)](#) states that transactional leadership can be used in situations where compliance with rules and procedures is essential, such as in military operations.

Charismatic *leadership theory* emphasizes that charismatic leaders are able to influence subordinates through personal attraction and the ability to inspire and motivate. [House \(1977\)](#) underlined that charismatic leaders can play an important role in building passion and dedication in military teams, especially in situations of crisis or change. Servant *leadership theory* emphasizes that effective leaders are those who prioritize the interests and well-being of their subordinates. [Greenleaf \(2013\)](#) states that service leadership can be helpful in creating a work environment that supports and empowers military and civilian personnel, which in turn improves personnel performance and retention.

In the application of leadership theory in defense HR management, effective leaders can attract and select the right candidates, ensure training programs that fit operational and strategic needs, and create a supportive and motivating work environment for personnel. [Holota and Tytkovskyi \(2022\)](#) emphasize the importance of developing comprehensive and sustainable leadership training programs, the implementation of transformational leadership models, and the implementation of mentoring and coaching programs. [Sinaga et al. \(2023\)](#) show how leadership education and training programs for TNI officers involve strategic and technical courses, as well as intensive field training, designed to equip officers with the managerial and leadership skills necessary to effectively lead military units.

Additional references from recent research also show that HRM *practices* and leadership have a significant role in improving employee performance ([Siraj, Hågen, Cahyadi, Tangl, & Desalegn, 2022](#)) as well as the importance of conflict management as a critical military leadership quality ([Stănciulescu, Tarnu, & Stănciulescu, 2019](#)). By understanding and applying these various leadership theories, defense organizations can improve the effectiveness of their HR management, ensuring that personnel are trained, motivated, and prepared for the challenges of the future.

2.2 Human Resource Management (HR)

Human Resource Management (HR) in the country's defense sector is a crucial element in maintaining national stability and security. The defense sector faces a variety of evolving threats and challenges, including traditional military threats, terrorism, cybersecurity, and natural disasters. Therefore, having human resources who are trained, motivated, and ready to face various situations is very important. The role of leadership is very vital in ensuring the effectiveness of HR management in the defense sector. Effective leadership can determine the extent to which defense organizations are able to respond to those threats and challenges quickly and appropriately. Yukl (2013) explained that leadership is the process of influencing others to understand and agree on what needs to be done and how to do it, as well as the process of facilitating individual and collective efforts to achieve a common goal. In the defense sector, leaders must be able to combine strategic vision with operational skills to achieve a national mission.

Effective HR management involves various aspects, including recruitment, training and development, and personnel retention and motivation. In the recruitment and selection process, leadership plays an important role in attracting and selecting the best talent who has the competencies needed by the organization. Good leadership ensures that the selection process is carried out fairly and transparently so as to get personnel who are not only competent but also committed. [Holota and Tytkovskyi \(2022\)](#) emphasize the importance of developing an HR management strategy that involves SWOT analysis for each phase of military personnel management in the capability based defense planning process.

In addition, training and human resource development are key in increasing defense effectiveness. Effective leaders understand the importance of investing in the development of personnel skills and competencies. They ensure that the training programs provided are relevant to the operational and strategic needs of the organization. [Noe \(2004\)](#) emphasized that training that is continuous and in accordance with the latest technological and tactical developments is essential in maintaining military readiness. A study by Sinaga et al. (2023) shows that although there are many challenges in the development of the TNI's defense posture, the role of human resource management in accordance with the dynamics of the strategic environment is essential to overcome these obstacles.

Personnel retention and motivation also depend heavily on leadership quality. [Herzberg \(1966\)](#) stated that motivational factors such as recognition, responsibility, and achievement can increase job satisfaction and personnel retention. Leaders who are able to create a supportive work environment, provide proper recognition, and provide opportunities for career development will be able to retain qualified and motivated personnel. According to [Stănciulescu et al. \(2019\)](#), conflict management is one of the important qualities of a successful military leader, which has a real effect on achieving organizational success.

In the context of defense, the effectiveness of HR management can also be improved through the adoption of various strategies, including the implementation of transformational leadership models, mentoring and coaching programs, and periodic assessments and feedback. [Siraj et al. \(2022\)](#) found that proper HR management practices and high-quality leadership significantly improve employee performance. By adopting these strategies, defense organizations can ensure that they have personnel who are trained, motivated, and ready to face future challenges. Investments in leadership development and human resource management will yield long-term benefits to national stability and security.

3. Methodology

This study adopts a qualitative approach through a literature study method to explore the understanding of leadership effectiveness in Human Resource (HR) management in the defense sector. Choosing a qualitative approach allows this study to in-depth explain the complex and contextual social phenomena related to the implementation and impact of leadership strategies in improving the effectiveness of defense HR management. Through literature studies, this research collects, analyzes, and interprets data from various secondary sources, which include academic literature such as journals, books, and conference papers, as well as non-academic sources including reports from international organizations, news, and official government documents. These sources were selected based on their credibility and recognition in the academic and professional communities, as well as their ability to provide actual and relevant insights on the issues being researched.

According to [Creswell \(2014\)](#), qualitative approaches are very effective in exploring complex problems and have not been extensively researched in depth. This opinion is reinforced by Strauss and Corbin (1998) who state that qualitative methods allow researchers to understand the context and processes underlying social phenomena. In addition, [Tisdell, Merriam, and Stuckey-Peyrot \(2025\)](#) emphasizes that qualitative research focuses on the meanings constructed by individuals or groups in specific social situations, which is particularly relevant for the study of leadership in HR management.

The study also considers the experiences of various defense organizations around the world that have implemented similar leadership strategies. This includes paying attention to the geographical and historical diversity, organizational structure, and operational dynamics of various organizations to gain

an enriching comparative perspective. These criteria allow research to not only focus on specific cases but also to integrate a broader understanding of how geographical, economic, and political contexts affect the implementation and outcomes of leadership strategies in HR management.

[Denzin and Lincoln \(2018\)](#) argue that qualitative approaches allow researchers to develop a richer, more multidimensional understanding of the phenomenon being researched by considering a variety of perspectives and contexts. In addition, [Yin \(2009\)](#) emphasized the importance of triangulating data in qualitative research to improve the validity and reliability of findings. The triangulation strategy in this study involves using a variety of data sources and analytical methods to ensure that the findings produced are not only accurate but also reliable. [Sarjito \(2023\)](#) emphasizes the importance of integrating human capital management principles in the defense context to improve operational readiness and flexibility. Holota and Tytkovskyi (2022) also highlight that strategic leadership attributes, such as quality, capability, and behavior, play an important role in the development and implementation of military HR management strategies.

This methodological approach aims to provide a rich and multidimensional narrative regarding the effectiveness of leadership in HR management in the defense sector, identifying not only its immediate impact on organizational performance but also the long-term consequences that may occur. Relying on credible and relevant data sources, this study seeks to ensure that the analysis presented is not only accurate but also relevant to the current and past context, providing valuable insights for the development of future leadership strategies.

4. Results and discussions

4.1 Leadership in the Context of National Defense

Leadership in the context of national defense involves the ability to inspire, motivate, and direct military and civilian personnel in achieving the organization's mission and goals. According to Yukl (2013), leadership is the process of influencing others to understand and agree on what needs to be done and how to do it, as well as the process of facilitating individual and collective efforts to achieve common goals. In the defense sector, leadership includes strategic decision-making, personnel competency development, and instilling the values of patriotism and professionalism.

Effective leadership in this area is not only limited to the ability to direct and inspire military and civilian personnel, but also the ability to manage change, optimize resources, and ensure effective coordination among various units and departments. Holota and Tytkovskyi (2022) highlight the importance of strategic leader attributes, such as quality, capability, and behavior, in developing and implementing military HR management strategies. Leadership that is able to combine strategic vision with operational skills is indispensable to achieve the national mission and ensure the readiness of the organization in the face of evolving threats.

In the context of defense, strategic decision-making by leaders includes careful analysis of the situation and the selection of appropriate actions to address the challenges at hand. Sinaga et al. (2023) underlined that uncertain and complex strategic environment dynamics affect the TNI's defense posture, so the role of adaptive HR management is very important to keep up with these dynamics. The development of personnel competencies through continuous training and education is also key to improving defense effectiveness. Leadership education and training programs involving strategic and technical courses and intensive field training are designed to equip officers with the managerial and leadership skills necessary to effectively lead military units.

In addition, instilling the values of patriotism and professionalism is essential to building an organizational culture that supports and motivates personnel. Good leadership can create a supportive work environment, provide well-deserved recognition, and provide opportunities for career development. [Herzberg \(1966\)](#) emphasized that motivational factors such as recognition, responsibility, and achievement can increase job satisfaction and personnel retention. Thus, leaders who are able to inspire and motivate personnel will be able to maintain qualified and motivated personnel, as well as ensure organizational readiness to face various future challenges.

4.2 The Importance of Leadership in Defense HR Management

Effective leadership plays a vital role in several aspects of defense HR management, including recruitment, training, development, and personnel retention. According to [Bass and Stogdill \(1990\)](#), transformational leadership, which focuses on inspiration and motivation, is essential in creating a positive and productive work environment. In the context of national defense, an effective leader is not only able to direct and inspire military and civilian personnel, but also manage change, optimize resources, and ensure effective coordination among various units and departments.

1. **Effective Leader Recruitment and Selection** can attract and select candidates who have the right qualifications and competencies to meet the needs of the organization. According to Yukl (2013), leadership is the process of influencing others to understand and agree on what needs to be done and how to do it, as well as the process of facilitating individual and collective efforts to achieve common goals. When it comes to recruitment and selection, leaders must be able to promote organizational values that appeal to prospective personnel. Holota and Tytkovskyi (2022) show that the attributes of a strategic leader, such as quality, capability, and behavior, are important in attracting talent that fits the needs of the military. Good leadership also ensures that the selection process is carried out fairly and transparently so as to get personnel who are not only competent but also committed.
2. **Strong Leadership Training and Development** can ensure that training and development programs are well designed and executed, so that personnel can develop the skills and competencies necessary to meet existing and future challenges. [Noe \(2004\)](#) emphasize the importance of training designed to help personnel develop the skills and competencies necessary to deal with existing and future challenges. Leadership education and training programs involving strategic and technical courses and intensive field training are designed to equip officers with the skills to managerial and leadership skills required to lead military units effectively (Sinaga et al., 2023). In this context, leaders must be able to identify specific training needs and ensure that the programs provided are relevant to the latest technological developments and tactics.
3. **Good Leadership Retention and Motivation** can create a supportive work environment and motivate personnel to remain committed to the organization. [Herzberg \(1966\)](#) stated that motivational factors such as recognition, responsibility, and achievement can increase job satisfaction and personnel retention. According to Stănciulescu et al. (2019), conflict management is one of the important qualities of a successful military leader, which has a real effect on achieving organizational success. Leaders who are able to create a supportive work environment, provide proper recognition, and provide opportunities for career development will be able to retain qualified and motivated personnel. Transformational leadership plays a crucial role in boosting personnel morale and motivation, so they remain committed to achieving the organization's goals.

In their analysis, Siraj et al. (2022) found that proper HR management practices and high-quality leadership significantly improve employee performance. This shows that effective leadership affects not only recruitment and selection, but also training, development, retention, and motivation of personnel. By adopting these strategies, defense organizations can ensure that they have personnel who are trained, motivated, and ready to face future challenges. Investments in leadership development and human resource management will yield long-term benefits to national stability and security.

4.3 Implementation of Leadership in Defense HR Management

The following case studies illustrate how leadership can improve the effectiveness of HR management in defense organizations.

Case 1: Indonesian National Army (TNI)

In Indonesia, the Indonesian National Army (TNI) has implemented various leadership programs that focus on developing the competencies and professionalism of military personnel. One example is the education and leadership training program for TNI officers that involves strategic and technical courses, as well as intensive field training. The program is designed to equip officers with the managerial and leadership skills necessary to effectively lead military units. In this context, strong leadership is able to inspire and motivate personnel to continue to develop their capabilities, so that the TNI can maintain

high operational readiness and be responsive to various threats. Sinaga et al. (2023) emphasized that these programs help TNI officers develop the skills necessary to face strategic and operational challenges, as well as ensure that they have the competencies needed to achieve national defense goals.

Case 2: Australian Defence Force

The Australian Defence Force has adopted a leadership model that focuses on individual development through mentoring and coaching programs. The program allows military personnel to learn from the experiences of senior leaders, which helps them develop the leadership skills necessary for higher positions. In addition, the program also emphasizes the importance of a work-life balance, which can improve the well-being and job satisfaction of personnel. According to the Australian Defence Force (2020), this approach not only improves leadership skills but also supports the mental and physical well-being of personnel, which in turn improves the performance and retention of military personnel. This mentoring and coaching program provides an opportunity for personnel to gain practical insights from senior leaders, which accelerates the development of the managerial and leadership skills necessary to effectively lead military units.

In both cases, effective leadership has proven to play a crucial role in improving HR management in the defense sector. In the TNI, comprehensive education and training programs help develop officers' competencies and professionalism, while in the Australian Defence Force, mentoring and coaching programs focused on work-life balance support individual development and personnel wellbeing. Both approaches suggest that investments in leadership development and HR management can yield long-term benefits to defense organizational readiness and effectiveness.

4.4 Strategies to Improve Leadership Effectiveness in Defense HR Management

To improve leadership effectiveness in defense HR management, the following strategies can be adopted:

1. Leadership Training Program Development

Developing a comprehensive and ongoing leadership training program is an essential first step. The program should cover the strategic, technical, and interpersonal aspects of leadership. According to Holota and Tytkovskyi (2022), the attributes of a strategic leader, such as quality, capability, and behavior, are critical in the development and implementation of military HR management strategies. With a comprehensive training program, leaders can be trained to deal with a wide range of existing and upcoming challenges, ensuring high operational readiness and appropriate response to emergency situations.

2. Application of Transformational Leadership Model

Encouraging leaders to adopt a transformational leadership approach that focuses on inspiring, motivating, and empowering personnel is essential to creating a positive and productive work environment. [Bass and Stogdill \(1990\)](#) emphasize that transformational leadership can improve morale and motivation of personnel, which is especially important in the defense context. According to [Shah \(2020\)](#) research, transformational leaders are able to inspire their subordinates with a strong vision and provide the necessary motivation to achieve common goals, which ultimately improves the overall performance of the organization.

3. Mentoring dan Coaching

Implementing mentoring and coaching programs to guide personnel in developing their leadership and managerial skills is another effective strategy. The Australian Defence Force has adopted a leadership model that focuses on individual development through mentoring and coaching programs, which allow military personnel to learn from the experiences of senior leaders (Australian Defence Force, 2020). The program not only improves leadership skills but also supports the mental and physical well-being of personnel, which in turn improves the performance and retention of military personnel.

4. Periodic Assessment and Feedback

Conducting assessments and providing periodic feedback is essential to measure leadership effectiveness and identify areas for improvement. Regular assessments help organizations ensure that their leaders are constantly evolving and able to address new challenges. According to [Neves et al. \(2018\)](#), constructive feedback allows leaders to understand their strengths and weaknesses, as well as take corrective actions necessary to improve their performance. This research shows that commitment-based HR practices can reduce resistance to future change through increased affective commitment to change.

5. Creating a Supportive Organizational Culture

Building an organizational culture that supports innovation, collaboration, and self-development is essential. [Herzberg \(1966\)](#) emphasized that a supportive work environment and provides proper recognition can improve job satisfaction and personnel retention. A positive organizational culture makes personnel feel valued and motivated to give their best. According to [Sarjito \(2023\)](#), the adaptation of Human Capital Management (HCM) principles into defense organizations shows that a supportive organizational culture can increase operational readiness and flexibility in the face of change.

By adopting these strategies, defense organizations can ensure that they have personnel who are trained, motivated, and ready to face future challenges. Investments in leadership development and human resource management will yield long-term benefits to national stability and security.

5. Conclusion

Effective leadership is key in improving the effectiveness of Human Resources (HR) management in the country's defense sector. The leadership role in defense HR management is vital to ensure that all elements of HR function optimally in the face of the various challenges faced by the country in the era of globalization and rapid technological advancement. Effective HR management involves the process of recruiting, training, developing, and maintaining military and non-military personnel tasked with maintaining the security and sovereignty of the country.

Leaders in the context of national defense must have a strategic vision, the ability to inspire and motivate, and competence in making quick and precise decisions. Effective leadership not only creates a conducive work environment, boosts morale and motivation of personnel, but also ensures good coordination between different units and departments within defense organizations. Transformational leadership, which focuses on inspiration and motivation, is proving to be crucial in creating a positive and productive work environment.

Case studies from the Indonesian National Army (TNI) and the Australian Defence Force show that comprehensive leadership education and training programs as well as mentoring and coaching programs focused on work-life balance can significantly improve the competence and professionalism of military personnel. These programs help military personnel develop the skills necessary to meet strategic and operational challenges, as well as ensure high operational readiness.

To deal with increasingly complex challenges, such as changing technologies and geopolitical dynamics, leaders in defense HR management must be able to adapt to these changes and ensure that their organizations remain prepared for a variety of possible threats. Psychological support is also an important aspect of effective leadership, assisting personnel in maintaining their mental health and improving performance in tough tasks.

A variety of strategies can be adopted to improve leadership effectiveness in defense HR management, including the development of comprehensive leadership training programs, the implementation of transformational leadership models, mentoring and coaching programs, periodic assessments and feedback, and the creation of a supportive organizational culture. Investments in leadership development and human resource management will yield long-term benefits to national stability and security.

Thus, defense organizations can ensure that they have personnel who are trained, motivated, and ready to face future challenges. Effective leadership not only improves the performance of individuals and units, but also strengthens the overall readiness and effectiveness of defense organizations, making an important contribution to the stability and security of the country.

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