

Appendix 12
The Armed Forces Leadership
and
Social Communication
[KKS-ABRI] ¹

(Sections 1 - 6 omitted.)

7. **Basis.** Decision of the Minister of Defence and Security/Commander of the Armed Forces Number: Kep./B/05/III/1974, 12 March 1974.

8. **Meaning.**

a. The Armed Forces Leadership and Social Communication.

1) This is the art and attainment of the Armed Forces for penetrating, relating to, influencing, and stimulating the community through its social dynamic to experience and give shape to the national defence in the context of the national objectives.

2) Through its Leadership and Social Communication, the Armed Forces and society are at one in an atmosphere of mutual understanding, appreciation and cooperative loyalty so that the social process goes naturally without generating social tensions and upheavals.

9. **Social Forces and Their Characteristics**

a. Characteristics of Society in General.

1) Society is shaped by the existence of relations between individuals which are the consequence of certain things in common (common interests, fields of work, places of residence, religion, and so on).

2) Society is like a coalition with individuals as its member/s. Relations between individuals also generate relations of mutual interest between them.

3) Mutual and reciprocal influence between groups of individuals results in several possibilities; amongst others:

a) The generation of social tensions and quarrels that results in:

1) The acceptance of new influences and a change to become a new social order.

(2) The status quo at many times.

b) The acceptance of a new and directly changed social order. Social processes like this also generate real groupings in society, which usually are called social forces. A social force is a prominent part of society which follows from the influence of dynamic movements of social development.

4) Each type of social force possesses a different outlook

1. Indonesia, Seskoad, *Vademecum: Pengetahuan Pertahanan Keamanan*, (Bandung: Markas Besar, TNI-AD, Sekolah Staf dan Komando, Cetakan Dua, 1982), Chapter 3.2, pp.360 - 373.

character and other qualities, influenced by the whole environment of society and society the society as a coalition all social forces. For that reason it is necessary to know various social types - amongst others:

- a) Western and Eastern Society.
- b) Modern and Underdeveloped Society.
- c) Industrial and Agrarian Society.
- d) For practical purposes, the grouping of urban and village/rural society, is used including the following qualities:
 - (1) Urban society:
 - (a) Possesses a complex manner/way of division of labour, (industry, labour, farming, fishing, etc.).
 - (b) Possesses labour mobility.
 - (c) Its shape is moving in the direction of [patembayan].
 - (2) Rural/village society:
 - (a) Possesses an almost uniform division of labour (agricultural).
 - (b) Limited labour mobility.
 - (c) Social ties in the form of associations.

b. Types of Social Forces. The main types of social forces are:

- 1) Political leaders.
- 2) Civil servants.
- 3) Members of the Armed Forces.
- 4) Business people.
- 5) Farmers and fishing people.
- 6) Labourers.
- 7) Community leaders (*ulama*, traditional legal authorities, etc.)
- 8) Scholars/Intellectuals.
- 9) Women.
- 10) Youth, Secondary and Tertiary Students.
- 11) Teachers.
- 12) Workers in the mass media, arts and letters.

Note: There are special groupings in cities which have not yet properly formed into actual social forces but which must be checked and considered - for example, the homeless, the unemployed, prostitutes, and so on.

c. Characteristics of Each Social Force

1) Political leaders

- a) Political leaders have great attraction and choose as their field of work activities which involve the organisation of the state. Usually they possess, or are thought to possess by those around them, the following qualities:
 - (1) An identity which is prominent in the group surrounding them.
 - (2) A capacity to speak and to discuss issues of government and administration.

- (3) A capacity to influence other people.
- (4) A fixed political conviction according to the type of party to which they adhere.

b) Political consciousness and knowledge is something which is important, which is a condition of existence and of a democratic way of life. For that reason, in the democratic world political leaders have the following roles:

- (1) Through the system of representation, channeling the people's opinion whose outlook decides the direction and the administration of the state.
- (2) Guiding the people towards consciousness of nation, state and government.

2) Civil servants

a) Civil servants are those who are chosen, ranked, and paid according to government regulations, who work in government positions under a government officials or authorized government bodies. Their characteristics are:

- (1) Loyalty to the government.
- (2) Orientation to development/expertise and program implementation.
- (3) Membership of the Indonesian Government Employees' Corps [Korpri].

b) Their role in society includes:

- (1) In their relation to Korpri and Golkar they decide and carry out government programs originating from the Outline of Government Policies [GBHN], (entrusted by the people).
- (2) Acting as a source of information about government bureaucracy, and thus forming an (indirect) connection between government and the people.

3) Members of the Armed Forces.

a) Members of the Armed Forces are that part of society who are grouped on the basis of their devotion to the State and the Nation in the field of Defence and Security with their Dual Role. Their characteristics are:

- (1) Have firm ties with their central unit, giving rise to pride, unity and loyalty.
- (2) Disciplined minds.
- (3) Having uniformity in qualities, language, behaviour and actions.
- (4) Have the courage to act.
- (5) Aware of their position as a social force.
- (6) Receptive to modernisation, the development of scientific knowledge and technology.

b) Their role in society is:

- (1) As pioneer, mover, stabilizer and protector.
- (2) As the nucleus of the Defence and Security force and as a social and political force.

4) Business people

a) Business people are that group in society whose activities are based on the possession of capital and who are moved by the economic motive.

Their qualities are as follows:

- (1) Holding capital.
- (2) Expertise in:
 - (a) Enterprise and trade.
 - (b) Management.
- (3) Courage in taking risks.
- (4) Actively connected with various kinds of social groups and types of government officials.
- (5) A capacity to influence other people (with their business expertise or materially).
- (6) Broad knowledge of their wide interaction with other attitudes, other areas, and other peoples.

b) The role of business people in society is:

- (1) Distributor (purchaser) of the proceeds of the people ('s labour).
- (2) Distributor (seller) of the needs of the population not produced in their area.
- (3) Mobilizer of labour power.
- (4) Helping to develop the economic capacity of the nation.
- (5) Able to become the source of funds for political action.

5) Farmers and Fishing People

a) Farmers and Fishing People are that group of society who search for their livelihood from farming and fishing. Their qualities are:

- (1) A way of working which is still traditional, and not yet using mechanized tools.
- (2) Patient and resigned, very much dependent on nature.
- (3) Making up the largest part of the Indonesian population, and mainly living in villages/rural area.

(4) Mainly still small farmers and fishing people.

(5) Susceptible to subversion.

b) Their role in society is:

(1) As producers who are involved in efforts to raise the per capita income.

(2) As the backbone of the economic structure of the state so long as it is still based on agriculture.

6. Labourers

a) Labourers make up that part of society who find their livelihood through carrying out organised work for others.

Their prominent characteristics are:

(1) In general they do not own the means of production.

(2) Their proceeds are relatively small.

(3) Usually working in a group which is repeatedly unfortunate forms an abstract mass with special characteristics:

(a) The sinking of their powers of reason and the rise of their emotions (feelings).

(b) The rise of their capacity to do things.

(c) Easy incited [mudah dihasut].

(d) Easily roused to solidarity because of ill-fortune.

4) Susceptible to subversion by the remnants of the September 30th Movement/Communist Party.

5) Organised into the All Indonesia Labourers Federation [FBSI].

6) Grouped into various branches according to type of work (factory, becak drivers, port workers, transport workers and so on).

b) The role of labourers as labour power for the process of production clear. Modernisation of production technologies is an issue for them because of its effects on their work opportunities.

7) Community Leaders (Learned Religious Leaders, Traditional Legal Authorities etc.).

a) Community leaders are people in society grouped on the basis of:

(1) Their prominent influence and social position.

(2) Their socioeconomic position is high compared to the general public.

(3) They are old, or considered old by those around them.

b) Their prominent characteristics are:

- (1) Old in years or in outlook, behaviour and actions because of the pressure of their social position.
 - (2) Having a longing which tends to defend the old social order, which is considered as a legacy of their ancestors.
 - (3) There is a tendency to be slow to act.
 - (4) Possessing emotional stability which repeatedly takes a fanatical and invulnerable form for destructive influence.
- c) Accordingly, their position, qualities and role in society are, amongst others:
- (1) Stabilizer: at its culmination it is the opposite of the attitudes of youth and students.
 - (2) Advisor and person to whom questions are brought.
 - (3) Guide to the younger generation (including also supporting with funds).
 - (4) Not infrequently considered (magically) lucky because of his advanced age.
- d) Depending on the cultural characteristics of the area, community leaders can be grouped into various kinds (Learned Religious Scholars, Traditional Legal Authorities, Artists etc.)

8) Scholars/Intellectuals

- a) Scholars/Intellectuals are that part of society who classified according to their intellectual quality, obtained through their formal education.
- Depending on the total number there are, they can be classified either nationally or regionally or both. In a given area, the total number of scholars is not

great,
usually
they come
together
into
national
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the other
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many
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s into
more or
less
small
groups
(by
profes-
sion,
field of
work,
etc.).

b) Their prominent characteristics are:

- (1) Educated, and because of that, differentiated from ordinary society, as well as wanting to be treated with a certain social status.
- (2) Field of work is necessarily special, or at a higher level.
- (3) Wanting to measure everything from the point of view of science/rationality; critical and comparative.
- (4) In general, two types of scholars can be distinguished:
 - (a) Scholars who work in Government/Private positions whose level of work in their routine tasks obstructs their efforts to contribute to their chosen field of knowledge.
 - (b) Scholars who work in Educational or Research and Development Institutions whose job is to make direct contributions to the development of their chosen area of knowledge. This group has influence on and a direct relationship to university and school students, and to the world of foreign intellectuals (through seminars, guest fellowships, and so on).

c) The role that can be hoped for from them is:

- (1) Their expertise.
- (2) Influencing public opinion. So, it is known that in the process of forming public opinion, the role of experts,

majority opinion, government officeholders and the mass media is very important.

(3) Research and the development of knowledge.

9) Women

a) Women are a group in society classified according to sex. Their special characteristics are:.

(1) Softhearted/meek, always using their intuition rather than their reason.

(2) Solidarity of sex (amongst women) is strong.

(3) Careful and orderly in work.

(4) In the process of emancipation which penetrates almost every area of human life, in an individual way as well as in organisations.

b) Their role, which cannot be underestimated, is:.

(1) As housewife.

(2) Teacher for their children who will greatly influence the shaping of their character and identity.

(3) Their influence becomes even greater in the context of the matrilineal system.

10) Youth and Students.

a) Youth, secondary students and university students are that part of the society classified on the basis of age their youth. Importantly, while in this group they are able to make a smaller or very closely tied grouping (e.g Student Union), nevertheless whenever they are combined into a larger association they have the value of a social force.

b) Because of their age they possess special characteristics; amongst others:

(1) A habitual positive reaction, a custom of giving a direct and clear reaction (properties, behaviour, actions) to the situation they face.

(2) A great desire to change the old social structure when they consider it is not in accord with their soul, and striving for a better age.

(3) Having the potential to act for the purposes set out in (1) and (2) above, mainly at those moments when they form a crowd.

Note:

About this it is repeatedly forgotten that there is a difference or a gap between feeling capable and a capacity for accomplishment.

(4) Sensitive to influence.

(5) They have not yet reached emotional stability which repeatedly

leads them to be unstable (irrational, impractical) in making judgements.

c) Their role in society is:

(1) As the national reserve, meaning broadly, amongst other things:

(a) The next generation

(b) Prospective national leaders in the coming period.

(2) As a source of hope for older people and the preceding generation.

11) Educators

a) Educators are that group in society classified on the basis of their profession as educators. Their prominent characteristics are:

(1) An educated group with a special field of work in Educational Institutions and Scientific Institutions.

(2) Their orientation is towards education and teaching scientific knowledge.

(3) Possessing a capacity to speak and discuss specific issues (explaining to and convincing other people), including being able to influence their pupils, in the society at large as well as in their educational institution.

(4) In a modest circle, they have a special social status and influence.

b) Their role in society is:

(1) Without slighting the role of the parents, to join in shaping the character of their young pupils.

(2) Through a cooperative union of parent, pupil and teacher, they are able to develop social awareness through education.

12) Mass Media and Artistic Workers.

a) Mass media and artistic functionaries are that part of society grouped together on the basis of their profession, including, amongst others, journalists, painters, sculptors, writers, and so on.

Their prominent characteristics are:

(1) In general educated, with the expertise/candour necessary for their special field.

(2) The capacity for mass influence.

(3) A broad general knowledge as a result of wide involvement with other social groups.

(4) Active relations with various levels and social groups.

b) Their role in society is:

- (1) Through their writing and artistic work setting forward information (news, ideas, etc.) from the community for the community and government and vice versa.
- (2) Influencing public opinion.
- (3) Taking part in the guidance of society in the context of utilizing the social weapons system.

10. The Basic Pattern of the Armed Forces' Leadership and Social Communication.

a. The Concept of the Armed Forces' Leadership and Social Communication.

- 1) The concept of the Armed Forces' Leadership and Social Communication relies on a group of leaders and communicators who:
 - a) Possess and put into practice leadership and social communication.
 - b) Are firmly committed to and put into practice leadership and social communication.
 - c) Through their dynamic movement and their dedication to the state and the nation, penetrate, influence, relate to, and stimulate society (significant social groups) so that with their social dynamics they put into practice and realize the national defence within the context of national objectives.
 - d) Capable of and practising surveillance and judgement in their leadership and social communication utilizing the executors of national defence.
- 2) So, essentially, the leadership and social communication of the Armed Forces is an ongoing activity for:
 - a) Achieving national defence within the framework of national objectives carried out together by the Armed Forces and the people.
 - b) Teaching their own identity as far as other people view would think of them.
 - c) Teaching the foundation of leadership and social communication in a careful manner.
 - d) Attuning themselves to the society and their environment, on the basis of these foundations.
 - e) Finally, monitoring to what extent harmony and its effectiveness have been attained or whether they require a more intensified adjustment.

b. Character of the Armed Forces Leadership and Social Communication

- 1) The character of the Armed Forces leadership and social communication is a total and integral personal quality which covers all the qualities, behaviour and actions of all members of the Armed Forces in carrying out leadership and communication with social forces (society) towards national defence.

- 2) When the character of leadership and social communication of a leader or communicator is manifest in his day to day activities, it will be able to help and influence the success of his leadership and communication. In relation to this, a leader or communicator must continuously endeavour to develop a positive outlook in himself, and eradicate a negative outlook.
- 3) The community will evaluate the qualities, behaviour and actions of a leader or communicator, and later their respect, trust and loyalty will grow or not depending on that judgement. In fact, the estimate made by the community may possibly be vary, because of differences in capacities and social norms, which are also influenced by time and place, but the character of leadership or communication has a general essence able to be accepted wherever.
- 4) There are qualities which are essential for a leader/communicator:
 - a) A Pancasila Identity/Character revealed in good works:
 - (1) Becoming perfect followers of God, following religion and faith without fanaticism, and respecting each other.
 - (2) Becoming human beings who in conception, ideal, will and in their performance of their duty hold high human rights.
 - (3) Becoming citizens who love Indonesia and the Indonesian Nation and State, who admire the National Family in the World.
 - (4) Integrating themselves with the people with the aim of the principle of the Total People's Defence and Security System [Hankamrata] with upholding high the basis of consensus discussion and consultation in support of the totality and union of the Nation.
 - (5) Endeavouring to create a situation and a condition of a Pancasila society, that is a just and prosperous society, materially and spiritually.
 - b) A Sapta Marga Character as a Manifestation of a Pancasila Identity realized in good works:
 - (1) Aware of his position as a member of society and a citizen of the Unified State of the Republic of Indonesia based on the Pancasila.
 - (2) Possessing a responsible patriotic outlook and never surrendering in upholding and defending the ideology of the State
 - (3) Possessing a soldierly/knightly spirit [berjiwa ksatriya] devoted to God Almighty, brave in defending honesty, truth and justice.
 - (4) Becoming the Guardian [Bhayangkari] of the Indonesian State and Nation
 - (5) Holding in firm discipline and obedience to leaders, and

holding high the qualities and honour of the Soldier.

(6) Emphasising heroism and loyalty to State and Nation in carrying out duties.

(7) Faithful and steadfast to the Soldier's Oath.

c) Living Out the Eleven Bases of the Armed Forces Leadership

(1) [*Takwa*]² Dedication, believing in (being faithful to) God Almighty and obedient to Him.

(2) [*Ing Ngarso Sung Tulada*] Providing an example from the front, that is to give a worthy example to the anak buah.

(3) [*Ing Madya Mangun Karsa*] In their midst arousing their will, that is joining in and encouraging from amidst the anak buah.

(4) [*Tut Wuri Handayani*] Encouraging from behind, that is influencing and giving support to the anak buah from behind.

(5) [*Waspada Purba Wisesa*] Full Power, that is always cautious, alerting the anak buah, willing and courageous to give them correction.

(6) [*Ambeg Parama Arta*] Putting first things first, that is able to choose correctly what must be given priority.

(7) [*Prasja*] Modest, that is behaviour which is modest and not excessive.

(8) [*Satya*], that is, loyalty from the top to the bottom and back again.

(9) [*Gemi Nastiti*] Frugal and scrupulous, that is a consciousness and capacity to limit the use and outlay in all things to what is truly necessary.

(10) [*Belaka*] Simply, that is the desire, the readiness, and the courage to take responsibility for his actions.

(11) [*Legawa*] The desire, the readiness and the devotion at that moment to entrust the responsibility of his position to the following generation.

d) Having important attitudes manifest in his actions, amongst others:

(1) Sensitive and considerate to:

(a) The people's soul and aspirations.

(b) Social questions.

(2) Capable of guiding on issues and solving problems, and building unity of opinion and measures to reach agreement.

(3) Capable of developing faith in himself and in his own

2. The italicized words in this section are Old Javanese moral slogans, which in the original text are then explained in modern Indonesian.

capacities.

(4) Capable of upholding the authority of social organisations and developing prospective leaders.

(5) Adopting a clear a firm, clear wise and responsible attitude.

(Sections 10c and 11 omitted.)