# Transformation Of National Army Role In Dealing With The Importance Of The Army Loyalty At Kodam Vi Mulawarman

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**Abstract:** *The purpose of the study was to analyze the transformation of the Army in Dealing with Change, to analyze the influence of the transformation of the army role in order to face changes to the loyalty of soldiers and to analyze what is most dominant in influencing the loyalty of Army soldiers in Kodam VI Mulawarman. The research was conducted at Kodam VI Mulawarman. The type of research used is a survey of 99 respondents using quantitative data through the use of Structural Equation Model method with WarpPLS 5.0 software. The sampling technique used in this research model is the total sampling technique because the sample taken is the commander.The results showed that 1) Army transformation to face change is in the aspect of transformation strategy where the quality of human resources possessed by soldiers in Kodam VI Mulawarman, then transformation into second benchmark is a component of the transformation of the attention of the power of operationally and attention to the commander where transformational leadership styles in terms of inspirational motivation become the ultimate aim in dealing with the phenomenon of Army transformation to face change, 2) The transformation strategy represented by the quality of the soldier resources, the transformation component represented by the operational forces and the leadership style of the commander through inspired motivation positively of transformational goals, especially the transformation strategy that is able to influence the loyalty of TNI-AD soldiers in Kodam VI Mulawarman through the transformation targets of TNI-AD integrity, 3) Factors the most dominant influence of loyalty is the information strategy of the quality of soldier resources and transformational components of the ability of the TNI-AD in the aspect of the use of operational strength hence the great influence on the loyalty of soldiers.*
*Keyword: Transformation, National Army, Loyalty*

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## I.   Introduction

### 1.1 Background

In today's globalization era the threat is no longer a feature that can make the dominance between military and non-military threats. Based on the aspect of threat sources related to external and internal threats, the nature of threats that easily evolve from one dimension to another includes social, economic, political, cultural, technological, legal, cultural and ideological and security dimensions. The chronology of changing threats in the threat spectrum may change suddenly from local to national, as well as the escalation of state from order to emergency, and vice versa not easy to predict. The concept of transformation for the Army is not a new one. The concept is popular because the big countries consider the demands of the revolution of military affairs and support for the revolution of business affairs (including the revolution of defense industry affairs), will succeed in achieving the goal if able to transform defense plans and the process of allocation of national defense resources appropriately, quickly, effectively and efficient. Ethics and morale of TNI soldiers must be able to adjust to the norms prevailing in society; Army Loyalty is the loyalty to the principles according to Pancasila, 1945 Constitution, NKRI, Bhinneka Thunggal Ika in the life of nation and state. Loyalty is to respect ethics and or aesthetics as a mandate. Loyalty contains some elements such as sacrifice, obedience, commitment, obedience and loyalty. This shows that the formation of a loyal attitude through a very complicated process because it influenced the interaction of two parties.

The capacity of the TNI to adapt immediately to its strategic shift and mission, through the combined doctrine of operations in the new operating concept to build and use transformed power that assumes in the long term, will face both symmetric and asymmetric threats with a "considerable" degree of opportunity. Therefore, the concept of operation that can solve the challenge is needed. Firstly, the concept of operation to build transformation strength, among others, the Joint Strength Unit to carry out immediate retaliation at the

beginning of combat, the guarantee of information system and its network, the re-adjustment of its presence in the place far ground-sea presence and better mobility whenever there is a projected or unplanned displacement of power. Second, the concept of operation for the use of transformational forces such as operations or anti-liturgical warfare in the framework of projection of force to land, subsequent stand-off targets and forced entry in order to anti-access or reject threats, tactical blow punishment deep into from a target in order effective use of force with combined air power, deadly combat operations and far-reaching maneuverability for its ground strength assets. A highly planned operation and a guarantee of continuity of such operations should be able to take place over the long term.

Political reforms in Indonesia have prompted the TNI to make significant changes to its role over the years. The change is not only structurally but also culturally, one of the structural changes occurring within the TNI is the attitude and behavioral behavior as a result of technological advances today. Attitude or people often call it by attitude is an evaluative statement either fun or unpleasant to objects, individuals or events. This reflects how one feels about something. The attitude is very complicated because to understand it we must consider the fundamental characteristics of the individual. Attitudes and behaviors of a person have three components: awareness (cognitive component), feeling (affective component) and behavior (behavioral component).

Things to be aware for are maintaining solidity against the negative impacts of technological advances, which are often invisible to the eye. Technological advances have provided the ease for individuals to obtain all forms of information that are likely to change the mindset of individuals today, but technological progress should not be the reason that the scapegoat over the faded Warriors loyalty.

## II. Material And Methods

### 2.1. Location and Time of Study
The research is located at Kodam VI Mulawarman by choosing the location by way of purposive method which means that the writer has chosen the location by way of deliberate because the writer has the criteria of the research location in accordance with the research title so that the location of the research is classified in the location criterion used as the research sample where the location has a problem structure in the aspect of transformation as the direction of change that must be done by the Army as a form of defense because of the increasing flow of information and technology, military actors, especially TNI-AD should immediately take a position as an effort in the face of change so that soldiers loyalty must be maintained updating doctrine and organization, modernization of defense equipment, human resource quality improvement, military cooperation enhancement, consolidation of unity of TNI people and right sizing to reach minimum essential force. The 3 month research implementation allocation is 30 March 2017 with 30 June 2017.

### 2.2. Type of Research
Types of research that conducted when viewed from the mapping that has been done with a variety of bibliography support and design then the appropriate type is through survey research that means the author must go directly to the field to find data both secondary and primary data so that the suitability is guaranteed and reduce the risk of bias so that able to explain the influence of the transformation of role of TNI-AD in facing change (then, the target must be reached) to loyalty of soldier of Army. Surveys conducted to capture the required information that is data related to research variables.

The purpose of research design is to help answering the formulated problem and mapping in the form of a conceptual framework to achieve generalization and get a picture in a research population, while in terms of problems, the research is a causal research because to determine the influence of independent variables (predictors) 5 variables are transformation strategy (x1), transformation component (x2), transformational leadership (x3), transformation targets (y) and soldier loyalty (z). In terms of analysis, this research is a parametric and non-parametric research.

### 2.3. Data collection technique
Looking at the research and mapping design done then the description of the appropriate sample research is through the technique of data retrieval using interviews and questionnaires.

### 2.4. Sampling technique
The sampling technique used in this research model is the total sampling technique because the sample taken is the commander to take the data related transformational leadership and the soldier in the circle environment VI Mulawarman as the representative of the respondents with the total 170 people, but to reduce the bias, according to Maholtra ( 1995) the number of samples obtained at least from 5 times of the number of questions contained in the questionnaire. Based on the Slovain formula mentioned above, the number of samples used is 99 respondents.

**2.5. Data analysis technique**

The transformation of army roles in order to face change to the warrior loyalty of Army Soldiers In Kodam Vi Mulawarman can be known by doing data analysis by using Structural Equation Modeling (SEM). Structural Equation Modeling (SEM) is a statistical technique capable of analyzing latent variables, indicator variables, and measurement error directly. The latent variable is an abstract concept of concern which can only be observed indirectly through its effect on observed variables (indicator). The indicator variable is a variable that can be observed or measured empirically.

# III. Result

**3.1. Data analysis**
**3.1.1. Validity test**

Testing the validity of the data obtained from the instrument in the form of a questionnaire aimed to determine the suitability between the measured tool (questionnaire) and what is measured (statement in the questionnaire) so that the data used for the test results of the instrument used to test the validity of the instrument so that based on the type of its usefulness then the validity can divided into content validity, that is testing based on theoretical basis or the opinion of experts or called face validity, the validity of the criteria is the type of validity that the way of measurement by comparing the correlation value between each item with corrected score by using a method called product correlation technique moment or inter-correlation method Based on the test table discriminant validity outer model by using cross loading above, it can be explained that each indicator has the largest loading value on the variable measured. Thus, from this test it can be concluded that the discriminant validity outer model has been met. Based on the results of statistical data processing using WarpPLS then obtained the results for the validity test consisting of the feasibility of cross loading, discriminant and convergent) obtained results in the following table.

**Table 1.** Convergent Validity (Combined Loading and Cross Loading)

| X1_ST | X2_KT | X3_KPMT | Y_SST | Z_LYP | X1_ST*Y | X2_KT*Y | X3_KPMT Type (a | SE | P value | |
|---|---|---|---|---|---|---|---|---|---|---|
| x1.1 | 0.751 | -0.026 | 0.209 | -0.073 | -0.092 | 0.123 | 0.242 | -0.216 | Formati | 0.082 |
| x1.2 | 0.316 | -0.435 | -0.320 | 0.281 | 0.056 | 0.117 | -0.569 | 0.231 | Formati | 0.092 |
| x1.3 | 0.778 | 0.092 | 0.215 | -0.108 | -0.086 | 0.368 | 0.191 | -0.570 | Formati | 0.081 |
| x1.4 | 0.279 | -0.001 | 0.707 | -0.429 | 0.335 | 0.501 | 0.024 | -0.604 | Formati | 0.093 |
| x1.5 | 0.550 | 0.798 | -0.189 | -0.127 | 0.008 | -0.382 | -0.346 | 0.603 | Formati | 0.086 |
| x1.6 | 0.566 | -0.624 | -0.559 | 0.422 | 0.037 | -0.611 | 0.058 | 0.653 | Formati | 0.086 |
| x2.1 | -0.185 | 0.645 | 0.595 | -0.546 | 0.098 | -0.016 | 0.291 | -0.291 | Formati | 0.084 |
| x2.2 | -0.684 | 0.084 | 1.114 | -0.106 | 0.250 | 0.837 | -0.217 | -0.809 | Formati | 0.098 |
| x2.3 | 0.040 | 0.852 | -0.487 | 0.020 | -0.030 | -0.143 | -0.081 | 0.266 | Formati | 0.080 |
| x2.4 | 0.238 | 0.327 | -0.373 | 0.965 | -0.012 | -0.840 | 0.085 | 0.759 | Formati | 0.092 |
| x2.5 | 0.356 | 0.194 | -0.296 | 0.461 | 0.227 | 0.127 | -0.400 | 0.218 | Formati | 0.095 |
| x2.6 | -0.180 | 0.619 | 0.756 | -0.160 | -0.028 | 0.455 | 0.174 | -0.541 | Formati | 0.085 |
| x2.7 | -0.691 | 0.070 | 0.851 | 0.036 | 0.209 | 0.442 | 0.039 | -0.669 | Formati | 0.099 |
| x2.8 | 0.193 | 0.802 | -0.512 | 0.044 | -0.120 | -0.000 | -0.201 | 0.150 | Formati | 0.081 |
| x3.1 | 0.109 | -0.458 | 0.408 | 0.529 | 0.067 | -0.788 | -0.166 | 0.879 | Formati | 0.090 |
| x3.2 | -0.525 | 0.406 | 0.860 | -0.178 | -0.093 | 0.194 | 0.031 | -0.210 | Formati | 0.079 |
| x3.3 | 0.522 | -0.200 | 0.100 | 0.279 | 0.140 | -0.072 | -0.342 | 0.251 | Formati | 0.098 |
| x3.4 | 0.423 | -0.170 | 0.839 | -0.108 | 0.046 | 0.193 | 0.090 | -0.242 | Formati | 0.080 |
| y1 | 0.083 | 0.147 | 0.375 | 0.157 | 0.110 | 1.222 | 0.053 | -1.305 | Formati | 0.096 |
| y2 | -0.157 | 0.576 | -0.290 | 0.734 | -0.030 | -0.003 | -0.286 | 0.212 | Formati | 0.082 |
| y3 | 0.565 | -0.664 | -0.491 | 0.710 | 0.023 | -0.494 | 0.086 | 0.480 | Formati | 0.083 |
| y4 | -0.392 | 0.033 | 0.658 | 0.763 | -0.015 | 0.211 | 0.184 | -0.382 | Formati | 0.082 |
| z1 | -0.659 | 0.266 | 0.744 | -0.136 | 0.273 | 0.663 | 0.039 | -0.937 | Formati | 0.093 |
| z2 | -0.047 | 0.040 | -0.011 | 0.071 | 0.788 | -0.019 | -0.047 | 0.037 | Formati | 0.081 |
| z3 | -0.079 | -0.020 | -0.002 | 0.002 | 0.790 | -0.071 | -0.191 | 0.219 | Formati | 0.081 |
| z4 | 0.484 | -0.153 | -0.334 | -0.036 | 0.577 | -0.191 | 0.308 | 0.094 | Formati | 0.086 |
| x1.1*y1 | -1.036 | -0.057 | 0.379 | 0.478 | 0.306 | 0.070 | -0.573 | 0.138 | Reflect | 0.099 |
| x1.1*y2 | 0.438 | -0.063 | -0.319 | -0.151 | -0.081 | 0.664 | 0.000 | 0.550 | Reflect | 0.084 |
| x1.1*y3 | 0.167 | -0.041 | -0.122 | 0.116 | -0.244 | 0.521 | 0.027 | 0.666 | Reflect | 0.087 |
| x1.1*y4 | 0.135 | 0.381 | -0.050 | -0.337 | 0.125 | 0.616 | -0.322 | 0.047 | Reflect | 0.085 |
| x1.2*y1 | -0.303 | 0.672 | -0.179 | 0.211 | -0.289 | 0.012 | -0.023 | -0.183 | Reflect | 0.100 |
| x1.2*y2 | 0.185 | -0.486 | 0.202 | 0.011 | -0.004 | 0.341 | 0.406 | -0.968 | Reflect | 0.092 |
| x1.2*y3 | -0.183 | -0.415 | 0.147 | 0.441 | -0.196 | 0.221 | 0.025 | -0.996 | Reflect | 0.095 |
| x1.2*y4 | -0.144 | -0.254 | 0.417 | 0.306 | -0.243 | 0.253 | -0.169 | -1.108 | Reflect | 0.094 |
| x1.3*y1 | -0.882 | 0.201 | 0.236 | 0.228 | 0.098 | 0.099 | -0.477 | 0.342 | Reflect | 0.098 |
| x1.3*y2 | 0.084 | -0.022 | -0.349 | 0.214 | -0.020 | 0.787 | -0.080 | -0.000 | Reflect | 0.081 |
| x1.3*y3 | 0.397 | -0.173 | -0.601 | 0.316 | 0.001 | 0.568 | 0.127 | 0.441 | Reflect | 0.086 |
| x1.3*y4 | -0.043 | -0.094 | 0.019 | 0.116 | 0.091 | 0.682 | -0.515 | 0.253 | Reflect | 0.083 |
| x1.4*y1 | -0.354 | -0.003 | 0.255 | -0.018 | 0.141 | -0.164 | 0.139 | 0.293 | Reflect | 0.096 |

| X1_ST | X2_KT | X3_KPMT | Y_SST | Z_LYP | X1_ST*Y | X2_KT*Y | X3_KPMT | SE | Type (a) | P value |
|---|---|---|---|---|---|---|---|---|---|---|
| x1.4*y2 | 0.312 | 0.291 | -0.518 | -0.216 | 0.110 | -0.014 | -0.782 | 0.570 | Reflect | 0.100 |
| x1.4*y3 | 0.208 | 0.066 | 0.012 | -0.354 | 0.121 | 0.201 | -0.543 | 0.190 | Reflect | 0.095 |
| x1.4*y4 | 0.111 | 0.211 | 0.216 | -0.757 | 0.478 | 0.309 | -0.462 | 0.069 | Reflect | 0.092 |
| x1.5*y1 | -0.325 | 0.828 | -0.472 | 0.125 | 0.167 | 0.207 | -0.586 | -0.418 | Reflect | 0.095 |
| x1.5*y2 | -0.420 | 0.085 | 0.685 | -0.464 | -0.032 | 0.465 | 0.700 | -0.497 | Reflect | 0.089 |
| x1.5*y3 | -0.010 | -0.201 | 0.251 | -0.097 | 0.011 | 0.492 | 0.697 | -0.111 | Reflect | 0.088 |
| x1.5*y4 | -0.589 | 0.306 | 0.102 | 0.098 | 0.116 | 0.698 | -0.182 | 0.321 | Reflect | 0.083 |
| x1.6*y1 | -0.711 | 0.007 | 0.036 | 0.578 | -0.113 | -0.060 | -0.493 | 0.232 | Reflect | 0.099 |
| x1.6*y2 | 0.152 | -0.463 | 0.184 | 0.197 | -0.084 | 0.598 | 0.626 | -0.333 | Reflect | 0.085 |
| x1.6*y3 | -0.116 | 0.320 | 0.263 | -0.229 | -0.035 | 0.324 | 0.106 | -0.353 | Reflect | 0.092 |
| x1.6*y4 | -0.149 | 0.128 | 0.020 | 0.070 | -0.102 | 0.616 | -0.134 | 0.157 | Reflect | 0.085 |
| x2.1*y1 | 0.087 | -0.281 | 0.107 | -0.084 | 0.094 | 0.498 | -0.050 | 0.082 | Reflect | 0.099 |
| x2.1*y2 | -0.630 | 0.720 | -0.096 | -0.104 | 0.035 | 0.172 | 0.452 | 0.544 | Reflect | 0.089 |
| x2.1*y3 | -0.111 | 0.383 | -0.241 | -0.228 | 0.185 | -0.167 | 0.374 | 0.661 | Reflect | 0.091 |
| x2.1*y4 | -0.620 | 0.473 | 0.275 | -0.241 | 0.321 | 0.390 | 0.310 | 0.413 | Reflect | 0.092 |
| x2.2*y1 | 0.018 | 0.439 | -0.038 | -0.508 | 0.389 | -0.790 | 0.093 | 0.391 | Reflect | 0.098 |
| x2.2*y2 | 0.336 | 0.484 | -0.289 | -0.634 | 0.045 | 0.165 | -0.318 | 0.504 | Reflect | 0.092 |
| x2.2*y3 | 0.252 | -0.200 | -0.184 | -0.100 | -0.102 | -0.338 | -0.210 | 0.765 | Reflect | 0.095 |
| x2.2*y4 | 0.747 | -0.070 | -0.128 | -0.890 | 0.264 | -0.175 | -0.077 | 0.552 | Reflect | 0.098 |
| x2.3*y1 | -0.095 | 0.101 | -0.340 | 0.270 | 0.214 | 0.913 | -0.358 | -0.041 | Reflect | 0.091 |
| x2.3*y2 | -0.250 | 0.162 | 0.497 | -0.520 | 0.029 | 0.095 | 0.767 | -0.418 | Reflect | 0.082 |
| x2.3*y3 | 0.351 | -0.232 | -0.190 | 0.114 | -0.034 | -0.156 | 0.732 | -0.078 | Reflect | 0.082 |
| x2.3*y4 | 0.164 | 0.126 | -0.513 | 0.228 | 0.105 | 0.024 | 0.603 | 0.561 | Reflect | 0.085 |
| x2.4*y1 | 0.377 | -0.273 | -0.182 | 0.173 | 0.021 | 1.198 | -0.128 | -0.559 | Reflect | 0.097 |
| x2.4*y2 | -0.102 | -0.201 | 0.134 | 0.170 | -0.220 | -0.226 | 0.634 | -0.034 | Reflect | 0.085 |
| x2.4*y3 | -0.644 | 0.392 | 0.344 | 0.179 | -0.340 | 0.710 | 0.201 | -0.561 | Reflect | 0.095 |
| x2.4*y4 | -0.875 | 0.271 | 0.020 | 0.598 | -0.203 | 0.077 | 0.316 | 0.368 | Reflect | 0.092 |
| x2.5*y1 | -0.051 | 0.391 | -0.040 | 0.024 | -0.342 | 0.687 | -0.242 | -0.260 | Reflect | 0.094 |
| x2.5*y2 | 0.075 | -0.272 | 0.162 | 0.062 | -0.181 | 0.556 | 0.455 | -0.769 | Reflect | 0.089 |
| x2.5*y3 | 0.149 | -0.413 | 0.142 | 0.190 | -0.386 | 0.635 | 0.156 | -0.544 | Reflect | 0.096 |
| x2.5*y4 | -0.227 | -0.005 | 0.540 | 0.180 | -0.294 | 1.059 | 0.143 | -0.860 | Reflect | 0.097 |
| x2.6*y1 | 0.305 | -0.345 | 0.111 | -0.470 | 0.115 | -0.252 | -0.182 | 0.722 | Reflect | 0.096 |
| x2.6*y2 | 0.305 | 0.323 | -0.404 | -0.388 | 0.133 | -0.312 | 0.526 | 0.925 | Reflect | 0.087 |
| x2.6*y3 | 0.561 | -0.143 | -0.336 | -0.160 | -0.101 | -0.519 | 0.421 | 1.134 | Reflect | 0.090 |
| x2.6*y4 | 0.416 | 0.187 | -0.211 | -0.520 | 0.455 | -0.145 | 0.381 | 0.798 | Reflect | 0.091 |
| x2.7*y1 | -0.185 | -0.491 | 0.669 | -0.112 | 0.084 | -0.056 | -0.086 | 0.144 | Reflect | 0.098 |
| x2.7*y2 | -0.662 | 0.555 | -0.163 | 0.117 | 0.031 | 0.240 | -0.355 | 0.442 | Reflect | 0.091 |
| x2.7*y3 | -0.247 | -0.013 | 0.059 | 0.080 | -0.230 | 0.287 | -0.231 | 0.135 | Reflect | 0.094 |
| x2.7*y4 | -0.509 | 0.788 | 0.124 | -0.588 | 0.106 | 0.344 | -0.110 | -0.081 | Reflect | 0.098 |
| x2.8*y1 | -0.608 | 0.205 | -0.113 | 0.474 | 0.213 | 0.702 | -0.326 | 0.140 | Reflect | 0.092 |
| x2.8*y2 | -0.254 | 0.026 | 0.476 | -0.276 | 0.009 | 0.529 | 0.749 | -0.789 | Reflect | 0.082 |
| x2.8*y3 | 0.227 | -0.443 | -0.208 | 0.439 | 0.051 | 0.183 | 0.735 | -0.422 | Reflect | 0.082 |
| x2.8*y4 | -0.025 | 0.020 | -0.408 | 0.419 | 0.007 | 0.554 | 0.624 | 0.244 | Reflect | 0.085 |
| x3.1*y1 | 0.645 | 0.081 | -0.468 | -0.144 | -0.087 | 0.817 | -0.276 | 0.065 | Reflect | 0.099 |
| x3.1*y2 | -0.098 | -0.150 | 0.194 | -0.051 | 0.045 | -0.315 | 0.798 | 0.388 | Reflect | 0.090 |
| x3.1*y3 | -0.489 | 0.325 | 0.586 | -0.248 | 0.062 | 0.473 | 0.053 | 0.279 | Reflect | 0.093 |
| x3.1*y4 | -0.244 | -0.036 | -0.025 | 0.184 | 0.077 | -0.451 | 0.024 | 0.597 | Reflect | 0.085 |
| x3.2*y1 | 0.412 | -0.165 | -0.043 | -0.541 | 0.244 | 0.461 | -0.503 | 0.021 | Reflect | 0.100 |
| x3.2*y2 | -0.260 | 0.394 | -0.043 | -0.165 | 0.012 | -0.332 | 0.079 | 0.746 | Reflect | 0.082 |
| x3.2*y3 | 0.611 | -0.303 | -0.255 | -0.057 | -0.185 | -0.597 | 0.151 | 0.729 | Reflect | 0.082 |
| x3.2*y4 | 0.078 | -0.055 | 0.050 | -0.173 | 0.371 | -0.321 | -0.158 | 0.649 | Reflect | 0.084 |
| x3.3*y1 | -0.598 | 0.387 | -0.029 | 0.568 | -0.219 | 0.917 | -0.359 | 0.048 | Reflect | 0.099 |
| x3.3*y2 | -0.084 | -0.420 | 0.321 | 0.087 | -0.058 | 0.641 | 0.419 | 0.147 | Reflect | 0.097 |
| x3.3*y3 | -0.023 | -0.321 | -0.102 | 0.475 | -0.262 | 0.837 | 0.174 | -0.005 | Reflect | 0.100 |
| x3.3*y4 | -0.372 | -0.053 | 0.261 | 0.551 | -0.295 | 1.197 | 0.039 | 0.026 | Reflect | 0.100 |
| x3.4*y1 | -1.060 | 0.502 | 0.181 | 0.219 | 0.126 | 0.558 | -0.423 | 0.049 | Reflect | 0.099 |
| x3.4*y2 | -0.034 | 0.051 | -0.031 | 0.141 | -0.113 | 0.720 | -0.167 | 0.711 | Reflect | 0.083 |
| x3.4*y3 | 0.246 | -0.276 | -0.215 | 0.250 | -0.157 | -0.264 | -0.003 | 0.685 | Reflect | 0.083 |
| x3.4*y4 | -0.122 | 0.205 | 0.169 | -0.098 | 0.020 | 0.949 | -0.470 | 0.596 | Reflect | 0.085 |
| **X1_ST** | **X2_KT** | **X3_KPMT** | **Y_SST** | **Z_LYP** | **X1_ST*Y** | **X2_KT*Y** | **X3_KPMT Type (a)** | **SE** | **P value** | |
| x1.1 | 0.751 | -0.026 | 0.209 | -0.073 | -0.092 | 0.123 | 0.242 | -0.216 | Formati | 0.082 |
| x1.2 | 0.316 | -0.435 | -0.320 | 0.281 | 0.056 | 0.117 | -0.569 | 0.231 | Formati | 0.092 |
| x1.3 | 0.778 | 0.092 | 0.215 | -0.108 | -0.086 | 0.368 | 0.191 | -0.570 | Formati | 0.081 |
| x1.4 | 0.279 | -0.001 | 0.707 | -0.429 | 0.335 | 0.501 | 0.024 | -0.604 | Formati | 0.093 |
| x1.5 | 0.550 | 0.798 | -0.189 | -0.127 | 0.008 | -0.382 | -0.346 | 0.603 | Formati | 0.086 |
| x1.6 | 0.566 | -0.624 | -0.559 | 0.422 | 0.037 | -0.611 | 0.058 | 0.653 | Formati | 0.086 |
| x2.1 | -0.185 | 0.645 | 0.595 | -0.546 | 0.098 | -0.016 | 0.291 | -0.291 | Formati | 0.084 |
| x2.2 | -0.684 | 0.084 | 1.114 | -0.106 | 0.250 | 0.837 | -0.217 | -0.809 | Formati | 0.098 |
| x2.3 | 0.040 | 0.852 | -0.487 | 0.020 | -0.030 | -0.143 | -0.081 | 0.266 | Formati | 0.080 |
| x2.4 | 0.238 | 0.327 | -0.373 | 0.965 | -0.012 | -0.840 | 0.085 | 0.759 | Formati | 0.092 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| x2.5 | 0.356 | 0.194 | -0.296 | 0.461 | 0.227 | 0.127 | -0.400 | 0.218 | Formati | 0.095 |
| x2.6 | -0.180 | 0.619 | 0.756 | -0.160 | -0.028 | 0.455 | 0.174 | -0.541 | Formati | 0.085 |
| x2.7 | -0.691 | 0.070 | 0.851 | 0.036 | 0.209 | 0.442 | 0.039 | -0.669 | Formati | 0.099 |
| x2.8 | 0.193 | 0.802 | -0.512 | 0.044 | -0.120 | -0.000 | -0.201 | 0.150 | Formati | 0.081 |
| x3.1 | 0.109 | -0.458 | 0.408 | 0.529 | 0.067 | -0.788 | -0.166 | 0.879 | Formati | 0.090 |
| x3.2 | -0.525 | 0.406 | 0.860 | -0.178 | -0.093 | 0.194 | 0.031 | -0.210 | Formati | 0.079 |
| x3.3 | 0.522 | -0.200 | 0.100 | 0.279 | 0.140 | -0.072 | -0.342 | 0.251 | Formati | 0.098 |
| x3.4 | 0.423 | -0.170 | 0.839 | -0.108 | 0.046 | 0.193 | 0.090 | -0.242 | Formati | 0.080 |
| y1 | 0.083 | 0.147 | 0.375 | 0.157 | 0.110 | 1.222 | 0.053 | -1.305 | Formati | 0.096 |
| y2 | -0.157 | 0.576 | -0.290 | 0.734 | -0.030 | -0.003 | -0.286 | 0.212 | Formati | 0.082 |
| y3 | 0.565 | -0.664 | -0.491 | 0.710 | 0.023 | -0.494 | 0.086 | 0.480 | Formati | 0.083 |
| y4 | -0.392 | 0.033 | 0.658 | 0.763 | -0.015 | 0.211 | 0.184 | -0.382 | Formati | 0.082 |
| z1 | -0.659 | 0.266 | 0.744 | -0.136 | 0.273 | 0.663 | 0.039 | -0.937 | Formati | 0.093 |
| z2 | -0.047 | 0.040 | -0.011 | 0.071 | 0.788 | -0.019 | -0.047 | 0.037 | Formati | 0.081 |
| z3 | -0.079 | -0.020 | -0.002 | 0.002 | 0.790 | -0.071 | -0.191 | 0.219 | Formati | 0.081 |
| z4 | 0.484 | -0.153 | -0.334 | -0.036 | 0.577 | -0.191 | 0.308 | 0.094 | Formati | 0.086 |
| x1.1*y1 | -1.036 | -0.057 | 0.379 | 0.478 | 0.306 | 0.070 | -0.573 | 0.138 | Reflect | 0.099 |
| x1.1*y2 | 0.438 | -0.063 | -0.319 | -0.151 | -0.081 | 0.664 | 0.000 | 0.550 | Reflect | 0.084 |
| x1.1*y3 | 0.167 | -0.041 | -0.122 | 0.116 | -0.244 | 0.521 | 0.027 | 0.666 | Reflect | 0.087 |
| x1.1*y4 | 0.135 | 0.381 | -0.050 | -0.337 | 0.125 | 0.616 | -0.322 | 0.047 | Reflect | 0.085 |
| x1.2*y1 | -0.303 | 0.672 | -0.179 | 0.211 | -0.289 | 0.012 | -0.023 | -0.183 | Reflect | 0.100 |
| x1.2*y2 | 0.185 | -0.486 | 0.202 | 0.011 | -0.004 | 0.341 | 0.406 | -0.968 | Reflect | 0.092 |
| x1.2*y3 | -0.183 | -0.415 | 0.147 | 0.441 | -0.196 | 0.221 | 0.025 | -0.996 | Reflect | 0.095 |

Based on the results of validity testing, it is known that the type of validity used in the study is the validity criteria that the value p-yvalue <0.05 because the convergent validity required for testing an instrument in the form of questionnaires and for the second condition is the value of loading should be greater than the value of cross loading then discriminant validity is said to be fulfilled. A research can be said to be valid if the research is able to minimize the occurrence of errors and irregularities that may cause a bias in a research data so that the results are not good even not in accordance with the reference comparison, if the data is bias, then cannot be proceed in the next test step. In data processing using warpPLS in validity table obtained result that p-value value <0,001 and loading value> cross loading then research data is said valid.

### 3.1.2. Reliability Test

Reliability means that the instruments used in the research should be reliable. In the reliability test there are three types of ways to test the reliability of test re-test, alternative-forms and internal consistency. An example of a type of reliability test that uses internal consistency is through the coefficient of cronbach alpha value, where if the alpha is greater than 0.5 it can be shown that the instrument is reliable (Malhotra, 1992).

Internal consistency test indicator outer structural model is done by calculating composite reliability in each latent variable. The indicator is said to have good internal consistency if the composite reliability value of the latent variable is larger than 0.6 (Ghozali, 2008).

In designing an instrument then the most important correlation test before entering on the analysis activity then the data must be valid and reliable in order to process can be continued on the analysis of warpPLS. In the use of warpPLS software reliability testing has 2 criteria of reliability test with the same type of consistency, among others, composite reliability coefficient and alpha cronbach coefficient are presented in the following table.

**Table 2**. Composite Reliability

| X1_ST | X2_KT | X3_KPMT | Y_SST | Z_LYP | X1_ST*Y |
|---|---|---|---|---|---|
| 0.723 | 0.695 | 0.672 | 0.704 | 0.715 | 0.790 |

Based on the results of reliability testing with the criteria for composite reliability said that the data is reliable if more than 0.6 so if the value of composite reliability is less than 0.6 then the data said not reliable so that in the process of data analysis will cause bias later. In the table reliability of the figures show more than 0.6 so it can be said reliable, so from this test can be concluded that the indicators of the compiler latent variable has a good internal consistency.

**Table 3.** Reliability with Alpha Cronbach

| X1_ST | X2_KT | X3_KPMT | Y_SST | Z_LYP | X1_ST*Y |
|---|---|---|---|---|---|
| 0.655 | 0.692 | 0.632 | 0.671 | 0.681 | 0.649 |

Based on the results of the processing of reliability using warpPLS obtained results that the number shows more than 0.6 so that the data is said to be reliable.

### 5.2.3. Testing the Goodness of Fit Structural Model (Inner Model)

Goodness of Fit Model in the analysis of warpPLS is an index and measure in assessing good relationship in a correlation between latent variables (inner model). In the fit and quality indices section, we present the results of the three indicators in the model of fit measurements: Average Path Coefficient (APC), Average R-Squared (ARS) and Average Variance Inflation Factor (AVIF) so that an evaluation of a model can be performed. The p-value values for APC and ARS should be less than 0.05 or that the model evaluation is significant. AVIF as a multi-collinary indicator must be smaller than 5 so that with three predefined criteria then the output indicates if the goodness of fit model has been fulfilled with the value of APC and ARS respectively of 0.142 and ARS 0.854 and significant and the AVIF value of 2.817 has been fulfilled criteria. Testing the Goodness of Fit model is important because the goal is to determine the best model of the existing model (competing model).

Comparison of models is considered very important if the goal as competing models with ARS, AVIF and APC sequence because APC can occur is likely to be lower if it is found difference coefficient mark path. The use of the PLS regression method was chosen in this study because there was a non-linear relationship of the S curve to determine the effect of the transformation of the Army's role in facing changes to the loyalty of TNI-AD soldiers in the Mulawarman VI kodam, which are described in the following table.

**Table 4.** Output Path Coefficient

|          | X1_ST | X2_KT | X3_KPMT | Y_SST | Z_LYP | X1_ST*Y |
|----------|-------|-------|---------|-------|-------|---------|
| X1_ST    |       |       |         |       |       |         |
| X2_KT    |       |       |         |       |       |         |
| X3_KPMT  |       |       |         |       |       |         |
| Y_SST    | 0.218 | 0.487 | 0.156   |       |       |         |
| Z_LYP    | 0.071 | 0.067 | 0.046   | 0.199 |       | 0.221   |
| X1_ST*Y  |       |       |         |       |       |         |

**Tabel 5.** Output P-Values

|          | X1_ST | X2_KT  | X3_KPMT | Y_SST | Z_LYP | X1_ST*Y |
|----------|-------|--------|---------|-------|-------|---------|
| X1_ST    |       |        |         |       |       |         |
| X2_KT    |       |        |         |       |       |         |
| X3_KPMT  |       |        |         |       |       |         |
| Y_SST    | 0.012 | <0.001 | 0.050   |       |       |         |
| Z_LYP    | 0.238 | 0.248  | 0.323   | 0.003 |       | 0.011   |
| X1_ST*Y  |       |        |         |       |       |         |

Based on the output coefficient output table and p-values output, it is obtained that the transformation strategy performed by the soldier has a positive influence on the transformation objectives where the target is to have dominant influence on the changes that are operaional, the transformation component in the form of power use operation also has a positive effect against the objectives of the operational transformation and leadership style of commander of Regional Military Command VI Mulawarman has a positive influence on the transformation targets of the Army's operational changes, in addition the transformation targets of the operations also have a positive influence on the loyalty of TNI-AD soldiers and the transformation strategy of improving the quality of human resources has a positive influence against the loyalty of the army commander VI Mulawarman through the goal of transformation. Output WarpPLS is standardized data so that it can be interpreted the greater the coefficient of the path, the stronger the effect.

### 3.1.3. Latent Variable Coefficient Output

In the discussion of goodness of fit in a new model made by the author as one of the explanatory research activities then calculating the magnitude of the coefficient of determination felt very important, because R-squared goal is to show the percentage of response variables that can be explained by predictor variables, the higher the value coefficient of determination obtained (close to 1 or 100%) then the model will be better value and if the model is lower (away from 1 or 100%) then the calculation on the model made can be said to be biased. The result of R-squared calculation is described in the following table.

**Table 6**. R-Squared

| X1_ST | X2_KT | X3_KPMT | Y_SST | Z_LYP | X1_ST*Y |
|-------|-------|---------|-------|-------|---------|
|       |       |         | 0.622 | 0.870 |         |

Based on the output presented in the R-squared table, it is found that the R-squared or commonly referred to as the coefficient of determination for the transformation strategy, transformation component and the transformational leadership style of the commander is capable of influencing the main target of transformation in terms of the intrinsic operational change of 62% and the rest by other variables outside of research and error,

and transformation strategy, transformation component and leadership style of transformational commander influence to loyalty of soldier through transformation targets and transformation targets have influence to soldier loyalty by 90% and 10% by other variables outside research and error. The criterion of measurement in the next goodness of fit is to observe the Average Varian Extracted (AVE) value of the objective is to measure the evaluation on convergent validity which has a condition that the value should be> 0.5. AVE Output is described in the following table.

**Table 7.** AVE Output

| X1_ST | X2_KT | X3_KPMT | Y_SST | Z_LYP | X1_ST*Y |
|-------|-------|---------|-------|-------|---------|
| 0.528 | 0.590 | 0.505 | 0.512 | 0.513 | 0.597 |

Based on the Average Output of Various Extracted table it is known that the overall response variables and predictor variables observed have AVE value> 0.5 which means that the transformation strategy variables, transformation components and leadership style of the transformational commander can influence the main objectives of transformation in terms of operational changes as well the main targets of transformation that have an influence on the loyalty of soldiers who are otherwise eligible for convergent validity.

The next Goodness of Fit feasibility test is a Full Collinerity VIF which is a full-scale culmination measurement that includes multicollinlality vertically and laterally. The lateral clinicity is the cultivation between the latent variable of the predictor and the criterion and can be used to test the common method of bias, the criterion value used in the VIF standard is <3.3 and the following is the warpPLS output on the VIF measurement.

**Table 8.** Full Collinerity VIF

| X1_ST | X2_KT | X3_KPMT | Y_SST | Z_LYP | X1_ST*Y |
|-------|-------|---------|-------|-------|---------|
| 3.721 | 3.214 | 2.477 | 2.651 | 1.059 | 4.280 |

Based on the output table Full Collinearity test results obtained that for all variables observed have numbers that are in accordance with the VIF criteria that is <3.3 then it can be assumed no multi-collinearity (independent variables must be independent).

### 3.1.4 . Output Correlations among Latent Variabels

Output Correlations among Latent Variabels is the correlation coefficient between variables accompanied by p-value results. These results are needed as an evaluation of the validity of the study instrument's discriminatory. The criterion used is the square root of the AVE value that is the diagonal value and bracketed must be higher than the correlation between the latent variables in the same column. Here is a table Output Correlations among Latent Variabels.

**Table 9.** Output Correlations among Latent Variabels

|  | X1_ST | X2_KT | X3_KPMT | Y_SST | Z_LYP | X1_ST*Y |
|--|-------|-------|---------|-------|-------|---------|
| X1_ST | 0.573 | 0.761 | 0.733 | 0.709 | 0.125 | -0.175 |
| X2_KT | 0.761 | 0.539 | 0.631 | 0.750 | 0.131 | -0.268 |
| X3_KPMT | 0.733 | 0.631 | 0.636 | 0.619 | 0.085 | -0.099 |
| Y_SST | 0.709 | 0.750 | 0.619 | 0.642 | 0.069 | -0.193 |
| Z_LYP | 0.125 | 0.131 | 0.085 | 0.069 | 0.643 | 0.117 |
| X1_ST*Y | 0.175 | 0.268 | 0.099 | 0.193 | 0.117 | 0.444 |

Based on Table of Output Correlations among Latent Variables obtained the result that the validity for the transformation component and the leadership style of the transformational commander is able to influence the main objectives of transformation in terms of operational changes and the main target of transformation that has influence on soldier loyalty is fulfilled because the AVE root value of 0.761 is greater if compared with 0.573, 0, 733 and 0.709, 0.125, -0.175 as the case of X1.1 as a transformation strategy then response and predictor variables are taken with the highest root values of AVE.

**Table 10.** P Values for Correlations

|  | X1_ST | X2_KT | X3_KPMT | Y_SST | Z_LYP | X1_ST*Y | X2_KT*Y | X3_KPMT |
|--|-------|-------|---------|-------|-------|---------|---------|---------|
| X1_ST | 1.000 | <0.001 | <0.001 | <0.001 | 0.218 | 0.083 | 0.012 | 0.297 |
| X2_KT | <0.001 | 1.000 | <0.001 | <0.001 | 0.196 | 0.007 | 0.020 | 0.175 |
| X3_KPMT | <0.001 | <0.001 | 1.000 | <0.001 | 0.404 | 0.329 | 0.418 | 0.581 |
| Y_SST | <0.001 | <0.001 | <0.001 | 1.000 | 0.495 | 0.055 | 0.138 | 0.475 |
| Z_LYP | 0.218 | 0.196 | 0.404 | 0.495 | 1.000 | 0.250 | 0.502 | 0.612 |

| X1_ST*Y | 0.083 | 0.007 | 0.329 | 0.055 | 0.250 | 1.000 | <0.001 | <0.001 |
| X2_KT*Y | 0.012 | 0.020 | 0.418 | 0.138 | 0.502 | <0.001 | 1.000 | <0.001 |
| X3_KPMT | 0.297 | 0.175 | 0.581 | 0.475 | 0.612 | <0.001 | <0.001 | 1.000 |

Based on the output table p values observed through warpPLS obtained the result that the p-value that shows the value <0.001 means the correlation is very strong.

### 3.1.5. Block Variance Inflation Factors Output

Output Block Variance Inflation Factors presents the results of vertical collinearity testing that is the predominance of predictor variables. VIF values are presented for each of the criterion variables that indicate the level of cultivation between the independent variables. The criterion is the same as the full collinearity test, which must be <3.3 so it can be stated that there is no vertical colerality problem in the study. VIF values are presented in the following table.

**Tabel 10**. VIF

| X1_ST | X2_KT | X3_KPMT | Y_SST | Z_LYP | X1_ST*Y |
|---|---|---|---|---|---|
| 3.721 | 3.214 | 2.477 | 2.651 | 1.059 | 4.280 |

Based on the results of data analysis conducted using warpPLS program known that the VIF value in accordance with the criteria of value <3.3 so that in this study there is no problem of culinary.

### 3.1.6. Total Effect and P-Value Total Effect

Total Effect and P-Value Total Effect is one of the requirements used in the analysis to determine the effect of each manifest on the predictor variable to the response variable. The influence in a variable is observed from the p-value value, if $p < 0.001$ then the predictor variable has a significant influence on the response variable, if $p > 0.05$ then it means that the predictor variable has no significant effect on the response variable. Based on the results of data analysis using PLS, then obtained the value of Total Effect and P-Value Total Effect as follows.

**Table 11.** Total Effect

| | X1_ST | X2_KT | X3_KPMT | Y_SST | Z_LYP | X1_ST*Y |
|---|---|---|---|---|---|---|
| X1_ST | | | | | | |
| X2_KT | | | | | | |
| X3_KPMT | | | | | | |
| Y_SST | **0.218** | **0.487** | **0.156** | | | |
| Z_LYP | 0.071 | 0.067 | 0.046 | **0.199** | | **0.221** |
| X1_ST*Y | | | | | | |

Based on the warpPLS output on the total effect it is known that some variables marked bold are predictor variables that have significant influence on the response variable, each latent variable has one manifest variable that has strong influence so that it can represent the latent variable to influence the response variable. The strongest weight in a latent variable can be seen in the attachment for the weight indicator. the transformation strategy carried out by the soldier has a positive influence on the transformation objectives where the target is to have a dominant influence on the changes that are operational, the transformation component in the form of power usage operation also has a positive influence on the operational transformation targets and the leadership style of commander of Command VI Mulawarman has a positive influence to the transformation targets of the Army's operational changes, in addition to the transformation targets of operations also have a positive influence on the loyalty of TNI-AD soldiers and the transformation strategy of improving the quality of human resources has a positive influence on the loyalty of the Mulawarman VI military commanders through transformation targets.

### 3.2. Structural Model The Role of Transformation of Change to Loyalty of Army TNI-AD Kodam VI Mulawarman.

The structural model using Partial Least Square is a modeling of a construct model that aims as the development of a theory owned by the author in developing an existing model, so that PLS-SEM aims to test the predictive relationship between constructs by seeing whether there is a relationship or influence between constructs by looking whether there is a connection or influence between them. The consequence of the use of PLS-SEM is that testing can be done without a strong theoretical basis, ignoring some (non-parametric) assumptions and predictive model prediction parameters seen from the coefficient of determination (R-Square). Therefore, PLS-SEM is very appropriate to use in research that aims to develop the theory. In the SEM method there are several variables called as predictor, response and mediation variables, where the mediation variable is

the connecting variable between the predictor variable and the response variable. The mediation variable may change to the response variable if it is influenced by the predictor variable and capable of being a predictor variable if it has an effect on the response variable.

Mediator variables are also called intervening variables or intermediate variables which theoretically influence observed phenomena (endogenous variables), whose effects must be inference through the effect of the relationship between exogenous variables and their phenomenon. If the exogenous variables no longer have an effect on endogenous variables after controlling for the mediator variable, the perfect or complete mediation occurs. If the influence of exogenous variables on endogenous variables decreases, but is still different from 0, after controlling the mediator variable, there is partial mediation (Jogiyanto and Abdillah, 2009).

The authors reason in using warpPLS as a tool in statistical data processing that the approach taken to determine the effect of variables with complexity and many constructs and indicators in the form of recursive that requires a variance approach, so that the weight of each grain can be seen so that the writer knows the value of weighting that is able to represent latent variables as a predictor to influence the response variable. Here is a picture of structural models in research related Structural model of leadership character to the motivation of soldiers and its impact on organizational commitment in the environment of Kodam V Brawijaya.
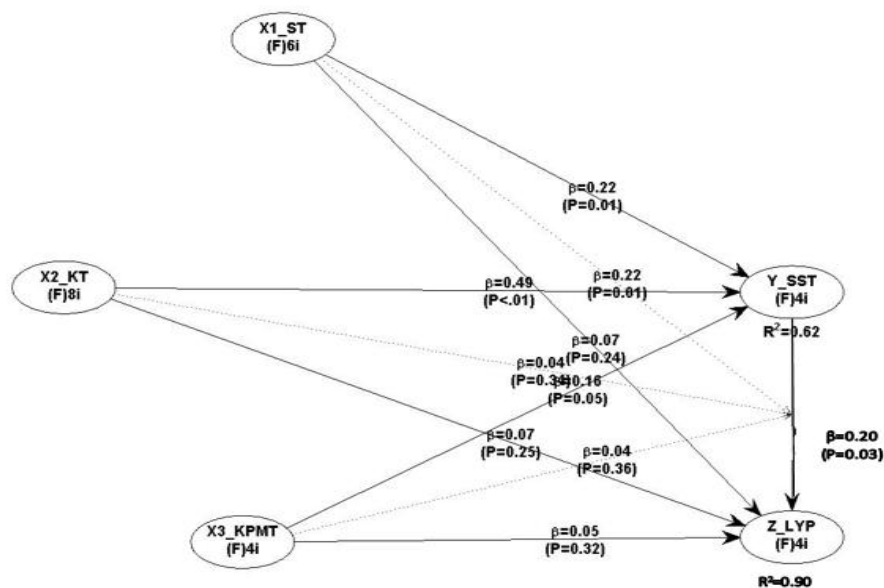


**Figure 1.** Line Interpretation

### 3.3. Implication of Research Results

Based on data analysis result using WarpPLS 5 it is known that transformation strategy, transformation component and leadership style of transformational commander can influence the main target of transformation from intrinsic operational change by 62% and the rest by other variables outside of research and error, and transformation strategy, transformational component and leadership style of transformational commander influence to loyalty of soldier through transformation targets and transformation targets have an influence on soldier loyalty of 90% and 10% by other variables outside of research and error.

Based on the results of warpPLS output, it is found that the transformation strategy represented by the enhancement of the quality of human resources of the Army Warrior Commander VI Mulawarman has a positive influence on the transformation targets where the transformation targets are affected by operational changes, by increasing the transformation strategy by 1 unit will increase the success of the transformation targets operational as much as 0.218.

The second result is known from the model making where the transformation component is represented by the power usage operation which has a positive influence on the transformation target, so that the increasing transformation component of the operating power of 1 unit will increase the success of the operational transformation target by 0.487, where the highest transformation component determine success compared to other variables such as transformational strategy and transformational leadership.

The third result is obtained from the analysis that the transformational leadership represented by the inspirational motivation given by the commander to the soldier is able to give positive influence to the transformation targets, so that the increasing leadership of the transformation owned by the commander of 1 unit will increase the success of transformation targets in terms of operational 0.199.

Function of the dependent variable such as transformation targets, so in this research model able to become independent variable where the target of transformation able to influence loyalty of soldier, for transformation target which represented by indicator of operational transformation hence give positive impact to soldier loyalty, where increasing of operational change hence will increase loyalty which is owned by TNI-AD soldier Kodam VI Mulawarman.

In the research model that has been presented in Figure 5.1 it is known that the transformation strategy also has a positive influence on indirect loyalty of soldiers so that it must be through the transformation targets in advance to influence the loyalty of soldiers, thus increasing the transformation strategy model which is represented by the improvement of the quality of human resources for 1 unit will increase the loyalty of soldiers from loyalty based on the commitment of soldier of the military commander VI Mulawarman through the targets of operational aspect in the integrity of Indonesian society towards the transformation of the role of the Army.

## IV.  Conclusion

### 4.1 Conclusions

1.  The transformation of the Army to deal with change is in the aspect of the transformation strategy in which the quality of human resources possessed by the soldiers in Kodam VI Mulawarman, then the transformation which becomes the second benchmark is the transformation component in terms of the attention of the operational strength and the attention to the commander where the transformational leadership style from the aspect of insipirational motivation to be the ultimate view in dealing with the phenomenon of Army transformation to face change.
2.  The transformation strategy represented by the quality of the soldier resources, the transformation component represented by the operational forces and the leadership style of the commander through the insipral motivation has a positive effect on the transformational goals, especially the transformation strategy that can influence the loyalty of TNI-AD soldiers in Kodam VI Mulawarman through the goal of transformation from the integrity of the Army.
3.  The most dominant factor affecting loyalty is the information strategy of the quality of soldier resources and transformational components of the ability of the TNI-AD in the aspect of the use of operational strength hence the great influence on the loyalty of the warrior.

### 4.2 Suggestions

In the transformation strategy for the unity of TNI-AD has the highest weight in the respondent's answer but it has not been fully applied in the Mulawarman Regional Military Command, where the purpose of the unity of the TNI and the people to maintain the unity of NKRI, then as the transformation of TNI-AD role in facing change is through supporting activities the unity of the TNI with the people in the face of change.

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