

The Influence of Transformational Leadership and HEXACO Personality on Millennial Soldiers' Discipline in Indonesian Army (TNI AD)

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Abstract

This study examined the influence of transformational leadership style and HEXACO personality dimensions on the discipline of millennial soldiers in the Indonesian Army (TNI AD), focusing on leadership levels in Combat and Combat Support Battalions. The research utilized a mixed-method approach to explore how these variables interacted and contributed to enhancing soldier discipline. The findings indicated that both the transformational leadership style and the HEXACO personality dimensions significantly influenced soldier discipline. Furthermore, the study provided recommendations for applying an ideal leadership style that aligns with the unique cultural and generational characteristics in Indonesia. This research contributed to military leadership literature by offering new insights into human resource management within a military context, particularly in addressing the challenges posed by the millennial generation.

Keywords: *Transformational Leadership Style, HEXACO Personality, Discipline, Millennial Soldiers, Indonesian Army (TNI AD).*



A. INTRODUCTION

Indonesia is the fourth most populous country in the world. According to data from BPS (Central Bureau of Statistics), Indonesia's population reached 268,583,016 as of June 2020 (BPS, 2020). A large country requires a high level of security. One of the institutions responsible for maintaining the unity and sovereignty of the country is the Indonesian National Armed Forces (TNI).

The TNI is divided into three branches: the Indonesian Army (TNI AD), the Indonesian Navy (TNI AL), and the Indonesian Air Force (TNI AU). According to military observer Muhadjir Effendy, the Indonesian Army has the largest number of personnel among the three branches. Based on data from the Directorate of the Adjutant General of the Indonesian Army, in 2020, the number of soldiers in the Indonesian Army amounted to 319,102 (Directorate of the Adjutant General of TNI AD, 2020).

The large number of Indonesian Army personnel requires a special strategy for managing human resources within the organization. This is because these soldiers are spread across different regions and consist of various generations or age ranges.

The importance of effective human resource management is influenced by the role of leadership styles that are implemented (Maria, 2012). Effective leadership

styles have a positive impact on employee motivation, encouraging them to work enthusiastically and achieve organizational goals. In addition, effective leadership styles also contribute to improving employee performance by providing competent support and guidance from leaders. Furthermore, the vital role of effective leadership is evident in the development of human resources, where competent leaders are able to provide the direction and assistance needed for employee development. Effective leadership also strengthens employee loyalty to the organization, as they feel valued and supported by effective leaders. Therefore, choosing the right leadership style plays a significant role in creating individuals of high quality (Robbins, 2009).

The success and failure of an organization are significantly influenced by the role of a leader through their leadership style. A leadership style that is adapted to the context and situation can inspire subordinates, especially in a military context like soldiers, to work optimally. Currently, transformational leadership is considered one of the most effective leadership styles. Through the application of transformational leadership, soldiers feel trust, appreciation, loyalty, and positive responses toward their leaders. This ultimately motivates subordinates to exceed the expectations set. It has been proven that transformational leadership has a significant impact on organizational effectiveness. In the research conducted by Hartanto, Bass, and Avolio, four main characteristics of transformational leadership were identified, known as the 4-I: Idealized Influence, Individual Consideration, Intellectual Stimulation, and Inspirational Motivation.

In the military context, in addition to leadership style, effective human resource management can also be achieved by understanding the personality of each soldier. A good personality can enhance the work productivity of individual soldiers. Improved communication effectiveness, work motivation, soldier performance, and job satisfaction can be achieved through a deep understanding of soldiers' personalities. This enables leaders to communicate more effectively, adjusting their communication style to match the soldiers' personalities. Additionally, leaders can motivate soldiers more effectively by understanding their personalities and providing appropriate support and recognition. By having a good understanding of soldiers' personalities, leaders can place them in positions that align with their skills and interests, enhancing overall performance. Furthermore, leaders who understand their soldiers' personalities can create a pleasant and satisfying work environment, accommodating their needs and preferences. On the other hand, a lack of understanding of soldiers' personalities can lead to inappropriate treatment and counterproductive results.

To measure personality, there is a model called HEXACO Behaviour. The HEXACO model of personality structure is a six-dimensional model of human personality developed by Ashton and Lee, explained in their book *The H Factor of Personality* based on findings from a series of lexical studies involving populations from Europe and Asia. The six factors, or dimensions, include Honesty-Humility (H), Emotionality (E), Extraversion (X), Agreeableness (A), Conscientiousness (C), and Openness to Experience (O) (Ashton & Lee, 2013).

Each factor reflects traits that indicate either a high or low level of that factor. The HEXACO model was developed through methods similar to those used in other personality taxonomies developed by Costa and McCrae, as well as Goldberg.

The Indonesian Army (TNI AD) soldiers are spread across all regions of Indonesia. This distribution leads to varying personality characteristics among the soldiers in different regions. This is because Indonesia is a country with diverse cultures and a pluralistic society (Satriyadi, 2017). Such diversity requires human resource management that is tailored to the specific characteristics of each group.

The HEXACO personality of soldiers in each region must be understood to create a leadership pattern that aligns with the personality traits of the soldiers. A well-mapped HEXACO personality structure across regions is expected to provide leaders with leadership styles suited to the personalities of TNI AD soldiers in each area.

Cultural diversity and leadership style within an organization have a significant impact on organizational performance. Organizational performance is the result of collective efforts (Gibson & Donnely, 1997). In the military context in Indonesia, leadership selection is often based on work performance. Leaders chosen based on specific achievements can be assigned to leadership positions in various regions without considering the personality differences and ethnic backgrounds of the soldiers they lead. However, it is important to note that the cultural principles and habits instilled by a leader can change how they perceive and behave toward their soldiers. Therefore, having a good understanding of cultural differences is crucial in helping individuals and groups achieve common goals (Gibson & Donnely, 1997). Ultimately, leadership that takes cultural diversity into account fosters constructive interaction and positively impacts soldier performance (Luthans, 2006). Therefore, leadership style and understanding the personalities of soldiers are key factors in achieving organizational goals. A mismatch between leadership style and an understanding of soldiers' personalities can hinder effective performance.

The importance of discipline in the work environment is related to individual performance levels. Soldiers who demonstrate high discipline tend to carry out their duties and responsibilities in accordance with the rules and regulations in place. Discipline reflects an individual's attitude and willingness to follow the norms and rules around them. A high level of discipline contributes to the achievement of organizational goals, while a lack of discipline or erratic behavior becomes an obstacle and hampers the organization's progress (Sutrisno, 2011). Discipline also reflects the respect soldiers have for the regulations and provisions of the organization. If rules are ignored or frequently violated, the level of discipline among soldiers will be low. Conversely, adherence to organizational rules reflects a good level of discipline. Discipline involves an individual's awareness and readiness to comply with organizational rules and prevailing social norms (Hasibuan, 2011).

Based on data obtained from the Technical Guidelines on Soldier Learning Outcomes issued by the Indonesian Army Headquarters in 2019, discipline in terms of attitude and behavior was given a score of 30%, knowledge and skills received 55%,

and physical fitness was given a score of 25%. From this data, it can be concluded that personality and discipline are essential aspects in shaping good soldiers.

Soldiers who are part of the Indonesian National Armed Forces (TNI) are individuals who uphold the values of obedience to the law, respect for superiors, and loyalty to the Unitary State of the Republic of Indonesia (NKRI) based on Pancasila and the 1945 Constitution. They are subject to the laws that apply, including national and international laws, as well as rules that specifically apply to members of the TNI. These norms are outlined in Law No. 25 of 2014 on Military Discipline Law and the Commander-in-Chief's Decree No. Kep/22/VIII/2005 issued on August 10, 2005. These two regulations govern the legal aspects and disciplinary rules that bind soldiers, and violations of these provisions will result in proportional sanctions.

In the daily life of TNI soldiers, there are two classifications of disciplinary violations: pure disciplinary violations and impure disciplinary violations. Pure disciplinary violations refer to actions that do not violate criminal law but breach service obligations or regulations or are contrary to the norms of soldier life. As a result of such violations, soldiers will face disciplinary sanctions in accordance with applicable regulations. On the other hand, impure disciplinary violations refer to actions that fall under criminal law but are of a lesser degree, allowing them to be resolved through the internal military disciplinary process. Several types of disciplinary sanctions imposed on TNI soldiers include reprimands, light detention, and heavy detention.

Each member of a generation has differences in their personality. In 2017, the percentage of millennials in Indonesia was the largest compared to other generations (33.75%), followed by Generation Z (29.23%), Generation X (25.74%), and baby boomers and veterans being the smallest group (11.27%). The number of millennials continues to grow to this day, and the presence of this generation presents both challenges and opportunities for Indonesia, now and in the future. One key to addressing the millennial generation is to deeply understand their personalities (Deloitte, 2017).

From a military perspective, the number of millennial soldiers in the Indonesian National Army (TNI AD) reached 192,302 individuals, or about 60.2% of the total TNI AD soldiers. Millennials are those born between 1981 and 1996. This generation has distinct characteristics. According to research conducted by Robert Walters, 73% of millennial employees have left their jobs due to a poor organizational culture (Robert Walters, 2020).

Additionally, the research also revealed that the close connection between millennials and technology causes them to often feel frustrated with other generations who have lower technological skills. Data shows that 34% of older workers have less understanding of technology than millennials, which ultimately increases the frustration experienced by the millennial generation (Robert Walters, 2020).

Moreover, millennials are characterized as individuals who tend to be self-centered or focus on their own interests. Studies show that millennials tend to prioritize their personal interests. They are also considered a highly ambitious

generation. Nearly 70% of leaders and entrepreneurs worldwide believe that the negative aspects associated with millennials stem from the overly ambitious nature of this generation (Robert Walters, 2020).

According to Permaseti (2017), the era of millennial leadership brings a unique approach due to the adoption of digitalization in the workplace, which requires leaders to use non-conventional approaches. In the context of leadership patterns, millennial leaders need to understand and adopt communication styles that are appropriate for the millennial generation they lead. Additionally, millennial leaders are also expected to encourage innovation, creativity, and entrepreneurship among the younger generation. All channels for innovation, creativity, and entrepreneurship must be well-designed and properly measured. This involves not only concepts but also processes that provide real satisfaction to millennials in developing themselves. In this case, transformational leadership is closely related to millennial leadership, as it displays suitable behaviors (Permaseti, 2017).

The shortcomings of millennials raise the question of whether, in the military world, transformational leadership styles and the personalities of millennials affect the discipline of TNI AD millennial soldiers. A study on the influence of leadership was conducted by Marion B. Eberly and colleagues in 2017, examining the relationship between transformational leadership and turnover intentions in the U.S. Army. The results showed that transformational leadership indirectly reduced followers' turnover intentions by increasing job engagement (Eberly, Bluhm, Guarana, Avolio, & Hannah, 2017).

In Indonesia, research on leadership, personality, and soldier discipline in the military context has not yet been conducted. Based on this background, the researcher aims to explore further the role of transformational leadership styles and HEXACO personality traits in the discipline of millennial TNI AD soldiers. The results of this study are expected to provide useful recommendations for TNI personnel managers spread across various regions in Indonesia.

Based on the research background, the main issues addressed in this study are: the influence of transformational leadership perception and HEXACO personality traits on the discipline of millennial soldiers in the Indonesian Army (TNI AD), the identification of an ideal leadership style according to the HEXACO personality traits of millennial soldiers based on their ethnic and cultural backgrounds, and the mapping of leadership styles suitable for different regions in Indonesia. The objectives of this research are to determine the effect of transformational leadership perceptions and HEXACO personality on the discipline of TNI AD millennial soldiers, to identify the ideal leadership style based on HEXACO personality traits aligned with soldiers' ethnic and cultural backgrounds, and to map leadership styles that align with the various regions of Indonesia as a reference for future leadership placements.

B. LITERATURE REVIEW

1. Transformational Leadership

Transformational leadership originated from the ideas of James Mac Gregor Burns (1978) with the concept of *Transforming Leadership*, which was later developed by Bernard M. Bass (1985) into a widely recognized leadership framework. This leadership style focuses on the ability of leaders to inspire and motivate their followers, enabling them to surpass expectations, achieve higher goals, and drive positive changes within the organization.

Transformational leadership plays a critical role in decentralized contexts, granting leaders autonomy and flexibility in decision-making, allowing them to respond quickly to changes and leverage creativity and innovation. This leadership style also emphasizes empowering subordinates, enhancing loyalty, collectivism, and work motivation, which ultimately leads to improved performance and productivity.

Research highlights that transformational leaders adopt four key characteristics: *Idealized Influence*, *Inspirational Motivation*, *Intellectual Stimulation*, and *Individual Consideration*. By incorporating these elements, transformational leadership not only impacts employee performance but also contributes to their personal development. The positive relationship between transformational leadership and increased employee performance and motivation has been validated in numerous studies.

Overall, transformational leadership significantly influences organizations by enhancing the quality of human resources, fostering an innovative work environment, and contributing to the achievement of more meaningful and sustainable long-term goals.

2. The HEXACO Personality

Personality is defined as the characteristic patterns of thinking, behavior, and emotions of an individual that remain consistent across various situations and over time. The HEXACO personality model, introduced by Ashton (2007), offers an alternative to the widely accepted Five-Factor Model (Big Five). HEXACO stands for six major dimensions of personality: Honesty-Humility, Emotionality, Extraversion, Agreeableness, Conscientiousness, and Openness to Experience. This model introduces additional dimensions not accounted for in traditional models, particularly the Honesty-Humility factor, thus providing a more comprehensive understanding of personality.

Recent research has supported the development of this model. For instance, Lee and Ashton (2013) found that the Honesty-Humility dimension, unique to the HEXACO model, is a better predictor of prosocial and ethical behavior compared to the Big Five, as it focuses on traits like integrity, honesty, and humility. Zettler et al. (2020) explored the link between the HEXACO model and leadership, discovering that individuals who score high in Honesty-Humility and Emotionality tend to exhibit more ethical and empathetic leadership behaviors, reinforcing the model's relevance in organizational settings. Furthermore, De Vries et al. (2016) compared the Big Five and HEXACO models in various cultural contexts, revealing that HEXACO better

explains personality variations across cultures, especially in collectivist societies where Honesty-Humility plays a prominent role.

Thielmann et al. (2019) examined the connection between the HEXACO model and moral decision-making, highlighting that the Honesty-Humility dimension is strongly linked to moral behavior and the avoidance of unethical actions. Finally, Ashton and Lee (2020) found that the HEXACO model excels in predicting behaviors related to morality and social cooperation, giving it an edge over the Big Five in understanding social behavior. These findings emphasize the value of the HEXACO model in offering a deeper and more nuanced understanding of personality and its broader implications.

3. Discipline

The term "discipline" originates from the Latin word "discipel," which referred to a student or follower. Over time, the meaning evolved into "discipline," which now refers to compliance with rules and regulations associated with maintaining order and structure. According to the Kamus Besar Bahasa Indonesia (KBBI, Third Edition), discipline is defined as adherence to regulations, rules, and protocols. In essence, discipline can be seen as consistent behavior that demonstrates obedience to established rules.

This concept of discipline is crucial in various contexts, including the military and leadership roles, as it reflects both individual actions and attitudes. In the field of human resource management, discipline is one of the key aspects observed in employees. Hasibuan (2003) explains that human resource management functions encompass planning, organizing, directing, controlling, recruitment, development, compensation, integration, maintenance, discipline, and termination, with discipline playing a critical role in ensuring the effective functioning of these processes.

4. Millennial Generation

One of the results of advancements in human resource management is the grouping of generations in the workplace. Mannheim (1952) was the first researcher to investigate generational differences. Mannheim stated that a generation is a social construct that refers to a group of people who share the same age and historical experiences (Mannheim, 1952). Individuals belonging to the same generation are those born within a 20-year time span and share similar social and historical dimensions. Ryder (1965) further developed this definition by stating that a generation refers to a group of individuals who experience similar events within the same period.

The concept of generational differences was widely introduced by Neil Howe and William Strauss in 1991. They categorized generations based on birth timeframes and historical events that had a similar influence. Other researchers adopted a similar approach with varying labels, but generally maintained the same meaning. Kupperschmidt (2000), for example, described a generation as a group of individuals

who identify themselves based on shared birth years, age, geographical location, and significant life events that have had a profound impact on their developmental stages.

To identify the millennial generation, a literature analysis involving opinions from various sources based on birth years is required. In their 2000 book *Millennials Rising: The Next Great Generation*, William Strauss and Neil first used the term "millennial." When children born in 1982 entered preschool in 1987, they coined this term. As they graduated from high school in 2000, the media began identifying them as the new millennium group. In his book *The Lucky Few: Between the Greatest Generation and the Baby Boom* (2008), Elwood Carlson stated that millennials consist of people born between 1983 and 2001. In the context of Karl Mannheim's Theory, the millennial generation was created in 1923, referring to those born between 1980 and 2000. The term "Generation Y" is another term commonly used to describe the millennial generation. This term was first used in an editorial by a leading U.S. newspaper in August 1993. Based on the opinions of several researchers from various countries, Putra's (2016) research on generational difference theory created generational groupings, including the millennial generation. The following table outlines some views on generational differences that were studied.

C. METHOD

This study employed a mixed-methods approach, integrating both quantitative and qualitative research methods to provide a comprehensive analysis of the influence of transformational leadership and HEXACO personality traits on the discipline of millennial soldiers in the Indonesian Army (TNI AD). The quantitative component involved the use of structured surveys administered to a representative sample of soldiers from Combat and Combat Support Battalions. These surveys measured perceptions of transformational leadership behaviors, HEXACO personality dimensions, and levels of discipline. Data were analyzed using statistical techniques, including regression analysis, to determine the relationships and interactions between the variables.

The qualitative component of the study involved in-depth interviews and focus group discussions with selected soldiers and their leaders to gain deeper insights into the contextual and cultural factors influencing leadership effectiveness and discipline. These qualitative data were analyzed using thematic analysis to identify common themes and patterns. Combining quantitative and qualitative methods allowed for a robust examination of how transformational leadership and HEXACO personality traits interact to influence discipline among millennial soldiers, providing both statistical validation and rich, contextual understanding of the phenomena.

D. RESULT AND DISCUSSION

1. Demographic Description of Respondents

This study involved 336 respondents (before eliminated= 446 respondents), comprised of millennial soldiers from the Indonesian Army (TNI AD) stationed in three main geographical regions of Indonesia: Western Indonesia (Medan), Central

Indonesia (Magelang), and Eastern Indonesia (Ambon). The respondents were selected based on demographic characteristics such as age, rank, and length of service. The majority of respondents were aged between 21 and 25 years, an age range considered productive in the military, with varying ranks from private to commander. In Western Indonesia, there were 85 respondents, most of whom were soldiers with 2 to 5 years of service experience. Meanwhile, in Central Indonesia, there were 39 respondents with more varied service experiences, some having reached the position of commander. In Eastern Indonesia, there were 78 respondents, most of whom were still in junior positions but demonstrated relatively high levels of discipline.

These demographic characteristics provide a comprehensive overview of the population of millennial soldiers in the Indonesian Army involved in this study. Millennial soldiers, born between 1981 and 1996, represent a dominant group within the Indonesian Army today and are perceived to have distinct characteristics compared to previous generations, particularly in terms of adaptability to technology and openness to change. Millennial soldiers tend to be more adaptive to innovation, but they also face challenges regarding discipline and adherence to rigid rules. Therefore, this study focuses on how their perceptions of transformational leadership and the influence of their personalities, based on the HEXACO model, impact their discipline.

2. Descriptive Analysis

In the initial phase of descriptive analysis, the main variables measured were soldiers' perceptions of their leaders' transformational leadership style, the personality dimensions measured by the HEXACO model, and the level of discipline demonstrated by the soldiers in their daily duties. Overall, the results of the study indicate that the majority of millennial soldiers in the three regions have a positive perception of the transformational leadership style implemented by their leaders. This is evidenced by high scores on the Inspirational Motivation and Individual Consideration dimensions, which are two core components of transformational leadership.

In Western Indonesia, soldiers assessed that their leaders were able to provide clear direction, inspire them to work with enthusiasm, and motivate them to work harder. This is reflected in the average perception score of transformational leadership, which reached 4.2 on a 5-point Likert scale. Meanwhile, in Central and Eastern Indonesia, although perceptions of leadership remained positive, there was slight variation in certain aspects. For example, in Eastern Indonesia, the Individual Consideration dimension received lower scores compared to other regions, indicating a need for more attention to the personal needs and aspirations of soldiers in this region.

In the analysis of personality using the HEXACO model, the dimensions of Conscientiousness (thoroughness in work) and Honesty-Humility received the highest scores among soldiers in all three regions. Soldiers in Medan and Magelang, in particular, showed high levels of integrity and responsibility, with most reporting

that they were highly disciplined in carrying out their duties. On the other hand, soldiers in Ambon tended to score slightly lower on the Honesty-Humility dimension, which could indicate differences in perceptions of leadership values in this region.

The level of discipline among soldiers was measured through several indicators, such as attendance, compliance with rules, and active participation in operational tasks. Overall, most soldiers demonstrated a high level of discipline, with near-perfect attendance in all regions. Soldiers in Western Indonesia recorded the highest attendance rates, followed by those in Central and Eastern Indonesia. However, while operational discipline was generally good, there were differences in how soldiers in each region interpreted internal rules and policies, which could be influenced by local cultural values.

3. Validity and Reliability Testing

To ensure that the measurement instruments used in this study were valid and reliable, validity and reliability tests were conducted on the scales used. Validity testing was performed using exploratory factor analysis (EFA) to ensure that the items on the transformational leadership scale and the HEXACO personality scale measured the intended constructs. The results of the validity test showed that all items had a factor loading that met the criteria (> 0.5), indicating that each item significantly reflected the dimension being measured.

In addition, the reliability of the instruments was measured using Cronbach's Alpha coefficient. For the transformational leadership scale, Cronbach's Alpha reached 0.87, indicating a high level of reliability. The HEXACO personality scale also showed good reliability, with Cronbach's Alpha for the Conscientiousness dimension reaching 0.83 and Honesty-Humility reaching 0.81. Thus, the instruments used in this study can be considered valid and reliable for measuring the variables studied.

4. Hypothesis Testing

The results of hypothesis testing showed that the perception of transformational leadership has a significant influence on the discipline of millennial soldiers in the Indonesian Army. The testing was conducted using multiple linear regression analysis, where the independent variables were transformational leadership and HEXACO personality dimensions, while the dependent variable was the soldiers' level of discipline. The partial test (t-test) results showed that the Inspirational Motivation and Individual Consideration dimensions of transformational leadership significantly influenced discipline, with a significant value of $p \leq 0.05$.

Furthermore, the regression analysis results indicated that HEXACO personality dimensions, particularly Conscientiousness and Honesty-Humility, also significantly influenced the discipline of soldiers. Soldiers with high levels of thoroughness and integrity tended to be more disciplined in performing their duties and adhering to the applicable rules. The coefficient of determination (R^2) obtained from the regression model was 0.45, indicating that 45% of the variation in soldiers'

discipline could be explained by perceptions of transformational leadership and HEXACO personality traits.

5. The Influence of Transformational Leadership on Soldiers' Discipline

The findings of this study indicate that transformational leadership has a significant impact on the level of discipline among millennial soldiers in the Indonesian Army. Leaders who are able to inspire and provide clear direction through inspirational motivation and individual consideration tend to create a conducive environment for soldiers to adhere to rules and perform their duties with discipline. This is consistent with previous findings that suggest transformational leadership has a positive effect on discipline and performance in various organizational contexts, including the military.

In Western Indonesia, millennial soldiers gave very positive assessments of the transformational leadership style practiced by their leaders. Leaders who were able to provide a clear vision and strong motivation to their soldiers succeeded in fostering a greater sense of responsibility among soldiers. This is reflected in the high levels of attendance and active participation in operational tasks carried out by soldiers in this region.

However, in Eastern Indonesia, although transformational leadership still positively influenced discipline, there were some challenges in the implementation of individual consideration. Leaders in this region appeared to pay less attention to the personal needs of their soldiers, which ultimately affected the soldiers' satisfaction with leadership. Nevertheless, overall, transformational leadership remained an important factor in enhancing discipline across all regions studied.

6. The Influence of HEXACO Personality Traits on Soldiers' Discipline

Personality traits measured using the HEXACO model also played a significant role in shaping soldiers' discipline. Specifically, the dimensions of Conscientiousness and Honesty-Humility were found to be the most influential in determining the level of discipline among soldiers. Soldiers with high conscientiousness, characterized by diligence and systematic work, tended to exhibit higher levels of compliance with rules and operational standards. Likewise, those with high scores in Honesty-Humility, which reflects integrity and fairness, were more likely to demonstrate disciplined behavior.

In Western and Central Indonesia, soldiers scored high on both dimensions, reflecting a strong sense of responsibility and integrity in fulfilling their duties. These soldiers adhered strictly to rules, exhibited punctuality, and actively participated in operational tasks, demonstrating that personality traits, alongside leadership styles, contribute significantly to maintaining discipline in military settings. However, in Eastern Indonesia, while the majority of soldiers still demonstrated good discipline, there was a slight decline in the Honesty-Humility dimension, which may suggest cultural differences or regional influences affecting soldiers' perceptions and behaviors.

7. Cultural and Regional Differences

The study also revealed that cultural and regional differences had a notable impact on leadership styles and discipline among soldiers. In Western Indonesia, where military culture is deeply rooted and hierarchical systems are highly respected, soldiers showed the highest levels of discipline and compliance with rules. In Central Indonesia, soldiers displayed similar levels of discipline, though there was greater emphasis on innovation and adaptability, reflecting the influence of leadership that encouraged intellectual stimulation and individual creativity.

In Eastern Indonesia, however, cultural factors appeared to play a more significant role in shaping leadership and discipline. Soldiers in this region, while still highly disciplined, tended to prioritize communal values and collective decision-making, which sometimes conflicted with the individual consideration component of transformational leadership. This suggests that leaders in this region may need to adapt their leadership style to better accommodate local cultural values and practices.

8. Leadership Styles for Millennial Soldiers in the Indonesian Army Based on Regional and Cultural Differences

The ideal leadership style based on the analysis conducted is transformational leadership. However, the emphasis on different aspects of transformational leadership varies across regions due to the influence of personality traits, ethnicity, and cultural backgrounds. A leadership style map has been created to suit millennial soldiers in the Indonesian Army (TNI AD) based on their respective regions: Medan (West), Magelang (Central), and Ambon (East). This map takes into account the characteristics of the HEXACO personality model, as well as the cultural origins of the soldiers in each area.

In the western region of Medan, where the majority of soldiers come from Batak and Minangkabau ethnic groups, the ideal leadership style emphasizes integrity and role modeling. These soldiers highly value leaders who exhibit honesty, humility, and consistency with organizational values. Leaders who embody integrity and serve as ethical role models are more likely to gain the respect and loyalty of soldiers, reflecting the importance of "Idealized Influence" in this region. In addition, Medan soldiers exhibit a high degree of openness to experience, making intellectual stimulation an effective leadership trait. Leaders who encourage innovation and foster creative thinking will find success here, as soldiers are more receptive to new ideas. Alongside intellectual stimulation, Medan soldiers also display a high level of conscientiousness, meaning that leaders who provide clear structures and set high-performance standards will thrive in this region.

In the central region of Magelang, soldiers are predominantly of Javanese descent, and their cultural values emphasize cooperation and harmony. Leaders who practice "Individual Consideration" by showing empathy and personal attention to their subordinates will foster stronger interpersonal relationships, increasing soldiers' sense of belonging and loyalty. Inclusive leadership is highly effective in Magelang,

where agreeableness is a prominent trait among the soldiers. Leadership that encourages participation and involves soldiers in decision-making processes fosters collaboration and enhances team performance. Furthermore, the cultural values of unity and togetherness in Javanese society mean that "Inspirational Motivation" is key in this region. Leaders who can provide a clear and compelling vision that resonates with these values will be able to inspire and unite their teams, boosting overall morale and effectiveness.

In the eastern region of Ambon, soldiers tend to exhibit high levels of extraversion and emotionality, making "Inspirational Motivation" and emotional support essential aspects of effective leadership. Soldiers in Ambon value leaders who provide a clear vision and encourage social involvement, as extraversion is a dominant personality trait in this region. At the same time, emotional support is crucial for these soldiers, who require leaders that can understand and address their emotional needs. Leaders who demonstrate empathy and provide a stable work environment will be able to enhance the well-being and performance of their teams. Additionally, like their counterparts in Medan, Ambon soldiers place a high value on integrity. Leaders who act as ethical role models and exhibit behavior aligned with organizational values will gain respect and trust from their soldiers.

In summary, the ideal leadership style for millennial soldiers in the Indonesian Army varies depending on the region, personality traits, and cultural background. In Medan, leadership that emphasizes integrity, innovation, and perseverance is highly valued. In Magelang, an inclusive, participative leadership style that offers personal attention and aligns with the values of cooperation and harmony is more effective. In Ambon, leaders who provide motivational inspiration, emotional support, and serve as role models will have greater success. By understanding the HEXACO personality traits and the cultural origins of soldiers in each region, leaders can create a more harmonious, productive, and disciplined working environment. The ability of leaders to adapt their leadership style to suit the specific needs of their soldiers across different regions is key to building strong, cohesive, and high-performing military units. This tailored approach not only enhances leadership effectiveness but also strengthens discipline and morale among millennial soldiers in the Indonesian Army.

Table 1. The Ideal Leader Based on Region

Western Indonesia	Central Indonesia	Eastern Indonesia
Integrity	Inclusivity	Inspirational motivation
Innovation	Participation	Emotional support
Perseverance	Personal attention	Role modelling

E. CONCLUSIONS

The research concludes that transformational leadership and HEXACO personality traits significantly influence the discipline of millennial soldiers in the Indonesian Army (TNI AD). Transformational leadership, which encompasses inspirational motivation, intellectual stimulation, individual consideration, and idealized influence, enhances soldiers' discipline by fostering a supportive,

motivating, and high-standard work environment. The HEXACO personality traits, particularly Honesty-Humility and Conscientiousness, show a strong correlation with higher discipline levels. Additionally, the study reveals regional variations in the application of transformational leadership styles. In Eastern Indonesia, especially in Ambon, the leadership style emphasizes strong individual consideration and inspirational motivation, positively impacting performance and satisfaction. In Western Indonesia, such as Medan, transformational leadership manifests through recognizing personal needs and providing moral support, enhancing motivation and performance. Central Indonesia, like Magelang, sees a focus on inclusivity and participatory approaches, fostering loyalty and strong interpersonal relationships.

The HEXACO personality traits of millennial soldiers vary across regions, reflecting diverse cultural backgrounds and individual characteristics. Soldiers in Medan score highest in Honesty-Humility and show emotional stability. Ambon soldiers score highest in Extraversion, emphasizing social interaction and community involvement. High scores in Conscientiousness across regions indicate diligence, discipline, and reliability, crucial for military performance. The ideal leadership style also varies by region, with Medan valuing integrity and innovation, Magelang preferring inclusive and participatory leadership, and Ambon favoring inspirational and supportive leaders. This tailored approach to leadership, accommodating diverse personality traits and cultural backgrounds, enhances discipline, motivation, and overall performance, contributing to the success of military operations in Indonesia. Further research is recommended to explore other variables influencing discipline in a multicultural and generational context.

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