



## Militancy in the Perspective of Industrial and Organizational Psychology

Endah Andriani Pratiwi<sup>1</sup>, Shinta Febrina<sup>1</sup>, Yoga Hardianto<sup>1</sup>, Arief Budiarto<sup>1</sup>

<sup>1</sup>Faculty of Psychology, Universitas Jendral Achmad Yani

\*Corresponding Author: Endah Andriani Pratiwi

E-mail: [endah.andriani@lacture.unjani.ac.id](mailto:endah.andriani@lacture.unjani.ac.id)



### Article Info

#### Article history:

Received 13 March 2024

Received in revised form 22  
March 2024

Accepted 21 April 2024

#### Keywords:

Psychology

Industrial and Organizational

Human Resource

Management

Militancy

### Abstract

*Resilience in the face of change, adversity and uncertainty is an attitude that illustrates the spirit of militancy. The research team observed that there is no standard concept of militancy and its application in organizational life. The terms militant and militancy are often interpreted negatively in Indonesia, as they are associated with radicalism and terrorism (Purwastuti, 2011). In fact, in the Big Indonesian Dictionary (KBBI), militant means "high spirited, passionate and hard-nosed", while militancy means "toughness in fighting (facing, difficulties, fighting, and so on)". The purpose of this research is to find formulations and develop concepts about militancy from the perspective of Industrial and Organizational Psychology, especially in human resource management. The benefits of this research are expected to emerge a steady concept of militancy from which a measuring instrument and intervention program can be developed to improve militant attitudes in industrial and organizational settings. The research approach used in this study is a qualitative approach with data collection methods, namely interviews. Respondents in this study are academics and practitioners who are involved in military psychology and practitioners in the field of Industrial and Organizational Psychology, especially in the field of human resource management (HRM). The results of this study are expected to be the basis for improving the quality of human resources in the organization through increasing the attitude of militancy in its human resources.*

## Introduction

Change is one of the things that will definitely happen in the life of every human being. Speaking of change, humans today are said to be heading into a new era. An era where habits and ways of life may never be the same again when compared to pre-pandemic times. Some call this era the *New Normal era*. According to Kekesi et al. (2023), *new normal* is a term that emerged as a result of the adaptation process during the Covid-19 Pandemic. Individuals will have new habits from the results of the learning process and the adjustment process due to the Covid 19 pandemic. The impact of the Covid-19 virus in Indonesia affects almost all aspects of public life, such as political, economic, social, cultural, defense and security aspects. Covid 19 also has an impact on the level of people's welfare in Indonesia. At the time of writing, Indonesia is entering a new normal era where people go out of the house by implementing health protocols, namely; Diligently wash your hands, always wear a mask and keep your distance from others.

The Covid 19 pandemic and the *post Covid 19 era* (which is often called the new normal era) can be explained through the VUCA concept. It can be understood based on the VUCA approach due to changes in the *new normal era*. The occurrence of VUCA (*Volatile, Uncertain, Complex and Ambiguous*) where individuals are faced with uncertain, changing, complex and ambiguous situations requires individuals to innovate in order to survive (Shufutinsky et al., 2020). At the organizational level, where the environment undergoes major changes so

inevitably the organization must adapt to these changes. Not only managing existing resources as optimally as possible, but organizations need new strategies and innovations. Successful corporations such as Apple, Google, 3 M and Amazon are adaptable corporations that are able to adapt and are able to implement the latest technology quickly. The term VUCA prime was developed by Bob Johansen (Lawrence, 2013) & Nandram & Bindlish (2017) which includes the skills and abilities to be able to adapt in rapidly changing conditions and full of uncertainty.

The Covid-19 pandemic has had a major impact on the industrial world. With changes in people's consumption patterns and behavior, the industrial sector is divided into two, namely *winning industries* and *losing industries*. *Winning industries* are industries that are able to survive and develop their business even though they are in the midst of a situation of uncertainty in the *Post Covid* era. The examples of industrial sectors included in the category of *winning industries* are; agriculture, oil and gas, *personal healthcare*, retail and food processing, supply of medicines and health services, and *e-commerce*. *Losing Industries is an industrial sector that tends to experience a decline in performance and profit due to the impact of the Covid 19 pandemic. The industrial sectors that are included in the category of losing industries* are; tourism, aviation & shipping, automotive, education, financial services, *real-estate/property*, manufacturing (*non-essential*) sectors.

Indeed, every change that occurs will give birth to new challenges. In the industrial sector included in *Losing Industries*, the main thing that must be prioritized is the strategy or steps so that the company can survive in the midst of the current uncertain situation. On the other hand, in the industrial sector included in *Winning Industries*, the priority may be a strategy to develop its business. Changes in strategy in companies from both categories of industrial sectors will certainly affect the demands of HR (Human Resources) as one of the driving forces of the business.

Changes that occur very quickly in a relatively short time and overshadowed by uncertainty when the pandemic will end are conditions similar to what happened after the Cold War ended in the 90s. At that time the United States Armed Forces introduced the concept of VUCA (*Volatility, Uncertainty, Complexity & Ambiguity*) to describe a world that is rapidly changing, full of uncertainty and ambiguous (Johnson, 2020).

The Japanese occupation period from 1942 to 1945 had various impacts on the Indonesian nation. One of them is the holding of military training by Japan. The military training provided by Japan to Indonesian youths has an influence in shaping the soul, character and characteristics of Indonesian youth who cultivate quite militant attitudes and mentalities in the struggle of the Indonesian nation and through Japanese military and semi-military bodies also gave birth to national warrior figures, such as: General Sudirman, Oerip Sumohardjo, Slamet Riyadi and others (Basari et al., 1942).

Fitriani et al. (2023) in their study on Militancy of PKS Cadres in Political Victory in the 2009 and 2014 Legislative Elections in Lampung stated that the existence of members for political parties is very vital for the running of the organization's work. Party cadres who have loyalty and militants have a maximum role in the process of resource empowerment, development and existence of political parties. Loyalty and militancy are needed in moving the organizational machine to maintain the existence of the organization.

Militant in the Big Dictionary of Indonesian (KBBI) means "high-spirited, passionate and hard-lined". While militancy in the Big Indonesian Dictionary (KBBI) means "toughness in fighting (facing, difficulties, fighting, and so on)". The term militant is often interpreted negatively in Indonesia, because it is associated with radicalism and terrorism (Purwastuti, 2011). As well as Perception, Alamin et al. (2020) in their research on Religious Militancy in Kediri City,

stated that militancy can be interpreted as the ongoing struggle of certain groups to nationalize their sectoral interests. Sectoral interests remain fundamental but are made in such a way as to represent all.

As for now, militancy is still synonymous with radicalism, such as militancy in Salafi jihadi groups that emerged as extremist and exclusive groups that rejected western domination. This rejection is carried out through uncompromising acts of radical terror such as the attacks of September 11, 2001 (Anwar, 2017). The emergence of militant Islamic movements in Indonesia cannot be separated from the model of understanding hadith from the figure Muhammad Nasiruddin al-Albani (Musyafiq, 2023). Militancy is also considered a form of struggle for young people who have idealism, enthusiasm and desire to fight for values & wholeness through religion that they believe to be true (Alam & Aminah, 2017).

The research team saw that there is no really standard concept about militancy and its application in the joints of public life. The lack of scientific literature and articles related to research on the concept of militancy, which then makes it difficult for researchers to enforce the concept. Available scholarly publications on the concept of militancy tend to focus more on a person's negative attitudes such as discussion of terrorism or concepts with negative connotations.

Based on this statement, it appears that previous research has not really examined the concept of militancy thoroughly and comprehensively, thus reflecting the knowledge *gap* in the scientific literature. Müller-Bloch & Kranz (2015) explain that knowledge gaps occur when a certain concept may not yet exist in a particular study or knowledge. Thus, a deeper analysis is needed to establish a broad and rigorous concept of Militancy and consistently prevent confusion in the use of the term "Militancy". In an effort to fill the void of knowledge gaps, this research by defining and exploring the concept of militancy as a whole, is expected to make a significant contribution to the understanding of the concept of militancy, enrich the scientific literature, and provide a stronger guide in the use of this term in various contexts.

The need for concepts related to Militancy is also in line with the vision and mission of the Faculty of Psychology, Universitas Jenderal Achmad Yani and *the research roadmap* of lecturers. Being in the field of Industrial and Organizational Psychology as a science that discusses mental processes and human behavior in organizational *settings*, interests us as researchers to look for this militant character.

## Methods

In this study there is one independent variable, namely the application of militancy characters in the context of people working in Industry & Organizations. This research uses a qualitative approach with the Grounded Theory method, which is one method to develop new theories from empirical data. Strauss & Corbin (1997) explain that *grounded theory* aims to build theories that arise from field data in the absence of initial hypotheses and focuses on the discovery of new concepts. In *the grounded theory* method, data analysis involves a series of systematic and in-depth stages starting from open coding (*Open / Initial Coding*), which is providing labels or codes that are identified from the data collected significantly by reflecting the relevant experience or concept of the data that emerges. After obtaining open code, then collecting similar code and identifying relationships, relationships or causation to form a category, this stage goes to axiomatic coding (*Axial Coding*). The next stage is selective coding, which focuses on analyzing one or a few of the most important core categories by proceeding to identify the main in-depth concepts of the previously formed categories by explaining the relationship between the main concepts of militancy and other categories in the literature found.

This research is focused on exploring and analyzing how the concept of militancy in the perspective of Industrial and Organizational Psychology. The data collection of this study used an in-depth interview method conducted on 9 (nine) resource persons who were considered to be able to provide explanations and understandings related to the concept of militancy. In general, the research subjects, namely the resource persons in this study, are heterogeneous because they have different characteristics from other speakers, some are sourced from pure practitioners in the industrial world, lecturers as academics and the military from the TNI-AD with a background in psychology. The *profile* of the resource person in question is as follows:

Table 1. List of Resources Involved in Military and Organizational Psychology

No	Sources	Sum
1	The TNI-AD military with a background in Psychology education that does a lot of teaching related to Military Psychology	3 persons
2	Academician in Industrial and Organizational Psychology, and has an interest in Military Psychology	3 persons
3	Human Resources practitioners with a background in Psychology education who study Industrial and Organizational Psychology and Human Resources, who currently work in Provincial Government agencies, SOEs, and Factories	3 persons

The data collection carried out was using *in-depth interview* techniques, with interview guidelines used in this study as follows:

Table 2. Interview Guide

No	Question
1	What do you know about the term 'militancy'?
2	How does militancy apply in the context of people working and/or organizing?
3	According to you, is there a concept of psychological theory that already exists – which has similarities with the definition of militancy (according to KBBI)?
4	(if question no. 3 has a yes), can you explain more specifically the similarity of the concept in question?
5	In what situations, militant character is needed in individuals (in work and organization)?
6	What do you think are the characteristics of individuals who have militant character in them?
7	What efforts can the organization make to improve/shape militant character in its members?
8	What factors do you think influence the emergence of militancy in work/organization?
9	According to you, what impacts or consequences will arise if individuals have militant characters in themselves?

After collecting data from participants through interviews and getting open answers, then processed and analyzed thematically using *coding* techniques that aim to organize and group the data obtained into themes of relevant militancy concepts starting from *Open / Initial Coding*, *Axial Coding*, and *Selective Coding* using MAXQDA data analysis. *The output* of this

study is to build a new definition of the concept of militancy, the development of the concept of militancy as a whole which in its preparation requires an understanding of data that arises naturally through data analysis that has been carried out and is able to develop a conceptual model that represents a new understanding of the phenomenon under study, namely the concept of militancy.

## Results and Discussion

The processing process uses coding such as:

Open Coding: researchers look at all data to assign codes to any data of interest related to militancy. Focused Coding: researchers identify concepts that arise repeatedly. These codes are analyzed to reflect a common theme or concept. Comparison and Contrasting: Researchers compare codes and categories to identify relationships. The goal is to develop more complex patterns and understand their interrelationships. Main Theme Development: Some of the categories that have been acquired are combined into broader themes. It needs a review of all the codes, categories and themes that best reflect the core of the data. Verification and Interpretation: Researchers need to make sure these themes really represent the data correctly and then explore the meaning and implications of each theme

Based on the results of data collection through in-depth interviews with 9 resource persons, data analysis was then carried out using *coding* techniques and *obtained coding results* related to the concept of militancy, namely in the form of themes and meanings of militant character experiences as follows:

### Definition of Militancy

Based on the open answer of the resource person from the first question about the term 'militancy', the results of the analysis were obtained which then found 4 main themes, namely: 1) assertive, 2) tough, 3) opinionated, and 4) loyalty. Militancy is a term that is often associated with the military context and has negative connotations where the meaning refers to something radical. However, the wide scope of militancy context in today's life makes the term militancy used in various aspects of life.

The findings of the interviewees' answers related to the term militancy were conveyed in the form of experience that every individual is needed to have a militant character because in living life individuals must be firm and tough such as having resilience, spirit, having toughness, readiness to fight or act intensively, trying to achieve goals or goals to be achieved, not giving up in any situation, working earnestly, strong attitude or spirit, and carry out what is authority and responsibility. The findings were conveyed by the resource persons as follows:

*"Militancy is a strong and assertive attitude or spirit in supporting or championing a cause or agenda, especially in a political, social, or ideological context" (AB)*

*"Well, so if I'm here it's more about how we as workers can carry out what is our authority and responsibility" (EJ)*

*"Militant means not giving up under any circumstances, trying to achieve the goals to be achieved. If the term in the military is 'mission accomplished' then mission accomplished whatever the risk" (EH)*

Other findings found that in the face of various life problems that experience rapid changes, individuals are needed as individuals who have an attitude such as the act of defending something for great interests, have a hard stance, and views that are different from people in general. This was conveyed by the resource person in the following statement:

*"Yes, so the first to hear that militancy is owned by people who have such a strong opinion. Hard-lined, has a different view from the average person, so that" (S)*

*"What I do know is that militancy is more about defending something for the greater good" (RK)*

In addition, individuals as individuals must have loyalty which is shown by sincerity in defending something, loyalty and high loyalty, and very committed to certain views or goals. The statement was conveyed by the resource person, which is as follows:

*"Militancy is a high loyalty, yes. A high degree of loyalty to the place where the organization is where he works" (H)*

### **Forms of behavior**

The results of the data analysis found that militancy can be exemplified in the form of behavior. The main themes are: 1) committed, 2) responsible, 3) determined, 4) sacrifice, and 5) striving. These themes based on the understanding of the resource persons are explained in experience including being committed, being able to say or promise that they will not back down before succeeding, obeying, loyal to something without coercion from any party, and a strong commitment to a certain goal or agenda. The experience was expressed by the resource person as follows:

*"If we face that on the ground we just say or promise that we won't back down until we succeed, that's one."*

*"Now militancy is like a tough person, certainly not separated from the efforts of someone with obedient behavior, then he is disciplined, a strong effort to achieve a goal in a more planned way" (BS)*

In addition, the theme of responsibility as a form of behavior from militancy includes doing work to completion, doing things in a planned manner, and discipline. The experiences conveyed by the speakers included the following:

*"But if we talk about beyond the call of duty or Organizational Citizenship Behavior at 5 o'clock the work is not finished but he still finishes like that, so if we don't have militants it will be done the next day," (EH)*

The theme of opinion is conveyed by having constancy, the values that are fought for which are recognized as true, defending the principles or opinions they have, and also having a sense of defense. The statement was conveyed by the resource person as follows:

*"If examined it is the quality of psychology, yes, so there are values that are fought for, if for example this person is an infidel it means that it is the values of yes well or the Pattimura earlier, will colonize, yes, the colonizer must be expelled for taking what is not his right, because it is not the one who has territory in Indonesia" (S)*

*"His behavior of militancy is more about defense, giving what he has to eliminate or defend a principle or opinion and then there is a continuous effort, not giving up easily, yes it is militancy" (RK)*

The findings on the theme of sacrifice are by having high dedication and an attitude that is willing to sacrifice. This is explained by the source in the following statement:

*"Militancy refers to behavior that reflects a fighting spirit, high dedication, and strong commitment to a particular goal or agenda" (AB)*

*"Militancy is an attitude that is willing to sacrifice and do something and loyal to something without coercion from any party, so with self-awareness" (H)*

The theme of striving based on the understanding of the resource person is in trying to achieve what is desired, not giving up easily and having a fighting spirit. The expressions conveyed by the resource persons were as follows:

*"Wanting something must be trying to achieve that. He does various ways so that he can achieve what he wants but with such positive things or ways" (N)*

*"So they are what I know, because my husband had been to East Timor when he was still precarious and they did it with all their might. Can't give up. For example, it seems that the army is stronger, we better retreat first to strategize next" (IA)*

### **Application in the organization**

Based on questions in the interview regarding the application of militancy in the context of working and / or organizing the interviewees, the main themes were found, namely: 1) tolerance of differences, 2) *hardiness* for resilience for workers as strong as possible, 3) enthusiasm, 4) loyalty, 5) *flexible*, and 6) sacrifice. The meaning of this theme is based on the understanding of the speaker, namely about the militant character that is indispensable in the organization because every individual needs to have a tolerant attitude towards differences, enthusiasm, *hardiness* for workers as hard as possible, loyalty both in terms of cooperation, *work engagement*, commitment within one organization, obedience to orders, and instilling the values that the organization has when working. The experiences conveyed by the speakers were as follows:

*"The values instilled for example must work hard, must respect seniors, work together. So there is a value of working hard, tolerant of differences, cooperating, willing to sacrifice" (S)*

*"In the context of people working and organizing, the term "militancy" is often used in a broader sense than just referring to acts of violence. It can refer to a strong passion, commitment, and dedication to achieving organizational or corporate goals" (AB)*

*"Now if he behaves in an organization, of course he must commit to that organization, commitment in one organization, of course, he must first learn the vision and mission of the organization, so yes" (BS)*

Another theme is *flexible*, namely daring to take over work when changes occur, having responsiveness to one task. The statements expressed by the resource persons include the following:

*"It's more or less the same which means that in the organization means responsiveness to one task, one instruction, one deadline, work targets, he can work well" (N)*

In addition, the application of militant character in the organization can also be shown by having a sacrificial attitude such as willing to sacrifice, sacrificing many personal interests for the benefit of the organization, and strong dedication to achieving organizational or company goals. The theme can be seen from the experience stated by the resource persons as follows:

*"Maybe if a person who works more towards the goals of his organization itself, achievements, goals of his organization, he sacrifices more personal interests for the interests of the organization" (RK)*

## **The situation with the need for militancy**

Findings in the form of themes obtained regarding situations that require militancy character are: 1) in all aspects / situations, 2) when changes occur, 3) in challenging situations, and 4) when developing the organization. Militant character is actually needed in all aspects or situations at hand, but especially militancy character is needed in challenging situations such as when there are differences in personal and organizational values, fighting for employee rights, overcoming conflicts or disputes, fighting injustice, when faced with difficulties, and when in critical situations. In addition, the need for militancy can be in times of change such as rapidly changing situations, changes in organizational culture, structural change challenges, and social change and advocacy. The militant character is also needed when developing the organization such as advancing the organization's mission, innovating and developing, and bringing the organization to the next goal. The findings are based on the experience and understanding conveyed by the resource persons in the following statement:

*"Well, so every job we do we are required to have something more, so it doesn't work according to its standards. So, we must be able to provide something more because if we are faced with customers, the demands in us not only meet customer needs but exceed customer expectations" (EJ)*

*"Yes, in critical situations it will be very visible, and if asked about the fast-changing situation, if today the picture is all stable or all the worlds are dynamic or fast changing. So if we don't follow it, it means we don't survive" (EH)*

*"Actually, not only in work, in everyday life it is also needed maybe when we face challenges. When there are challenges, when we have difficulties, that are faced, maybe a person who does not have this militant aspect in him may be more surrendered to circumstances" (N)*

*"Yes, this character is indeed very necessary for organizations that are developing and heading to the next goal. Make it usually we can't just stand idly by already ready. But if militancy is not here it is also needed for the development of human resources for the next in career" (IA)*

## **Characteristics of individuals with militancy**

From the findings obtained that individuals who have militant characters are characterized by individuals who are tenacious, obedient in terms of discipline, conformity with the direction of the organization and always follow existing rules; have leadership spirit such as a sense of responsibility, constancy, ideological commitment, can lead and influence, can give opinions, fight for the values in their company, defend their principles and are not afraid to rebel if there are things that is considered unfair or incorrect. The other characteristics are growth-minded individuals who *have a drive* for change, have initiative, have a critical mindset, and are able to think positively; have a fighting spirit characterized by a willingness to sacrifice, can face difficult situations, are excited, are not easily discouraged, struggle to achieve goals, and do not give up quickly. Then the individual has the desire to be better by striving to increase knowledge, experience and has the desire to achieve. The characteristic of individuals with militancy is being able to cooperate with active involvement and collaboration between colleagues. Based on the experiences expressed by the resource persons, they are as follows:

*"Yes, there must be a willingness to sacrifice earlier, a fighting spirit, there is firmness, persistence, perseverance in fighting for something" (S)*

*"Yes, people who are passionate, do not give up quickly, people who do not give up, people who can face difficult situations, maybe like that means not giving up quickly"*  
(N)

*"Now that was like discipline, responsibility, then never giving up, having initiative"*  
(EH)

### **Militancy Forming Factors**

A person who has a militant character can be caused by several factors including because there is a unity of personal and organizational values; have education and knowledge; the presence of personality elements such as critical thinking and reflection, ideological values and beliefs, good intentions, high curiosity, and high motivation; the presence of external influences such as the presence of charismatic leadership types, activism and organizational experience, *job satisfaction*, social support from the surrounding environment and parenting; can also be caused by unpleasant things such as those that occur in political and social contexts, personal experiences, dissatisfaction with the system, and the existence of crises or emergencies that make individuals motivated to bring out militant characters in an effort to overcome these unpleasant things. Findings in the form of themes obtained from the results of data analysis, which were expressed by the resource persons as follows:

*"Yes, the factor we turn back again may be an element of personality, yes, so people who want to use the term dominant so yes it is more for militants but there are people who are consciousness too, yes he is very obedient to procedures and rules, very detailed and detailed it can also be militant, but the militants with the thought, if the dominant person with such actions" (RK)*

*"If the factors from within are internal, first one he must indeed have a high curiosity, now with high curiosity everything he faces he will make as information, as a data or information that he can develop like that, so when facing something with high curiosity, he knows what to do. Now that's a factor from within him, then the curiosity to learn must be there, now that's what from within if I think it is the main factor, if there is that aspect, automatically if something happens, it can be ignored like it's not my business. Then if the external factors are actually if the external factors are more conditioning, but if I look at the main factors in themselves, if the external factors are the first hope of the work environment if for example the work environment is harmonious, conducive it will definitely grow our enthusiasm too, then we come to the office full of enthusiasm, but that's back again, the main factor is in him" (EJ)*

### **Efforts to Shape the Character of Militancy**

To shape militant character can be done by increasing activeness such as advocacy, activism, and active participation space; providing motivation through communication, recognition and appreciation, enforcing *reward and punishment systems*, and making challenging targets; instilling cultural and organizational values such as the necessity to bring out organizational character, directing individuals to work in accordance with culture its work, enforcing organizational rules, providing organizational values, as well as the consistency of values and actions; providing education and coaching such as leadership development, providing training, harmony in employee development and conditioning the organization's work climate; and accommodating needs such as providing learning opportunities, accommodating employee desires for organizational achievement, support networks, *inspirational contexts* and other supporting facilities. The themes that became findings regarding efforts to shape the character of militancy based on the experiences conveyed by the speakers were as follows:

*"Organizations or companies can condition it in various ways, in this case also the company has its own culture. Have rules of the game, our own rules, now if we direct these conditions to something better such as discipline, there is a reward and punishment system, a factor that can mold people into militants" (N)*

*"Yes, so from one of the organizations or leaders or leadership elements must be able to create a work culture or work climate that supports the emergence of such behaviors, instilling values" (EH)*

### **Causative factors of militancy in organizations**

The themes that become findings regarding factors that influence the emergence of militancy in organizing are divided into external and internal factors, external factors such as influences from the outside environment which can be in the form of cultural and traditional influences, economic or social conditions, encouragement from the social environment, social or political demands, access to communication technology, media and information, the existence of charismatic leadership and waves of activism; the embodiment of needs individuals with flexible organizations, provision of facilities and infrastructure, and supportive work culture or climate; Provision of motivation such as the introduction of *reward and punishment systems*; the presence of unpleasant situations such as being faced with crisis or conflict situations and dissatisfaction with justice. While internal factors that influence the emergence of militancy in organizations such as the existence of values and beliefs in the form of ideological beliefs, religious teachings, moral and moral beliefs, and values fought for by individuals; the existence of personal desires that arise in individuals such as curiosity, a sense of belonging and having the desire to do challenging things; the presence of personal experience; And can be influenced by the mindset of individuals who think positively, *growth mindset* so that they have psychological resilience to become militant individuals. In the statement delivered by the resource person, there are experiences from the themes found including the following:

*"Earlier, there was a supportive culture or work climate, there was a reward and punishment system that could respect the attitudes of militant members. Continue to have a flexible organization, don't let someone take the initiative but say 'what do you take the job' is even scolded, then it's chaotic so don't be rigid or rigid" (EH)*

### **Impact of individuals with militancy**

The militant character possessed by individuals can cause various kinds of impacts, both positive and negative impacts. Positive impacts that may arise include high fighting spirit by having commitment, dedication, and having an unyielding nature; able to face difficult situations such as being tough when facing obstacles, being able to face problems optimistically, solving a problem appropriately, and being able to do tasks in accordance with set targets; have self-acceptance such as not lamenting or criticizing what is happening and can enjoy it more; There are positive changes such as strong advocacy, having influence and leadership, being disciplined, having good responsibilities, *resistance to change*, having an increased income, having a good career, and exceeding targets. While the negative impacts that can arise include showing indifference because the individual is rigid and apathetic; Being tough as being too ambitious, will justify all means to achieve his desires, carry out extreme activities or violence, polarization and disagreement, loss of compromise, and create conflict and tension. Based on the findings regarding the impact of individuals with militancy characters, it can be seen from the understanding conveyed by the speakers, including:

*"Maybe for certain positions such as sales, he has militancy that is not easy to give up, is udag, pursued, but militancy in the existing structure of subordinate superiors may*

*be a bit difficult too, right, especially now that the direction is made team work, so individuals no longer stand out, but teamwork" (RK)*

*"That a person who has high militancy, high fighting power, high toughness, how he gets into an organization must be positive things in the organization that must come on time, responsibility, discipline, he works always using targets, he can solve one problem appropriately" (BS)*

*"So the negative if it's too militant, it's stiff, apathetic, if it's extreme militant" (S)*

Based on the results of data analysis using *coding* techniques, there are themes as findings that include the concept of militancy that can be used for illustrations and definitions related to what militancy is. Militancy can be interpreted as a character that is assertive, tough, a person who has loyalty, and a high opinion. This study illustrates the complexity of the concept of militancy by involving various aspects, which shows that militancy, which is often associated with the military dimension and is considered to have negative connotations, actually has a wider scope in everyday life. Although this concept is important for an individual's resilience in the face of life, the scientific literature presents contrasting viewpoints.

In literature, the concept of militancy is often seen as radical and can have a negative impact. In Adian (2011) states that militancy is born from the formation of collective identity antagonistically and how the origin of militant struggle occurs only for radical equality, this is shown by the prosecution of universality, freedom and radical emancipation in other words that militant politics is born when parts that are not considered as "parts" struggle on behalf of the whole. While the findings in this study show the militant character needed to achieve goals positively both in individuals and groups. The concept of militancy that is present on the surface is often associated with politics, religion, radicalism and reflects an excess of militancy that can produce violent behavior, indifference, and even violence. Furthermore, the literature shows an overly narrow understanding of militancy, warning that fanaticism can be detrimental to cooperation and harmony in society. However, Hadiwardoyo (2012), for example, states that with regard to religion and religious believers who logically believe their religion is the most correct it is called militancy compared to fanaticism, because militancy is still open to tolerance.

In an organizational context, the findings of this study suggest that the need for militant character is highly recognized. But the findings also put limits on the concept of militancy in relation to the exaggeration of militancy that can trigger potential conflicts arising from hard stance and lack of flexibility. Organizations need to find a balance between assertiveness and tolerance for differences in order to achieve goals effectively. In addition, the findings obtained from this study highlight that militancy is useful in various aspects of life. While important in the face of challenges and change, the exaggeration of militancy can be an obstacle in contexts that require adaptability and collaboration.

In analyzing individuals with militancy, the findings present views on militant traits that can have positive effects such as fighting spirit and suggest that the emphasis on militancy needs to be balanced with values such as empathy and concern for others. In fact, it is urgent to immediately build a militant national character, which means developing a character that is persistent, never given up by any difficult situation, courage to persist in the face of obstacles, fighting to defend the principles of goodness and truth to the last drop of blood, exerting all power to achieve dreams and ideals (Purwastuti, 2011).

The factors forming militancy as the findings of this study involve the unity of values, education, and environmental influences. However, militant character alone is not enough to build a diverse Indonesian nation in all aspects, both religious, ethnic, socio-cultural, customs,

and language. Therefore, in an effort to shape militant character, the findings of this study emphasize the need for a balanced and sustainable approach. Education, motivation, and organizational values are recognized as key factors, but it is necessary so as not to neglect the individual's need for flexibility and balance in life.

Causative factors of militancy in organizations were also found in the study's findings. External factors such as the social environment and internal factors such as individual values and beliefs play an important role. However, the findings warn that too much militancy can harm organizational harmony and complicate cooperation. The impact of individuals with militancy can create a number of positive impacts, such as high morale and achievement. Even in the military context, Jumadi (1990) explained that militancy is a fighting spirit embedded in the nation through the manifestation of daily thinking, attitudes and behaviors through military and semi-military channels. But on the other hand, this militancy provides a warning of potential negative repercussions including indifference and interpersonal conflict.

## Conclusion

The conclusion of the research that has been carried out is the definition of militancy, namely as a character that is firm, tough, a person who has loyalty, and a high stance. Individuals who have a militant character are characterized by that the individual is an individual who is obedient in terms of discipline, conformity with the direction of the organization and always follows the existing rules; Have a leadership spirit such as a sense of responsibility, constancy, ideological commitment, can lead and influence. The findings expressed through the categories of the concept of militancy provide a comprehensive picture and illustrate the importance of having a strong militant character and being committed to facing challenges, working earnestly and achieving goals. The discussion showed that scientific literature has an important role in shaping the concept of militancy to be more stable and comprehensive, one of which is that the findings obtained show militancy that is not only related to the military context, but also has a wide scope in everyday life. Overall, this study provides a balanced view of the concept of militancy. However, it is very important for individuals or groups to understand that the concept of militancy has limits and it is necessary to emphasize that militancy must be regulated wisely to avoid negative consequences that may arise.

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