

# The Role of Educational Leadership in Maintaining Solidarity and Organizational Existence Amidst Social Value Changes: A Study at DPD LVRI Southeast Sulawesi

Barmuddin<sup>1</sup>, Maudhy Satyadharma<sup>2</sup>, Triana Nur Safitri<sup>3</sup>, Ihsan Tongasa<sup>4</sup>, Eko Wahyu Prasetyo<sup>5</sup>

<sup>1</sup> DPD LVRI Sulawesi Tenggara, Indonesia, <sup>2</sup> PD PPM Sulawesi Tenggara, Indonesia, <sup>3</sup> PC PPM Kendari, Indonesia, <sup>4,5</sup> Institut Agama Islam Negeri Kendari, Indonesia  
Email: [maudhymaudhy@gmail.com](mailto:maudhymaudhy@gmail.com)

## Article Info

### Article history:

Received November 14, 2025  
Revised November 29, 2025  
Accepted December 07, 2025

### Keywords:

Existence, Leadership,  
Solidarity, Veteran

## ABSTRACT

This study aims to analyze the role of leadership in maintaining solidarity and the existence of veteran organizations amidst the dynamics of social change occurring in Southeast Sulawesi Province. A qualitative approach was used in this study, through in- depth interviews and participant observation. The results show that leadership plays a crucial role in reviving the values of struggle, strengthening internal solidarity, and adapting the organization's direction to modern social challenges. Adaptive, communicative, and value-oriented leaders are able to maintain the existence of veteran organizations and keep them relevant in society.

*This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.*



## Corresponding Author:

Maudhy Satyadharma  
PD PPM Sulawesi Tenggara, Indonesia  
Email: [maudhymaudhy@gmail.com](mailto:maudhymaudhy@gmail.com)

## INTRODUCTION

Leadership is a central element in organizational dynamics, especially social organizations that have historical roots such as veterans organizations (Gultom, 2024; Wijono, 2018). Leaders are the guardians of the value of struggle as well as a driver of solidarity between members (Susmoro, 2022). Leaders must be able to foster a spirit of solidarity and a sense of togetherness among members through moral examples, effective communication, and the ability to mobilize collective participation.

In the midst of rapid social change, adaptive leadership is needed to maintain a balance between preserving historical values and organizational innovation (Al Fawaz, 2024; Sunaryono et al., 2025). Leaders who are able to inspire, communicate effectively, and adapt to the times will ensure that veteran organizations remain existing, relevant, and meaningful to modern society (Muslim, 2024; Napisah et al., 2024; Verawati et al., 2025).

Veterans, as witnesses to the history of the nation's struggle, have a moral responsibility to maintain national values and nationalism in the midst of rapid social change (Satyadharma & Erfain, 2022; Silondae et al., 2025). However, the existence of veteran organizations today faces serious challenges due to modernization, the decreasing number of organizational

members (LVRI) due to the death and the uneven distribution of leadership human resources in carrying out leadership functions (Satyadharma et al., 2024).

In Southeast Sulawesi Province, veteran organizations such as the Veteran Legion of the Republic of Indonesia (LVRI) have an important historical role in maintaining the values of patriotism and social solidarity (Satyadharma et al., 2025). However, social changes marked by the flow of digital and other information eroded the spirit of togetherness among veteran members. These challenges require a leadership figure who is able to adapt, innovate, and become the glue of solidarity between members.

Leadership in the context of veteran organizations not only serves as a direction for organizational policies, but also as a moral driver and guardian of the identity of the struggle (Sarjito & Duarte, 2024). Effective leaders are able to revive the values of solidarity and togetherness of members, all of whom are elderly and elderly, in ensuring that the organization continues to exist in the flow of dynamic social change (Sari et al., 2025).

Based on this background, this research focuses on how the role of leadership in maintaining the solidarity and existence of veterans' organizations in the midst of social change, with a case study in Southeast Sulawesi Province.

## RESEARCH METHODS

This research applies a qualitative approach, which is an approach that aims to describe and understand in depth problems related to programs, data, and experiences experienced directly by researchers in the field.

The location of the research was determined in Kendari City, with a focus on the role of leadership in maintaining the solidarity and existence of the Southeast Sulawesi Province LVRI DPD in social change. The selection of informants is carried out purposively, namely based on certain considerations and criteria that are considered most relevant to the purpose of the research.

**Table 1.** Research Informant

No	Name	Position
1	São Paulo	Secretary of DPD LVRI Southeast Sulawesi
2	Lily Mufliha	Head DPD Piveri Southeast Sulawesi
3	Tina Trisarana Andriani Silondae SP.,MP	Acting Chairman of PD PPM Southeast Sulawesi

Source : Primary Data (2025)

## RESULTS AND DISCUSSION

### Leadership in Maintaining Solidarity and Organizational Existence

Good leadership has been proven to increase solidarity among members through joint activities and strengthening organizational identity (Asriyati & Satyadharma, 2023; Iswahyudi et al., 2023; Lorita et al., 2023). Leaders act as moral symbols that unite members in the midst of differences in social backgrounds.

The existence of veteran organizations is also increased through activities that provide direct benefits to the community, such as counseling for national defense, and community service (Indrawan et al., 2021). In addition, the existence of the organization is also getting stronger with the existence of friendship activities between members so that it is hoped that the value of togetherness of the organization is held by all members of the organization.



**Figure 1.** Visit of DPD LVRI and Piveri Southeast Sulawesi Management to one of the Veteran Warakawuri

Thus, leadership not only maintains the existence of the organization, but also affirms its relevance in the contemporary social context. Visionary leaders are able to reinterpret the organization's core values to remain contextual and meaningful for today's generation. An organization's relevance is not only measured by its sustainability, but also by its ability to make a real contribution to society through innovation, social participation, and the strengthening of collective identity in accordance with the dynamics of modern life.

### **Leadership Strategies in Maintaining the Existence of the Organization**

To maintain the existence of organizations in the midst of social change, veteran organization leaders implement several strategies, including:

- 1) Revitalizing the value of struggle through educational activities such as national counseling in schools.

Revitalizing the value of struggle through educational activities, such as national counseling in schools, is an important strategy in maintaining the existence of veterans' organizations (Barmuddin et al., 2025). This effort has a dual function, namely to strengthen the organization's identity while transferring the value of nationalism to the younger generation. Veteran organization leaders play the role of value agents who connect the spirit of past struggles with the context of modern life (Musadad, 2024).



**Figure 2.** The Chairman of DPD LVRI Southeast Sulawesi gave a briefing to Paskibaraka Kindergarten Southeast Sulawesi Province  
*Source : DPD LVRI Southeast Sulawesi (2025)*

Counseling activities create a space for intergenerational dialogue, expand the influence of the organization in the social sphere, and build a positive image of veterans as preservers of the spirit of nationality. This revitalization also affirms the social function of veteran organizations as a moral institution of the nation, not just a historical symbol (Pirsouw et al., 2025). By reviving the spirit of patriotism and social solidarity, veterans' organizations are making a real contribution to strengthening national identity. This function goes beyond the symbolic role of guardians of history, as veterans help build national awareness through example and social activities.

Thus, this educational strategy is not just about maintaining existence, But it also renews the meaning of the existence of organizations in a society that is undergoing a shift in values due to the flow of globalization and digitalization.

2) Digitizing organizational communication by utilizing social media for the publication of activities

Even though it is limited, the management of DPD LVRI Southeast Sulawesi has maximized the use of information media according to the times, such as the use of group Whataspp media to convey information on activities to members quickly and efficiently and effectively.



**Figure 3.** Monthly Meeting at the Southeast Sulawesi LVRI DPD Office Source: Southeast Sulawesi LVRI DPD (2025)

- 3) Cross-sectoral collaboration, such as collaborating with the Social Service and the TNI in social activities.

Cross-sector collaboration with government agencies such as the Social Service, the TNI, and the community is an effective strategy in strengthening the existence of veteran organizations (Kritian & Herlia, 2025). This collaboration opens up space for synergy of mutually beneficial programs, such as social activities, and national defense coaching. Through partnerships, veteran organizations gain resource support, public legitimacy, and opportunities to expand their social roles.



**Figure 4.** Group Photo of LVRI, Piveri and PPM Southeast Sulawesi with Forkompida at the 2025 Harvetnas Ceremony

*Source : PD PPM Sulawesi (2025)*

Leaders who are able to build cross-sector networks demonstrate organizational diplomacy skills and adaptation to local socio-political dynamics (Suharyo, 2024). The collaboration also strengthens the position of veterans organizations as strategic partners of the government in instilling patriotic values in the community.

- 4) A cross-generational approach, by involving veterans' children and grandchildren in organizational activities so that the value of struggle is still inherited.

A cross-generational approach involving veterans' children and grandchildren is an important strategy in ensuring the sustainability of the value of the struggle. Leaders of organizations that implement this strategy are oriented towards the continuous regeneration and inheritance of national values. Through the involvement of the younger generation in organizational activities, a sense of belonging and emotional attachment to the legacy of struggle is formed (Anggara, 2022).





**Figure 5.** Meeting with DPD LVRI, DPD Piveri and PD PPM Southeast Sulawesi*Source : PD PPM Sulawesi (2025)*

This approach also bridges the value gap between the old and new generations, so that the organization is not trapped in the romanticism of the past. Cross-generational interactions strengthen solidarity, expand the potential member base, and add new energy to organizational dynamics. In addition, the participation of the younger generation helps veteran organizations adapt with communication and technology trends. The strategy shows that adaptive leadership is a key factor in maintaining the existence of veteran organizations to remain relevant in the modern era.

## CONCLUSION

This study concludes that leadership has a strategic role in maintaining the solidarity and existence of veterans' organizations in the midst of social change. Effective leaders not only function as the driving force of the organization, but also as the guardians of the values of struggle and national identity.

Solidarity between members can be maintained through joint activities, open communication, and fostering the value of nationalism. Meanwhile, the existence of the organization can be maintained through social adaptation strategies such as digitalization, cross-agency collaboration, and the involvement of the younger generation. Leadership that is based on the values of struggle, humanist orientation, and is open to change is the key to the sustainability of veteran organizations in Southeast Sulawesi.

The suggestions from this study include:

- 1) For Veterans Organizations: It is necessary to strengthen leadership regeneration by involving the younger generation so that the value of struggle continues.
- 2) For Local Governments: Support for collaborative programs that involve veterans in social activities and character education is needed.
- 3) For the Next Researcher: It is recommended to conduct a comparative study between regions to assess differences in leadership styles in maintaining the solidarity of veterans' organizations in various social contexts.

## BIBLIOGRAPHY

- Al Fawaz, A. H. S. (2024). Contemporary Challenges in Developing Character Innovation in Islamic Education Leadership: Responding to Global Trends with Adaptive Solutions. *Proceedings of International Conference on Educational Management*, 2(2), 67–86.
- Anggara, O. (2022). Youth Social Participation and Its Implications for Nationalism. *Journal of Community Empowerment*, 10(1), 61.
- Asriyati, A., & Satyadharma, M. (2023). The Role of Leaders and Interpersonal Communication in the Implementation of the ASN Simponi Application at the

- Southeast Sulawesi Provincial Transportation Office. Masip: Journal of Applied Business and Public Administration Management, 1(4), 16–26.
- Barmuddin, Satyadharma, M., Silondae, T. T. A., Hado, M., & Ahiula. (2025). Veterans and the Increase of Nationalism to the Young Generation (Study on Paskibraka Southeast Sulawesi Province in 2025). Journal of Sustainable Empowerment: Bakti Papsel, 1(2), 1–9. <https://doi.org/10.63185/bakti.v1i2.186>
- Gultom, S. (2024). A Study of Leadership Behavior in Organizations. Medium Pregnancy.
- Indrawan, J., Aji, M. P., & Ilmar, A. (2021). Counseling on the Implementation of State Defense for the Community of Rempoa Village, East Ciputat District, South Tangerang. OUR SERVANTS: Journal of Community Service, 4(1), 1–11.
- Iswahyudi, M. S., Munizu, M., Mukthamar, A., Badruddin, S., Suryani, L., Kustanti, R., & Kelana, R. P. (2023). Organizational Leadership: Theory and Practice. PT. Green Pustaka Indonesia.
- Kritian, I., & Herlia, T. (2025). Institutional Strengthening in Veteran Development: A Coordination Study between Kodam and the Directorate of Veterans of the Ministry of Defense. Journal of Defense Resource Education and Development, 2(1), 66–73.
- Lorita, E., Saputra, H. E., Yusuarsono, Y., Imanda, A., Sariningsih, M., Kader, B. A. C., & Mirwansyah, M. (2023). Fostering a Sense of Solidarity in the Organization. Journal of Dehasen for the State, 2(2), 157–162.
- Musadad, A. A. (2024). Constructivism-Based History Teacher Strategy in Internalizing JSN 45 to Support the Golden Indonesia Vision 2045. Santhet (Journal of the History of Education and Humanities), 8(2), 2682–2689.
- Muslim, M. (2024). The Ideal Leader of the Future. ESSENCE: Journal of Business Management, 18–32.
- Napisah, S., Judijanto, L., Apriyanto, A., & Sepriano, S. (2024). Visionary Leadership: Building the Future of Organizations. PT. Green Pustaka Indonesia.
- Pirsouw, M., Setiawan, A. G., Saepudin, A., Satyadharma, M., & Silondae, T. T. A. (2025). Actualization of Fighting Values: The Involvement of Panca Marga Youth in the Commemoration of the Anniversary of the Indonesian National Army (TNI) in 2025 (A Form of Existence). Journal of Social Sciences and Humanities, 1(4), 1387–1396.
- Sari, N., Khan, M. R., & Norroma, D. (2025). Transformational Leadership in Encouraging Mutual Cooperation in Bumiayu Village, Dumai City. Journal of Community Service STIA LK (PESAT), 4(1), 258–267.

- Sarjito, I. A., & Duarte, E. P. (2024). *Fearless Leadership: The Influence of Courage in Military Command*. Indonesia Emas Group.
- Satyadharma, M., Barmuddin, B., NurSafitri, T., Putra, Z., & Kasim, S. S. (2025). Strategic Partnership between the Government and Veterans Organizations: A Case Study of PPM and LVRI in Southeast Sulawesi Province. *Synergy: Journal of Governance and Public Policy*, 1(1), 42–49.
- Satyadharma, M., & Erfain. (2022). The Role of Veterans in Increasing the Spirit of Nationalism in the Community: A Study on DPD LVRI Southeast Sulawesi. *Journal of Social and Humanities Current*, 2(2), 117–127. <https://doi.org/10.57250/ajsh.v2i2.85>
- Satyadharma, M., Karamani, D. D., & Nurlimah, N. (2024). Communication Pattern of DPD LVRI Southeast Sulawesi Province in Maintaining the Existence of the Organization. *Journal of Digital Communication and Design (JDCODE)*, 3(1), 16–23.
- Silondae, T. T. A., Satyadharma, M., & Safitri, T. N. (2025). Veterans of the Republic of Indonesia as a Source of History Learning (A Contribution of Thought to the World of Education). *Kandole (Multidisciplinary Study and Analysis of Educational Services)*, 1(2). <https://journal.baktinusantarasultra.org/kandole/article/view/13>
- Suharyo, B. (2024). *Cooperation Management System: A Civil-Military Cooperation Model in National Resource Management*. Mega Press Nusantara.
- Sunaryono, S., Aswan, M. K., Maulana, A. W., Adiatma, T., Irayani, I., Minarsi, A., & Rusmini, R. (2025). *The Art of Management: Creating an Adaptive and Innovative Organization*. PT. Star Digital Publishing.
- Susmoro, H. (2022). *Pancasila Leadership*. Pandiva Books.
- Verawati, D. M., Ratnawati, S., Achsa, A., Ikhwan, K., Giovanni, A., Mujib, M., & Rumah, P. P. (2025). *Organizational Leadership: Theory, Style, and Dynamics in the Global Era*. Publisher of Pustaka Rumah C1nta.
- Wijono, S. (2018). *Leadership in an Organizational Perspective*. Gold.