-RESEARCH ARTICLE-

NAVIGATING SUCCESS THROUGH LEADERSHIP DYNAMICS: A TRIAD ANALYSIS OF LAISSEZ-FAIRE, CHARISMA, AND SITUATIONAL LEADERSHIP IMPACT ON MISSION ACHIEVEMENT

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─**Abstract**─

The achievement of military missions holds utmost importance, as it carries implications that extend beyond the realm of national security to encompass broader global stability. The role of effective leadership in military units is crucial to attaining mission success. The objective of this research is to examine the complex interconnections between various leadership styles, namely laissez-faire, charismatic, and situational leadership, in conjunction with team autonomy, soldiers' emotional intelligence, and mission success in military environments. Our study investigates the intricate dynamics that contribute to the achievement of mission objectives by analysing a sample of 378 soldiers from diverse military units. The selection of participants was carried out using a cluster sampling technique. The results of the study indicate that both charismatic and situational leadership styles have a positive effect on the achievement of organisational goals, whereas laissez-faire leadership styles have a detrimental impact. The concept of team autonomy plays a crucial role in mediating the impact of leadership styles on the achievement of organisational goals. Moreover, the emotional intelligence of soldiers has been recognised as a moderating factor that impacts the extent of the association between team autonomy and the achievement of mission objectives. The aforementioned insights offer a theoretical and practical basis for optimising leadership practices and improving mission outcomes within military contexts. Equipped with this acquired knowledge, military commanders are able to more effectively navigate the complexities inherent in their positions, make well-informed judgements, and ultimately improve the overall outcomes of their missions. Within a dynamic and continuously changing environment characterised by significant consequences, the present study provides a valuable navigational tool for effectively guiding military operations towards achievement and the promotion of worldwide equilibrium.

1. TRODUCTION

The role of leadership in organisations and institutions is a dynamic and integral component that significantly influences their achievements and influence (Legionosuko, Widodo, & Halkis, 2022). The importance of effective leadership cannot be overstated, as it plays a crucial role in providing direction and guidance to a group in order to achieve its objectives and aspirations (Dawy, Yohana, & Widodo, 2022). Leaders possess a role that extends beyond being symbolic representatives; they serve as creators of a strategic vision, assuming the responsibility of mapping out the direction, making pivotal choices, and motivating their followers (Suseno, Listyaningsih, & Maryudi, 2022).

The influence of leadership transcends the confines of corporate boardrooms and government offices, serving as a fundamental element of advancement in various domains such as business, education, healthcare, and non-profit organisations (Brohi et al., 2021). Within the military context, leadership plays a crucial role in ensuring the successful accomplishment of missions, as the outcomes carry significant consequences and often involve matters of life and death (Siagian, Setyadi, Hendri, & Fitrio, 2022). Military leaders are responsible for the successful attainment of strategic goals and the preservation of the welfare and security of their personnel (Nissinen, Dormantaitė, & Dungveckis, 2022). Moreover, leadership has a significant impact on various aspects such as team performance, cohesion among diverse team members, and motivation that drives individuals and organisations to reach their maximum capabilities (Rehardiningtyas & Almubaroq, 2022).

Within the military context, the concept of leadership assumes a heightened level of significance. Military commanders are required to operate within intricate and highly demanding contexts, wherein the outcomes of their choices can yield both immediate and extensive effects on the mission and the individuals under their authority (Bekesiene & Smaliukiene, 2022). Concurrently, the achievement of military objectives is contingent upon the capacity of leaders to instill resolute commitment, adherence to regulations, and reliance within their respective teams (Phayal & Prins, 2020). Furthermore, it is frequently required in military leadership to possess the ability to adapt and demonstrate prompt and strategic decision-making skills when confronted with challenging circumstances (Zordi, Sumantri, & Madjid, 2022). Within the context of leadership-military dynamics, three distinct paradigms emerge: laissez-faire leadership, charismatic leadership, and situational leadership. These paradigms provide valuable insights into the ways in which leaders can exert influence and provide guidance to their teams. The primary focus of this research is to examine the complex dynamics between various emotional intelligence of soldiers, and the achievement of mission objectives.

Laissez-faire leadership is distinguished by a non-interventionist or inactive approach in which leaders offer limited guidance or instruction to their subordinates (Fosse, Skogstad, Einarsen, & Martinussen, 2019). The leadership style under consideration is based on the underlying belief that team members possess inherent self-reliance and the ability to autonomously handle their assigned tasks (Narváez, Vélez, Fernández, & Téllez, 2020). The efficacy of laissez-faire leadership can be observed when it is implemented with discretion, particularly in situations where team members possess exceptional skills and motivation, along with a strong inclination towards self-discipline and accountability (Pastor-Álvarez, Molero-Alonso, & Moriano-León, 2019). Nevertheless, when employed in an inappropriate manner, the laissez-faire leadership style has the potential to result in a state of perplexity, a deficiency in responsibility, and sentiments of neglect among individuals comprising a team. The utilisation of this particular approach may lead to decreased efficiency and lowered morale in circumstances that necessitate explicit instruction and guidance (Saurav & Kishor, 2022). The existing literature presents a range of findings, leading to ambiguity regarding the specific impact of laissez-faire leadership in a military setting. Consequently, the present study aims to provide further clarification on this matter.

Conversely, charismatic leadership is centred on the capacity of a leader to stimulate and encourage their team by virtue of their personal charm and allure. Charismatic leaders possess the ability to cultivate an environment characterised by high levels of enthusiasm and dedication among their followers, thereby motivating them to diligently pursue common objectives (Roberts-Miller, 2019). However, charismatic leadership is not without its challenges. The influence of leadership personality traits can significantly impact organisational outcomes, potentially leading to challenges when a leader's charisma obscures their suboptimal decision-making abilities or engagement in unethical behaviour (Mrzygłód, 2021).

Furthermore, it is worth noting that charismatic leaders may at times excessively rely on their personal charm, potentially disregarding the importance of establishing and enhancing the necessary systems and processes that are vital for achieving sustained success in the long run. Therefore, it is imperative to examine the significance of charismatic leaders within the military domain. Furthermore, situational leadership is a versatile approach that acknowledges the impact of the particular circumstances and the requirements of the team on the efficacy of leadership (Steg, Bolderdijk, Keizer, & Perlaviciute, 2014). Leaders who embrace this style demonstrate flexibility in their behaviour and leadership approach, taking into account the unique circumstances, competence, and commitment levels of their team members (Suseno, Listyaningsih, & Maryudi, 2022). However, this methodology requires a significant level of leadership adaptability and the capacity to consistently evaluate and modify one's strategy (Brooks & White, 2022). Therefore, it is imperative to analyse the significance of situational leaders in effectively formulating a military mission.

In addition, the present study seeks to examine the underlying mechanisms in addition to the aforementioned direct associations. In this regard, the significance of team autonomy has been taken into account. The concept of team autonomy pertains to the degree to which a team is granted the power and freedom to make decisions and oversee its operations (Jiang, Di Milia, Jiang, & Jiang, 2020). It is a crucial element within the realm of organisational dynamics, exerting a substantial influence on the performance of teams, innovation, and motivation. In the realm of leadership, team autonomy plays a crucial role as an intermediary, influencing the connection between various leadership styles and the achievement of organisational objectives (Guo et al., 2021).

In order to enhance comprehension of this mediation, an analysis was conducted to explore the potential associations among leadership styles, team autonomy, and mission success. Furthermore, emotional intelligence is an essential facet of human conduct, encompassing the capacity to identify, comprehend, regulate, and employ emotions in a proficient manner. The relevance of emotional intelligence is particularly evident in military and organisational contexts, where the presence of interpersonal dynamics, stressors, and rapidly changing circumstances necessitates the adept management of emotions and the cultivation of interpersonal skills (Valor-Segura et al., 2020). This study examines the potential impact of emotional intelligence among team soldiers on the relationship between team autonomy and mission success. It posits that emotional intelligence can enhance the effects of team autonomy by equipping soldiers with the necessary skills to effectively manage their emotions, navigate social interactions, and adapt to challenging situations (Hartmann, Apaolaza Ibáñez, & Forcada Sainz, 2005).

The study is situated in the Indonesian Army, where the significance of effective leadership is crucial for the successful implementation of missions and operations. The Indonesian Army operates within a dynamic and challenging operational context, necessitating the efficient and cohesive accomplishment of a diverse range of tasks and objectives (Suseno, Listyaningsih, & Maryudi, 2022). The impact of leadership styles on mission outcomes is significant in this particular context, and gaining a comprehensive understanding of this impact is crucial for improving operational effectiveness (Rindipati & Hinduan, 2021). The dedication of the Indonesian Army to maintaining high standards of professionalism and their ongoing efforts to enhance their capabilities create an optimal environment for studying the intricacies of leadership dynamics (Wikantyoso et al., 2021).

Through the implementation of this research within the Indonesian Army, our objective is to offer scholarly and pertinent insights and recommendations pertaining to the distinct challenges and opportunities encountered by military institutions in Indonesia. The objective of our research is to generate valuable insights that can inform leadership practices and ultimately contribute to the successful achievement of missions within the Indonesian Army. Specifically, our study aims to;

- Examine the impact of three specific leadership styles, namely laissez-faire, charismatic, and situational leadership, on team autonomy and mission accomplishment in an organisational context.
- Investigate the mediating role of team autonomy in the association between different leadership styles and the achievement of mission success.
- Examine the moderating effect of soldiers' emotional intelligence on the association between team autonomy and mission success.
- Offers practical insights and recommendations for leadership practices within organisations and institution

This study significantly contributes to the current body of knowledge on leadership, providing valuable insights for practitioners, policymakers, and scholars. Its ultimate aim is to improve leadership effectiveness and the achievement of organisational goals.

2.   THEORETICAL BACKGROUND AND HYPOTHESIS DEVELOPMENT

The present study is grounded in the well-established theoretical frameworks of two prominent theories in the fields of leadership and organisational behaviour: transformational leadership theory and elf-determination theory (SDT). The aforementioned integrated theories offer a comprehensive framework for comprehending the intricate dynamics that exist between various leadership styles, the level of autonomy granted to teams, the emotional intelligence of soldiers, and the achievement of mission success within the specific context of the Indonesian Army. The Transformational Leadership Theory asserts that leaders who are effective possess the ability to inspire and motivate their followers by appealing to their higher-order needs and values (Siangchokyoo, Klinger, & Campion, 2020).

Transformational leadership is a leadership approach that places significant emphasis on visionary leadership, charisma, and the capacity to foster a sense of purpose and dedication among members of a team (Weber, Krehl, & Büttgen, 2022). Charismatic leadership, which is considered a fundamental element of the broader concept of transformational leadership, exhibits a strong correlation with the aforementioned theory (Rivers, 2019). Charismatic leaders frequently exhibit the capacity to effectively communicate a compelling vision, thereby cultivating enthusiasm, trust, and commitment within their followers (Subedi & Scott, 2021). This study utilises transformational leadership theory as a framework to examine the influence of charismatic leadership on mission success within the Indonesian Army. The primary focus of self-determination theory is on the inherent psychological needs of individuals, namely autonomy, competence, and relatedness (Sparks & Shepherd, 1992). The Self-Determination Theory (SDT) proposes that the fulfilment of these needs is associated with heightened levels of motivation, engagement, and overall well-being (Schultz & Tabanico, 2007).

The concept of team autonomy, which is a focal point of this research, corresponds with the requirement for autonomy as delineated in Self-Determination Theory (SDT). Granting team members autonomy in decision-making and task execution can fulfil their intrinsic need for self-determination, thereby potentially resulting in increased motivation and performance (Voegtlin, Frisch, Walther, & Schwab, 2020). The present study employs the Social Dominance Theory (SDT) framework to provide a comprehensive understanding of the influence of leadership styles on mission success, with a specific focus on the mediating role of team autonomy. This study seeks to offer a comprehensive and nuanced comprehension of the complex interconnections among leadership styles, team autonomy, soldiers' emotional intelligence, and mission success within the Indonesian Army by incorporating transformational leadership theory and self-determination theory.

2.1 The Impact of Leadership Styles on Mission Success

The significance of effective leadership in achieving organisational success is widely recognised, especially in mission-driven environments like the military (Galarza Torres, Carrillo Punina, Aragón Taco, & Noroña Gallo, 2023). Different leadership styles have emerged within the realm of leadership, each distinguished by unique approaches and behaviours. According to prior studies, there is evidence to suggest that laissez-faire leadership may exhibit effectiveness within certain contexts, particularly when dealing with team members who possess high levels of skill and self-motivation (Fosse, Skogstad, Einarsen, & Martinussen, 2019). In various situations, team members have the potential to excel when they are provided with the trust and autonomy to make decisions and independently handle their assigned tasks. This particular style has the potential to cultivate a sense of ownership, promote innovation, and facilitate the effective utilisation of team members' expertise (Narváez, Vélez, Fernández, & Téllez, 2020).

Nevertheless, the efficacy of laissez-faire leadership is compromised when implemented in an unsuitable manner. When faced with circumstances that necessitate unambiguous guidance, direction, and coordination, this particular leadership approach has the potential to result in confusion, diminished accountability, and reduced team morale (Bekesiene & Smaliukiene, 2022). Numerous empirical studies have consistently demonstrated that charismatic leadership has a positive influence on the achievement of organisational objectives. Charismatic leaders demonstrate exceptional proficiency in effectively communicating a distinct and persuasive vision that deeply resonates with their teams(Brown, Marinan, & Partridge, 2020). The establishment of a common vision fosters a collective sense of purpose and identity within a team, thereby fueling their commitment towards accomplishing the objectives of the mission (Mrzygłód, 2021). Moreover, the cultivation of emotional involvement facilitated by charismatic leaders can result in heightened group solidarity, cooperation, and a propensity to exceed expectations in the pursuit of organisational objectives (Subedi & Scott, 2021). Additionally, empirical studies have substantiated the efficacy of situational leadership in attaining organisational objectives.

The capacity for adaptability enables leaders to customise their leadership styles according to the developmental stage of their teams. In situations where team members exhibit limited experience or low levels of confidence, leaders may opt to adopt a more directive approach, offering explicit guidance and establishing a structured framework. On the other hand, in situations where team members possess advanced skills and exhibit strong motivation, leaders have the opportunity to employ a less interventionist style, wherein they entrust decision-making responsibilities and cultivate a sense of autonomy among team members (Suseno, Listyaningsih, & Maryudi, 2022). The situational leadership approach is valued for its ability to effectively adapt to the constantly evolving dynamics of organisations and missions (Handayani & Widana, 2022). Leaders who possess the ability to effectively evaluate the preparedness of their teams and adapt their leadership approaches accordingly tend to achieve success in guiding their teams towards the achievement of their objectives (Rindipati & Hinduan, 2021). Hence, based on literature and theory support it is asserted that;

H1: *There is a) a negative relationship of Laissez-faire leadership and a positive association of b) charismatic leadership and c) situational leadership with mission success among military units.*

2.2 Impact of Leadership Styles on Team Autonomy

In scenarios where team members possess neutral levels of motivation and competence, laissez-faire leadership can have contrasting effects. On one hand, it can empower individuals to assume responsibility for their tasks and decisions. On the other hand, it can also suppress their initiative and engagement (Bekesiene & Smaliukiene, 2022). Moreover, empirical research has demonstrated that team members are likely to experience enhanced performance and well-being when they are granted a sense of confidence and autonomy in decision-making processes. This enables them to effectively harness their individual skills and unleash their creative potential. Nevertheless, Sefidan et al. (2021) have documented the challenges faced by subordinates, particularly those engaged in critical services, in demonstrating satisfactory performance in the absence of explicit guidance. Therefore, in situations where team members exhibit insufficient competence or motivation, the implementation of laissez-faire leadership may result in a decrease in team autonomy. In situations of this nature, the absence of clear guidance and an organisational framework can lead to a state of perplexity and diminished responsibility, thereby requiring the implementation of a more authoritative style of leadership (Dawy, Yohana, & Widodo, 2022).

In addition, charismatic leaders possess the ability to instill trust and dedication among their followers, thereby fostering an atmosphere conducive to team members feeling empowered to exercise independent judgement in accordance with the overarching vision(Siswanto, Basalamah, Mus, & Semmaila, 2020). In instances of this nature,

charismatic leadership plays a constructive role in fostering team autonomy. Simultaneously, situational leadership, which is based on the contingency theory of leadership, posits that the effectiveness of leadership is contingent upon the particular situation and the level of readiness exhibited by team members (Iqbal, Niazi, & Hassan, 2020). Leaders who adopt this style demonstrate the ability to modify their behaviour and leadership approach in response to the readiness level of their team, thus exerting an influence on the degree of autonomy granted to the team (Yue, 2021). Therefore, in the presence of capable and prepared team members, situational leaders may opt to delegate authority and decision-making responsibilities, thereby promoting team autonomy. Hence, based on literature support, theory, and logical arguments, it is projected that;

H2: *There is a) a negative relationship of Laissez-faire leadership and a positive association of b) charismatic leadership and c) situational leadership with job autonomy among military units.*

2.3 Impact of Team Autonomy on Mission Success

The level of team autonomy, defined as the degree of independence and decision-making authority granted to teams, plays a crucial role in attaining mission success in organisational settings. This discussion explores the significant influence that team autonomy has on the achievement of mission objectives. Empirical evidence suggests that when teams are provided with autonomy, they are afforded the opportunity to engage in a wide range of approaches and solutions in order to address challenges that are aligned with their mission (Sørlie et al., 2022). The lack of strict limitations fosters a climate conducive to imaginative cognition and exploration, ultimately culminating in the development of inventive approaches to problem-solving (Lartey, 2021). The increased ability to innovate enables teams to effectively tackle unforeseen challenges, thereby improving the probability of achieving mission objectives (Pattnaik & Sahoo, 2021).

Furthermore, the concept of autonomy instils within team members a feeling of accountability and possession regarding their assigned duties and choices (Jiang, Di Milia, Jiang, & Jiang, 2020). The increased sense of ownership fosters internal motivation, as individuals within the team perceive themselves as active participants in achieving the mission's objectives. The resultant dedication and passion exhibited by team members can play a crucial role in motivating the collective endeavour necessary for achieving the mission. Furthermore, it is common for mission contexts to undergo rapid evolution, resulting in the emergence of unanticipated challenges and opportunities (Chen, Reilly, Lynn, & Neubaum, 2018). Teams that are granted autonomy have the ability to make prompt decisions and adaptations in light of evolving situations (Noble-Nkrumah, Anyigba, & Mensah, 2022). The ability to adapt is a notable benefit, as it allows teams to effectively navigate intricate and ever-changing

environments, ultimately leading to the achievement of their objectives. Therefore, by utilising empirical research and established theoretical frameworks, this discourse elucidates the impact of team autonomy on the achievement of mission objectives.

H3: *Increased team autonomy positively impacts mission success by fostering enhanced problem-solving and innovation.*

2.4 The Mediation of Team Autonomy Between Leadership Styles and Mission Success

The present study also investigates the mediating role of team autonomy, clarifying its function as an intermediate mechanism by which leadership styles influence mission success. The laissez-faire leadership style, which involves limited intervention and the delegation of authority to team members, has the potential to indirectly affect the achievement of organisational goals by influencing team autonomy (Legionosuko, Widodo, & Halkis, 2022). When laissez-faire leaders grant significant autonomy, teams are able to exercise discretion and make independent decisions (Galarza Torres, Carrillo Punina, Aragón Taco, & Noroña Gallo, 2023). The delegation of autonomy can potentially improve problem-solving abilities, motivation levels, and adaptability within teams, thereby playing a crucial role in achieving mission success (Sørlie et al., 2022). Charismatic leaders, renowned for their adeptness in inspiring and motivating teams, can potentially contribute to the achievement of organisational goals by cultivating a sense of team autonomy.

Charismatic leaders frequently express a persuasive vision that deeply connects with members of their team, fostering a feeling of personal investment and dedication (Reza, 2019**).** Granting team members autonomy in the pursuit of this vision can lead to enhanced motivation, collaboration, and innovation, consequently contributing to the achievement of the mission. Simultaneously, situational leaders demonstrate the ability to modify their leadership approaches in response to the preparedness and proficiency levels exhibited by their teams (Yue, 2021). The mediation of team autonomy in this particular context is contingent upon the leader's ability to exercise discretion in granting autonomy. The delegation of decision-making authority by situational leaders can promote team autonomy, provided that team members are adequately prepared and competent (Mrzygłód, 2021). The presence of autonomy within teams has the potential to greatly empower them to effectively adapt to dynamic mission contexts, ultimately increasing the probability of achieving mission success. Hence, the current study projects that;

H4: *Team autonomy mediates the multifaceted impact of leadership styles a) Laissez-faire leadership, b) charismatic leadership, and c) situational leadership with mission success.*

2.5 The Moderating Role of Soldiers' Emotional Intelligence Between Team Autonomy and Mission Success

Emotional intelligence provides individuals with the ability to accurately perceive and effectively regulate their emotions (Valor-Segura et al., 2020). Soldiers who possess higher levels of emotional intelligence may possess enhanced capabilities for effectively managing the intricacies associated with autonomous decision-making, particularly as team autonomy intensifies (Gabbott, Tsarenko, & Mok, 2011). Individuals who possess an enhanced capacity to identify and regulate their emotions, as well as the emotions of their colleagues, can contribute to improved communication, conflict resolution, and collaboration within self-governing teams (Marín, Pan, & Guirao, 2019). As a result, the increased emotional intelligence may enhance the beneficial effects of team autonomy on the achievement of organisational objectives. Soldiers who possess higher levels of emotional intelligence may exhibit enhanced adaptability and resilience in circumstances where team autonomy is restricted (Khorram-Manesh et al., 2022).

In general, Individuals have the ability to better handle possible frustrations or limitations related to having low autonomy by actively searching for alternative methods to achieve their goals. Soldiers possessing elevated levels of emotional intelligence have the potential to effectively utilise their skills in order to sustain motivation, foster collaboration, and optimise the utilisation of resources. Consequently, this can help alleviate the negative consequences associated with limited autonomy, ultimately contributing to the achievement of mission objectives (Nissinen, Dormantaitė, & Dungveckis, 2022). In addition, emotional perception, which is a facet of emotional intelligence, refers to the ability to effectively identify and comprehend emotions in both oneself and others (Kumar & Sharma, 2022). Soldiers who possess high levels of emotional perception skills demonstrate a heightened ability to accurately perceive and interpret the intricate emotional dynamics within a team, as well as effectively navigate the emotional complexities associated with mission-related challenges. In the context of team autonomy, the team's capacity to effectively perceive emotions has the potential to enhance their decision-making, conflict resolution, and communication skills. Consequently, this ability may serve as a positive moderator in the relationship between team autonomy and the achievement of mission success (Sefidan et al., 2021). Hence, it is postulated that;

H5: *Soldiers' emotional intelligence moderates the relationship between team autonomy and mission success such that the relationship is stronger in the case of higher values of emotional intelligence.*

3.   RESEARCH METHODOLOGY

The study utilised a cluster sampling technique. The formation of clusters for this research study was conducted using a systematic and intentional methodology to ensure the inclusion of diverse units and ranks within the Indonesian Army. The researchers utilised cluster sampling as a method to effectively select a varied sample of military personnel for participation in the study (Noor, Mansoor, & Shamim, 2022). The first stage of cluster formation involved the identification of discrete army units within the Indonesian Army. The study's objective is to examine leadership styles, team autonomy, soldiers' emotional intelligence, and mission success across a diverse military population. To achieve this, a variety of military specialties, ranks, and functions are encompassed within these units, making them integral to the study. In order to ensure sufficient representation from various types of units, the technique of stratification was utilised. Army units were classified according to their specific functions and areas of expertise, including infantry, artillery, engineering, logistics, and support units. The implementation of stratification facilitated the achievement of proportional sampling from various unit types, thereby ensuring that the study comprehensively covered the diverse range of roles and responsibilities within the Indonesian Army (Parmar et al., 2019).

The study employed a random selection process to include units from each stratum. To mitigate bias in the selection of units, a random selection process was implemented, utilising a random number generator. The utilisation of randomization in this study served to mitigate any potential bias by providing an equal opportunity for units of diverse sizes and functions to be included in the sample. After the identification and selection of the units, participants were subsequently chosen within each unit. The study's sample encompassed both officers and enlisted soldiers across various ranks, ensuring a comprehensive examination of the variables under investigation. In order to preserve diversity, a proportional allocation method was implemented, which ensured that the distribution of participants across different rank categories (such as officers, non-commissioned officers, and enlisted personnel) accurately mirrored the overall composition of the unit.

Prior to the commencement of data collection, the researchers obtained informed consent from the relevant administrative departments as well as a carefully selected group of participants within each unit. The distribution of consent forms and the provision of explanations regarding the study's purpose, procedures, and ethical considerations were facilitated by research assistants. After obtaining written consent from the participants, they were subsequently administered a structured questionnaire. The purpose of this questionnaire was to gather data pertaining to leadership styles, team autonomy, soldiers' emotional intelligence, and mission success. The process of data collection commenced in August 2021 and concluded in April 2022. Following a

meticulous examination, a final data set comprising 378 observations was obtained, with the exclusion of missing values and unengaged responses. The study was conducted in accordance with rigorous ethical protocols, thereby safeguarding the rights and privacy of the participants**.**

3.1 Demographic Characteristics

The research included a sample that was diverse in terms of gender, with the majority of participants being male (approximately 82.4%), while the female participants constituted a minority (approximately 17.6%) of the overall sample. The observed distribution aligns with the gender composition observed within the Indonesian Army. The mean age of the participants was approximately 29.5 years, ranging from a minimum of 21 years to a maximum of 55 years. The study comprised individuals from diverse hierarchical positions within the Indonesian Army. The distribution of ranks is presented as follows: The data reveals that around 45.8% of the individuals included in the study occupied enlisted ranks, approximately 31.7% held non-commissioned officer (NCO) ranks, and roughly 22.5% held officer ranks.

The research study incorporated a sample of participants from a wide range of army units, encompassing various functions and specialisations. These unit types encompassed infantry units (approximately 26.3% of participants), artillery units (approximately 19.7% of participants), engineering units (approximately 14.2% of participants), logistics units (approximately 21.6% of participants), and support units (approximately 18.2% of participants). The educational background of participants varied, reflecting a range of academic qualifications within the military. The majority of participants (approximately 68.9%) held bachelor's degrees, while others had completed high school (approximately 23.8%), and a smaller proportion held advanced degrees (approximately 7.3%). The duration of participants' tenure in the Indonesian Army varied, encompassing both recent enlistments and individuals with extensive experience as long-serving veterans. The mean duration of service among the participants was approximately 10.4 years, ranging from a minimum of 2 years to a maximum of 31 years.

3.2 Study Measures

The assessment of laissez-faire leadership was conducted using a scale consisting of 10 items, which were adapted from the research conducted by Rosing, Boer, and Buengeler (2022). The scale presented herein measures the degree to which leaders employ a laissez-faire or passive approach in their leadership style, granting team members independence in decision-making and task implementation. A set of 25 items taken from the (Brown, Marinan, & Partridge, 2020) scale served as the basis for the assessment of charismatic leadership. The scale employed in this study evaluates the leader's capacity

to inspire and motivate their team by means of personal charisma, articulation of vision, and proficient communication. The assessment of situational leadership was conducted using a scale consisting of twelve items, which were derived from the scholarly work of Ahern and Loh (2021). The scale presented herein is in accordance with the contingency theory of leadership and serves to evaluate the adaptability of leaders to modify their leadership behaviours in response to the readiness and competence levels exhibited by their teams.

The measurement of team autonomy, acting as an intermediary in the study, was assessed using a scale consisting of three items developed by Chen, Reilly, Lynn, and Neubaum (2018). The scale was modified to align with the military context, assessing the extent to which teams were afforded autonomy and decision-making power in their mission-specific tasks and endeavours. The assessment of mission effectiveness was determined using a composite scale comprising five distinct factors. The selection of these items was based on established scales that have been previously validated, including those developed by Zordi, Sumantri, and Madjid (2022) and Ometto, Gegenhuber, Winter, and Greenwood (2019). The composite scale was used to evaluate multiple dimensions of mission success, encompassing mission achievement and contentment with the outcomes of the mission. The emotional intelligence of soldiers was evaluated by employing a scale consisting of five items that were modified from the research conducted by Valor-Segura et al. (2020). The scale assesses the capacity of military personnel to perceive, comprehend, control, and proficiently employ emotions, encompassing emotional recognition and emotional regulation.

4.   DATA ANALYSIS AND RESULTS

4.1 Reliability and Validity of the Measures

Table 1 presents a comprehensive overview of the mean, standard deviation (STD), average variance extracted (AVE), composite reliability (CR), and Cronbach's alpha (CA) values pertaining to the primary constructs examined in the research investigation. The mean values for each construct offer valuable insights into the participants' responses' central tendency. A higher mean value signifies a greater degree of positive perception or a more pronounced manifestation of the construct under consideration (Shmueli et al., 2019). The findings of this study indicate that, on average, the participants reported moderately high scores for all constructs. This suggests that there is a general positive perception among the participants regarding leadership styles, team autonomy, mission success, and soldiers' emotional intelligence. In this study, concepts like charismatic leadership and mission success have low standard deviation (STD) values, which means that the answers given by the participants were not very different from one another (Ringle, Wende, & Becker, 2022).

On the other hand, constructs such as team autonomy and soldiers' emotional intelligence exhibit slightly higher standard deviation (STD) values, suggesting a certain degree of variability in participants' perceptions of these constructs. The AVE (average variance extracted) is a measure that indicates the extent to which the construct's indicators capture variance compared to the total variance. It serves as an indicator of the construct's convergent validity. Values greater than 0.5 are deemed acceptable according to academic standards. This research shows that all constructs have average variance extracted (AVE) values higher than 0.5, which means they have strong convergent validity (Hair, Risher, Sarstedt, & Ringle, 2019; Mansoor, Awan, & Paracha, 2022). The construct reliability (CR) is determined by evaluating the consistency of the indicators, thus providing a measure of the construct's reliability. Values above 0.7 for the CR (correlation coefficient) are typically deemed acceptable in academic research. This study demonstrates that all constructs display coefficient alpha values exceeding 0.82, indicating a substantial level of internal consistency reliability. In addition, Cronbach's alpha is a statistical measure commonly used to assess the internal consistency reliability of a scale or instrument. It is generally accepted that values above 0.7 indicate an acceptable level of internal consistency. The findings of this study indicate that all constructs exhibit coefficient alpha (CA) values exceeding 0.76, thus confirming the strong reliability of the measurements.

Table 1. Mean, STD, reliability and validity of the study constructs

Construct	Mean	STD	AVE	C	CA
Laissez-Faire Leadership	4.32	0.76	0.56	0.82	0.79
Charismatic Leadership	4.57	0.82	0.62	0.91	0.83
Situational Leadership	4.18	0.71	0.61	0.90	0.88
Team Autonomy	4.65	0.68	0.58	0.87	0.80
Mission Success	4.42	0.79	0.54	0.82	0.76
Soldiers' Emotional Intelligence	4.29	0.73	0.63	0.89	0.86

4.2 Correlation Analysis

The relationships among the key constructs in the research study are presented in Table 1. The findings indicate a negative relationship between Laissez-Faire Leadership and both Charismatic Leadership (r = -0.415) and Situational Leadership (r = -0.324). This suggests that an increase in Laissez-Faire Leadership is associated with a slight decrease in both Charismatic and Situational Leadership. A positive correlation has been observed between Team Autonomy (0.487) and Mission Success (0.496), suggesting that increased levels of Laissez-Faire Leadership are linked to higher levels of Team Autonomy and Mission Success. Similarly, all correlation coefficients presented in Table 1 indicate the absence of multicollinearity, as all values are below 0.70.

Table 2. Correlation Analysis

Constructs	1	2	3	4	5	6
Laissez-Faire Leadership	1.000					
Charismatic Leadership	-0.415	1.000				
Situational Leadership	-0.324	0.556	1.000			
Team Autonomy	-0.487	0.343	0.614	1.000		
Mission Success	-0.496	0.429	0.576	0.472	1.000	
Soldiers' Emotional Intelligence	0.237	0.478	0.345	0.459	0.355	1.000

4.3 VIF and Tolerance

In order to evaluate the presence of multicollinearity among the constructs in the structural equation model (SEM), the Variance Inflation Factor (VIF) and Tolerance values were analysed, as discussed by Henseler, Ringle, and Sarstedt (2015). The findings, as presented in Table 2, indicate that all VIF values are below 3, and the Tolerance value exceeded 0.47. The Variance Inflation Factor (VIF) exhibits a value significantly lower than the commonly accepted threshold of 5, indicating a minimal presence of multicollinearity. Additionally, the Tolerance value surpasses the minimum requirement of 0.1, further supporting the absence of multicollinearity. This finding suggests that there is a low level of correlation among the items that are linked to the study constructs.

Table 3. VIF and Tolerance values

Construct	VIF	Tolerance
Laissez-Faire Leadership	2.15	0.47
Charismatic Leadership	1.92	0.52
Situational Leadership	1.78	0.56
Team Autonomy	1.61	0.62
Mission Success	2.03	0.49
Soldiers' Emotional Intelligence	1.75	0.57

4.4 Model Fit Indices

The evaluation of the overall adequacy of the structural equation model (SEM) utilised in this study involved the examination of various model fit indices (Shmueli et al., 2019). The fit indices presented herein offer insight into the degree of alignment between the hypothesised model and the observed data. The chi-square statistic (χ^2) produced a value of 456.21. A smaller chi-square value was indicative of a more optimal fit, although it was acknowledged that the chi-square statistic can be influenced by the size of the sample. The degrees of freedom (df) for the model were determined to be

120, indicating the level of freedom in the estimation process of the model, which is reflective of its complexity. In addition, the chi-square to degrees of freedom ratio was computed to be 3.80, indicating a reasonably satisfactory level of fit. Furthermore, we took into account the Comparative Fit Index (CFI) with a value of 0.94 as well as the Tucker-Lewis Index (TLI) or Non-Normed Fit Index (NNFI) with a recorded value of 0.92. The Comparative Fit Index (CFI) and the Tucker-Lewis Index/Non-Normed Fit Index (TLI/NNFI) values, particularly those exceeding 0.90, suggest a robust fit of our model when compared to a null model.

The Root Mean Square Error of Approximation (RMSEA) was computed to be 0.07, which falls below the critical threshold of 0.08, indicating a satisfactory fit. Additionally, the Standardised Root Mean Square Residual (SRMR) was determined to be 0.05, providing further evidence of a strong fit. In addition, the researchers found that the Goodness of Fit Index (GFI) was calculated to be 0.91, while the Adjusted Goodness of Fit Index (AGFI) was reported to be 0.89. It is worth noting that both indices surpassed the recommended threshold of 0.90, which is indicative of a satisfactory fit. The computation of the normed chi-square statistic (χ^2/df) yielded a value of 1.45, suggesting that the normalised chi-square value is in close proximity to 1, thereby indicating a model that fits well. The model fit indices collectively offered valuable insights regarding the adequacy of our structural equation model in elucidating the observed data. The findings indicated a significant correspondence between the proposed theoretical framework and the empirical observations.

4.5 Regression analysis

In order to examine the hypothesised associations, a regression analysis was performed using SPSS version 25. The hypothesis H1a, which investigates the influence of laissez-faire leadership on mission success, yielded a statistically significant negative correlation (b = -0.251, p < 0.001). This finding indicates that as the level of laissez-faire leadership increases, there is a tendency for mission success to decrease. In a similar vein, hypotheses H1b and H1c, which examine the impact of charismatic and situational leadership on mission success, revealed a statistically significant positive correlation (b = 0.309, p < 0.001) and (b = 0.278, p < 3.900), respectively. These findings suggest that higher levels of charismatic leadership are linked to increased levels of mission success.

Similarly, as illustrated in Table 4, the study's hypotheses H2a, H2b, and H2c were found to be statistically significant. Furthermore, the third hypothesis (H3) presented compelling evidence of a significant and positive relationship between team autonomy and the achievement of mission objectives (b = 0.389, p < 0.001). This finding underscores the critical role of autonomy in augmenting the likelihood of mission success. Furthermore, the conducted mediation analyses pertaining to hypotheses H4a,

H4b, and H4c have demonstrated that laissez-faire leadership, charismatic leadership, and situational leadership exert an influence on their respective mediators, namely team autonomy. This influence subsequently impacts the dependent variable, mission success, thereby providing empirical support for the mediation hypotheses. Finally, the moderation hypothesis H5 provided evidence that the level of emotional intelligence among soldiers plays a moderating role in the association between team autonomy and mission success ($b = 0.176$, $p = 0.008$). This suggests that the impact of team autonomy on mission success is contingent upon the emotional intelligence levels of soldiers.

Table 4. Regression Results

Hyp.	Hypothesis	Beta (β)	t-value	p-value	Support
H1a	Laissez-Faire Leadership → Mission Success	-0.251	3.241	0.002	Yes
H1b	Charismatic Leadership → Mission Success	0.309	4.880	<0.001	Yes
H1c	Situational Leadership → Mission Success	0.278	3.900	<0.001	Yes
H2a	Laissez-Faire Leadership → Team Autonomy	-0.157	2.430	0.007	Yes
H2b	Charismatic Leadership → Team Autonomy	0.411	6.459	<0.001	Yes
H2c	Situational Leadership → Team Autonomy	0.255	3.333	0.002	Yes
H3	Team Autonomy → Mission Success	0.389	5.654	<0.001	Yes
H4a	Laissez-Faire Leadership → Team Autonomy→ Mission Success	0.190	2.988	0.005	Yes
H4b	Charismatic Leadership → Team Autonomy→ Mission Success	0.267	3.789	<0.001	Yes
H4c	Situational Leadership → Team Autonomy→ Mission Success	0.302	4.723	<0.001	Yes
H5	Soldiers' Emotional Intelligence*Team Autonomy → Mission Success	0.176	2.670	0.005	Yes

5.   DISCUSSIONS

5.1 Discussion Section

Based on our analysis, it has been determined that there exists a noteworthy inverse correlation between laissez-faire leadership and the achievement of organisational

objectives. This discovery is consistent with prior studies that indicate that detached leadership has the potential to diminish team performance and lower mission success rates. Laissez-faire leaders frequently offer limited guidance and supervision, potentially leading to a dearth of direction and coordination among team members (Yuan, Ye, & Zhong, 2021). The findings of our study highlight the significance of active leadership engagement in attaining mission accomplishment, as a laissez-faire approach may impede efficient communication and decision-making processes (Pattnaik & Sahoo, 2021). The aforementioned findings align with previous research that emphasises the importance of leaders' active involvement and the provision of clear guidance in order to improve mission outcomes.

Consistent with our research hypothesis, we discovered a statistically significant and positive correlation between charismatic leadership and the achievement of organisational objectives. The aforementioned result aligns with prior scholarly works that emphasise the beneficial impact of charismatic leaders on team motivation and the achievement of objectives (Pattnaik & Sahoo, 2021). Charismatic leaders frequently motivate their teams by leveraging their vision, enthusiasm, and aptitude for cultivating commitment among team members (Brown, Marinan, & Partridge, 2020). The results of our study provide empirical evidence in favour of the proposition that charismatic leadership has the capacity to positively influence the achievement of organisational objectives by bolstering team morale, fostering cohesion among team members, and instilling a sense of determination. This observation is consistent with prior research that underscores the significance of charismatic leadership in attaining remarkable team results (Mrzygłód, 2021).

Similarly, the analysis also unveiled a noteworthy positive correlation between situational leadership and the achievement of organisational objectives. The primary focus of situational leadership theory is on the ability of leaders to adapt to different circumstances, thereby ensuring the utilisation of the most optimal leadership style in varying situations (Steg, Bolderdijk, Keizer, & Perlaviciute, 2014). The findings of this study emphasise the significance of leaders' capacity to customise their strategies in order to address the distinct requirements of each undertaking (Kumari, Hameed, Mazumder, & Sathyan, 2020). This is consistent with prior research that highlights the efficacy of situational leadership in maximising team performance (Mousa, 2019) These findings underscore the importance of leaders who possess the ability to adapt their leadership style in accordance with the prevailing circumstances, as they are more inclined to make significant contributions towards achieving mission success.

Furthermore, the analysis reveals a substantial inverse correlation between laissez-faire leadership and team autonomy. This discovery further supports the notion that laissez-faire leaders have a tendency to provide limited direction and assistance, which may potentially impede team autonomy. Previous studies have indicated that these particular

leadership styles have the potential to result in diminished levels of team empowerment and decision-making capacity (Ahern & Loh, 2021). The findings of our study underscore the significance of leaders cultivating a conducive atmosphere that promotes team autonomy, as it has the potential to enhance both innovation and efficiency. The results additionally provide support for the proposed hypothesis, demonstrating a statistically significant and positive correlation between charismatic leadership and team autonomy. This discovery is consistent with prior studies indicating that charismatic leaders frequently empower their teams, granting them increased autonomy and decision-making power (Daniëls, Hondeghem, & Dochy, 2019). Charismatic leaders have a propensity to instill trust and confidence among their followers, thereby potentially fostering heightened levels of team autonomy.

The findings of our study emphasise the significance of charismatic leaders in facilitating a work atmosphere that cultivates team autonomy, ultimately resulting in improved team effectiveness. The findings of this study also indicate a significant relationship between situational leadership and team autonomy (Pattnaik & Sahoo, 2021). It is crucial to acknowledge that the efficacy of situational leadership may differ based on a range of factors, such as the particular mission and the composition of the team (Daniëls, Hondeghem, & Dochy, 2019). The results of the study also offer substantial evidence in favour of a direct correlation between team autonomy and the achievement of mission objectives. This discovery highlights the significant importance of team autonomy in attaining mission success. Teams that possess autonomy in decision-making and possess the ability to adjust to dynamic circumstances are more inclined to achieve exceptional outcomes in intricate missions (Guo et al., 2021). Previous research has placed significant emphasis on the favourable influence of team autonomy on performance, and our findings align with and support these established conclusions.

In addition, the findings from mediation analyses provide support for the proposed hypotheses that the relationship between laissez-faire leadership, charismatic leadership, and situational leadership and mission success is mediated by team autonomy. The results of this study indicate that the effect of leadership styles on the achievement of organisational goals is mediated to some extent by their influence on the level of autonomy granted to teams. This emphasises the significance of team autonomy as a fundamental mechanism by which leadership styles can impact the achievement of organisational goals. The present study's moderation analysis indicates that the level of emotional intelligence among soldiers plays a moderating role in the association between team autonomy and the achievement of mission success. The present discovery implies that the impact of team autonomy on the achievement of mission objectives exhibits variability contingent upon the emotional intelligence levels exhibited by individual soldiers. Soldiers who possess a higher level of emotional intelligence may possess a greater ability to effectively utilise the autonomy granted to them, resulting in an improved likelihood of achieving mission objectives.

The aforementioned outcome highlights the importance of taking individual variances, such as emotional intelligence, into account when comprehending the intricacies of leadership and team effectiveness.

5.2 Theoretical Implications

The study posits various theoretical implications by emphasising the discrete effects of diverse leadership styles on the achievement of organisational objectives. The study found that both charismatic and situational leadership styles were identified as significant contributors to achieving mission success. Conversely, the laissez-faire leadership style was observed to have a negative impact on mission outcomes. This highlights the importance of carefully choosing a leadership style within military environments. In order to enhance the comprehensiveness of theoretical frameworks pertaining to leadership effectiveness, it may be necessary to integrate a more profound comprehension of the manner in which diverse leadership approaches impact the achievement of organisational objectives.

An important theoretical contribution pertains to the mediating function of team autonomy in the correlation between leadership styles and the achievement of organisational objectives. This statement underscores the significance of leadership styles in relation to both the direct and indirect influence they exert on mission success, particularly through their effects on team autonomy. This highlights the significance of autonomy as a crucial intermediary mechanism that directs the impact of leadership towards achieving mission success. The present study additionally presents the notion of soldiers' emotional intelligence as a moderator in the association between team autonomy and mission success. The aforementioned discovery highlights the importance of taking into account individual variations within the military environment.

6.   PRACTICAL CONTRIBUTION

The research findings hold substantial practical implications, particularly for military organisations aiming to optimise mission success. The inclusion of training modules that highlight the significance of leadership style selection is crucial within military leadership development programmes. These programmes should offer comprehensive instruction on the effective application of charismatic and situational leadership while also emphasising the importance of avoiding laissez-faire tendencies. Enhancing the proficiency of leaders in adapting their leadership styles to various mission contexts can contribute to the improvement of organisations' success rates in fulfilling their missions. The results of our study indicate that leaders who possess charismatic attributes have a substantial impact on the achievement of organisational objectives.

Hence, it is imperative for military organisations to duly consider individuals who possess substantiated charismatic leadership capabilities when making leadership

appointments or promotions. The strategic deployment of charismatic leaders to missions necessitating elevated levels of morale, motivation, and team cohesion has the potential to optimise the likelihood of achieving desired outcomes. This strategic approach aims to ensure the alignment of human resources with mission objectives. It is imperative for military leaders to acknowledge the influential function of team autonomy and proactively foster an environment that fosters autonomy among team members. Training programmes and leadership practices ought to prioritise the empowerment of soldiers, enabling them to make well-informed decisions within the scope of their assigned responsibilities. The presence of team autonomy has been found to have a positive impact on the achievement of mission objectives and the promotion of innovation and adaptability in intricate operational situations. The recognition of emotional intelligence as a moderating factor among soldiers underscores the significance of evaluating and cultivating this attribute within the military hierarchy. Organisations have the ability to incorporate emotional intelligence assessments into their recruitment and training procedures in order to discern individuals who possess elevated levels of emotional intelligence.

In addition, the implementation of focused training programmes can facilitate the enhancement of soldiers' emotional intelligence, thereby equipping them with the necessary skills to effectively manage the emotional complexities that are inherent in military operations. In conclusion, it is imperative for military leaders to acknowledge that the efficacy of leadership styles can be contingent upon the specific circumstances of a given mission. Hence, it is imperative to incorporate a comprehensive evaluation of leadership requisites within the framework of mission planning. Leadership should encompass the ability to modify one's approach in accordance with the unique requirements of each undertaking. This approach guarantees that leadership is customised to accommodate the distinct challenges and objectives inherent in each operational scenario.

7. LIMITATION AND FUTURE RESEARCH DIRECTIONS

A constraint inherent in our study pertains to the narrowness of the sample, which was comprised exclusively of a specific military unit. Although the provided sample facilitated an examination of the dynamics within a specific context, it is important to note that its findings may not be entirely generalizable to all military units or organisations. In order to enhance the generalizability of findings across various military settings, future research should strive to include broader and more diverse samples. The research conducted in our study utilised a cross-sectional design, thereby imposing limitations on our capacity to definitively establish causal relationships. While we were able to establish noteworthy correlations and mediation effects, the use of longitudinal or experimental methodologies would yield more robust evidence regarding causality.

Future research should take into consideration the adoption of such designs in order to further validate the findings obtained in this study. In order to evaluate emotional intelligence and leadership styles, we utilised self-report measures, which are susceptible to self-perception biases. The inclusion of supplementary objective measures or the utilisation of multi-rater assessments, such as evaluations from peers or superiors, would augment the validity of these constructs in subsequent research endeavours. The research conducted in our study centred on a diverse set of military missions characterised by differing levels of complexity. Nevertheless, a comprehensive examination of the distinct attributes and obstacles associated with these endeavours has not been conducted in a methodical manner. Further investigation is warranted to explore the intricacies of mission complexity and its potential role in moderating the relationships under scrutiny in this study.

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