Abstract

This study aims to inquiry desirable leadership by examining and discussing the Psychological Status and the dilemma Humanity of leadership facing intermediate leaders. The research was divided into five categories, including the difficulties that middle leaders face in exercising leadership on the psychological status and humanity feeling dilemma of the high pressure that comes from being caught in the middle’, the frustration of following incompetent senior leaders, the difficulty of self-awareness that is not seen in the middle’, and the ‘the difficulty of leadership exercise due to the characteristics of new soldiers,’ to discuss what causes each of these occur and suggest how to deal with them. And the middle leader, which means most of the time, refers to the usual middle leader who works in a trap, but it also states that it is applicable to middle leaders such as the chief of the land and land department. Through this study, we have considered the psychological status and human dilemmas that the mid-level Navy leader may experience, thereby giving various consideration to how efforts should be made to demonstrate effective leadership. Navy leaders must be all-out leaders, and they will wisely overcome the difficulties if they perceive the looming leadership dilemma as an opportunity to foster all-out leadership capabilities to the middle leader.

[Keywords] Leadership, Psychological Status, Dilemma Humanity, Middle Leader, Navy Leader

1. Introduction

The first thing that comes to mind when we are naval leadership is captain leadership. Because in the navy, the captain’s position and role in the ship, and his absolute ability, are distinct from the armed forces and air force leaders. Nevertheless, there are several kinds of middle leaders in the trap. For example, they are the deputy commander, department head, squad leader, squad leader, squad leader. These middle leaders are required to exercise 360 degree directional leadership.

However, since the middle leader is between the captain and senior leaders and followers, it is never easy to achieve ideal leadership that encompasses both top and bottom. The pressure from the middle position, the lack of leadership experience, and the reality of being forced to follow senior leaders of various dispositions can sometimes lead to confusion in their leadership identities and need to be addressed.

In this regard, this study seeks to seek desirable leadership by examining and discussing the psychological status and human-feeling dilemma in terms of leadership that middle leaders face. So this research contents were analyzed and presented as follows by
the Focus Group Interview among 238 educators who participated in major or higher class leadership education program in the Naval Leadership Center from January 2015 to November 2019.

They divided the difficulties that middle leaders face in exercising leadership into five categories, including 'the pressure that comes from intervening in the middle', 'the frustration of following incompetent senior leaders', 'the difficulty of self-awareness that is not seen in the middle' and 'the difficulty of exercising leadership due to the characteristics of new generation soldiers,' and discussed what factors and suggested how to deal with each of them.

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2. Definition of Naval Intermediate Leader

Navy organizations are divided into echelons to effectively manage troops. Each altar is assigned a commander with authority and responsibility to direct the unit. The managers of each hierarchy are divided into lower managers, middle managers, and top managers. Their leadership is divided into levels of practical leadership, managerial leadership and strategic leadership[1].

However, although managers at each layer have a common mission to contribute to achieving organizational goals, the roles and functions of the organization vary depending on the hierarchy and the rights and responsibilities that result. In other words, higher-tier leaders are relatively more open to the external environment than lower-tier leaders, resulting in more interaction with the organizational environment, more long-term planning, and a tendency to seek satisfaction rather than optimal in solving problems[2].

In our military, the role is performed mainly by leadership through interaction with the members of the unit, and in units above the battalion through administrative action through the system. In this context, the level of leadership is divided into "direct leadership," "organizational leadership" and "strategic leadership" based on the size of the unit, the type of work, the size of its members and the duration of its planning[3].

Because the nature of the work depends on the position of the leader, there is a difference in the role and function of the leader and the scope of his authority and responsibilities. That is, the higher the leader of the higher position, the more interplayed with the environment than the lower-level leader, and the more long-term perspective the plan is made. In addition, higher-level leaders require more coordination or integration skills than analytical skills.

3. Psychological Status of Naval Leader

3.1. The causes of psychological status

The psychological status of a naval leader is the position or condition of the mind in relation to its actions and consciousness. One of the difficulties in exercising leadership in the middle of an organization is its ambiguous position. As an intermediate leader, he has some information and authority, so he may make some decisions as well. So, inside the work area, you can give instructions to the members. However, in areas with slightly different domains, exercising authority is restricted. If you do so hastily, you may end up in a difficult situation. Thus, for an intermediate leader, this situation seems to have authority, but at the same time feels like it has no authority.

In addition, he is not the top decision-maker, so there can be some things that he cannot control but has to take responsibility. And the vision and ability to develop an organization, but the ability to move it to action, is limited, and the ability to make changes
and innovations independently is limited, even if one recognizes that it needs to change the way the organization operates. In the end, such leadership conditions leave the middle leader unable to do this or that. Therefore, middle leaders always exercise leadership under the pressure of being stuck in the middle. This pressure makes middle leaders nervous, the main factors being:

The first reason for straining the middle leader is empowerment. This relates to how much authority and responsibility the senior leader gives and clearly sets the limits. The sharpness of the limits of authority and responsibilities affects the intensity of “tension difficulties”. The more vague the limits, the greater the stress.

The second reason for straining the middle leader is a leading tendency. This is how to maintain the balance between acting proactively and keeping limits. Most good leaders do not view everything as a limit, but rather from an active perspective of opportunity.

The characteristic of these leaders is that they somehow make things happen. While this initiative sometimes works in a positive way of expanding responsibilities and limitations, it also creates conflicts with senior leaders. Therefore, it should be noted that the stronger the leading tendency, the greater the likelihood of tension occurring.

Third, it is a leadership environment. This has to do with the culture of the organization to which the intermediate leader belongs and the leadership tendency of the senior leader. Every organization has its own leadership environment. Each fleet has a different base culture, and ships and support vessels have different leadership conditions. It’s a common-sense story, but the middle leader has to struggle if he or she cannot adapt to this environment. In addition, organizations are bound to be influenced by the tendency of top leaders. In particular, the military needs to make efforts to adapt, as it is greatly influenced by the tendency of the top commander over private organizations.

Fourth, work skill. This has to do with how well the intermediate leader knows what to do and how to do. Think about the amount of tension a person feels when he or she starts a new job. The less familiar they are with their work, the more nervous they become. I don't know how to handle my work well, but I get stressed. Even those who have a strong will to learn and learn anything quickly cannot avoid the initial stress. It cannot be said that it is complete if it is not satisfied with the other party’s expectations even after learning how to perform. Tension continues to arise because a given task is recognized as an intermediate leader only when it is fully understood and capable of handling it.

Fifth, middle leaders have a desire to be recognized. In the case of leadership as an intermediary leader in an organization, it is natural that recognition or reputation from members of the organization is less than the best leader. However, when the middle leader has a greater desire for fame and a greater desire to be recognized, they feel more despair.

3.2. Mid-leader’s thinking solutions

So far, middle leaders have discussed the major factors of getting into trouble from tension, and they should be interested in reducing these difficulties.

First, you feel comfortable with being a middle leader. Generally, I think it is easier to exercise leadership at the top than at the middle of the organization. But if you're supporting a good leader as your boss, it's rather easy to exercise leadership in the middle. A good leader opens the way on behalf of his subordinates, and exerts a powerful drive that helps the whole organization. Because a good boss leads the organization well, he can be seen as a successful leader, even if he shows below-average leadership. Therefore, you should be the middle leader and appreciate the situation and focus on learning a lot from your great boss. If that happens, you will feel comfortable and rewarding as a leader in the middle of the organization.
Second, distinguishing between what should be dealt with in person and what should be left alone. This is because clarifying the limits of authority and responsibility is the key to relieving tension. Michael Ebraschoff, the captain of the U.S. Navy, set and applied the standard when working as a captain. Whenever a decision was made that could kill or hurt someone, waste taxes, or damage a trap, be sure to consult with the captain. Everything was empowered by the crew to make their own decisions. The crew pretended not to know the wrong decision. Because captain wanted to learn from their mistakes.

Third, we should not betray the trust of our senior leaders. Maximizing the “difficulties caused by tension” is an act of betraying the trust of the senior leader. These include abusing authority, intentionally hurting senior leaders, and misappropriating the organization’s resources for personal gain. Trust is only one brick that forms a wall, but when it is broken, the whole wall collapses. The authority granted by the supreme leader is to exercise on behalf of the superior leader. Therefore, they should never be exercised for personal gain.

Maintaining the authority given as an intermediate leader depends entirely on the faith of the supreme leader who has granted it. Therefore, we should be wary of such temptations to go up, harming senior leaders. In addition, if I’m in charge, it’s better to refrain from talking to my superiors in such a way as to say... If you have a problem, you should have a direct conversation with him.

Fourth, you have to find a way to reduce stress on your own. You can’t completely eliminate stress from tension, but you have to find ways to reduce it. For example, creating a file called 'What I should Never Do to Organization Members When I Become Top Leader' while I was a middle leader is another way. It is an extremely natural nature to want to hold on to one’s colleagues when something is upset with you. However, if you record and put it in a file, you will feel better, prevent your superiors from betraying their trust, and learn from their mistakes.

You may look for something else instead of just writing a file. Efforts should be made to release stress from tension in a beneficial and sound way through the methods that they enjoy, such as exercising, hiking and walking.

4. Dilemma Humanity of the Middle Leader of the Navy

4.1. The frustration of following incompetent senior leaders

Nothing is more annoying than serving an incompetent senior leader in the position of a capable middle leader. There are various types of incompetent senior leaders, but the same thing is that they make everyone feel frustrated with their subordinates.

First, he is a senior leader with no vision. The visionless senior leader has two influences on his subordinates: first, he fails to provide directions for the organization’s progress, but also the drivers for organizational development. The people who have no vision are doomed. The Bible is written in 29:18.

It is important to understand the recorded meaning. The other lacks passion and will. Since there is no mid- to long-term perspective on this, people cannot see the future, but only the reality. There is no future, but looking at the reality, there is no work to be done, and there is no passion. Fortunately, there is a possibility of organizational development if the middle leader underneath has a clear vision even without a vision. At the very least, it can create an environment where people in their own responsibility can be motivated to work. The problem is that middle leaders with different visions come forward and try to fill the void created by the absence of a vision from a senior leader.

Second, he is a senior leader who has no confidence. The senior leader, who is always anxious because of his lack of confidence, thinks he should get involved in everything. It is always self-centered because it believes that all activities, information, and decisions taking place within the organization must go through itself. Some members of the organization often block promotions because they
fear that if they do a good job, they will stand out more than they do. On the other hand, some members of the organization get angry because if they can't work, it will hurt their face. In general, stability is transmitted from top to bottom in tissue. An unstable upper man affects his subordinates. Thus, the middle leader, who works under a shaky senior leader, has a double challenge. The middle leader himself should not only avoid the anxiety of the senior leader, but also make sure that his subordinates are not affected by the anxiety of the senior leader. If the middle leader doesn't play that role, it's hard for the people working below.

Third, he is a leader who lacks ability. Difficulties often occur when working with a senior leader who lacks competence. Such a leader is inefficient and goes so far as to stick to his wrong ways without changing them. There is something essential to these leaders. “There are few people welcome advice. Moreover, those in need of a advice tend to be most reluctant[5]. Insufficient leaders are a headache not only at the bottom but also at the whole organizational level.

Fourth, he is a selfish leader. A selfish senior leader only pursues his own interests and acts to make others lose money. I understand that a person is a fierce battle between a winner and a loser and a zero-sum game. These leaders try to take all the spoils alone by making others losers in the game of life. And they move forward at the expense of the people around them. In other words, he only takes all the privileges or fringe benefits that accompany leadership from his position. He is the one who absolutely needs the epigram 'Share everything with your inferiors'.

Fifth, he is the leader who is in a hurry to control the members of the organization. Have you ever worked for such a senior leader who's been meddling in everything? It gives a sense of despair to a competent middle leader, and nothing like this is more annoying. Work doesn't gain momentum under such a senior leader as he continues to block the progress of his work by controlling even the smallest detail. Why are they trying to control the details? There are several reasons for this tendency. First of all, the leader is unsure of himself. Therefore, it is reassuring to check it out for every step of the way. The following is the idea that no one is as good as him, i.e. perceives himself as the best. This leads to the idea that the contributions of others are much lower than those of others. Finally, it is a direction for perfection. In fact, it is very difficult to be perfect.

So far we have discussed the challenges of frustration. When you are frustrated by a senior leader, most of your reactions will be to change or replace the senior leader. But this is not an alternative for middle leaders. Whatever your environment, the biggest limitation of a leader is your own inclination, not your senior leader. It is important to remember that leadership depends not only on your position but also on your inclination. In any environment, the role of an intermediary leader is to increase the value of organizations and senior leaders. So how can you increase value in such an environment?

First, you must form a strong personal relationship with the senior leader. When you come to work under an incompetent senior leader, you often distance yourself from the leader and block human relationships. But we should not have the urge to stay away from such an incompetent leader. If you make an enemy of a senior leader, you are likely to bring about an unfavorable situation where there is no chance of winning. Instead of the wall that blocks the relationship with him, it is desirable to build a bridge of relationships that can communicate with each other. We should try to find common ground and build strong relationships while understanding senior leaders. In addition, it is necessary to bear in mind the dedication of the entire organization. Then you will be able to confirm that Leaders and middle leaders must be aware of their fate community.

Second, you need to understand the strength and appreciate the value of the senior leader. Everyone has his or her own strengths. The same goes for leaders who lack capabilities. Therefore, we should try to find what the senior leader is good at. Strengths may not be easily found, or they may not be
important or great to you. But personally, it doesn't matter if you like it or hate it. If we find strength, we must devise ways to use it as an asset to the organization.

Third, try to further strengthen the strength of the senior leader. To succeed as an intermediate leader in an organization, you must maximize your strengths. The same goes for incompetent senior leaders. What is the strength of a leader, and once he has figured out a way to use it as a useful asset to the organization, he or she is looking for ways to help further strengthen its strengths. This is because it will contribute to spreading the assets of the organization.

Fourth, developing tactics to compensate for the weaknesses of the senior leader. In addition to strengthening one's strengths, the leader's other secret to success in an organization is to assign someone to compensate for their weaknesses. If a leader with a certain level of rank is a leader, he or she can also consider deploying and empowering subordinates who can make up for his or her deficiencies. For example, if you are not meticulous enough to take care of the details, you should assign someone to take care of them carefully next to you.

Fifth, get access to good leadership materials from senior leaders. Most people will look for great leadership introductory materials such as books, CDs and DVDs if they try to improve their leadership skills. Such materials are shared with senior leaders. In this case, the approach is very important. 'Ship, look at this. It's a book that you must read.' Instead of suggesting, it would be safe if you read this book and read it. Since then, other materials on leadership need to be handed over from time to time to try to increase the leadership capacity of the senior leader.

4.2. Difficulties in self-awareness

Desiring recognition is normal for anyone, and leaders are no exception. However, leaders caught in the middle of an organization are often buried without revealing their existence. In some cases, even the merits that deserve to be recognized are not recognized. Naturally, it is inevitable that one's ego will be suppressed and that one's self-esteem will be hurt. Difficulties that should be satisfied by not revealing the self and contributing to tissues in the dark are as follows:

First, focus on responsibility rather than ambition. Renard Bernstein, the famous conductor, was once asked what he thought was the hardest instrument to play. He thought for a moment and then answered. "I'm the second violin. I've seen a lot of passionate first violinists, but it was rare for anyone to play the second violin passionately." What this means is that most people focus only on their desires middle of the organization, it is always acceptable for others to faithfully fulfill their responsibilities. More importantly, fulfilling one's responsibilities satisfies one's own needs without others recognizing the work.

Second, appreciate your position. Not all the members of the organization understand and appreciate the work of the intermediate leader. Therefore, one must know and cherish the value of one's work. Every position in the organization has its own value. However, it is common to not value the value. By rethinking values, you can make your position value. Many people don't value their present status, perhaps because the purpose or goal is good and the process seems trivial.

Third, get satisfaction for yourself in the completion of your mission and in your contribution. A good leader is to admit that an organization's success is not its own achievement. It comes from people who have struggled and tried to achieve success, especially the middle leaders of the organization. Thus the intermediate leader can achieve great satisfaction by himself if he achieves his task admirably and is convinced of its effectiveness. And that satisfaction naturally leads to motivation. Furthermore, knowing that you are making a significant contribution to the organization requires relatively less external motivation.

Fourth, cherish the praise of the other middle leader. There is no greater compliment than the recognition of a person with similar experience and circumstances. A musician will be pleased with the praise he hears from his fans, but a compliment from the same musician is even
more valuable. This means that the duration of the effect varies depending on who the praising entity is. If a person who does the same thing praises him, it lasts for a year; if a person who has watched him work, the praise of a person who has heard it indirectly for a month is only a month. In short, everyone's energy rises when they hear praise from their senior leaders. Therefore, there are many who crave the praise of the senior leader. However, the compliment of a colleague walking the same path carries greater significance.

4.3. Difficulties on leadership about the new generation of soldiers

The new generation has existed from all ages. Nevertheless, the reason they are particularly interested in the new generation today is that their consciousness, inclination and lifestyle are significantly different from those of the previous generation. The new generation is a generation that has a strong desire for self-expression and is active while leading a subjective life, but it is a generation that creates its own fashions, is completely self-centered and refers to individualism, which distinguishes it from the older generation.

The new generation has a mix of negatives, such as egotism, individualism, consumerism, hedonistic sensibility, and lack of patience and discipline, and positive aspects such as independence, which I am trying to solve, and openness and enterprising thinking. Meanwhile, their military service is a period of time when they leave their families to achieve independence and establish a sense of self-identity by living together with people of various backgrounds. In particular, the military environment, which requires discipline and control for soldiers at a time when they are just beginning to feel liberated, can make it difficult for them to adapt.

According to a survey conducted after the Cheonan incident, 64 percent of those in their 20s said North Korea was behind the sinking. The figure is lower than 85.3 percent for those in their 50s and 75.1 percent for those in their 30s, and even lower than 75.1 percent for middle and high school students[8]. This reflects the consciousness of the new generation in our country, which has always shown a side of the new generation's sense of security as it has something in doubt and shows a different response from what the older generation thinks. An army organization is a unified group that is artificially organized for special purposes, special missions. By the purpose of existence or the nature of the performance of the mission, the members are artificially interfered and controlled more than any other organization in the general society, and form a vertical human relationship based on class structure. It also resides in a given area for the completion of assigned tasks, requiring organized and unified action. The stress of the new generation of soldiers is that they are not free as soldiers.

Moreover, unlike a group of senior officials who serve with a professional sense of professionalism, they have a sense of serving only a certain period of time as a mandatory military service, showing passive and passive tendencies. If you look at the socio-psychological characteristics of these new generations of soldiers, first of all, they have a higher educational background than high school graduates and have better information processing skills. Second, the awareness of the threat of war is slim because they have not experienced war, and the interest in the importance of education and training, which can be called the main task of soldiers in peacetime, is also weakened, thus lacking in combat mind. Third, since most soldiers have grown up without much financial difficulty, their adaptability to military life, or their patience with hard training and adversity, can be said to be relatively low. Fourth, as a cyber generation, I have communicated with the world through internet and mobile phone. Fifth, have individualism and egalitarian values.

These characteristics of new generations have negative effects in the military, but they also have positive aspects and are two-sided. Individualism and strong self-expression of new generations weaken the collective spirit of the military and impede the exercise of combat power. Unexpected accidents such as suicide and beating or maladaptation of service due to weakened endurance, stamina and mental power, etc. The view of the defense is inevitable in the constitution and is inevitable, so the view of the state is not firm[9].

However, due to his strong desire for self-esteem and personal self-esteem, he or she can
successfully complete military service and achieve unique tasks comparable to those of experts. In addition, it can address problems within the organization with active expression of opinions and non-authoritative thinking, contribute to improving the absurdity of barracks and has the ability to operate computers and high-tech equipment.

Meanwhile, the new generation of soldiers has significant differences in views with the older generation on security and unification. The reason for this generation gap is that they have different values and ideological tendencies. In Korean society, which has undergone rapid social changes, the differences between generations are bound to be huge as they had different historical experiences during the period of generation formation. It is natural that the generation that led the Korean War, poverty, and industrialization, and those who grew up enjoying economic affluence in mature democracy, have different values and attitudes.

As the younger generation did not directly experience North Korea's threats, including the Korean War, there is a lack of awareness of the North's security threats, and they feel the need for a South Korea-U.S. alliance relatively low. The younger generation also lacks an understanding of the stark international political realities and tends to have a nationalistic attitude. As there is such a clear difference in security and values between the new and older generations, the gap in perception between generations and the polarization of security consciousness is worrisome given our serious security realities. The generational polarization of security awareness is causing a split in public opinion and confusion over Seoul-Washington relations and North Korea policy. This requires the establishment of a proper sense of security and values for the new generation of soldiers who have recently experienced the first and second Yeonpyeong battles, the Daecheoong naval battles, and the sinking of the Cheonan warship and the shelling of Yeonpyeong Island. Therefore, there are a variety of difficulties for middle leaders who have to make ends meet with them.

Also, considering that the new generation of soldiers are followers of leadership, or subordinates, correctly understanding their subordinates' behavior as leaders is the core of leadership. In other words, we should understand why understanding the behavior of our subordinates is necessary.

Leadership has a positive or negative effect depending on the attitude of the subject's subordinates, which creates conditions for inducing voluntary and active participation when a leader establishes a leader who receives trust and respect from his subordinates. To this end, the leader should foster his or her subordinates' ability to feel good and attractive (e.g., soft power, sensitivity, etc.) and make efforts to strengthen communication and forestry. However, while these efforts are necessary for voluntary inducement of subordinates in relation to the role of leaders, efforts should be made to make them act more actively by actually correctly understanding their behavior.

Understanding the behavior of subordinates is important because even if a leader has established a trust and a respected leader's award, they may not act in the direction that the leader expected if he only emphasizes his own position without considering his or her position and what they want. In general, there is a growing interest in understanding human thought and behavior in order to enhance the effectiveness of the organization through voluntary participation by subordinates as well as in the role of leader.

This means that it is necessary to grasp the changes in human outlook and the resulting changes in human attitudes and behavior depending on the times, as most of the subordinates to lead were made up of new-generation soldiers.

What used to be described as simply passive concepts, such as the relationship between stimuli and reactions, is now interpreted as an active concept that emphasizes the self-reliance and activism of human behavior. In interpreting human behavior, this is changing from the concept of motivation to the concept of social recognition, which emphasizes self-reliance in modern times. In other words, in the sense of synchronization, we emphasize the motivational aspects that can trigger this behavior by being influenced by external stimuli, while in the concept
of social awareness, we do not accept the outside influences, however much external influences we may have, but only within the categories we have set.

These results mean that no matter how much the leader emphasizes the importance of any action, failure to accept it in the information processing process can result in unexpected behavior. This is an explanation of the changes in human values as society becomes complex and multifunctional, and is an example of how today's change in values of new generations of soldiers has emerged as a new challenge in military life, and that unilateral education conducted by the military alone does not solve the fundamental problem.

Therefore, human behavior should not be regarded as a passive concept that was followed unconditionally by directives as in the past, but should be interpreted as an expectation and an active concept that occurs through the process of choosing and making decisions. The middle leader of the ship needs to find and apply ways to pay attention to the small and trivial things in the life of the ship, to build a sense of self-respect for the new generation of soldiers, and to utilize their positive elements.

First of all, the new generation of soldiers should be reminded that they are on an important mission in the organization as a member of the organization. This means that even though the captains of the ship, department heads, squad leaders, and sailors have different positions in the trap, there is no lightness in their duties. The captain has a role as a captain, and the sailor has a role as a sailor.

Not everyone can be captain, not everyone can be sailor. That's why he only distinguished himself from the position, which means that the work he carries out in that position is not important and all is important. In particular, the trap works when each member of the crew performs different tasks faithfully in the background and is assembled into one. Therefore, positions are important, but it is more important for each member of the crew to faithfully perform the tasks assigned to him in his or her position.

Efforts should also be made to build and motivate the new generation of soldiers through language. The role of new generations of soldiers, or sailors, in the trap varies, but in some cases, they are in charge of chores. So they need to be reminded that the work they perform is important for running the traps.

For example, cooking, garbage incineration, deck cleaning, and toilet cleaning are typical of the new generation of soldiers who perform these tasks, and rather than calling them "a cook who makes kimchi by cutting scallions, cabbages or radishes" they should be recognized as "an energy provider who strives to provide excellent energy to our shipmates and make delicious food to ensure their health." Also, the "water bottle cleaning the bathroom" is motivated by considering naval crew as an "environmental guardian who makes our ship clean and pleasant, so that they can improve the strength of the ship's crew in a waters where they do nothing but chores, and by giving them the image of working hard for the health and environment of the ship's crew.

Also, in relations with the squad leader and the new generation of soldiers, the squad leader may first open the door to their minds and build their self-esteem through sincere talks with them. In most cases, when a squad leader talks to a group of sailors, he or she cannot communicate smoothly due to the authority and special nature of the position. In this case, the squad leader first tells the soldiers of his difficulties in exercising his leadership. In other words, our squad is bent on producing more advanced and good results, listing the important issues facing us, such as inspection preparations and training preparations, drawing their support by saying that they lack ideas, and that time is limited and that they need the help of the sailors. Just because the captain's concerns are presented to the sailors does not mean that they will be able to solve the.

However, the captain of the ship's department or squad leader has such difficulties as to make the sailors understand them and to encourage them to persevere and overcome difficulties in performing their duties. Furthermore, recognizing the sailors as key members of the ship and recognizing them as dialogue partners to explain and share the issues facing the ship is about building self-esteem by realizing that the
sailors are also working as key members of the ship.

4.4. Difficulties caused by multiple roles

In the Navy, the intermediate leader performs several positions. In the case of combat intelligence officers in ships, there are several additional posts assigned to them, including squad leader, administrator, spiritual power guide, and officer at the military academy. The situation he faces is one head, but the hat he has to wear (a direct job) is too many situations, too many jobs, which is common for middle leaders of most organizations. In fact, these difficulties are not just a problem for middle leaders.

People are stressed from various responsibilities no matter where they are in the organization. However, it is also true that middle leaders feel particularly pressured. When you start your organizational life for the first time, it is common to perform only the limited tasks assigned to each person. However, the intensity of the work entrusted to it is formidable. It can take a lot of physical or mental effort, or it can require considerable skill. Still, they can work in one position for most of their working hours. At least you don't have to go back and play while changing your role itself. So if you know your work well and do it properly, you can become a world-class expert in that field. You may feel satisfied with your work and succeed. But if you do one thing, that is, if you insist on one thing, you can't become a leader and go up. Leadership requires such ability as to be good at many things.

Meanwhile, top leaders at the top of the organization also have their own difficulties. Typically, they are burdened by the success or failure of the whole organization. However, he enjoys many perks, including salary, which is not available for middle leaders. Most of all, top leaders can choose what they want to do. And you can decide on your own priorities, focus on your strengths and focus your time and energy on tasks that will benefit your organization as much as possible. Others have the discretion of delegating or omitting others altogether. It's a kind of irony that to be a leader, you have to do a lot of things well, but to be a top leader, you have to focus on areas that boost your strengths. Successful leaders already see this fact as they move from the middle leader of an organization to the upper one. So top leaders focus on one or two things they can do best.

Middle leaders, on the other hand, frequently experience difficulties from playing a part. You must also have knowledge of the work in fields you have never experienced, and sometimes you must do it yourself. Time and resources are limited, and there are times when you have a lot of work to do and you have to deal with many things all at once[11].

5. Conclusions

The mid-level leader of the Navy's vessels is being called for an all-out leadership exercise. However, it is never easy to exercise ideal leadership that encompasses both the upper and lower classes because it is between the captain and other senior leaders and followers. The government needs to deal with this as it is likely to bring chaos to its leadership identity, such as the pressure coming from being stuck in the middle and the frustration of following incompetent senior leaders.

First, the pressure comes from being caught in the middle, which is stressful when the limits of responsibility and authority are ambiguous, possible conflicts with senior leaders depending on whether the tendency of middle-aged leaders is active or passive, and the leadership environment and proficiency of work are the main factors. To relieve these pressures, one should comfortably recognize the fact that he is an intermediate leader, set clear guidelines for responsibility and authority, and try to win the trust of the senior leader. In addition, leaders themselves should devise ways to reduce stress.

Second, the main factor behind the frustration of having to follow incompetent senior leaders is the lack of vision, lack of confidence, selfish and urgent leadership to control its members. However, since the intermediate leader has no authority to choose the higher leader, he should go with the higher leader. To do so, we need to build a strong personal relationship with him, identify his strengths and use them as an asset to the organization, and, by extension, provide leadership-related materials to compensate for the weaknesses of the senior leader.
Third, it is a difficulty in self-awareness because it is not seen in the middle. In such cases, above all else, they should stifle their ambitions and stick to their current responsibilities. And it is desirable to value your position on your own. It also needs to find its own satisfaction in completing its mission and making contributions. Recognizing that organizational success is not just an achievement of the organization’s top leaders, one can recover the identity of leadership by finding a sense of accomplishment in the way one has done his best as an intermediate leader.

Fourth, it is difficult to influence the new generation of soldiers. More than anything else, it is important to grasp the tendencies of the new generation of soldiers and understand their behavior here. Then you should approach them in a position with pain and joy together. More than anything else, the new generation of soldiers needs to be reminded that they are on an important mission as a member of the organization, as well as come up with various measures to build their self-esteem.

Fifth, it is the difficulty caused by the role of “one person.” You must also have knowledge of the work in fields you have never experienced, and sometimes you must do it yourself. Time and resources are limited, and there are times when you have a lot of work to do and you have to deal with things all at once. To cope with this, the intermediate leader should keep in mind that positions change frequently depending on the situation, and that personality should not change when he or she changes posts and performs. And any position should not be neglected, and should be handled with equal weight in all positions from day to day.

To exercise effective leadership, one does not necessarily have to be the top leader of an organization. Even if it is necessary to report to a senior leader who is not very competent, it can exercise leadership and influence in its current position. These leaders, former defense leader. If the mid-level leader recognizes the looming dilemma of leadership as an opportunity to foster all-round leadership capabilities, he will wisely overcome the difficulties.

6. References

6.1. Journal articles


6.2. Books


6.3. Conference proceedings


6.4. Additional references


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