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DEVELOPMENT OF HUMAN RESOURCES (HR) LOGISTIC MANPOWER INDONESIAN NATIONAL ARMY (TNI) IN INDONESIA

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ABSTRACT

National objectives will run if there is a guarantee of national stability, in which the aspect of State defense is one of the dominant aspects. In order to ensure the success of the implementation of TNI's main tasks, the use of TNI personnel must increase their capabilities, skills by adding knowledge and technological advances, so that they can support and meet the needs of units or organizations that have a high enough risk in carrying out their duties. The condition of using logistical personnel in the development of TNI human resources at this time can still occur imbalances due to the unsynergies of the aspects that affect the improvement of the quality of TNI human resources, the use of labor is still not optimally effective and the use of manpower is constrained by abilities and differences in competence. In general, the use of labor has been running well and can support the implementation of TNI logistics. To further improve service excellence that is on time, right place, effective and right on target in supporting the main tasks of the TNI, the use of manpower still refers to the needs of users and the needs of operations.

INTRODUCTION

Research related to human resource development has been carried out, including those carried out by Harun Harun (2012), Suratman Nur (2013), Fadel Muhammad (2014), Bart Van Ballaert (2015), Marume, Chipu Mutongi, and NC Madziyire (2016), Landry Signe (2017), Falk Daviter (2017), Ishani Mukherjee and Sarah Giest (2017), Mark Field (2017). Some researchers show that leadership human resource development in job placement is not in accordance with the interests of the organization, there is no reciprocity in expressing ideas for HR development in order to carry out tasks properly with the experience and training gained. Although these studies both analyze human

resource development, this research is different from previous studies. The differences are not only from the methods and data used, but also from the methods, objectives and problem formulations. Personnel development has not thoroughly analyzed, starting from the provision of personnel, education and training, use, maintenance and separation of personnel, so that it demands a revision of regulations according to level guidance according to technological advances, the demands of tasks and the interests of the organization. In terms of quantity and quality, it still needs to be improved, including knowledge related to logistics management, maintenance management and military technology so that it can increase the ability to carry out the main tasks of the TNI.

The national goals formulated in the preamble to the 1945 Indonesian Constitution, namely protecting the entire Indonesian nation and all Indonesian blood, advancing public welfare, educating the nation's life, and participating in implementing world order based on independence, eternal peace and social justice for all Indonesian people. National objectives will run if there is a guarantee of national stability, in which the aspect of State defense is one of the dominant aspects. State Defense according to Law No. 3/2002 on State Defense states that all efforts are made to defend the sovereignty of the state, the territorial integrity of the Unitary State of the Republic of Indonesia, and the safety of the entire nation from threats and disturbances to the integrity of the nation and state. Law Number 34 of 2004 concerning the TNI, article 7 paragraph (1), states that the main task of the TNI is to uphold state sovereignty, maintain the territorial integrity of the Unitary State of the Republic of Indonesia based on Pancasila and, and protect the entire nation and all Indonesian blood from threats and disturbance to the integrity of the nation and state.

In order to ensure the success of the implementation of TNI's main tasks, the use of TNI personnel must increase their capabilities, skills by adding knowledge and technological advances, so that they can support and meet the needs of units or organizations that have a high enough risk in carrying out their duties.

The condition of using logistical personnel in the development of TNI human resources at this time can still occur imbalances due to the lack of synergy in the aspects that affect the improvement of the quality of TNI human resources. The key concept of developing the TNI HR that is expected is the balance of aspects that affect the quality of the TNI HR. In HRM, employees / members are considered an important asset and need good management. Therefore, in HRM, several aspects are needed to support good maintenance and treatment. Stephen & Timothy, (2015) stated that HRM is part of an organization that is concerned with humans or HR aspects such as position management, training, screening, recruitment, awards, and appreciation. The development of TNI human resources includes coaching, maintenance, separation and administration of TNI logistics personnel. According to Miftah T. (2017) coaching is an action, process, result or statement that is better and shows progress or improvement of something so that it can be better. Currently, there

are still several obstacles to finding solutions for solutions according to the development of the assignment environment, namely the lack of a role for the guidance function so that it requires attention to solutions and efforts that are most appropriate in TNI logistical support. The current conditions associated with the use of logistics manpower in the development of TNI human resources, namely the provision of personnel still needs to be improved both in quality and quantity, sources of input for logistics personnel are very diverse, the use of labor is still not optimally effective and the use of labor is constrained by abilities and differences. competence.

These problems result in a lack of maximum readiness of supplies and operational materials so that they are always in a "readiness" condition to meet the demands of operational and training assignments, as well as fostering and improving skills. Therefore, the use of manpower in the development of TNI human resources must be carried out continuously and continuously to improve logistics management as a bridge between the front and rear lines in supporting the main tasks of the TNI.

LITERATURE

Curtis, Hefley, & Miller (2010) define policy as a program in achieving a goal, values in directed practices (a projected program of goals, value and practices). Furthermore, Anderson & Buckley (2017) have a similar opinion regarding the stated policies, that "Public policies are those policies developed by governmental bodies and officials". Public policies are policies developed by government agencies and officials.

Based on the description above, policies can be synthesized are actions or activities that are intentionally carried out / not carried out by a person, group or government in which there is an element of decision in the form of an effort to choose between the various alternatives that exist to achieve certain goals and objectives.

According to Van Meter and Van Horn (1975), there are several factors that are believed to influence policy implementation. Some of these factors are as follows:

1. Policy standards and objectives;
2. The resources and incentive made available;
3. The quality of inter-organizational relationships (we find in their discussion of this, as in so much of the American literature on implementation, an extensive discussion of aspects of federalism);
4. The characteristics of the implementation agencies, including issues like organizational control but also, going back surely to inter organizational issues, 'the agency' formal and informal linkages with the "policy-making" or "policy-enforcing" body";
5. The economic, social and political environment; and
6. The disposition or response oh the implementers, involving three elements: 'their cognition (comprehension, understanding) of the policy, the direction of their response to it (acceptance, neutrality, rejection) and the participation of that response'.

Policies will be used, if there is something that has not been covered in the rules for carrying out activities, and policies that are made will not be useful if they are not implemented according to predetermined procedures and to carry out activities when implementation requires a way as a solution to complete tasks / activities.

Paul & Daniel (2010) stated that: "Implementation is the carrying out of basic policy decision, usually incorporated in a statute but which can also take the form of important executives orders or court decision. Ideally, that decision identifies the problem (s) to be addressed, stipulates the objectives (s) to be persued, and, in a variety of ways, 'structures' the implementation process. " According to Tachjan (2006), implementation as a public policy is a process of administrative activities carried out after the policy is determined / approved. This activity lies between the formulation of policies and the implementation of policy evaluation policies contain top-down logic, which means lower / alternative interpretation.

RESEARCH METHOD

This research is intended to determine how the implementation of human resource development policies (HR) of the Indonesian National Army (TNI) in Indonesia (case study of human resource development in the use of TNI logistical labor). Therefore, the research method used is a qualitative method. Qualitative research methods are chosen by researchers with the consideration that: first, the belief that truth can be achieved more by using qualitative methods, this is in line with the opinion of Bogdan and Taylor (1992: 18-22) that: "..... Through qualitative methods we can get to know people (subjects) personally and see them develop their own definition of this world, we can feel what they experience in their daily struggles with society, can studying groups and experiences that we may not even know about. And lastly, qualitative methods allow us to investigate concepts that in other research approaches, the point is missing".

RESULT & DISCUSSION

According to Van Meter Van Horn, the implementation of Human Resources (HR) Policies for the Indonesian National Armed Forces (TNI) in Indonesia consists of several dimensions, namely: 1) Policy standards and objectives; 2) the resources and ancentive made available; 3) the quality of inter-organizational relationships; 4) the characteristics of the implementation agencies, including issues like organizational control but also, going back surely to inter organizational issues, 'the agency' formal and informal linkages with the "policy-making" or "policy-enforcing" body "; 5) the economic, social and political environment; and 6) the disposition or response oh the implementers, involving three elements: 'their cognition (comprehension, understanding) of the policy, the direction of their response to it (acceptance, neutrality, rejection) and the iuntensity of that response'.

Basically, policy standards and objectives are what a program or policy aims to achieve, whether tangible or not, short, medium, or long term. Clarity and

policy objectives must be seen specifically so that at the end of the program it can be seen the success or failure of the policies or programs implemented.

Fostering the development of TNI manpower and personnel as an integral part of the TNI guidance system, also reflects the functional arrangement of individual workforce development consisting of soldiers and civil servants as well as fostering human resources both in terms of organizational planning, implementation and control of aspects subject, object and method (Kep Pang No. 19, April 20, 2005 on Basic Guidelines for Manpower and Human Resources Development of the Indonesian National Army).

Logistics HR development policies are directed to continue the previous programs in accordance with the demands of Bureaucratic Reform in improving the quality of performance, discipline with an emphasis on structuring the Human Resource Management system in the context of building the Minimum Essential Force (MEF) Structuring the Human Resource Management System There are 8 (eight) apparatuses which must be followed up as follows:

1. Structuring the staff recruitment system so that a staff recruitment system is open, transparent, accountable and competency-based.
2. Position Analysis, by providing job descriptions containing tasks, responsibilities and work results as material for assessing individual and unit workloads.
3. Position, based on workload as updating of class positions and providing performance allowances.
4. Compilation of job competency standards and availability of comprehensive and accurate information on individual competency profiles.
5. Individual assessment based on competence as material for staff career development.
6. Application of an objective, transparent and accountable individual performance appraisal system with measurable and accountable individual performance indicators.
7. Build / strengthen a staff database so that up-to-date and accurate staff data are available.
8. To develop competency-based education and training for personnel.

The TNI must further improve its human resources in accordance with the "Panca Tunggal Development Target". namely the implementation of bureaucratic reform, increasing the operational readiness of the unit, improving the quality of human resources, improving the welfare of soldiers and civil servants and their families, and improving administrative and legal order in accordance with applicable regulations. Human Resource Management System Arrangement. Hasibuan said that HR management has various functions including planning, development, integration, maintenance, discipline, and dismissal ".

Policy Standards and Objectives in the aspect of Implementing Human Resources (HR) Policies for the Indonesian National Armed Forces (TNI) in Indonesia, the policy of using logistics workforce has a strategic function in

achieving optimal performance of the TNI logistics workforce. Utilization of TNI human resources and the achievement of logistical support for logistical support in the framework of fostering and using force, as well as assisting in the implementation of material mobilization and demobilization, facilities and services in the framework of national defense. The TNI Logistics Staff is demanded to always be efficient, right on target, on time and in the right place because the availability of logistical workers who have adequate capabilities is essential for logistics staff. The effectiveness of the logistics workforce is adjusted to the workload, work ability and ideal working time. In general, the goal has been achieved, but on the other hand, there needs to be improvements such as coordination between the TNI AD, TNI AL and TNI AU Organizational Units as the builders of the TNI strength.

The resource component includes the number of staff, expertise of the implementers, relevant and sufficient information to implement policies and fulfill relevant sources in policy implementation, the existence of authority which ensures that policies can be directed towards what is expected, and the existence of supporting facilities that can be used to carry out policy activities such as funds and infrastructure. The Resources and Ancentive made available in the aspect of the Implementation of Human Resources (HR) Policies for the Indonesian National Army (TNI) in Indonesia, in general the implementation of policies on the development of manpower and human resources for the Indonesian National Army. Contributions are tailored to the infrastructure, the forms of support provided vary, from preparing planning, implementing and evaluating logistical support. The TNI logistical human resources will be successful in supporting the TNI's main duties if it is supported by a qualified workforce because TNI HR is the basis of all TNI Operational activities. Efficient use of manpower to avoid waste of inefficient costs and productivity of the TNI's logistical support.

The quality of inter-organizational relationships in the aspect of Human Resources Policy Implementation (HR) of the Indonesian National Armed Forces (TNI) in Indonesia, the suitability of the use of logistical labor with the implementation of activities both implicitly and explicitly, where the performance of the logistics workforce is getting better in accordance with the principle , regulations and policies for the development of TNI human resources, evidenced by the existence of a strategic plan in the form of an annual report in the form of evaluation and work program plans and budgets. The use of logistics manpower seeks to respond and cultivate optimal services as TNI Logistics Staff who are tasked with carrying out Staff functions in the field of TNI logistics development, logistical support in the framework of fostering and using force, and assisting in the implementation of material mobilization and demobilization, facilities and services in the framework of national defense.

The performance of policy implementation will be strongly influenced by the exact characteristics and matches the implementing agents. This is related to the policy context that will be implemented in several policies, demanded by strict and disciplined policy implementers. In other contexts, a democratic and

persuasive executing agent is needed. In addition, regional coverage is an important consideration in determining policy implementing agents. The characteristics of the implementation agencies, in the aspect of the Implementation of Human Resources (HR) Policies for the Indonesian National Army (TNI) in Indonesia, TNI PNS are the same status as PNS that apply in Ministries and other government agencies, while employees who come from the TNI follow the regulations. which applies in the TNI, namely in accordance with Law Number 34 of 2004 concerning the TNI, namely TNI soldiers who come from the Army (AD), Navy (AL) and Air Force (AU). In Law Number 34 of 2004 concerning TNI, what is meant by soldiers are Indonesian citizens who meet the requirements stipulated in statutory regulations and are appointed by an authorized official to serve in the military service. TNI soldiers consist of Voluntary Soldiers and Mandatory Soldiers. Volunteer Soldiers undergo army service with official ties. Soldiers are required to undergo military service based on official ties. Soldiers are soldiers who believe in and fear God Almighty, loyal to the Unitary State of the Republic of Indonesia (NKRI) which is based on Pancasila and the 1945 Constitution of the Republic of Indonesia, is moral and complies with laws and statutory regulations; disciplined and obedient to superiors; and are responsible and carry out their obligations as Soldiers.

In the TNI Logistics HR organizational structure, there are members of the TNI who are active and civil servants, so these employees are attached to the same obligations as those applicable at TNI Headquarters. Whereas in Republic of Indonesia Law Number 5 of 2014 concerning State Civil Servants, article 1 paragraph (2) and (3) states that State Civil Servants, hereinafter referred to as ASN Employees, are civil servants and government employees with a work agreement appointed by the official. Personnel builder and assigned to a government position or assigned to other State duties and paid according to laws and regulations. Meanwhile, Civil Servants, hereinafter abbreviated as PNS, are Indonesian citizens who meet certain requirements, are appointed as ASN employees on a permanent basis by civil servants to occupy government positions.

Things that need to be considered in order to assess the performance of policy implementation is the extent to which the external environment contributes to the success of the policy. The unfavorable social, economic and political environment can be a source of problems for the failure of the performance of policy implementation. The economic, social and political environment in the aspect of Human Resources Policy Implementation (HR) of the Indonesian National Army (TNI) in Indonesia, the ability of TNI Logistics HR is based on the knowledge and skills obtained from various education and training as well as work experience in assignments, with the ability as follows: a) Second Lieutenant. Logistics HR with the rank of Second Lieutenant is assigned to positions, tasks, jobs that are technical and tactical in the field with the following abilities: (1) Knowing and understanding their field of specialization. (2) Able to carry out work and lead small units in the unit. b. First lieutenant. Logistics HR with the rank of First Lieutenant is assigned to positions, tasks, jobs that are technical and tactical in the field with the

following abilities: (1) Understand their field of specialization. (2) Able to coordinate and carry out work in the unit and lead the field assistance unit (Banlap) outside the unit. c. Captain. Logistics HR with the rank of Captain has knowledge and skills in branching and focuses on positions with the following abilities: (1) Able to analyze problems in the unit. (2) Able to plan, implement and coordinate work within and outside the unit. 3) Able to plan, implement, coordinate, lead and supervise every task in the unit. d. Major. Logistics HR with Major rank has the knowledge and skills in its branches through education and work experience, with the following abilities: (1) Understand their field of specialization. (2) Able to manage resources towards the completion of unit tasks. 3) Able to plan, implement, coordinate, supervise, lead and evaluate each unit task. e. Lieutenant colonel. Logistics human resources with the rank of Lieutenant Colonel have knowledge and skills in their branches through education and work experience with professional abilities and assignment experience and are able to carry out technical / tactical managerial tasks both inside and outside the TNI. f. Colonel. Logistics HR with the rank of Colonel is given a structural position with managerial abilities in both the fields of Staff and Command, research and is able to carry out conceptual tasks. In the process of developing the capabilities and professionalism of the Logistics HR staff, it is necessary to have equal opportunities in assignments to gain experience, knowledge and expertise, therefore Logistics HR, especially in the initial assignment period in the field, needs to rotate quickly so that it is expected that Logistics HR with broad insight will be formed able to communicate and coordinate and have a strategic view.

One of the factors that influence the effectiveness of policy implementation is the attitude of the implementor. If the implementor agrees with parts of the content of the policy, the implementer will carry it with pleasure, but if their views differ from the policy makers, the implementation process will experience many problems. The disposition or response of the implementers in the aspect of the implementation of the Indonesian National Army (TNI) Human Resources (HR) Policy in Indonesia, TNI combat operations preparedness, where the workforce manning the TNI logistics sector is able to prepare and distribute according to the needs of the operation, both for War Military Operations and Military Operations other than war.

CONCLUSION

Based on the results of the analysis, there are six factors that determine the implementation of the Indonesian National Armed Forces (TNI) Human Resources (HR) policies in Indonesia, namely: 1) Policy standards and objectives, 2) The resources and incentives made available, 3) The quality of inter-organizational relationships, 4) The characteristics of the implementation agencies, 5) The economic, social and political environment and 6) The disposition or response of the implementers. Recommendations from the results of the research analysis are as follows: In general, the use of labor has been running well and can support the implementation of TNI logistics. To further improve service excellence that is on time, right place, effective and

right on target in supporting the main tasks of the TNI, the use of labor still refers to the needs of users and the needs of operations.

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