

## HOW THE INDONESIAN ARMY MAINTAINING ITS SOLDIERS' READINESS THROUGH SPECIALIZATION AND MISSION-ORIENTED TRAININGS

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### ABSTRACT

*There are ways, military, are adopting to make sure they are not only big in numbers and advance in technology but also manned by professional and capable soldiers. Hence the Indonesian Army structured its organization to assure the right method of trainings for its soldiers are readily programmed and executed. It is now has become very challenging as the nature of war has evolved to a more sophisticated manner where wars are now engaged non-conventionally and asymmetric battlefield scenarios have become more often to occur. This paper discusses how the Indonesian Army designed its training and education programs to better adapt to the security issues which includes threats, disturbances, obstacles, and challenges (AGHT) in the context of Indonesia where most issues are derived from domestic unrests in the form of vertical and horizontal conflicts. It is imperative for the Indonesian Army to not only have its soldiers to be combat ready but also mission ready. It is because when the Indonesian Army are conducting military operation within the country approaches other than combat are much preferable and effective and such missions involve more humane skills for the soldiers. Therefore, specialization and mission-oriented trainings are critical.*

**Keywords:** Military, training, education, Indonesian Army, mission-oriented training, combat-ready

### 1. PREFACE

The Republic of Indonesia Law Number 34 of 2004 concerning the TNI stipulates that the TNI plays a role as a state instrument in the defense sector for which, in carrying out its duties is based on state political policies and decisions [1]. As a means of state defense, the TNI functions as a deterrent and action against all forms of threats as well as a remediation for state security conditions. This requires the readiness of the TNI AD units to be able to carry out their duties properly in accordance with the challenges they face. The same applies to the duties of the Indonesian Armed Forces in the Kartika Eka Paksi Doctrine.

As a public sector organization, TNI AD face a range of social, political, and economic challenges, many of which will have serious and on-going implications for public sector employees and the people they serve. Policies and practices involving work- force recruitment and retention, training and development, career progression, performance appraisal, employee relations and other key Human Resources Management (HRM) responsibilities can all impact on the attitudes and behaviors of employees and have the potential to undermine or enhance the effectiveness of employees. Strategies for managing human resources (HR) therefore have a vital role to play in ensuring that public sector agencies have the capacity to address the needs of the communities they serve and to consistently achieve high standards of service.

The public sector is distinct from the private sector on a number of important grounds. One of the defining features of the public sector (relative to private sector firms) is the extent to which State-funded services are influenced by government and its associated authorities, regulatory bodies, and elected ownership. This degree of external influence, coupled with strong public-sector values and relatively idiosyncratic internal environments, has important implications for how HRM is practiced in the public sector [2].

Reliable soldier resources in each assignment are greatly influenced by the unit preparation process through gradual, graded, and continuous education and training by prioritizing in increasing the capabilities and skills of soldiers and TNI AD units so that they are ready to carry out their duties. However, based on the Adaptive Soldier Leader Training and Education (ASLTE) approach mention that to promotes instructional principles that develop desired leader competencies should possess a reasonable level of expertise and leverage their capability to adapt to new challenges, are capable of maintaining a positive attitude conducive to building trust and confidence in their students, and purposefully and systematically move student learning activity towards a threshold of failure to challenge them while ensuring success to build confidence and initiative.

As a result, the capabilities that must be possessed by each soldier depend on the effectiveness of the implementation of unit development carried out in the TNI AD ranks so that the achievement of the main tasks is expected to be more focused as expected. In accordance with the Kartika Eka Paksi Doctrine, the implementation of unit development for the Indonesian Armed Forces is carried out in a continuous cycle of unit development throughout the year covering all aspects that affect the achievement of the tasks of the TNI AD which are carried out in an integrated and planned manner including organizational development, personnel development, material development, base coaching, software and budget-supported training is a process that cannot be separated from one another [3].

Training Development is one of the unit developments aimed at the readiness of the TNI AD organization in carrying out operational tasks. Operational readiness is of course carried out by preparing personnel or soldiers through education and training in the field of operations in accordance with the mission. In accordance with the very diverse regional typology in the Republic of Indonesia, education and training in preparing units ready for operation requires specialized training according to regional typologies and training that is oriented towards achieving the mission or task [4].

In general, the training material for the preparation of pre-duty units in the Indonesian Army is adjusted to the interests of the type of each area of operation. For example, the assignment of operations in the Papua region, in order to realize the implementation of pre-operational preparation exercises in the Papua region, training materials such as techniques, tactics and training materials such as security in vulnerable areas, territory and intelligence are adapted to the typology of the Papua region [4].

Therefore, in this paper, we will describe how we maintain the readiness of Indonesian Armed Forces soldiers through specialization and task-oriented training.

## **2. RESEARCH METHOD**

The discussion in this paper is focused on how we maintain the readiness of TNI soldiers through specialization and task-oriented training. The method of discussion is descriptive analysis using references to existing regulations in the TNI, combined with thoughts for future

development and by using various scientific articles that discuss the development of soldiers from various countries as references in the discussion. Through this paper, it is hoped that an overview of the various educational and training activities needed to produce a TNI that is ready to serve in all conditions can be obtained.

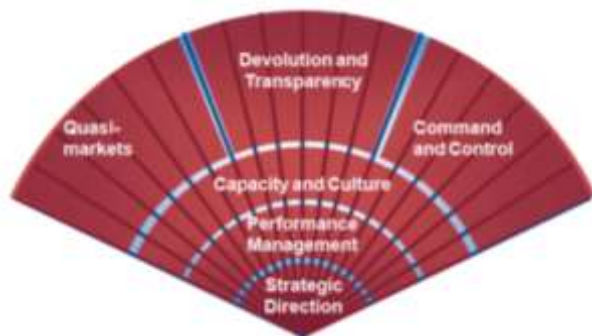
### 3. RESULT AND DISCUSSION

Before going into the training system, we can see the conceptual model of the Public Transformation Model of Transforming Public Services by Barber, 2007 [5] in Journal of Transforming the Public Sector in Indonesia: Delivering Total Reformasi.

In Figure 1, there are three core functions, the transformation of public services. Strategic direction, performance management, Capability, Capacity and Culture. Through the lens of the three core functions, examined the process and impact of public sector reforms and how they might better work together to transform the public sector to stay competitive in the globalization era.

**Figure 1**

*The Conceptual Model of the Public Transformation Model of Transforming Public Services [6]*



In the picture above, there are three core functions, the transformation of public services. Strategic direction, performance management, Capability, Capacity and Culture. Through the lens of the three core functions, examined the process and impact of public sector reforms and how they might better work together to transform the public sector to stay competitive in the globalization era (7-11].

**Strategic direction** considered the role of the overall strategy, leadership and change management in galvanizing a coalition for transformation. While reform programs have typically been expressed in terms of technology, human resources, or financial systems, often these goals have proven insufficient as drivers of behavior change. In the absence of a clear strategic vision and framework for action that signals the long-term direction of the institution, weak links connect reform efforts on the ground to a sense of purpose that can overcome inertia in current structures, culture, processes, and practices.

**Performance management** explored how reforms are challenged by the lack of transparent, merit-based, apolitical employment, reward (or sanction), promotion practices and difficulties with defining a culture of performance for delivering public services.

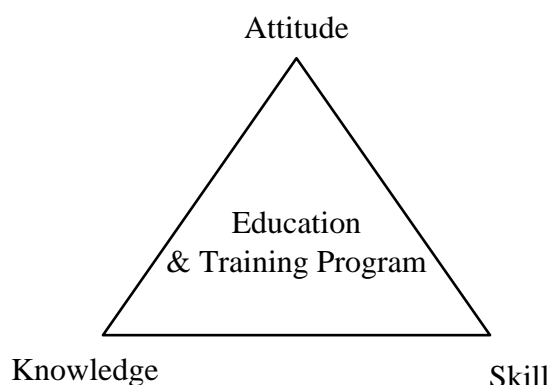
**Capability, Capacity and Culture**, examined the changing roles, capabilities and characteristics that are the subject of the reform, including recruitment, training and

development, performance management and remuneration. Examined the enabling role of ICTs to enhance the capabilities required for reform, such as controls and compliance, transparency, accountability, governance and ultimately (though by no means guaranteed) public sector performance [5, 7-11].

From the explanation above, we can see the third point, the ability, capacity, and culture of Soldiers. so that the field of training in the TNI AD organization is one of the important things to improve the ability of members to improve the ability and accountability of public sector performance. To maximize this performance, the Indonesian National Armed Forces designed the Exercise through the Readiness of its Soldiers with Specialization and Task Oriented Training.

In general, education carried out by various official educational institutions such as education in the TNI, aims to produce graduates who have three main abilities, namely knowledge, skills, and attitudes (Figure 2). These three things are very necessary to produce a TNI that is professional and has a good attitude as a person. At the level of education with certain goals and assignments, the prioritized abilities can be taught more deeply. For example, at the officer level, more in-depth managerial and planning skills are required, while at the executive level, more operational and skill-based education is required. Therefore, it is necessary to develop a strategy in implementing education and training for every level of the TNI. However, it is also possible to set minimum standards that must be owned by every member of the TNI.

**Figure 2**  
*Outcomes of the Educational Process*



### **Exercise Mechanism**

The TNI AD has the main task of upholding state sovereignty and the territorial integrity of the land territory of the Unitary State of the Republic of Indonesia (NKRI) based on Pancasila and the 1945 Constitution, as well as protecting the entire nation and the entire homeland of Indonesia. Faced with this main task, the TNI AD unit is expected to have professional and reliable soldiers in guarding the territory of the Unitary State of the Republic of Indonesia. The professionalism of the soldiers is achieved through the training of the TNI AD, one of which is carrying out pre-duty preparation exercises that are prepared as well as possible in order to obtain optimal results.

Operational tasks are generally carried out by combat units within the Indonesian Army. Coaching Exercises carried out by the Combat Units and Combat Assistance Units to improve Intelligence capabilities, Combat capabilities, Territorial Development capabilities and support capabilities whose training programs have been regulated by the Upper Command and

described through Work Programs/directives tailored to the needs of each unit in the form of Exercises in the framework of Strength Development (Binkuat), Exercises in the context of the use of strength (Gunkuat) and Joint Exercises [4].

To maintain the readiness of its soldiers through specialization and task-oriented training, surely starting with the education system. The education sector in the Indonesian Armed Forces is the main and important sector in this regard. Education begins with the recruitment process from civil society voluntarily who wish to join the TNI AD organization. Furthermore, they are educated about basic military and combat discipline as well as territorial development activities/military and civilian cooperation in development both from a physical and non-physical side for four months at regional educational institutions in each municipality. Furthermore, soldiers are provided with special training/specialization for six to nine weeks according to the typology of the assignment area covering military tactics including basic intelligence, security, and combat discipline to support territorial development activities to win the hearts and minds of the people both in theory and in practice individually (Figure 3, Figure 4).

**Figure 3**

*TNI-AD Field Education Activities [12]*



**Figure 4**

*TNI-AD Classroom Educational Activities [13]*



After that, the training was increased in the form of a team for two to three weeks with the material still on specialization training. Gradually, education and training increased in company/ Military District Command Sector (KORAMIL) relations according to the assignment organization that prioritized territorial operations for two to three weeks and most forms of training were in the form of drills/practices which were carried out repeatedly. Finally, this assignment-readiness training ended with training in unit at the battalion or Kodim

(Military District Command) level, which was still at the specialization training stage for two weeks.

The culmination of this training is pre-duty or operational alert training which is already oriented towards the achievement of tasks or missions and is held for six weeks.

The novelty in this training concept is an assignment that prioritizes a humanitarian and welfare approach through a pattern of territorial development without compromising the intelligence and combat capabilities of soldiers, both in terms of analysis of tactical conditions and terrain conditions as well as combat discipline and leadership of unit commanders in the field, especially in the decision-making process.

### **Exercise Method**

The implementation of training for cadres of trainers and preparation of pre-duty uses technical training methods including lectures/briefings, discussions (case studies), field practice, and applications. using technical drill methods, tactical drills, and combat drills. for the pre-duty training for the Indonesia-Malaysia, Indonesia-RDTL, and security of vulnerable areas Maluku-North Maluku patrols using the technical drill method [4].

Technical skills and combat tactics are basic abilities that every Indonesian Army soldier must have in order to win battles, both in individual relationships and in group relationships. This ability is not easy to obtain except with an adequate frequency of training and the support of representative facilities and infrastructure in accordance with the needs of the assignment field to be faced. In addition, the success of carrying out the tasks of the TNI AD units is largely determined by the quality of the capabilities of each unit itself, both technical and tactical abilities. This Technical Drill and Tactical Drill Exercise Complex is a military combat training area that is focused on conducting simulation exercises for Indonesian Army soldiers. By preparing each soldier for a larger simulation of combat drills. With the ultimate goal of realizing a soldier and an effective, efficient and modern.

Therefore, in a process of technical drills and tactical drills for TNI soldiers, they must be carried out sequentially based on the training method. Where the best possible tactical drill exercises can be linear in order to shorten the soldiers' travel time with a gradual, graded and continuous method. In addition, the location and arrangement of supporting buildings for facilities also affect the movement of soldiers in carrying out exercises.

### **Exercise Principles**

In order for the exercise to be carried out properly, the implementation of the exercise within the TNI AD adheres to the principles of the exercise, which are:

- a. Safe  
In every training system, it should observe to the safety factors that have been regulated in the existing security plans and procedures.
- b. Effective  
The implementation of pre-duty preparation exercises for the TNI AD must be carried out effectively in accordance with the objectives and targets of the planned training.
- c. Flexible  
In the implementation of the pre-duty preparation exercise for the TNI AD units, it must be able to adapt to the development of the situation and dynamics in the field so that training can run smoothly without ignoring the applicable principles.
- d. Cooperation

In the implementation of pre-duty preparation exercises for the TNI AD units, cooperation in the implementation of training from exercise Commander, coaching staff and actors must be realized in order to ensure the achieve of the training objectives.

e. Legality

The implementation of pre-duty training for the TNI AD must be based on formal legal provisions and rules so it could be justified.

f. Upholds the Objectives

All organizers and actors of the pre-duty preparation exercise for the TNI AD units must be understand and adhere to the purpose of exercise, so that its implementation does not deviate from the things that have been determined.

g. Relevant

The training material for the preparation of pre-duty must be adjusted to the assignments to be faced, both in terms of quality and quantity, so that the training objectives can be achieved.

h. Follow the Rules

In the implementation of the pre-duty preparation exercise for the TNI AD units, the organizers and participants must obey the rules and conditions of the exercise that apply in the TNI AD environment.

i. Precisely Targeted

The pre-duty preparation exercise for the TNI AD is expected to produce units that are on operational alert in accordance with the demands and needs of the operations area.

j. On time

In the implementation of the pre-duty preparation exercise for the TNI AD units, it must be on time according to the plan starting from the planning, preparation, implementation, and termination stages, this is related to the tasks that will be faced immediately after the completion of the pre-duty preparation exercise for the TNI AD units.

k. Planned.

Implementation instructions regarding pre-duty preparation exercises in the Indonesian Army as a guide in planning for the preparation and fulfillment of guidebook within the Army so that the guidebook that applies can be aligned in one mindset, attitude pattern, and pattern of action for guidebook coaches and users in the TNI AD.

l. Newest

The implementation of pre-duty preparation exercises for the TNI AD should be able to equip trainees with mastery of the latest technology according to the type of task to be faced.

State-funded organizations such as public hospitals, ambulance services, law enforcement agencies, schools, social welfare programs, utility providers, business development units and other publicly funded services are all essential to the well-being and functioning of society and it is in everyone's interest that these organizations provide on time, high quality service [4].

In turn, the effectiveness of these services is highly dependent on the knowledge, skills and encouragement of their employees. Policies and practices involving workforce recruitment and retention, training and development, career advancement, performance appraisal, employee relations and other key HR Management responsibilities can have an impact on employee attitudes and behavior and have the potential to undermine or enhance employee effectiveness. In this case, it is necessary to develop an HR management system that can adapt to the needs of HR development quickly, effectively, and efficiently, with optimal results. The potential of each member of the organization has been properly recorded and their educational and training needs have been prepared in accordance with the HR development plan.



One example of an assignment is to be a UN peacekeeper in a conflict-ridden country (Fig. 5). The TNI's capabilities must be in accordance with the qualifications as a peacekeeping force, which are obtained through an international standard education and training process. Therefore, a more comprehensive strategy is needed in education and training in the TNI, including understanding related to human rights, foreign languages, and international relations without leaving Indonesian culture.

**Figure 5**

*TNI Carrying Out Duties as a UN Peacekeeping Force [14]*



#### **4. CONCLUSIONS AND RECOMMENDATIONS**

State funded organizations such as public hospitals, ambulance services, law enforcement agencies, schools, social welfare programs, utility providers, business development units and other publicly funded services are all critical to the wellbeing and functioning of societies and it is in everybody's interests that these organizations provide timely, high-quality services. In turn, the effectiveness of these services rests heavily on the knowledge, skill, and drive of their employees. Policies and practices involving work- force recruitment and retention, training and development, career progression, performance appraisal, employee relations and other key Human Resource Management (HRM) responsibilities can all impact on the attitudes and behaviours of employees and have the potential to undermine or enhance the effectiveness of employees [6].

The criteria for professionalism that must be possessed by TNI soldiers are trained, educated, and well equipped. These three requirements need to be achieved in line with efforts to meet the needs of the main equipment of the weapon system, maintenance, and care, as well as organization and infrastructure in order to achieve the successful development of the Minimum Essential Force (MEF). Educated means expert and masters the field of work, which is obtained from various kinds of education, both general development education and specialization education. Meanwhile, being properly equipped requires that to support professionalism, it is necessary to support the fulfilment of the need for adequate equipment, both individually and in units at the lowest to the highest levels.

The success of the operational tasks of the TNI AD units cannot be separated from the training to deal with these tasks, for that we need good development and management of the training. The implementation of this exercise begins with the training of pre-duty trainer cadres and then the trainer cadres carry out pre-duty preparation exercises for the TNI AD units in accordance with the stages of training which include the stages of planning, preparation, implementation, and conclusion.



To maintain the readiness of Indonesian Armed Forces Soldiers through specialization and task-oriented training, the emphasis is on providing material that is in accordance with the tasks to be carried out so that the actual operation will be more effective.

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