

CHAPTER 1

INTRODUCTION

1.1 Background

National defense constitutes the endeavor to safeguard the state sovereignty, and territorial integrity of the unitary Republic of Indonesia, and the security of the Indonesian nations. In this context, defense encompasses, at a minimum, the governmental, territorial, and civil systems. The regulatory framework for national defense is outlined in Article 30 (2) of the 1945 Constitution of the Republic of Indonesia, stipulating that State defense and security affairs are executed through the universal defense and security system involving the Indonesian Armed Forces and the National Police of the Republic of Indonesia as the primary sources of strength, with the people serving as supportive components.

Indonesia faces threats that emanate from both domestic and international sources. The evaluated threats posing risks to state sovereignty, territorial integrity, and the overall safety of the nation include terrorism, radicalism, separatism, and armed rebellion. Additionally, there are challenges arising from natural disasters, border area violations, piracy, theft of natural resources, epidemic diseases, cyberattacks, espionage, and the distribution and misuse of drugs (Ministry of Defense, 2015). Given the diverse nature of these threats, Indonesia must establish a national defense posture aligned with an appropriate defense doctrine.

Furthermore, the VUCA aspect in national defense, characterized by Volatility, Uncertainty, Complexity, and Ambiguity, can also pose a threat. This concept initially emerged in the military context and has subsequently been adopted across various fields (Bennett & Lemoine, 2014).

In the realm of defense in Indonesia, several instances of VUCA (Volatile, Uncertain, Complex, Ambiguous) aspects can be identified:

Volatility (Volatile): The threat posed by natural disasters such as earthquakes, tsunamis, or volcanic eruptions can lead to sudden and

unexpected emergency situations. The presence of armed groups, whether at the national or regional level, may also contribute to unstable conditions. **Uncertainty (Uncertain):** Uncertainty is associated with global policy changes in security, border disputes, or potential shifts in national-level politics that could impact Indonesia's defense and security strategy. **Complexity (Complex):** Complexity arises from various issues and challenges in defense, including security concerns in vast sea areas, extensive borders, and problems related to environmental sustainability and global warming. **Ambiguity (Ambiguous):** Ambiguity manifests in the unclear intentions and tactics of extremist or terrorist groups. Additionally, ambiguity is present in the rapid development of cyber threats, adding an obscure dimension to defense considerations.

Applying the VUCA concept (Volatile, Uncertain, Complex, Ambiguous) to the current defense threat landscape reflects the acknowledgment that the international and national security environment has become increasingly challenging, less predictable, and more intricate. Several aspects of VUCA pose threats to the defense landscape, including dynamic shifts in challenges, uncertainties in the evolving situation, complexities in the characteristics of threats, and ambiguity surrounding the intentions and goals of involved parties (Mick & Pohan, 2018).

According to Law No. 3 of 2002 regarding National Defense, the National Defense System is a comprehensive defense system. It involves the entire citizenry, territory, and other national resources, and is early prepared by the government. All these preparations are conducted in a total, integrated, directed, and continuous manner to uphold the sovereignty of the country, the integrity of its territory, and the safety of the entire nation from all threats (Indrawan, 2015). The involvement of every citizen in national defense aligns with the mandate of the 1945 Constitution of the Republic of Indonesia. Its implementation takes the form of a state defense program based on love for the homeland, known as the "Defense The States" program.

The 2015 Indonesian Defense White Paper identifies three types of threats: military threats, non-military threats, and hybrid threats. To address these threats effectively, the national defense strategy relies on leveraging both tangible and potential threats to embrace a comprehensive defense and security system involving the universal participation of the people (Sishankamrata). This system encompasses the defense roles and functions of all citizens. At its core, the universal defense system emphasizes the critical importance of fostering awareness across all layers of Indonesian society to defend the country. A key determinant for achieving sustainable development and mitigating various forms of threats lies in harnessing the human potential as a source of power (Indonesian Defense White Paper, 2015).

Confronting military threats, the Indonesian state positions the Indonesian Armed Forces (TNI) as the primary component. Complementing the TNI, there are Reserve Components and Supporting Components that aid in addressing military threats. In contrast, addressing non-military threats involves leveraging key elements from various ministries and agencies outside the defense sector, tailored to the specific type of threat. The TNI and The National Police provide assistance in supporting the efforts of these ministries and institutions. In dealing with hybrid threats, Indonesia employs a military defense approach, similar to that used against military threats, but augmented by non-military defense capabilities from relevant ministries and institutions acting as supporting components.

Fundamentally, the defense system entails the active involvement of all citizens in their respective roles and functions. Consequently, there is a need to establish an apt national defense posture, achieved through the efficient management of existing resources to contribute to the country's defense. The mandate for managing these resources is articulated in the Constitution of the Republic of Indonesia Number 23 of 2019 concerning the Management of National Resources for National Defense. This management of national resources aims to transform human resources,

natural resources, and artificial resources, along with national facilities and infrastructure, into a robust foundation for national defense. These resources are intended to serve the interests of national defense, fostering preparedness for any contingencies.

The management of defense resources involves a transformative process aimed at enhancing the potential of these resources and transforming national infrastructure into fundamental elements of national strength. These elements encompass the deployment of defense resources, both military and non-military, in a synergized manner to support national defense efforts. There are three crucial components within the defense resources, namely the main component led by the TNI, followed by the Reserve Component and the Supporting Components. Together, these components contribute to the comprehensive strength of the nation's defense capabilities.

It is explained that the posture of national defense is a form of national defense positioned within the national defense system and is reflected in the integration of strength, capacity, and the mobilization of national resources, consisting of main units, reserve units, and supporting units. The TNI's stance comprises strength and capabilities, as well as the military campaign of National Defense and Security National Defense (Hankam Neg), designed to assist in the implementation of strategies to achieve the purposes and objectives of defense and security. Here, the defense posture has three main aspects: strength (power), ability (ability), and military campaign (deployment).

The Latin proverb says "si vis pacem para bellum," which means if you want peace, prepare for war. This also implies that every country should prepare the defense for peace. Indonesia adheres to a defense system called the Total People's Defense and Security (Sishankamrata). The Total People defense system means all components, starting from citizens, territories, and other national resources, participate in organizing the

national defense. Article 30 of the 1945 Constitution states that every citizen has the right and obligation to defend the country.

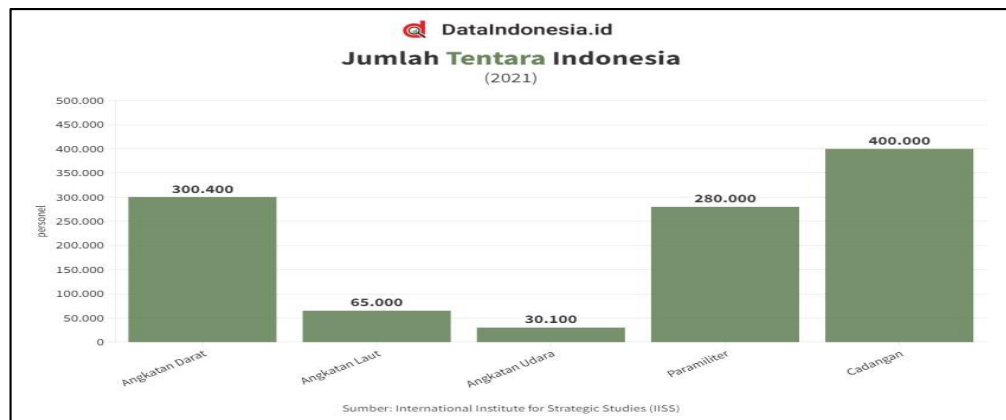


Figure 1.1 The Strength of Indonesian Military Personnel

Source : International institute for strategic studies (2021)

The information provided, based on the report from the International Institute for Strategic Studies (IISS), states that the estimated number of active military personnel in Indonesia was approximately $\pm 395,500$ individuals as of the end of 2021. The breakdown reveals that the majority, totaling 300.400 individuals, belongs to the Army, with an additional 65.000 active military personnel from the Navy, and 30.100 from the Air Force (Mahdi, 2022). The details are clear and provide a comprehensive overview of the distribution of active military personnel across different services.

Given the comparison between Indonesia's population, estimated at approximately ± 270 million people, and the number of main components (TNI), around $\pm 400,000$ individuals. The inference is drawn that one TNI member is responsible for handling about 600 citizens, a situation deemed less than ideal and posing vulnerabilities to national defense and territorial integrity. Consequently, the establishment of reserve components (Komcad) becomes necessary to bolster national defense. The importance of Komcad is underscored as it illustrates a system beyond the Main Components. This need is articulated in Law Number 23 of 2019 on the

Management of National Resources, emphasizing that Komcad, as part of national resources, should be prepared for deployment to enhance and fortify the capabilities of the Main Components. The passage effectively communicates the rationale for reserve components and ties it to relevant legal frameworks.

Additionally, on the website of the Indonesian Ministry of Defense, it is mentioned that Komcad is a crucial factor in strengthening Indonesia's defense posture. Komcad is voluntary, only mobilized simultaneously upon the President's order with the approval of the DPR (People's Consultative Assembly). When in an inactive state, Komcad members continue to be regular citizens in their daily professions, whether in the community, civil service, as students, or in other roles.

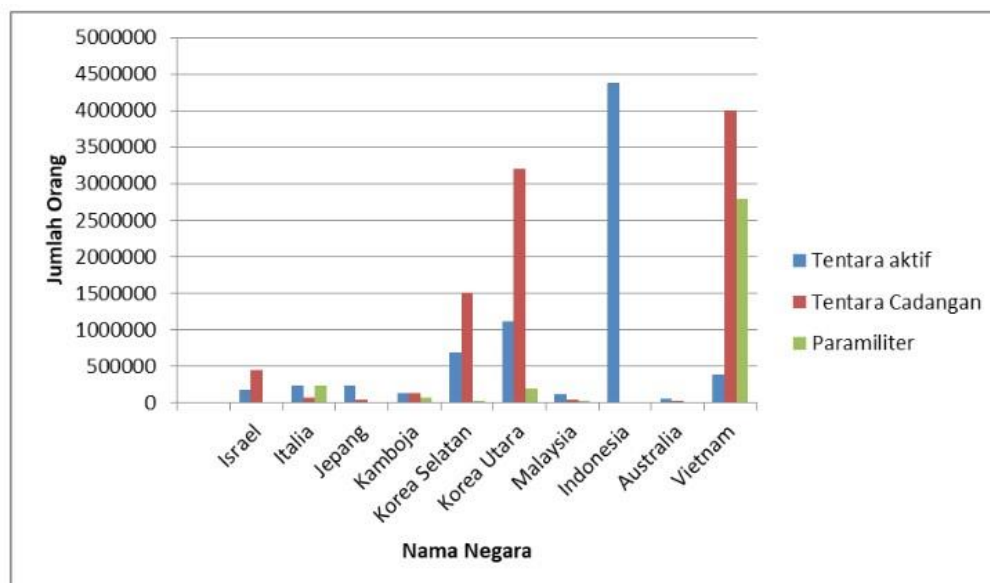


Figure 1.2 Comparison of Defense Reserve Components in Several Countries

Source: The Ministry of Defense (2023)

From the table above, it can be seen that the formation and training of Komcad have been conducted by neighboring countries in the region, and even in countries such as Vietnam, South Korea, North Korea, and Israel, the number of Komcad/reserve component is greater than the

number of active soldiers. This is in contrast to Indonesia, which only initiated the formation and training of Komcad at the end of 2021.

When examining history, the existence of Komcad has indeed been in place since 1975. In the historical context, towards the end of 1975 entering 1976, the Southeast Asia region was marked by heightened tensions due to the fall of South Vietnam, Laos, and Cambodia into the hands of communist parties. In the vicinity of Indonesia, the situation in East Timor escalated, and a conflict seemed inevitable. Various parties in East Timor, including Kota, Trabalista, Apodeti, and UDT, sought Indonesian assistance to counter the Fretilin groups. Eventually, on December 7, 1975, "volunteers" from Indonesia crossed the border, entered East Timor, and, alongside the East Timorese people, successfully took control of the capital, Dili.

The operation in East Timor, known as Operation Seroja, which includes the participation of National Reserve Components. This involvement extended to the deployment of helicopters owned by Pelita Air Service, a subsidiary of Pertamina. During the liberation of East Timor, pilots and technicians from Pelita Air Service operated AS-332 Super Puma and Hughes 500 helicopters with courage and determination. These helicopters were utilized for transporting logistics, and troops, and conducting medical evacuations from Dili to the interior of East Timor, flying over vulnerable areas.

The technicians and pilots of Pelita Air Service were responsible for transporting logistics, moving troops, and conducting medical evacuations from the suburbs of East Timor. This illustrates their readiness to provide National Reserve Components when the state requires their assistance. The history of Pelita Air Service supporting Operation Seroja in East Timor from 1975 to 1978 serves as evidence of the crucial role played by the Ready National Reserve Components, which can be mobilized when the country needs to fulfill its national missions (Metro Post, 2021).

In 2021, the Indonesian government, through the Ministry of Defense, established Komcad as a result of comprehensive threat analysis. Komcad is intended to provide assistance to the main components when needed. When compared to other countries with the concept of a Reserved Army, the Komcad implemented in Indonesia is almost similar to that applied in the United States. The form of service is voluntary, with individuals offering their services to be mobilized during wartime. The concept of the Reserved Army in the United States refers to the Reserve Component, involving military forces called upon in emergency situations or specific military needs. To understand the concept of the Reserved Army, we can discuss aspects such as recruitment, education, and training, as well as the development and deployment of the troops.

1. Recruitment:
 - a. Members of the Reserved Army are recruited through a rigorous selection process, similar to the recruitment process for active members.
 - b. Recruits in the Reserved Army program typically have active and reserve contracts, where they commit to engaging in training and duties when needed.
2. Education and Training:
 - a. The education and training for the Reserved Army are designed to ensure that reserve forces possess the skills and qualifications necessary to fulfill their tasks and responsibilities.
 - b. They undergo basic and advanced training and maintain skills through regular exercises and periodic training sessions.
 - c. Education and training are often conducted at military training centers and other training facilities..
3. Maintaining:
 - a. Members of the Reserved Army are required to enhance their skills through consistent training and proficiency assessments.

- b. It may be important for them to uphold a standard of physical fitness and well-being in order to guarantee their preparedness for operations when needed.

4. Deployment.

- a. Reserved Army can be deployed in domestic emergencies, such as natural disaster response or civilian emergencies.
- b. They may also be deployed in active military environments when required to bolster military operations or safeguard national security.
- c. Deployments can be short-term or long-term depending on the situation and needs.

From a quantitative point of view, a large country like China today has a population of almost 1.5 billion, only about 2 million active troops. However, China also has 800,000 reserve troops, and the US, with a total population of 334 million, has an active army of about 2,580,255 personnel, with the Reserve Army almost equal to 2,458,500. Even Singapore, whose territorial size is no more than Jakarta, has a total of 6 million inhabitants and only 60,000 active historians. It shows that countries like the United States, China and Singapore, aware of the potential threats that may arise in the future, so preparing human resources as soon as possible, and keeping their SDMs organized and trained so that they can be mobilized in the event of war.

According to Law No. 23 of 2019, the management of national resources for the defense of the state includes various activities such as citizenship education, mandatory basic military training, voluntary or mandatory service in the Indonesian National Army, and professional dedication. Thus, the requirement for a reserve component is already in accordance with the relevant regulation. The Ministry of Defence is targeting 25,000 reserve component, which is expected to be achieved in the next few years. The government initially planned to form 100 reserve component battalions. But the plan has changed given the country's financial situation

as a result of the impact of the Covid-19 pandemic. Here's the 2021-2022 compact formation matrix:

Table 1. 1 First Batch, year 2021

No.	Division	Matra	Total
1	Kodam Jaya	Army	499 People
2	Kodam III/Slw	Army	500 People
3	Kodam IV/Dip	Army	500 People
4	Kodam V/Brw	Army	500 People
5	Kodam XII/Tpr	Army	499 People
6	Kadet Unhan RI	Army	603 People
	Total		3.101 People

Source : The Ministry of Defense (2023)

Tabel 1. 1 Second Batch, year 2022

No.	Division	Matra	Total
1	Kodam II/Swj	Army	450 People
2	Kodam VI/MIw	Army	500 People
3	Kodam XIV/Hsn	Army	500 People
4	Kodikmar Kodiklatal	Navy	500 People
5	Kopasgat Kodiklatau	Air Force	499 People
6	Pusdik Kowad	Navy & Air Force	50 People
7	Kadet Unhan RI	Army	475 People
	Total		2.974 People

Source : The Ministry of Defense (2023)

In this case, it can be seen that the restriction of government budget in the allocation of reserve component receipts due to unpredictable state conditions becomes an obstacle in increasing public interest in joining reserve component. If the number of reserve component formations is compared to the ministry of defense target that wants to reach 25,000 reserve component, then it is impossible that the target could be realized with a limited budget allocation. However, through The ministry of defense in 2023, it is planned to recruit reserve component members consisting of

army, navy and air force according to the needs of each matra and according to national financial capabilities.

Special attention can be directed to the formation in the reserve component of the Jaya Military District Command. According to Roringkon, et al. (2022), the Jaya Military District Command has the capacity to build 700 reserve component, but is not charged to the maximum on registration in 2021. The non-fulfilment of the maximum capacity is an interesting issue for researchers as the Jaya Military District Command reserve component will be in charge of the Jakarta Capital Territory. Should be, the formation of the reserve component in the province of DKI Jakarta can be more due to the population age 25-34 in the DKI of Jakarta that reached 1.743.234 people (BPS, 2022). On the other hand, the communication process in the capital should be easier to implement because the province is relatively small and almost the entire territory has access to information. This question could be an indication of the weakness of the communication strategy that the government has undertaken to attract public interest to become the reserve component of the Jaya Military District Command.

Interest problems can also be reviewed at the national level. It has been observed by the Ministry of Defense that a total of 10,000 individuals have officially registered for the reserve component. They have commenced the initial round of registration, scheduled to occur from 2 to 7 June 2021. According to Yahya (2021), the Ministry of Defense reports that about 10,000 individuals had enrolled, both online and offline, at the end of the registration period. The registration of 10,000 reserve component 2021 indicates the public's interest in the initiative. However, the statistics still fail to accurately represent the proportionate amount of Indonesians who are possibly qualified to register for reserve component (Langgeng Gilang, 2023).

On the other hand, when reviewed from the demographic facts, the population is potentially registering Komcad quite a lot. It is based on the number of Indonesian population aged 20-34 by 2021 is about 67 million

inhabitants (Tabel 1.3). The number will continue to increase as the demographic bonus of productive groups with relatively young age (reaching 70% of the Indonesian population) is predicted to last until 2035. (Sutikno, 2020). The actual amount is quite potential and is a fairly good opportunity this should be able to be exploited for improved defense posture through reserve component. However, when compared to the reserve component registered in 2021, which numbered 10,000 people, only about 0.0156% of the population showed interest in joining reserve component. (assumption 67 Millions of people qualify).

This demographic fact needs to be taken into account, if Indonesia fails to exploit it, then demography will be a new problem. When reviewed from the personal aspects, interest greatly affects the quality of recruitment, the more human resources have an interest in being part of reserve component, so the more qualified human resource is able to network. Here's the population table for 2021:

Table 1. 3 Population by age group and gender type in 2021

Age Group	Male	Female	Total
<i>*in thousand</i>			
15-19	11 445,2	10 755,1	22 200,3
20-24	11 588,1	10 989,2	22 577,3
25-29	11 434,4	10 947,0	22 381,4
30-34	11 155,9	10 818,8	21 974,7
35-39	10 633,6	10 412,6	21 046,2

Source: Central Statistics Agency (2021)

Involving a community that qualifies as a Reserve Component is a good strategy looking at Indonesia's highly strategic geographical position. The society involved in the component of the Resolution will then form in itself a spirit of patriotism, discipline and nationalism. Similarly, with the demographic bonus Indonesia has, the vast amount of Indonesian Human

Resources (HRM) can be managed to become a defense force that is supported by adequate technology. Hopefully, the larger the reserve component, the better the country's defense capabilities both in times of war and emergency. Otherwise, these demographic bonuses, if not properly managed, will have a wide range of social impacts, the potential for separatism. (Hidayat, 2022).

The decision to establish the Reserve Component is widely regarded as a prudent measure to enhance national defense capabilities. The community in the Reserve Component has considered two factors. Indonesia is an extremely advantageous geographical location and benefits from a substantial demographic bonus (Hidayat, 2022).

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On the other hand, the presence of a reserve component also presents a potential threat, with the combat capabilities of a reserve component being highly potentially unlikely to occur. The reserve component is Indonesian citizens who are trained and equipped with military competence to contribute to the improvement of TNI capabilities and capacity as a key component. Among the possible excesses that occurred after the formation of reserve components among others (Nurhuda, Widjayanto, & Prakoso, 2021):

- a. Quota variation based on the characteristics of the region (e.g. conflict/boundary areas).
- b. Threat from the sea (one of the major threats).
- c. Militaristic style of compact personnel.
- d. Abuse of capabilities.
- e. The emergence of a group/ormas comcad.
- f. Excessive expectations both internally and externally.
- g. Costs that do not correspond to benefits.
- h. Rejection of both individuals and organizations.
- i. The use of the komcad as a new political tool.
- j. Lack of facilities and supplies.
- k. Potential budget corruption.
- l. Unwillingness to mobilize.
- m. Shaking with regular military.
- n. Geneva Conventions (kombatan dan non kombatan).
- o. Restrictions on the origin of the registrant may potentially reduce the essence of the voluntary formation of the komcad to "semi-compulsory", thus generating coercive attitudes and closing the chances of registrants who come from the general public group.
- p. The nature of "volunteerism" is not targeted at the younger generation who have not yet had a national consciousness.

Another potential threat when the maximum construction against the reserve component is the possibility of joining the separatist group. As an illustration of some of the apparatus that has a construction program, it's clear that there are still some who are engaged in a joint embezzlement of the separatist group. There are a number of members of TNI/Police who were dispersed who then joined the TPNPB (Alliance Democracy for Papua (AIDP), 2022). Therefore, the reserve component needs to be managed with good construction so as not to misuse its capabilities. The reserve

component needs proper management to prevent the transformation of potential threats into actual threats, to carry out good management then needs a government policy framework. The policy must be properly implemented by the officers in the field.

In the face of the above phenomenon, personnel management in the defense context, especially on the reserve component, involves a number of important aspects, including recruitment, education and training, training, as well as placement.

Education and training are key steps in preparing reserve personnel for their duties and responsibilities. The education and training programmes include basic military training, learning technical skills, and understanding military tactics and strategies.

While from the maintaining aspects should include efforts to maintain and improve the readiness of reserve personnel. It involves physical and mental training of staff, including a health check-up. The placement of reserve personnel involves their placement in a particular unit or unit according to their specialization and expertise. They can be placed in a variety of situations, including emergency response, military exercises, or national security operations. The deployment must take into account the operational needs and the national defence strategy.

Defense management of personnel aspects in the reserve component should be carried out carefully to ensure that such personnel are ready and reliable when needed. Skill-building, periodic health evaluation, and proper deployment are essential to the readiness and effectiveness of the reserve component. Moreover, managing human resources at the defense level must be in line with national security policies and objectives that may change over time.

Based on the facts and urgency above, the researchers are charged to conduct related research “ **The Recruitment and Development of The Indonesian Army Reserve Personnel for National Defense (Case Study: Batches 2021-2023)**”.

The research will analyze and investigate the implementation of management in designing and evaluating the Ministry of Defense's strategy for socializing and managing reserve component. This research will cover various dimensions of Management, namely Defense Management, Human Resources Management, and Personnel Management to then produce a strategic step as a novelty of this research.

1.2 Research Focus dan Sub-focus

1.2.1 Research Focus

The focus of this research is to find out the management of the Ministry of Defense in increasing public interest in joining and managing the Reserve Component for Supporting National Defense in Jaya Military District Command and Siliwangi Military District Command.

1.2.2 Resarch Sub-Focus

In order to conduct more comprehensive and accurate searches, research is carried out on subtopics that are more narrowly focused:

- a. Personnel Management Processes Aspects of Recruitment on Reserve Components.
- b. Challenges and Obstacles of Human Resource Management in the Implementation of reserve component programmes.
- c. Defense management on reserve compounds by the Ministry of Defenses in addressing the challenges and obstacles of Use Supporting National Defense.

1.3 Problem Formulation

Considering the title of the research that is based on the thoughts that have been outlined in the background, then the researchers formulate some problems that will be studied as follows:

- a. How is the recruitment process of Batches 1, 2, and 3 Reserve Components?

- b. How is the education and training process of Batches 1, 2, and 3 Reserve Components?
- c. How is Defence Management in the development and projection of the deployment of Batches 1, 2, and 3 Reserve Components to support national defence?

1.4 Research objective

Based on the background and formula of the problems that have been outlined above, this study aims to:

- a. To analyze the recruitment process of Batches 1, 2 and 3 Reserve Components.
- b. To analyse the educational and training processes of Batches 1, 2, and 3 reserve components.
- c. To analyze Defence Management in the development and projection of the deployment of the Wave 1 and 2 reserve compounds carried out to support national defense.

1.5 Research Benefit

This research is expected to provide benefits, both theoretically and practically, as follows:

1.5.1 Theoretical Benefits

This research is expected to provide a contribution of thought and understanding in increasing knowledge as well as contributing to defense science in particular that is closely related to the management of Human Resource Ministry of Defence in improving socializing and managing the Reserve Component to support Sishankamrata.

1.5.2 Practical Benefits

Practically, the outcomes of this research are anticipated to offer valuable insights and advantages to:

- a. Ministry of Defense to be used as the evaluation material of whether management of communication strategy and management of Human Resource to socialize and manage the Reserve Component so that it can run optimally.
- b. TNI in management of Reserve Component in particular in building troops and mobilization according to threat needs. It can be the guideline for reserve component in managing the Human Resource both from management aspects, following the obstacles and challenges that must be faced by Reserve Component.