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Management of the ground force reserve components in development of defense posture to face threats in West Kalimantan Province

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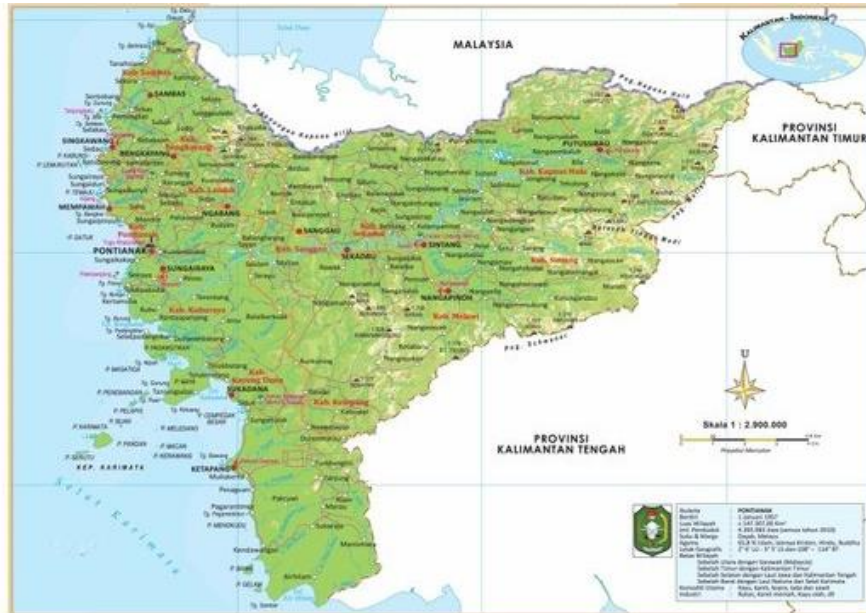
Abstract. West Kalimantan Province geographically is part of Indonesia which borders directly with neighboring countries with potential hybrid threats and non-military threats. Based on the Law of the Republic of Indonesia Number 3 of 2002 concerning National Defense explained that the defense of Indonesia organized with a universal defense system to face any form of threat. Indonesian defense posture relying on the Indonesian National Army as the main component who are ready to face the threat. In accordance with the mandate of the Republic of Indonesia Law Number 23 of 2019 concerning Management of National Resources, in addition to relying on the strength and capabilities of the Indonesian National Army, also involves reserve components who have received basic military training to increase the strength of the main components in a short time. This study aims to analyze the management, constraints and efforts made in management of the ground force reserve component in the development of a defense posture to deal with threats in West Kalimantan Province. The method used in this research is qualitative method with primary data collection techniques that is interviews with resource persons and secondary data in the form of literature studies. Results research shows that management of the ground force reserve component implemented by territorial command through the management functions of planning, organizing, actuating and controlling. The obstacles faced are geographical factors, budget constraints, central and local governments and companies do not understand the regulations, limited educators, trainers and infrastructure, limited communication tools to control the members of the ground force reserve component. As for efforts to overcome obstacles in management of the ground force reserve component in West Kalimantan Province is to optimize the implementation of socialization, intensify budget coordination, increase the quantity and quality of human resources and improve facilities and coaching programs.

Keywords. Management, Defense Posture, Ground Force Reserve Component, Threat

1. Introduction

West Kalimantan Province is located on the island of Borneo with an area of 146,807 km² stretching from North to South along 600 km and 850 km stretching from West to East. West Kalimantan Province borders Malaysia and the Natuna Sea which is prone to threats. Based on the Law of the Republic of Indonesia Number 3 of 2002, it is stated that current and

future threats are classified into three types, namely military threats, non-military threats and hybrid threats.



West Kalimantan Province Map

Source: Regional Government of West Kalimantan Province, 2021

In accordance with the development of the geostrategic and geopolitical environment, the Province of West Kalimantan close to the South China Sea which is an area of instability in the Asian region. In addition to military threats, the West Kalimantan Region faces non-military threats in the form of illegal cases with a total of 593 cases of violations as shown in the table.

Table of Illegal Activities on the West Kalimantan Border

Types of Illegal Activities	Number of Cases Monitored by the Border Security Task Force			
	Yonif 641/Bru	Yonif 133/YS	Yonif 642/Kps	Yonif 407/pk
Firearms	32	41	7	10
Illegal Trading	30	17	6	5
Drugs	6	0	5	0
Illegal Entry	254	95	70	7
Illegal Logging	2	0	1	0
Human trafficking	0	0	3	1
Animal Illegal	0	0	1	0
Total Number	324	153	93	23

Source: Sianturi, 2021

In dealing with these threats, a national defense posture is needed which is reflected in the integration of strength, capability and deployment of national resources consisting of main components, reserve components and supporting components. Based on the Law of the Republic of Indonesia Number 34 of 2004, it mandates the development of the Indonesian National Armed Forces posture which is reflected in the integration of the Indonesian National Armed Forces strengths, abilities and deployment of the Indonesian National Armed Forces. The Indonesian Army is part of the Indonesian National Armed Force as the main component in charge of dealing with threats in order to uphold state sovereignty. To maintain the stability of national defense in the face of threats, the province of West Kalimantan in a regional command is the responsibility of Kodam XII/TPR. According to Clausewitz, state defense states that the best strategy is to be very strong; first everywhere, and then at the decisive point. Meanwhile, according to Prabowo (2009) that national defense is basically not aimed at to create a war, but to create peace, ensure the integrity of the Unitary State of the Republic of Indonesia, secure national interests, and ensure the implementation of national development.

Law of the Republic of Indonesia Number 23 of 2019 states that in the context of national defense, in addition to using the Indonesian National Armed Force as the main component, reserve components are needed to be deployed through mobilization in order to enlarge and strengthen the strength and capabilities of the main components in dealing with threats. Human resources are the main elements that determine the success of the implementation of national defense. In accordance with Sebastian's (2015) statement that the professionalism of defense human resources is needed by involving civilians in managing defense in the future. Defense human resources include civilians who have carried out basic military training as a reserve component. The ground force reserve components in West Kalimantan Province which have been determined by the President are 109 people. So that the reserve component does not experience a vacuum and does not result in negative excess, it is necessary to continue the management of the reserve component after the determination.

Based on this phenomenon, it is necessary to examine how the management of the ground force reserve components, the obstacles and efforts made in the context of developing a defense posture to deal with threats in the province of West Kalimantan are necessary.

2. Theoretical Framework

2.1. Defense Science

The Law of the Republic of Indonesia Number 3 of 2002 explains that national defense is all forms of efforts to maintain and protect 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 all forms of threats. Tippe (2016) explain that defense science is state behavior in order to maintain and develop state sustainability related to national security which is attached to the purpose of implementing state defense to protect and defend national interests, win wars, and reduce post-war damage. Then Supriyatno (2014) stated that defense science is an applied science that studies how to prepare national resources owned by a country in times of peace, and deploy main components, reserve components and supporting components in order to face threats to the integrity and sovereignty of the country. Furthermore, according to Gumilar (2015) states that defense science is a discipline that studies and examines all aspects related to security on a national scale that are attached to the purpose of state administration.

2.2. Threats

Based on the Law of the Republic of Indonesia Number 3 of 2002 that threat is an organized activity that uses military force and non-military force by using all aspects of life or a combination of the two forces that can endanger the sovereignty of a country, territorial integrity, and the safety of the whole nation. These threats can be military or non-military threats and hybrid threats. Then Jerry Indrawan (2015) stated that non-military threats are real and potential threats that have physical intangible characteristics because these threats have ideological, political, economic, socio-cultural, technological, information and public safety dimensions.

2.3. Defense Posture

Based on Presidential Regulation Number 8 of 2021, it is stated that the state defense posture is a form of military defense posture and non-military defense posture. The military defense posture rests on the strength, capability and degree of military power in supporting the implementation of strategies in achieving the goals and objectives of national defense from military threats. Non-military defense posture is a defense that relies on Ministries/Non-Ministerial Institutions as the main element of non-military defense in accordance with the non-military threats faced, assisted by other elements in the form of the participation of all people and the use of all other national resources. Meanwhile, according to Sisriadi (2016) states that defense posture is a defense architecture which is described as a dynamic combination of each dimension which includes sensor functions, command and control functions, strike functions, mobility functions, force projection functions, and support functions to produce a defense force a solid military to face the threat.

2.4. Management

Hasibuan (2009) states that management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve goals. Meanwhile, according to Handoko (2009) that management is a process of planning, organizing, directing, and supervising the efforts of members and the use of resources. According to Stephen P. Robbins and Mary Coulter (2012), management refers to the process of coordinating and integrating work activities so that they are completed efficiently and effectively by implementing the functions of planning, organizing, actuating and controlling.

2.5. Defense Management

Goodman in Dian (2016) states that defense management is a series of management processes that contain five pillars, namely Defense Strategy and Policy, the Joint Concept which synergizes the land, sea and air forces in planning and complement each other in carrying out joint missions to deal with threats, Defense Resource Management, Defense Human Resource Management and Defense Logistics Management. Meanwhile, according to Supriyatno and Ali (2018) that defense management is a science that formulates policies, strategies and functional decisions in defense organizations resulting from a management process by defense resources to realize national potential and strength in order to become a form of defense force that implemented with managerial actions, evaluating, determining long-term performance to achieve the main goal in order to be able to face military and non-military threats.

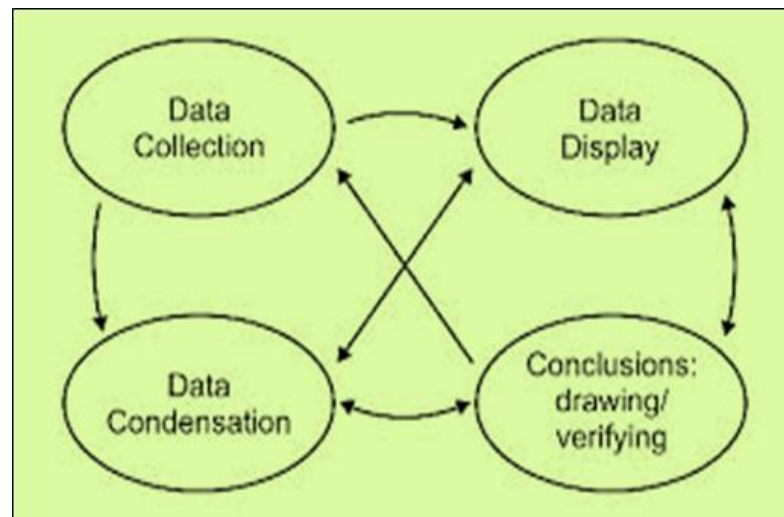
2.6. Reserve Components

The Law of the Republic of Indonesia Number 23 of 2019 states that the Reserve Component is a voluntary citizen service in the national defense effort which has been prepared to be deployed through mobilization in order to enlarge and strengthen the strength and capabilities of the Main Component. According to the Korea Legislation Research Institute (2013) that the formation of a reserve component can accommodate aspirations for love for the

homeland and awareness to be involved in efforts to defend the country. Meanwhile, according to the Enlistment Act (Chapter 93) and National Servicemen (Employment) ACT (Chapter 202), Singapore implements a reserve component program through military service for all its citizens with several provisions and fulfills the requirements that have been set to build and strengthen defense capabilities

3. Research Method

This research using qualitative methods with primary and secondary data collection techniques. Primary data sources were obtained from direct interviews with informants, while secondary data sources were obtained from literature studies. Then the data is processed which is then analyzed using the interactive model of Miles, Huberman and Saldana (2014) as shown in the figure.



Interactive model data analysis

Source: Miles, Huberman and Saldana (2014)

4. Research Result and Discussion

4.1. Management of Ground Force Reserve Components in the Development of Defense Posture to Face Threats.

The development of the defense posture is motivated by the dynamics of changing the paradigm of threats to state sovereignty. Currently, the province of West Kalimantan faces potential military and non-military threats. Indirectly, the South China Sea conflict is a military threat, while illegal activities in the border area with Sarawak Malaysia are a non-military threat. Military threats and non-military threats must be anticipated by the TNI as the main component assisted by a reserve component. Kodam XII/Tanjungpura has educated and trained civilians to become members of the army reserve component in military education institutions. The population of Kalimantan Province who has attended basic military training is 109 people. In order for the members of the reserve components that have been determined to not experience a vacuum, it is necessary to continue post-determination management. The management of the ground force reserve component in the development of a defense posture to deal with threats in West Kalimantan Province is based on four management functions, namely planning, organizing, actuating, and controlling.

a. Planning

The planning carried out by the Directorate of Defense Resources, the Directorate General of Defense Potential of the Ministry of Defense of the Republic of Indonesia and elements of the regional command in West Kalimantan Province in the context of managing the components of the land-based reserve components to deal with threats, is making plans to socialize the reserve components, planning the recruitment of prospective members of the ground force reserve components through stages. strict registration and selection, elements of education and training in the territorial area of West Kalimantan, preparing educational facilities, instructional tools and instructional aids as well as making training plans for military teachers, educators and trainers, planning basic military training and collecting data on members of reserve components graduation, planning coordination with relevant agencies in the province of West Kalimantan, making plans for the development of members of the reserve component of the land dimension and planning basic military refresher training. The planning carried out is in accordance with the planning function in the management theory presented by Robbins and Coulter in Ernie Trisnawati Sule and Kurniawan Saefullah (2019). According to Robbins and Coulter that in the planning function, planning is a process that starts from setting organizational goals by determining the course of action that will direct human resources for the future, so that humans will make decisions and carry out activities based on the overall design strategy and system that has been established.

b. Organizing

The organization carried out by the Directorate of Defense Resources, the Directorate General of Defense Potential of the Ministry of Defense of the Republic of Indonesia and elements of the regional command in West Kalimantan Province in the context of managing the components of the land-based reserve components to deal with threats, is to organize students of the land-based reserve components into companies, platoons in skills training and make classes in receive knowledge material, organize members of the army reserve component based on educational background, organize members of the army reserve component based on rank with the composition of officers, non-commissioned officers and enlisted men, organize activities for fostering members of the army reserve component in the territorial unit in accordance with the duties and responsibilities , as well as organizing members of the reserve component of the land force during mobilization in support of the main component, namely the Indonesian Armed Forces. The organization carried out is in accordance with the opinion of George R. Terry in Winardi (2010) and Usman Effendi (2018). The opinion of George R. Terry in Winardi states that the organizing function is an attempt to combine various kinds of human and natural resources into a meaningful whole by dividing the work in certain specializations, grouping similar activities, identifying the desired authority relationship. between individuals and groups, delegate authority and consider the economic and social consequences associated with various organizational forms. Meanwhile, according to Usman Effendi, organizing is an activity of regulating the human resources available in the organization to carry out predetermined plans and achieve organizational goals.

c. Actuating

The organization carried out by the Directorate of Defense Resources, the Directorate General of Defense Potential of the Ministry of Defense of the Republic of Indonesia and elements of the regional command in West Kalimantan Province in the context of managing the ground force reserve components to deal with threats, is to carry out education on the formation of the ground force reserves components in accordance with the Regulation of the Minister of

Defense Number 4 of 2021, carry out the making of the basic framework for basic military training lessons for the the ground force reserve component, carry out professional, firm and disciplined education, mobilize members of the ground force reserve component to carry out activities with the community, carry out santiaji activities in the form of providing motivation to members of the land-based reserve component, carry out anjangsana to family of members of the ground force reserve component, invites members of the ground force reserve component to participate in internal service activities in the territorial unit, as well as mobilize and actuating ground force reserve components according to regulations. The actuating is in accordance with the opinion of Badrudin (2015) and Hasibuan (2018). Actuating according to Badrudin (2015) that actuating is to regulate all members in the organization to achieve goals willingly in accordance with the planning and direction that has been done previously. Meanwhile, according to Hasibuan that Actuating is the relationship between individual aspects caused by the arrangement of subordinate members to be understood and effective division of work for real organizational goals.

d. Controlling

Controls carried out by the Directorate of Defense Resources, the Directorate General of Defense Potential, the Ministry of Defense of the Republic of Indonesia and elements of the regional command in West Kalimantan Province in the context of managing the ground force reserve components to deal with threats, are monitoring the education of the ground force reserve components according to the hierarchy and educational operational plans, and collecting data on members the ground force reserve component by the territorial unit, the territorial unit carries out supervision through activities and approaches to the families of the members of the ground force reserve component, controls the condition and residence of the members of the ground force reserve component, conducts supervision through the Defense Resources Information System and supervises the members of the ground force reserve component in stages and continuously. The control carried out is in accordance with the opinion of Badrudin (2015) and Bintoro and Daryanto (2017). Control according to Bintoro and Daryanto (2017) that controlling is a function of measuring, supervising and controlling the activities carried out to find out the extent of the plans that have been set by the organization. Meanwhile, according to Badrudin (2015) that controlling is the process of determining what must be achieved with the standards carried out so that this control is a process of activities carried out based on the arrangements determined by looking at a standard and the provisions of the influencing factors.

The matrix for the management of the ground force reserve components in the development of a defense posture to face with threats in West Kalimantan Province can be seen in the following figure.

PLANNING	ORGANIZING
<ul style="list-style-type: none"> - Reserve component socialization plan - Registration and recruitment plans - Reserve component selection plan - Prepare educational infrastructure and instructional tools - Training plans for military teachers, educator and trainers - Basic military training plan - Coordination plan with related agencies - Plans for developing members of the ground force reserve components - Refresher training plan basic military training 	<ul style="list-style-type: none"> - Organizing the reserve component students in the Rindam become a company, platoon and class - Organizing based on educational background - Organizing based on rank - Organization of reserve component development in the units territorial - Organizing the reserve component members according to duties and responsibilities - Organizing the reserve component for support main components

CONTROLLING	ACTUATING
<ul style="list-style-type: none"> - Educational supervision according to hierarchy - Control education according to education operational plan - Data collection of members of the reserve component - Supervision through activities and approaches to family - Control conditions and member domicile the reserve component - Supervision of reserve component members through Sisinfo Sumdahan - Monitoring and supervision by gradually and continue 	<ul style="list-style-type: none"> - Implement formation education according to Minister of Defense Regulation No.4 of 2021 - Carry out the making of the Basic Lesson Framework for basic military training - Implementation of education directly professional, firm and disciplined - Mobilizing reserve component members for the community - Carry out santiaji or motivational activities - Carry out visit to family reserve components - Inviting the reserve components for internal service activities - Deployment of members of the ground force reserve component according to regulations

Picture of the Management of the Ground Force Reserve Components in Development Defense Posture to Face Threats in West Kalimantan Province

Source: The results of interviews with sources processed by researchers, 2022

4.2. Constraints in the Management of the Ground Force Reserve Components In the Development of Defense Posture to Face Threat.

As for constraint in the management of the ground force reserve component in the development of the defense posture to deal with threats in West Kalimantan Province can be grouped into planning, organizing, actuating, and controlling. In general, the constraint matrix is as shown in the figure.

<p align="center">CONSTRAINT IN PLANNING</p> <ul style="list-style-type: none"> - The basic military training budget is not appropriate real need - Limited transportation following the socialization - Limited health standards reserve component and health personnel - Understanding of the mechanism for the formation reserve component is not uniform - Companies/agencies do not understand reserve component regulation - Leaders at the Ministry of Defense and military units has not allowed the state civil apparatus follow reserve components 	<p align="center">CONSTRAINT IN ORGANIZING</p> <ul style="list-style-type: none"> - There is no uniform perception about the organization of reserve components - Limited trainers and educators in organizing activities reserve component formation - Difficulty organizing reserve component members who are already working - Difficulty organizing members reserve components that live far away - Limited material & infrastructure in organizing activities
<p align="center">CONSTRAINT IN CONTROLLING</p> <ul style="list-style-type: none"> - Limited trainer control reserve component formation activities - Limited communication within reserve component member control - Difficulty controlling reserve component members who are already working - Members of reserve components do not report work transfers to territorial units - Reserve component members do not report changing addresses to territorial units 	<p align="center">CONSTRAINT IN ACTUATING</p> <ul style="list-style-type: none"> - Limited communication tools to move reserve component at the time of education - Geographical conditions hinder reserve component mobilization - Interrupted the movement process reserve component because the domiciles are far - Difficulty moving members reserve component not working - Communication limitations member reserve component at the actuating

Picture of Constraints in the Management of the Ground Force Reserve Components in West Kalimantan Province

Source: The results of interviews with sources processed by researchers, 2022

4.3. Efforts to Overcome Constraint in the Management of the Ground Force Reserve Components in the Development of Defense Posture to Face Threat.

The management of the ground force reserve component in the face of threats in West Kalimantan Province is not easy. The facts on the field show that there are several constraints. To overcome these constraint, the Directorate of Defense Resources of the Ministry of Defense and the regional command in West Kalimantan make the following efforts.

a. Optimization of the Implementation of Socialization

In order for the perception of the formation of the ground force reserve component to be uniform and fully acceptable to all central government agencies, local governments and private companies, efforts are needed to optimize socialization activities. Efforts to optimize the socialization are carried out so that leaders in the central government, regional governments and private companies allow their employees to take part in education on the formation of the ground force reserve components.

b. Budget Coordination Intensification

The formation of reserve components starting from the preparation stage, planning to the implementation of basic military training and founding members of the ground force reserve component requires a large enough budget. The budget for the formation and founding of the ground force reserve component is adjusted to the real needs in the field. Efforts to realize the increase in the budget, the Ministry of Defense as the leading sector in the formation of reserve components in order to more intensively coordinate with the Ministry of Finance.

c. Increasing the Quantity and Quality of Human Resources.

Implementation of basic military training that has been carried out so far experience limitations in the quantity and quality of personnel in providing teaching knowledge and skills. The effort carried out is to add trainers from neighboring units to help smooth the implementation of education. Meanwhile, to overcome the limitations of the quality of knowledge and skills, educators and trainers are sent to attend the train of trainers at the Indonesian Army's Doctrine, Education and Training Command.

d. Improvement of Facilities and Making Program coaching

Member of the ground force reserve component required founding for anticipate possible negative impacts. Efforts are being made to improve educational facilities and increase the capacity of the internet network in the Defense Resources Information System and create a founding program to facilitate supervision and monitoring as well as physical, mental, ideological and knowledge development programs.

The efforts that have been carried out by the Directorate of Defense Resources of the Ministry of Defense and the regional command in Kalimantan Province are in accordance with the statements of Slavin (2011) and Solso (2008). Slavin (2011) states that problem solving is an effort to overcome constraint that hinder the process of activities in achieving goals. While Solso (2008) states that problem solving efforts are thoughts that are directed directly to find a solution or a way out to achieve goals.

5. Conclusion

Based on the results of data collection, analysis and discussion in this research, it can be concluded as follows:

a. Management of the ground force reserve component in posture development defense to face threats in West Kalimantan Province carried out through planning, organizing,

mobilizing and controlling with activities before, during and after education the formation of the reserve component of the land dimension.

b. Constraints faced in the management of the ground force reserve component in the development of a defense posture to face with threats in West Kalimantan Province are constraint in planning, organizing, mobilizing and controlling. These constraints are in the form of limitations in budget, facilities and understanding of regulations, the lack of uniformity in the perception of organizing reserve components, difficulties in organizing members of the reserve components who work, geographical conditions, communication limitations and limited personnel and programs in founding.

c. Efforts are being made to overcome constraint in the management of the ground force reserve component in the development of a defense posture to face with threats in the province of West Kalimantan, namely optimizing the implementation of socialization, intensifying budget coordination, increasing the quantity and quality of human resources as well as improving facilities and developing coaching programs.

6. Recommendations

The research object is limited only to one location. Further research is expected to involve various objects which will improve this study and obtain wider research results. In order to realize the management of the ground force reserve component in the development of defense postures to face with threats, it is recommended that the Ministry of Defense and Regional Command in West Kalimantan Province improve the optimization of socialization and coordination, increase the education budget for the formation and development, make plans for the outline of the founding pattern, equip personnel, facilities and equipment in accordance with the List of Personnel and Equipment Composition as well as increasing awareness in fostering members of the ground force reserve component.

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