HUMAN RESOURCE MANAGEMENT DEVELOPMENT STRATEGY IN IMPROVING COMBAT QUALITY AND OPERATIONAL PREPAREDNESS OF SOLDIERS IN THE 116/GS INFANTRY BATTALION

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Abstract

This research was conducted to determine the extent of the Human Resource Management Development Strategy in Improving Combat Quality and Operational Preparedness of Soldiers in the 116/GS Infantry Battalion. The problem in this research is that the Human Resource Management Development Strategy in Improving Combat Quality and Preparedness of Soldiers is still not optimal due to several inhibiting factors. This research aims to (1) study and analyze in depth the Human Resource Management Development Strategies in Improving Combat Quality and Operational Preparedness of Soldiers, (2) find out the obstacles faced, and (3) identify and analyze efforts to overcome the obstacles. This research used a descriptive analysis method with a qualitative approach, while data collection techniques were observation and interviews, as well as studying documents related to informants from the Battalion Commander and Battalion Soldiers who were selected purposively. The results showed that the Human Resource Management Development Strategy in Improving Combat Quality and Operational Preparedness of Soldiers had not been carried out optimally due to several inhibiting factors, namely (1) a lack of competent personnel, (2) incomplete facilities and infrastructure, (3) insufficient empowerment, and (4) the lack of quotas for attending education. In these obstacles several efforts were made, namely (1) increasing the competence of soldiers, (2) increasing the number of personnel, (2) increasing the understanding of the main tasks and functions, (3) organizing coaching and coordination activities, (4) conducting training, (5) making a scale priority, (6) improving facilities and infrastructure, (7) increasing development of coaching activities that can be carried out, and (8) Mental coaching.

Keywords: Strategy, Quality Improvement, Infantry Battalion 116/GS

I. INTRODUCTION (CALIBRI LIGHT 12, BOLD, SPASI 1, SPACING BEFORE 12 PT, AFTER 2 PT)

One of the efforts to improve Human Resources (HR) in the ranks of the *Tentara Nasional Indonesia Angkatan Darat* (TNI AD/The Army of Indonesian National Armed Forces) is by following the direction of the policies from the Ministry of Defense and TNI regarding personnel in the 21st century which is focused on changing the system, namely from being human-intensive to technology-intensive with the consequence of fulfilling the need for high-quality personnel (high quality based and merit system). The quality desired by the TNI leadership for the TNI AD is in terms of Human Resources management, namely obtaining talented people, having a strong commitment and enthusiasm to devote themselves to the

TNI AD organization. By implementing a high-quality personnel recruitment system, an organization with strategic value will be produced.

Organizational resources that have good performance are the goal for organizations and institutions that employ employees, because employee performance is ultimately expected to improve the overall performance of the organization (Hameed et al., 2014). At low to moderate levels of work stress, employees can do their jobs better because they can increase alertness, work intensity, and ability to react. However, high or moderate levels of work motivation that persist over time will ultimately result in decreased performance (Shahzad et al., 2011).

Human resources are a fundamental organizational asset, so that their role and function cannot be replaced by other resources. Whether it is recognized or not, the success of an organization is greatly influenced by the quality of its human resources. Therefore, it is natural for every organization to give a larger portion to the aspect of human resource management, including in military organizations, namely Soldiers in the 116/GS Infantry Battalion. Based on Law Number 34 of 2004 concerning the Indonesian National Armed Forces.

Based on the results of research in the field, the following problems were found:
1. Soldiers who did not participate in activities while on duty.
2. Lack of the soldiers' understanding during training.
3. Lack of motivation to work while on duty due to economic factors.
4. Limited number of personnel in the 116/GS Infantry Battalion who occupy positions.
5. Limited supporting facilities and infrastructure for training.

The low work productivity so far as indicated by the phenomena that have occurred is a problem. If this persists, it will certainly have a negative impact on TNI AD and the soldiers themselves, especially because work productivity will directly affect the achievement of organizational goals and the Indonesian people's trust.

II.   LITERATURE REVIEW

1.   Strategy

According to Bracker (in Heene et al., 2010: 53) strategy can be interpreted as planning and destroying enemies using effective methods based on available means. Meanwhile, according to Mintzberg (in Heene et al., 2010: 54) the concept of strategy includes at least five interrelated meanings:
a. Planning to further explain the direction taken by the organization rationally to realize its long-term goals;
b. References relating to research on the consistency or inconsistency of behavior and actions taken by the organization;
c. The positioning angle chosen by the organization when presenting its activities;
d. A perspective concerning the integrated version between the organization and its

environment, which becomes the boundary of its activities;

e. Details of the organization's tactical steps containing information to deceive competitors or opponents.

Based on the experts' interpretations above, strategy is the initial foundation for an organization and the elements within it to compile steps or actions that will be taken to achieve goals and objectives.

2. Strategy Development

A strategy can be said to be a development strategy if the organization aims to design a strategy that will increase capacity, status, and resources that will ultimately form a new organizational posture in the future. As stated by Wechsler and Backoff (2012: 86) that the development strategy is designed based on "... an awareness of and even attention to external actors and forces, but the impetus of action is internal, as is the locus of and action taking range over a broad agenda, reflecting the varied issues and concerns affecting the organization". Bryson (2012: 86) added that a strategy is said to be a development strategy if in the strategy there is an effort to create a new, better future. The choice of this strategy can only be implemented if there is adequate support from the external environment of the organization. He even added that a formal planning system can be used to provide guidance for designing this type of strategy.

3. Principles of Successful Strategies

Hatten and Hatten (2006: 107-109) provided some guidance on how a strategy is implemented to achieve success in an organization/institution, including:

1. A strategy must be consistent with its environment. Do not create a strategy that goes against the mainstream flow, meaning that a strategy must be able to follow the development of society so that it provides opportunities to move forward.

2. The organization does not only create one strategy. It depends on the scope of its activities. If many strategies are made, then one strategy must be consistent and not contradict with the other strategies. All strategies should be harmonized between one and another.

3. An effective strategy aims to focus and unite all resources and not scatter them from one another. Unhealthy competition arises between various work units in an organization often claiming its resources, leaving them separate from other work units so that forces that are not aligned actually harm the position of an organization.

4. A strategy should focus on what is its strength and not focus on its weaknesses. In addition, it should take advantage of the competitors' weaknesses and make the appropriate steps to be able to take a stronger competitive position.

5. Resources is something critical considering that a strategy is indeed worthy of being implemented and run.

6. A strategy must be able to consider small risks. Basically, every strategy taken contains various risks, but they must be considered carefully with full precision, to avoid serious problems.

7. A strategy must be arranged in such a way on the basis of success that has been achieved. Do not arrange a strategy based on failure.

8. Signs of the success of a strategy are shown by the support of related parties and especially from executives and all leaders in an organization.

A strategy is created as a response to the hopes of the people and priorities in community groups, so that harmony and similarity are needed between the interests of the organization and the interests of its society in order to create clear goals and objectives.

4. Human Resource Management

According to Sutrisno (2016: 6) Human Resource Management (HRM) is: Planning, provision, development, maintenance, and use of human resources to achieve goals both individually and organizationally. According to Hasibuan (2016: 10) human resource management is the science and art of managing relationships and roles of workers to effectively and efficiently help realize the goals of the company, employees, and society. Meanwhile, according to Kasmir (2016: 25), HRM is the process of managing people, through planning, recruitment, selection, training, development, compensation, career, safety and health, and maintaining industrial relations until termination of employment in order to achieve company goals and improve stakeholder welfare.
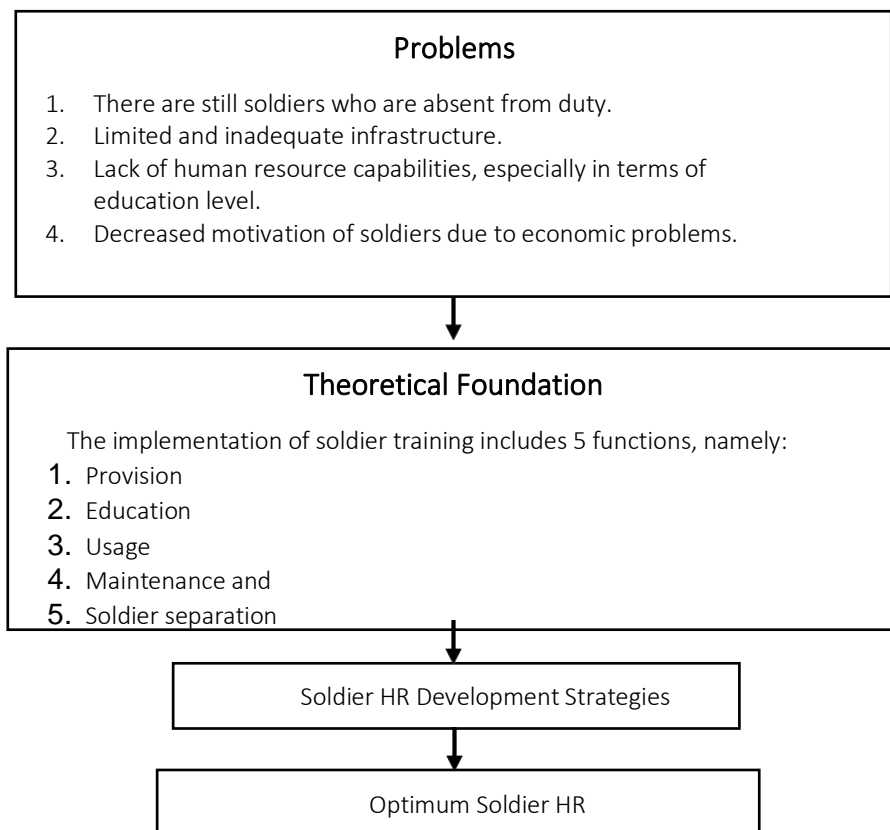
5. Framework of Thinking

Problems

1. There are still soldiers who are absent from duty.
2. Limited and inadequate infrastructure.
3. Lack of human resource capabilities, especially in terms of education level.
4. Decreased motivation of soldiers due to economic problems.

Theoretical Foundation

The implementation of soldier training includes 5 functions, namely:
1. Provision
2. Education
3. Usage
4. Maintenance and
5. Soldier separation

Soldier HR Development Strategies

Optimum Soldier HR

Figure 1 Framework of Thinking

6. Research Proposition

Based on the framework of thinking, the research puts forward the following propositions:

1. The human resource management development strategy implemented can support the improvement of combat quality and operational readiness of soldiers in the 116/GS Infantry Battalion.

2. The human resource management development strategy can be realized well if the prerequisites for competency-based human resource management, training, innovation, and support for facilities and infrastructure, can be implemented well in the 116/GS Infantry Battalion.

Factors that can hinder the implementation of the human resource management development strategy and the improvement of combat quality and operational readiness of soldiers in the 116/GS Infantry Battalion can be identified.

III.   RESEARCH METHOD

1. Research Design

The method used in this research was a qualitative method with a descriptive approach, which analyzed problems that occurred in the field. Through this method, it attempted to describe or depict in detail or in depth the development of human resource management in improving the combat quality and operational readiness of soldiers in the 116/GS Infantry Battalion.

2. Research Instruments

Considering the researcher as a research instrument, the researchers determined the supporting factors for the success of the research, academic instruments, and theories; collected the data and theories, determined the informants, analyzed the data, and drew conclusions described through the writing. The technical instruments related to interview guidelines were designed according to the situation and conditions in the field. The instruments included photos of activities, voice recordings of informants processed using cellphones, laptops, printers, and stationery.

3. Analysis Unit

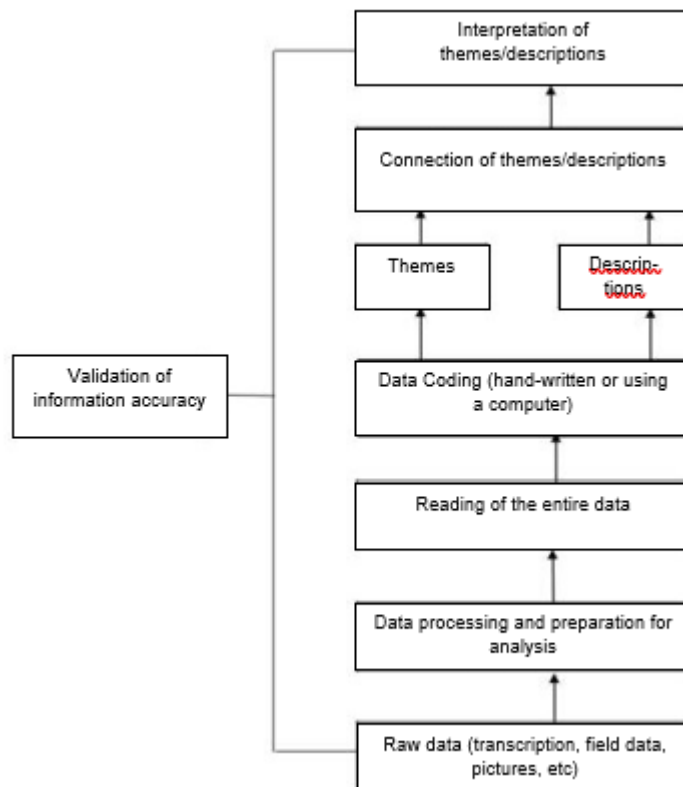Creswell (2018: 276-284) described in more detail the following data analysis steps:

Figure 2 Data Analysis

Source: Creswell (2018)

4. Research Informants

The selection of research informants from interviewees was done purposively. Purposive means selected with certain considerations and objectives in qualitative research purposive sampling. Therefore, the research informants consisted of Commanders and soldiers in the 116/GS Infantry Battalion.

Table 1 Informant/Interviewee

No	Informant	Total
1	Battalion Commander	1
2	Battalion Soldier	10

Source: Processed Data

5. Data Collection Techniques

According to Creswell (2018: 248) qualitative data collection techniques are observation (from non-participants to participants), interviews (from closed to open), and

documents (from private to public). Data collection procedures in qualitative research include four types of strategies, namely observation, interviews, document studies, and audio and visual materials.

6. Data Analysis Techniques

1. *Data Managing*: the process of creating and organizing collected data, then grouping (creating files) according to the theme of the question.
2. *Reading and memorizing*: the process of reading grouped data according to the theme of the question, then giving special notes for each source's statement and creating a code.
3. *Describing, Classifying, and Interpreting*: The process began with describing personal experiences and describing the essence of the phenomenon, by displaying images or interview results according to the results of the analysis; afterwards, statements of significant analysis results from step 2 were developed and then grouped (classifying). In the interpreting process, a textural description of "what" happened was developed, then a structural description of how the phenomenon was experienced was developed, then the essence was developed and interpreted according to the researcher's experience and understanding.
4. *Representing and Visualizing*: presenting a narrative about the essence of the experience in the form of tables, images, or discussions. This stage was the final data analysis process. In this view, the four data analysis activities were carried out in stages after the data has been collected.

7. Data Validity Tests

According to Creswell (2010: 226) there are eight strategies for data validity that can be used. However, the author will use the following methods:

1. *Triangulation*. Triangulation is used to build justification for related themes. Not all facts are data. Therefore, checking various data from various sources will reduce errors while making the data collection into correct and reasonable data.
2. *Member-check*. Member-checking or rechecking is intended to (1) avoid misinterpretation of respondents' answers when interviewed, (2) avoid misinterpretation of respondents' behavior when observed, (3) confirm respondents' unique perspectives on an ongoing process (Alwasilah, 2017: 132).

Reliability is an indicator that researchers are consistent with what they are studying when looking at other studies. Reliability standards refer to the reliability of research instruments (Bungin, 2015: 58). The quality of qualitative research results is determined by the reliability values in terms of procedural methods, analysis techniques, categories, and facts established by researchers that have similar factors and indicators.

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IV. RESULTS AND DISCUSSION

1. Research Results

Based on the phenomena and realities revealed during the observation, associated with the strategy for developing human resource management in improving the combat quality and operational readiness of soldiers in the 116/GS Infantry Battalion, several actual problems were found, namely:

a. The strategy for developing human resource management in the 116/GS Infantry Battalion was not yet optimal.
b. Some infrastructure and equipment had not met the standards for training.
c. Emotional relationships and closeness between the leadership elements and their members must always be built to maintain morale and communication with the members as a characteristic of the 116th Infantry Battalion unit.
d. The soldiers' lack of understanding of the history and traditions of the unit.

The soldiers' posture is built and prepared as part of the state's defense posture to overcome every military threat and armed threat. Considering this, the organization should be based on the Minimum Essential Force (MEF) concept. MEF in TNI AD in the Military Campaign Strategy Journal basically requires the availability of competent personnel, as a source of competitive advantage for the TNI AD organization. Therefore, the human resource management development strategy is directed at preparing personnel who are able to optimally carry out the tasks they face, through activities of provision, education, use, maintenance, and separation of personnel.

2. Discussion

In this discussion, the guidelines were used to find out how the Human Resource Management Development Strategy improved the combat quality and operational readiness of soldiers in the 116/GS Infantry Battalion. Furthermore, the results of interviews with informants related to the indicators mentioned earlier is explained as follows.

a. Provision

Based on the interview results, the provision of soldiers needed to be reconsidered. Although the steps were well made, firmness was needed in terms of policy so that soldiers could follow or carry out their duties properly and as optimally as possible. Based on the results of the observations, steps had been made and were aimed to find competent and qualified soldiers. However, firmness was also needed so that members could do their jobs properly

and with quality. Based on the results of observations and interviews, it can be concluded that the provision of soldiers had been attempted with the steps in member selection, but this was not optimal since the policy was not yet firm because there were still many members who did not properly carry out their duties.

b. Education

Based on the results of interviews and observations, it was concluded that education has been carried out but was not maximized because the ability of human resources was still lacking so that it needs to be sharpened again so that abilities can be improved.

c. Usage

Based on the results of interviews and observations in the field, the usage of these soldiers needs to be reconsidered and the soldiers should be motivated to be able to carry out their duties diligently and well.

d. Maintenance/Care

Based on the results of interviews and observations in the field, it can be concluded that soldiers care was not carried out optimally, this is because the soldiers' income is a factor contributing to the lack of work motivation.

e. Soldier Separation

Based on the results of interviews and observations, it can be concluded that the separation of soldiers was not carried out properly as some soldiers did not carry out their duties properly as a national defense force and did not participate in activities while on duty.

Inhibiting Factors of Human Resource Management Development Strategies in Improving Combat Quality and Operational Readiness of Soldiers in 116/GS Infantry Battalion

1. Lack of competent personnel in the unit
2. Incomplete facilities and infrastructure to support training capabilities according to qualifications
3. Lack of empowerment of Officers and Non-Commissioned Officers in the unit
4. Lack of quota to attend education/courses from the upper command

Efforts to Overcome Obstacles to Human Resource Management Development Strategies in Improving Combat Quality and Operational Readiness of Soldiers in 116/GS Infantry Battalion

1. Improving soldier competence
2. Increasing the amount of personnel
3. Improving understanding of duties and functions
4. Organizing coaching and coordination activities aimed at further improving understanding of the main tasks and functions as soldiers in carrying out the task of organizing, enforcing discipline, law and order in the environment and for the interests of TNI AD.

5. Conducting training
6. Creating a good priority scale operational activities have indeed been scheduled well, yet soldiers are sometimes faced with urgent tasks so they must be good at organizing activities according to the priority scale by coordinating with superiors.
7. Improving facilities and infrastructure. The materials owned such as vehicles, communication equipment, weapons and others, were old. However, they were still maintained, repairs were immediately carried out independently when there was damage. Thus, it is hoped that even though the materials are old, they still be operated optimally.
8. Improve coaching activities that can be carried out.
   Conducting mental coaching activities.

V. CONCLUSIONS

The results of the research on the Human Resource management strategy in improving the combat quality and operational readiness of soldiers in the 116/GS Infantry Battalion are seen through 5 functions, namely the provision, education, usage, maintenance, and separation of soldiers, which have not been implemented optimally. In its implementation, improvements are needed in skills in organizing and enforcing discipline, law and order for the sake of TNI AD. They are still lacking so that operations were not carried out according to schedule considering the limited personnel.

VI. SUGGESTIONS

1. The performance of soldiers in organizing and enforcing discipline, law and order in the environment and for the interests of the TNI AD based on skills, knowledge, and attitude should be improved, especially those related to increasing the number of soldiers who have additional personnel qualifications.
2. Fulfillment of facilities and infrastructure, especially battalion-level combat units with qualified capabilities, so that the implementation of unit development that is carried out can run smoothly and support the implementation of the unit's main tasks.

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