

## INDONESIAN DEFENSE MANAGEMENT MODELS ARE ADAPTIVE AND COMPETITIVE

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### ABSTRACT

The purpose of this research to study and describe the existing conditions of Indonesia's current defense management and to analyze and develop an adaptive and competitive Indonesian defense management model. This research is a descriptive type with a qualitative approach. The nature of this research is exploratory and analytical techniques qualitative which consists of five stages, namely data collection and review, data reduction, data presentation, data validity checking, and drawing conclusions. The results of this study are Currently, the defense management carried out by Indonesia still has several gaps and weaknesses where the holistic defense management model has not yet been developed, where the current state defense and security management has not been interpreted as a complete system. Considering that the implementation of defense and security must be carried out comprehensively as a complete defense and security system, whose output is of course in addition to the realization of a component of the national security defense force, including citizens who have strong national resilience. Then, The national defense management model found to improve coordination and cooperation between the Ministry of Defense and related institutions in strengthening defense and enhancing overall national security.

**Keywords:** *Management, Defense, Adaptive, Competitiveness*

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### I. INTRODUCTION

After the Declaration of independence, Indonesia became increasingly excited to rally the diversity of tribes, cultures, and religions under the challenges, pressures and threats of the global world. However, this shift toward a new paradigm in the digital age has given rise to latent threats to the security and sovereignty of the country with massive damage potential, which demands a significant increase in the effectiveness and

efficiency of the implementation of national defense management.

Before entering into the scope of Defense Management, it helps us to understand the basic concepts and theories of management. Broadly speaking, the basic science of management can be described through planning, organizing, controlling, and leading. All of these seem simple but have a crucial influence on the sustainability of an organization / department, both in private and civil society. Management basics that were initially only applied by the private sector,

especially business people, turned out to be of interest to the government to also apply them to the ministry / department of defense in order to be able to increase the country's defense strength.(Wijaya & Rifa'i, 2016).

In addition, according to Afandi (2018), there are five management functions, namely first, setting goals, policies, and strategies to balance the allocation of limited resources. Second, identify problems and manage HR (staff / employees) under good supervision / control. Third, get information and cooperation from / with / and with other people. Fourth, motivating, controlling, assessing performance, and handling conflict, and Fifth, getting optimal results / outputs from the collaboration of many people.

Defense management is rooted in general management concepts that cover four main activities, namely Planning, Organizing, Actuating, Controlling (POAC). However, considering the realm of application of management concepts which has fundamental differences from the application of management in an organizational context, there are differences in management activities developed specifically for the military realm as stated by Alford, Bangs, & Mooney, namely by replacing actuating activities with commands, so that the structure defense management activities become Planning, Organizing, Command, and Controlling (POCC) (Wijaya & Rifa'i, 2016).

Defense management also includes activities to foster national defense capabilities consisting of elements of human resources (HR), natural resources (SDA), artificial resources, national infrastructure, values, technology, and funds. The development of the HR element is carried out with the aim of managing and utilizing all national resources to face every threat. The development of natural resources, artificial resources, and infrastructure is aimed at supporting the success of national development in all fields, as capital as well as strength in dealing with the complex dimensions of non-military

threats, and able to act as a supporting force in facing military threats.(Ramdani & Rahmawati, 2017).

Threats to national defense are currently dominated by non-military threats, in the form of ideology, socio-culture, politics, economics, technology, drugs, and legislation (Setyo, 2016). This threat does not have the physical characteristics of a clearly visible military threat, but instead has a much stronger destructive force that is capable of damaging the joints of national defense very quickly.

The non-military threat can be said to have been created mainly as a negative impact of technological developments that allow the exchange of information very quickly and easily, which facilitates the spread of ideologies that are contrary to the philosophy of Pancasila, cultural exchanges that are not in accordance with the noble values of the nation, and cause damage to the nation's future generations through the dissemination of information that is destructive, both morally, mentally, and spiritually (Setiawan, 2018). This threat can be the cause of the disintegration of the nation and the obstruction of the country's growth and development due to conflicts in various circles in society as a consequence of the erosion of positive values that have long been held by the Indonesian nation.

Based on this, Indonesia must be able to improve the development, management, implementation, and development of all national resources to ward off various threats to the country's sovereignty and integrity. In other words, Indonesia must continue to strive to improve its defense management so that Indonesia's defense can always be compatible and superior in anticipating potential threats, and able to overcome the problems created by the threats that have been realized.

Other problems that have arisen aside from the emergence of various non-military threats that have latent dangers are problems of coordination and synergy between defense

institutions and institutions. This can be seen from the difficulty in allocating defense budget to overcome these threats, which in addition to being limited in number also require complicated licensing with all bureaucracy and formalities that must be passed. This situation also indicates that there is no national defense institution that has military and non-military defense functions, so that there is a division between institutions that are specifically for handling military threats and institutions that are tasked with overcoming other threats that are non-military in nature, which in turn reduces the effectiveness and efficiency of management. national defense.

The purpose of this study is to review and describe the existing conditions of Indonesia's current defense management and analyze and develop an adaptive and competitive Indonesian defense management model.

## II. LITERATURE REVIEW

### a. Basic Management Theory

The term management comes from the English word "to manage", which can be interpreted as an effort to handle, control, or manage. Based on the meaning of the origin of the word, the term management can be interpreted as handling, controlling, or managing, or more fully it can be interpreted as managing the work to achieve the expected results. Work management in this case involves various elements, both elements of human resources, elements of the description of the work to be carried out, as well as elements that facilitate or support the implementation of the work. (Wijaya & Rifa'i, 2016).

Before entering into the scope of Defense Management, it's good we need to understand the basic concepts and theories of management. Broadly speaking, basic management knowledge can be elaborated through planning (planning), organizing (organizing), supervision (controlling), and leading (leading). All of these seem simple but have a crucial influence on the sustainability

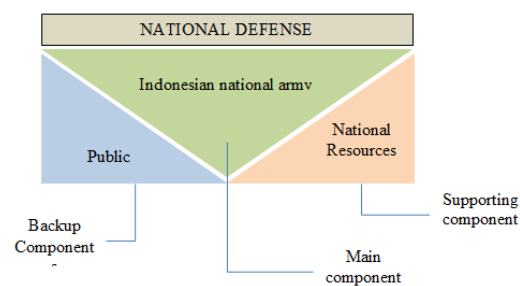
of an organization / department, both in private and civil society. Management basics that were initially only applied by the private sector, especially business people, turned out to have attracted the government's interest in applying it to the ministry / department of defense in order to be able to increase the country's defense strength. (Wijaya & Rifa'i, 2016).

### b. Definition of National Defense

The definition of national defense according to Article 1 paragraph 1 of Law of the Republic of Indonesia Number 3 of 2002 concerning State Defense (hereinafter referred to as the Law on National Defense) is all efforts to defend the sovereignty of the state, the territorial integrity of the Unitary State of the Republic of Indonesia, and the safety of the entire nation from threats and threats. disturbance to the integrity of the nation and state. Furthermore, Article 2 also explains the nature of national defense which includes all universal defense efforts, the implementation of which is based on an awareness of the rights and obligations of citizens and a belief in one's own strength.

### c. National Defense Component

In accordance with the Law on National Defense, the national defense component is divided into three categories, namely the main component, the reserve component and the supporting component.



**Figure 1. Components of National Defense**

The main component of national defense is the Indonesian National Army which is a special unit prepared to carry out defense tasks. According to Law Number 35 of 2004 concerning

the Indonesian National Army (hereinafter referred to as the TNI Law), the Indonesian National Army (TNI) is a defense tool of the Unitary State of the Republic of Indonesia, tasked with implementing state defense policies to uphold state sovereignty, maintain territorial integrity, and protect safety of the nation, carrying out military operations for war and military operations other than war, and actively participating in the task of maintaining regional and international peace (Indrawan & Widiyanto, 2016).

The reserve component of national defense is the national resources that have been prepared to be mobilized through mobilization to enlarge and strengthen the strength and capability of the main components. The existence of this spare component is very important because it is a component that will replace the main component if needed in certain circumstances. However, the specific stipulation has not been realized by the state. Guidelines that explain the reserve components are still in the form of the State Defense Reserves Components (KCPN) Bill which was proposed as a mandate of the State Defense Law (Purwanto, et al., 2020).

The supporting components of national defense are national resources that can be used to increase the strength and capability of the main components and reserve components. The definition of national resources in this case includes human resources, natural resources, and man-made resources. Natural resources include all the potential contained in the earth, water and aerospace which in their original form can be utilized for the benefit of national defense, while artificial resources include natural resources whose use power has been increased for the benefit of national defense (Purwanto, et al., 2020).

#### **d. National Defense Posture**

The second dimension of national defense is defense posture which has three main components, namely defense force, defense

capability, and defense title. Defense forces in Indonesia's defense posture can be seen from the amount of power possessed by the TNI, namely the defense equipment and the number of personnel. At present, the number of TNI personnel is 302,000, with details of 233,000 Army personnel, 45,000 Navy personnel and 24,000 Air Force personnel.<sup>30</sup> Meanwhile, according to the category of the United Nations Registration of Conventional Arms (UNROCA), defense equipment consists of seven categories of conventional weapons, namely Battle Tanks, Armored Combat Vehicles, Large Caliber Artillery Systems, Combat Aircraft, Attack Helicopters, Warships, and Missiles. (Sisriadi, 2016).

#### **e. Defense Management**

Defense management can be interpreted as a process of managing national resources into potential resources, building strength / capability to use them effectively and efficiently in the interests of national defense and security. (Saragih, et al., 2016). As a process, national defense management cannot be separated from the conduct of defense operations which include military and non-military defense.

According to the Defense Law, defense administration can be understood as all activities to implement national defense policy. The meaning of defense policy is the development, deployment and empowerment of national defense which is supported by budgeting and supervision policies (Ryacudu, 2016). In the realm of military defense, the main foundation of national defense is the TNI, which is the main component of defense supported by the reserve and supporting components. The main activities of the TNI in military defense can be categorized into two, namely combat and non-combat operations. As for the non-military realm, national defense is mainly focused on Ministries / Agencies outside the field of defense, which are the main elements of defense which are supported by other elements of national power that come

from national resources that are utilized to anticipate and overcome non-military threats.(Midhio, et al., 2017).

Defense management also includes activities to foster national defense capabilities consisting of elements of human resources (HR), natural resources (SDA), artificial resources, national infrastructure, values, technology, and funds. The development of the HR element is carried out with the aim of managing and utilizing all national resources to face every threat. The development of natural resources, artificial resources, and infrastructure is aimed at supporting the success of national development in all fields, as capital as well as strength in dealing with the complex dimensions of non-military threats, and able to act as a supporting force in facing military threats.(Wijaya & Rifa'i, 2016).

Defense management is rooted in general management concepts that cover four main activities, namely Planning, Organizing, Actuating, Controlling (POAC). However, considering the realm of application of management concepts which has fundamental differences from the application of management in an organizational context, there are differences in management activities developed specifically for the military realm as stated by Alford, Bangs, & Moooney, namely by replacing actuating activities with commands, so that the structure defense management activities become Planning, Organizing, Command, and Controlling (POCC)(Wijaya & Rifa'i, 2016).

#### **f. National Defense Strategy**

The national defense strategy refers to a comprehensive plan that contains methods of implementing national defense in order to effectively carry out defense functions and achieve the objectives of national defense. According to the Indonesian Defense White Paper, the national defense strategy is formulated with reference to three main points, namely regarding objects that are maintained (ends), things used to maintain (means), and methods

applied to defend (ways).(Suhardono, et al., 2017).

*Ends* issafeguarding and protecting the sovereignty of the country, the territorial integrity of the Republic of Indonesia, the safety of the entire nation which are translated into four strategic goals. Means are national resources that are used to maintain and achieve the goals and objectives to be achieved, namely to deploy Military Defense which is integrated and synergized with Non-Military Defense. Whereas ways are how to use national resources to achieve defensible goals or objectives, namely by planning, preparing, and implementing a state defense system that is strong and has high deterrence in accordance with the Indonesian nation's understanding of peace and war.

### **III. RESEARCH METHODOLOGY**

This research is a descriptive type with a qualitative approach. Descriptive research is research that is used to systematically and accurately describe a situation or area of a certain population that is factual. Descriptive research is chosen so that the findings can be detailed more broadly because what is being studied is not only the problem itself, but other factors related to the problem. In addition, descriptive research is also chosen so that the findings obtained can be more detailed because these factors are described on the constituent elements.(Sugiyono, 2018). The qualitative approach allows obtaining a deep understanding of the phenomenon under study(Creswell, 2016).

The nature of this research is exploratory, which specifically and intensively examines research problems based on data collected and analyzed in depth to get a comprehensive understanding along with the most appropriate solutions to be applied in order to overcome these problems. (Sugiyono, 2018). Based on the design of the research, this research was conducted to study and develop an adaptive and competitive national defense management model.

This research focuses on examining the current state of Indonesia's defense management and then proposing the development of an adaptive and competitive Indonesian defense management model.

This study was analyzed using qualitative analysis techniques which consisted of five stages, namely data collection and review, data reduction, data presentation, data validity checking, and conclusion drawing. (Bungin, 2017; Sugiyono, 2018).

#### IV. DISCUSSION

##### 1. The current condition of Indonesia's Defense Management

The biggest problem facing the nation today is the tendency towards national disintegration. When the pledge to be a nation, fathered water and to speak one language began to fade, along with the development of narrow primordialism in various aspects of human life. So the youth's oath was almost a slogan.

Various problems related to sara and violent acts are the daily actual issues of a sick society, where crime is no longer considered a social problem but becomes a profitable commodity in increasing circulation, in line with the motto "The bad news is good news". Where will this nation lead, because the upright or collapse of a country is determined by the ability of the nation itself to express its existence as a respectable nation, where security is not a luxury and harmony is part of the cohesiveness of the nation that must be fought for both from external threats and disturbances. from the inside. In other words, the defense and security of this country is the responsibility of all citizens, at least the law has mandated it (Ministry of Defense, 2018).

The problem is, has this awareness animated all levels of society in general, who postscript and consider defense and security to be the responsibility of TNI and Polri alone? Then is there enough effort from the people's representatives to disseminate the law on defense

to all the people? And is the discourse that is developing about the philosophy of defense itself correct? state defense and security"? besides the need to see the country's defense and security management itself as a complete system. It seems that it still requires contemplation and can be a vehicle for interesting discussion (Yudha, 2019).

Considering the most important asset which is the main capital for the establishment of this nation and state is the awareness to have a homeland, as a nation and one language which gives birth to the spirit of notionalism. This spirit was so crystallized in the past under the rhetoric charm of President Soekarno, and was maintained in the era of President Soeharto with a concept of SARA, although in a different way, it must be admitted that this concept is very effective and able to reduce the turmoil towards national disintegration for decades. Apart from the repressive efforts he has undertaken as a violation of human rights and democracy, he also contributes to the birth of the reform era, although the "democratic euphoria" with its various accompanying effects is something that cannot be avoided. (Kodam, 2018).

The discourse on defense and security developed by state administrators needs to be reviewed, this was also stated by the Director General Srahan, Maj. Gen. Sudrajat in the Strategic Management training held by the Ministry of Defense's Education and Training Agency. Because defense and security are seen as two different things and responsibilities, one is the responsibility of the TNI and the other is the responsibility of the National Police. And this becomes clear with the issuance of MPR Decree No. VI / MPR / 2000 and MPR Decree No. VII / MPR / 2000, which sets TNI and Polri as institutionally separate according to their respective roles and functions. In this case the TNI acts as a state instrument that acts as a means of defense while the Police as a state instrument plays a role in maintaining public security and order. Where the concept of national defense is

intended to ward off and overcome all forms of threats from abroad. Even though it is said that the two parties can coordinate with each other in the sense of helping each other with certain procedures, the philosophy contained in the meaning of defense which is oriented towards external threats and security which is oriented towards threats from within cannot cover up these differences which contain consequences of who is responsible for what, and in this discourse the people in general seem not to be involved (tribunewswiki.com, 2019).

The state defense law explicitly implies that the essence of national defense is universal by involving all citizens, territories and other national resources. And this wrong perception becomes even more complete because the people who are competent to socialize the law are too busy in the bustle of the political world that will determine their existence in the coming years and are more interested in disseminating information to embassy communities abroad. For whatever reason it feels to be too naive, where working while recreation has been a phenomenal character since the New Order era. That is why the sessions in the DPR building are often vacant or do not reach the quorum because respected legislators prefer to meet in luxury hotels in addition to other, more political reasons, of course. In addition, the pattern of Recruitment for the state defense component that has been implemented has deviated far from its original purpose as referred to by Law no. 1 concerning ABRI Soldiers and Law no. 3 years 2000 on national defense. Where military service (wamil) is a form of community responsibility in defending the country, it is only used as an alternative to job search which "postscript" does not become a public secret which requires certain costs. Then what is produced other than the spirit of patriotism, the desire to defend the country?, none other than the calculation of costs and benefits which result in a moral crisis for cadets as a result of investment demands that must be

returned. Once again, of course, not all think that way, but at least they contribute to justifying this phenomenon (Silverster, 2018).

However, actually since the birth of Law no. 20 th. 1982 concerning "Principles of the Republic of Indonesia's National Defense and Security, which was amended into Law no. 1 as enhanced by Law no. 3 Th. 2002 concerning "National Defense" and Law no. 2 concerning ABRI Soldiers, the Presidential Decree regarding the Organization of the Armed Forces and the Department of Defense, etc., are essentially part of Defense Management itself, namely the basic rules of how to manage national defense and security. Where is meant by the management of national defense according to Law No. RI. 3 of 2002 is "all activities at the strategic and policy levels which include the planning, implementation of supervision and control of the national defense". Through this law, apart from standardizing the definition of state defense, the essence and function of the TNI as well as fostering the TNI, including planning, organizing, their administration and control have been discussed. It's just that it is not yet a complete system as a state defense and security system. As an example. When Law 20 of 1982 on "Principles of Defense and Security" was enacted, the law on "Trained People", Linmas was not yet born. In fact, this regulation is an integral part of a complete national defense and security system, so of course it cannot be implemented. Whereas defense management as a system cannot be carried out effectively if there is a part of the system element that does not function. This is because the issue of Security Defense is a very complex problem so that the handling must be comprehensive by involving all components of state defense, both the TNI as the main component, (Suprayitno & Ali, 2016).

When associated with the essence of management itself as "a process, the art and science of managing resources effectively and efficiently", it can be concluded that what is

meant by defense management is, "A process of managing national resources into resources. potential, fostering strength / ability to use it effectively and efficiently for the benefit of national defense and security ". In this case the management process contains management functions. However, management of fostering the strength / capability of security defense and sub-system of management of the use of strength / capability of defense and security of the state has not yet been formulated. Whereas the implementation of defense and security must be carried out comprehensively as a complete defense and security system. The output is of course in addition to the realization of a component of the national security defense force, including citizens who have strong national resilience. So it is not easy to be profiled and used by people who have certain interests and goals for the interests of individuals, groups or even other countries. Because after all the facts show that Indonesia is already considered as a country with a complicating people and whether it is recognized or not a potential threat to certain countries in the field of terrorism. So it is not surprising that the existence of the IMF, which is considered an arm of the US, has its policies in fact disrupting the economy and putting Indonesia into a prolonged dependency. Where the economic crisis is the source of various other crises.

This suspicion makes sense because no country can carry out aggression against another country without internationally justified objective reasons. But don't forget, much can be done through subersiveness. By destroying and controlling the economy or destroying a generation, it becomes a "sluggish" generation that is not able to compete intellectually through the path of psychotic drugs and pornography. Therefore, in difficult conditions like this, there is nothing else that can be done other than strengthening and optimizing the role of society in warding off threats in various forms that disrupt

the integrity of a nation. Through a concept of national defense management which is implemented in the defense of the total people(Suprayitno & Ali, 2016).

## **2. Indonesia's adaptive and competitive defense management model**

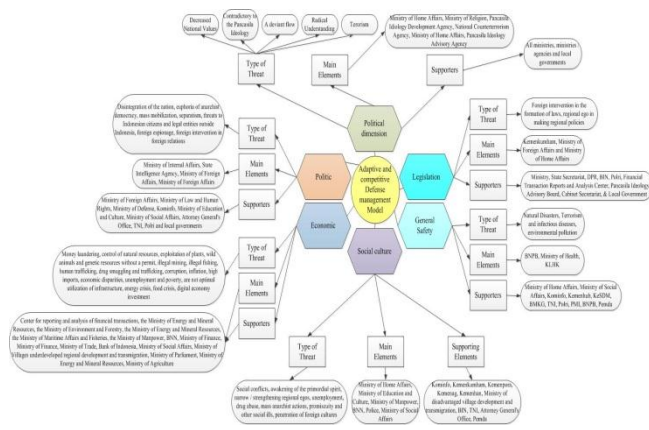
The management of the defense and security system of the whole people is one of the functions of government. In this case, the President as the organizer of the government function establishes the 2020-2024 General Policy for National Defense as a reference for planning, implementing and supervising the national defense system. This general policy includes all efforts to develop, maintain and develop in an integrated and directed manner all components of national defense.

Referring to the explanation in the previous sub-chapter, where it can be underlined that the main obstacle in the current state defense management is the lack of a holistic defense management model, where the current state defense and security management has not been interpreted as a complete system. Considering that the implementation of defense and security must be carried out comprehensively as a complete defense and security system, whose output is of course in addition to the realization of a component of the national security defense force, including citizens who have strong national resilience. So that it is not easily provoked and utilized by people who have certain interests and goals for the benefit of individuals, groups or even other countries.

Hence, in order to build a model adaptive and competitive Indonesian defense management it must be formed on the basis of a detailed and clear mapping of the implementation of national defense starting from the dimensions, types of threats, the main background elements to who is obliged to be the supporters in its implementation.

The detailed mapping can be illustrated in the table below:





**Figure 1. Adaptive and Competitive Defense Management Model**

The model is proposed to remember The development of the strategic environment at the global, regional, and national levels is increasingly dynamic and complex, thus giving rise to various threats and opportunities for Indonesia's national interests.

At the global level, the geo-politics of the world are still faced with competition for the power of major countries. The increasingly sharp economic competition and trade war between the United States and China have a negative impact on the world economy. This situation is predicted to tend to worsen and have a direct or indirect impact on economies in the Asian region, including the Indonesian economy. Likewise, political and security developments in the Middle East region, such as the Israeli-Palestinian conflict, the United States of Iran, Iraq, Libya, Yemen, and Syria further exacerbate the stability of regional security, and affect Indonesia's national interests.

At the regional level, in the Asian region there are threats that can trigger regional instability, including the South China Sea conflict, and the conflict on the Korean Peninsula and the China-Taiwan conflict. In addition, the strengthening of security cooperation in the Quadrilateral Security Dialogue group, namely

the United States, Australia, India, and Japan, to balance China's Belt and Road Initiative (BRI) strategy has increased tensions in the Indo-Pacific region, so that regional instability also affects Indonesia's stability.

At the national level in general, Indonesia's security conditions are quite stable, however, Indonesia is geographically close to the center of instability in the Asian region, so there are many potential military and non-military threats that could threaten national stability. In addition, Indonesia also has potential threats that come from within the country, including acts of terrorism and radicalism, cyber threats, climate change, drug trafficking, social conflicts and economic crises. The history records several events that threatened the territorial integrity of Indonesia including the liberation of East Timor in 1999, armed uprisings in Aceh, and armed uprisings by separatist groups in Papua, the release of Sipadan and Ligitan, the Ambalat crisis, and violations by Chinese Coast-guards in the Natuna Sea North.

Apart from some of the above, the Industrial Revolution 4.0 also expanded the battle dimensions from land, sea and air to the space and cyber space dimensions. The characteristics of the Industrial 4.0 technology revolution include artificial intelligence technology, big data, machine learning, automated systems, and robot technology. On the other hand, the presence of nanotechnology causes a shift in weapons systems, for example, small unmanned vehicles have extraordinary destructive power. The Industrial 4.0 technology revolution also encourages the incorporation of technology into a series of innovative new weapon systems, such as electromagnetic weapons (railguns), targeted energy weapons, high-speed projectiles, hypersonic missiles, and covert technology used in times of war.

Advances in Industry 4.0 technology have also increased the potential for non-military threats. Non-military threats include utilizing digital technology which enables the acceleration of the digital economy to dominate the economy of a country without having to be physically present.

The paradigm of modern warfare in the future includes asymmetric warfare and unlimited warfare that relies on sophisticated information and communication technology, military elements, and non-military aspects. The characteristics of modern warfare include: the occurrence of threats systematically, simultaneously and simultaneously; warfare of technological superiority of weapons (network centric warfare); Artificial intelligence-based warfare such as robot technology has spawned war using unmanned vehicles, and cyber warfare.

Based on the development of the strategic environment mentioned above, born a defense management model that is tailored to the form of threats and those who assume the responsibility primarily and supporters.

## V. CONCLUSIONS AND RECOMMENDATIONS

Based on the background description and discussion as described above, the conclusions that can be drawn are:

1. Currently, the defense management carried out by Indonesia still has several gaps and weaknesses where a holistic defense management model has not been developed, where the current state defense and security management has not been interpreted as a complete system. Considering that the implementation of security and defense must be comprehensively carried out as an integrated security and defense system, whose output is of course in addition to the realization of a component of the national defense and security force, including citizens who have strong national resilience.

2. An adaptive and competitive defense management model must be made holistically and become part of a complete system by starting with a detailed and clear mapping of the implementation of national defense starting from the dimensions, types of threats, the main elements behind it to who should be the supporters in its implementation.

Suggestions that can be given for the findings in this study are:

1. So that this research can be considered by the state in developing its national defense management in order to be more adaptive and competitive, as well as capable of overcoming various military and non-military threats that may arise in the future.
2. The national defense management model found to improve coordination and cooperation between the Ministry of Defense and related institutions in strengthening defense and enhancing overall national security.

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