

## Career Development of Medium Officers in Territorial Commands in the Reform Era

**Abdul Rahman**

State Administration at Stisospol Waskita Dharma Malang, Indonesia

[abdulrahman@waskitadharm.ac.id](mailto:abdulrahman@waskitadharm.ac.id)

### Abstract

*The role of the TNI has received quite a sharp spotlight, the demand for the abolition of dual function is the main issue due to too strong a position so that the position of community participation becomes very weak. As in Law Number 32 of 2004 concerning Governance, it is stated that the decentralization policy limits the fields of foreign policy, monetary and fiscal, judiciary, defense and security, and religion are sectors that have not experienced decentralization. To support the main tasks of the Army, which has a vision of a TNI that is professional, transparent, honest and fair and accountable based on good morals in the development of TNI AD personnel. This vision is very noble, so it is hoped that it can be guided and implemented in personnel development activities by all ranks of TNI AD personnel. In order to provide an understanding of the development of TNI AD personnel to all Army Soldiers, the political and legal reforms that are currently taking place in Indonesia, the TNI is also making improvements. The most important decisions that have been taken include the neutralization of the TNI from practical politics, and the abandonment of the wealth doctrine. At the same time, the legal aspect of carrying out its functions and roles is also very important, so that whatever the TNI does must be measured by accountability measures. So, if we want to examine the repositioning of ABRI/TNI, the first thing to mention is the change in authority that is increasingly limited and measurable. TNI cannot be separated from the continuity process; what is now, cannot be separated from the past. The TNI must always evaluate, make changes for the better, and for that it does not only depend on the TNI itself, because politicians also have to understand and contribute, apart from continuing to improve themselves as well.*

### Keywords

decentralization; reform;  
professionalism; career  
development



### I. Introduction

This role received a sharp enough spotlight, so that dual function was removed as a major issue as a result of the state's too strong position so that the position of community participation became very weak. As in Law No. 32 of 2004 concerning Governance, it is stated that the decentralization policy limits the fields of foreign policy, monetary and fiscal, judiciary, defense and security as well as non-decentralized fields. It can be seen that the field of defense and security is not decentralized.

This is in line with one of the values and objectives of decentralization so that effective services are in line with the aspirations and potential of the region. Proximity to this area requires the military in the territorial command to respond quickly. Therefore, it is natural that the structure and authority of the military will be determined by the demands of defense issues related to the empowerment of the government and the general public in the regions. In the implementation of government politics in the regions, it is not possible to only prioritize one aspect (economics) but it is important to pay attention to other aspects, namely environmental sustainability so that the implementation of green government is very important in supporting environmental sustainability in the political process of government in the regions (Dama, 2021). The Government of the Republic of Indonesia was formed to protect the whole of the Indonesian people (Angelia, 2020). Leaving the military trapped in a centralized management without opening up space for flexibility in the regions will make the military unresponsive and function effectively. Regions that are able to finance and manage the functions and roles of the military must enable them to actualize them, especially if the problem of defense and security in the regions is very urgent. Arguments like this are further strengthened by a theoretical approach that places the function of the military in the field of public service, not only in the field of defense and security.

In the Organization of the Apparatus Human Resources Management System, there are 8 (eight) programs that must be followed up as follows: First; Structuring the personnel recruitment system so that an open, transparent, accountable and competency-based personnel recruitment system is built. Second ; Position Analysis, by explaining job descriptions related to duties, responsibilities, and work results as an assessment of the workload of units and individuals. Third ; Job Evaluation, based on workload as an update of job classes and the provision of performance allowances. Fourth ; Preparation of competency standards and the availability of comprehensive and accurate information on individual competency profiles. Fifth ; assessment based on competence as a material for personnel development. Sixth ; Implementation of an objective, transparent and accountable individual performance appraisal system with individual and accountable performance indicators. Seventh ; Build/strengthen the database so that up-to-date and accurate data personnel are available. Eighth ; Competency-based personnel education and training

Implementation of coaching at Kodam V/Brawijaya is generally carried out by providing promotions and positions, TNI AD officers at the Kodam V/Brawijaya ranks, in getting a promotion 1 (one) higher than their initial rank, are not expected to be promoted. It is conceivable, but the success of getting the promotion is the effort of each TNI AD personnel in the ranks of Kodam V/Brawijaya in achieving it, among others through physical fitness and orderly administration. Meanwhile, the process of transferring tasks and positions within the TNI-AD is an effort to develop personnel. This is done in the context of a tour of duty and a tour of the area, and at the same time to meet the needs of the organization to be more dynamic. Anyone who occupies a position, not only because the officer must meet the criteria for achieving the relevant career journey.

Throughout its journey, Kodam V/Brawijaya has succeeded in carrying out its main tasks in order to maintain and guarantee the Independence of the Republic of Indonesia. In a certain phase, it can be seen that some of the top members of the TNI have had careers in the Kodam V/Brawijaya area. The presence of middle-level officers as leaders and policy makers at Kodam V/Brawijaya, will directly and indirectly have an impact on the dynamics of social change in the East Java region. Therefore, the repositioning and role of organizational structure as well as career development in the ranks of Kodam V/Brawijaya are significant to the dynamics of democratization in the East Java region.

## **II. Review of Literature**

### **2.1 The Concept of Public**

In the same way that there are various definitions of public policy, the definitions according to experts will be seen among them. Thomas R. Dye, in Irfan Islami (2004:18), defines public policy as whatever the government chooses to do or not to do. Furthermore, Dye said that if the government chooses to do something then there must be a goal (objective) and the state's policy must cover all government actions so it is not merely a statement of the will of the government or government officials. In addition, something that is not done by the government is also a state policy. This is because "something that is not done" by the government will have as much influence as "something that is done" by the government.

### **2.2 TNI Policy Strategy**

As we know TNI policy is an elaboration of government policies in the field of defense and security contained in the National Development Program. The main issues that serve as guidelines for the TNI in building the TNI's posture are as follows: first, repositioning, redefining and re-actualizing the TNI's role as an instrument of the state. Second, the development of the TNI by increasing the ratio of forces as the main component in Sishankamrata. Third, develop the strength of the national defense which is supported by adequate facilities and infrastructure as well as a sufficient budget. Fifth or last, build defense and preparation in the context of world peace. (Rahakundinie, 2008).

Government policy regarding strength development as the main component in Sishankamrata and soldiering professionalism, the TNI Commander has established a TNI posture development policy for 2000-2014 by considering the ability to support the state budget, threats that may be faced, industrial strategy support as well as government policies and the nation's commitment.

According to Rahakundinie (2008), there are four main aspects of the foundation of the TNI's posture, the descriptions of which are as follows:

1. doctrinal development
2. strategy
3. Alutsista strategy (main system development tool)
4. Human resource development strategy

### **2.3 Political Concepts and Theories**

#### **a. Political Theory**

According to Budiarjo (2008) the concept of politics is born in the human mind and is abstract. The concepts used in constructing abstract generalizations about some phenomena, which are referred to as theories. According to Thomas P. Jenkin in *The Study of Political Theory* (Budiardjo 2008), political theory is divided into two, namely:

- a. Norms for political behavior, namely theories which have a moral basis and political norms. This theory is valuation . (containing value)
- b. Political theories that describe and discuss political phenomena and facts without questioning norms or values (non-valuation), or commonly used the term "value-free".

#### **b. Society**

Humans have the instinct to live with other people in mutual cooperation. Humans choose the way to organize various groups and associations to meet physical and mental needs and interests that are difficult to fulfill alone. And in this life, basically humans want

values. In observing society, especially Western society, Harold Laswell detailing eight values, namely:

1. Power
2. Education/Information
3. Wealth
4. Health
5. Skills
6. Compassion
7. Honesty and Justice Rechtschapenheid
8. Reluctance.

### **c. The Concept of Government**

It is said by Koswara (2002: 29) that the government is covering all government activities, both concerning the legislative, executive and judicial fields, in narrow terms covering government activities that only concern the executive. Furthermore Koswara (2009:15) explains that the science of government is: Science independently conducts studies on how to structure and function, both internally and externally in an effort to achieve state goals. The science of government is an applied science because it prioritizes terms of use in practice, namely in terms of the relationship between those who govern (rulers) and those who are ruled (people). The subject matter of government science is coincidentally the same as the object of political science, state administration, constitutional law and state science itself, namely the state. The object of the form of government science is special and distinctive, namely the relations between the government and its sub-subjects (both the relationship between the Center and the Regions, the relationship between the governed and those who govern, the relationship between institutions and the relationship between departments), including the output of government-functions, systems, activities and activities, symptoms and actions and government events of the ruling government.

### **d. Concept of Democracy**

States that democracy is not merely a form of state administration but is also a form of organizational activity outside the state administration, for example in the world of independent associations. Democracy in associations outside the state administration is a form of leadership, a collectivity without questioning whether it is a coercive association of life such as a state or an independent association. While democracy in the state administration is a form of government. Or it can also be said as a political system that is often opposed to authoritarianism.

## **2.4 Concept of Career Development**

### **a. Definition of Career**

According to Flipppo in Mas'ud, (1994) career can be defined as a series of separate but related activities that provide continuity, peace, and meaning in one's life. According to Gibson et al (2000) career is a sequence of experiences and activities that are related to work and which creates certain attitudes and behaviors in a person. According to Handoko (2000) career is all jobs or positions that are handled or held during a person's working life. A career consists of a sequence of experiences or a series of work that is held during a person's life that provides continuity and serenity so as to create certain attitudes and behaviors.

### **b. Career from an Organizational Perspective and Individual Career Planning**

Can be viewed from two different perspectives. Career planning from an organizational perspective on the individual or both. According to Robert et al (2002) career planning

chooses to focus on jobs and on building pathways that provide a place for logistical advancement of people, among jobs in the organization. These paths are those that individuals can follow to balance particular organizational units.

### **c. Career**

Coaching Coaching includes learning activities that do not have to be related to the employee's current job. The development of our employees is ready for other positions within the company, and enhances their ability to move into a job that may not exist at this time. Coaching also helps employees prepare to change their current job as a result of a new technology, job design, new customer, or new product market.

### **d. Basic Elements of Career of TNI AD**

Seskoad officers (2010) explained about the development of Basic Career Elements which include:

- Branch
- Corps
- Specialization
- Basic
- Specialization Advanced Specialization, and
- Special Specialization.

### **e. The Concept of Territorial Command and TNI Repositioning**

According to Prabowo (2008) "The territorial command is one of the defense and security forces that is engaged in the territorial field, territorial units are very important in the TNI-AD environment. Because with the existence of a territorial command unit, it can monitor the security situation in remote areas throughout the country." In this case the role of the territorial command is very important, in order to support the success of development. The territorial command needs to prepare itself to be able to support the implementation. In fact, the success of the task in the territorial field relies on territorial development with a territorial attitude that is interrelated. if the development and application of a good territorial attitude will increase the territorial attitude of the territorial apparatus itself.

### **f. Concept of Professionalism**

Profession is a job that requires perfect training and education in a specialized field. The level of professionalism of a particular job is measured by the methods, character, status, and standards of the people who work in it. Because of this special status, true professionals gain decisive authority in their dealings with "clients". According to Perlmutter, the two most important qualitative variables of professionalism are supervision and learning (control and skills) (Perlmutter, Amos, 2000:2). First, control, the military in this case is controlled at two organizational levels. The first is in the form of a group of colleagues who oversee the internal harmony of the officer corps as a professional and social group. This group observes self-imposed standards of individual conduct and professional conduct. Second, external control and discipline in the form of an authorized level. Professional methods and implementation or behavior are judged from the involvement of the officer concerned following the instructions from above.



### **III. Research Methods**

The research method, in this case the type of qualitative research, is the right choice by using the method of giving meaning (*verstehen*) to the study. In this context will be described sequentially; research approach. research focus; determine the research location; establish research instruments; collect data, and analyze data. This study uses a strategy based on theory that is based on theory built from data or is fundamental in the data, where the researcher goes directly to the field with the scope of Kodam V/Brawijaya, without bringing in concepts, theories, and hypotheses. certain. will focus on organizational or institutional studies and military professionalism in the reform era, especially in Kodam V/Brawijaya. This research is a qualitative (inductive) research through a descriptive approach that describes the Career Development of Middle Officers at the Territorial Command. Presentation of data with exploratory descriptive logic construction of structures, systems and institutional, communal and personal aspects concerning the role of the TNI into empirical generalization forms, so as to be able to explain and present meanings from the process of change and development.

### **IV. Discussion**

#### **4.1 Implementation of Career Development for Officers**

Implementation of career development in terms of organizational or institutional and military professionalism in the reform era, especially at Kodam V/Brawijaya where the data presented are facts obtained in the field focusing on policies taken in career development of Middle Officers in Kodam V/Brawijaya, Criteria for career development for Middle Officers at Kodam V/Brawijaya, Abilities, skills, achievements in career development for Middle Officers at Kodam V/Brawijaya and sources of financing in career development for Middle Officers at Kodam V/Brawijaya. This is deemed necessary because the career development of officers is a process that is carried out continuously in connection with the career development of officers in following the professional development of officers' professional abilities in a reasonable manner to achieve the highest careers, in addition, officers are strata that have a role as policy drafters at a higher level and as a moderator in bridging the creation of policies concerning the strata below it, so that the existence of Pamen has a very important role in determining the success of the implementation of the tasks of the Army.

From observations, it can be seen that at Kodam V/Brawijaya due to reforms that resulted in matters attached to the TNI, the impact on the Pamen position has begun to appear overloaded at the Colonel level, causing breakthroughs in personnel issues, in the future there will be excess personnel, especially the Pamen strata so that it is necessary to apply rules that are open and consistent in establishing policies in the field of personnel in order to improve the capabilities and professionalism of officers. The TNI AD leadership needs to make a breakthrough in overcoming the excess of strata personnel by placing structural and functional positions, both organic and non-organic in the TNI AD. While in the position, stabilization has been carried out from an early age and the level of position is clear for officers who will be ordained in the future. To anticipate it, this research will explain career development that focuses on policies taken in career development of Middle Officers at Kodam V/Brawijaya, Criteria for career development of Middle Officers at Kodam V/Brawijaya, Ability, skills, achievements in career development of Middle Officers in Kodam V/Brawijaya and sources of financing in the career development of Middle Officers at Kodam V/Brawijaya.

#### **4.2 Policies taken in Pamen Career Development**

In order to obtain optimal results in the implementation of officer career development, it is necessary to follow the general provisions in the implementation of officer career development. Officer Career Development, Judging from the burden of the TNI AD, the required personnel are really capable of carrying out their duties, especially at the policy level so that it is expected to produce qualified personnel. The TNI AD in completing tasks is guided by three pillars, namely, the readiness of operational units, increasing professionalism and improving the welfare of soldiers and civil servants and their families, for that we need Pamen strata personnel who can appreciate the wishes of the leadership and can seek efforts that can be a breakthrough in get TNI AD officers who have the desire and ability to carry out their duties and positions optimally.

#### **4.3 Criteria in Career Development**

Begins with the provision of personnel to improve the quality and quantity of personnel, especially for prospective officers, in accordance with the pattern of career development that is directed to be carried out fairly, objectively, transparently, and consistently, according to the pattern of personnel development, during the session of office and selection. career, based on scouting talent with criteria for aspects of morality, dedication, loyalty and ability, as well as based on positional competence, career development in the Kodam V/Brawijaya environment can be said to meet the applicable criteria and provisions, the TNI's socio-political function is abolished, the defense function is straightened out and security, employment in leadership or administrative management positions will no longer run. Then the policy of increasing the retirement age, especially Pamen, will apply a strict selection system for placement and for attending education which is very decisive for career development in the future. This can be seen from the difficulty of soldiers to enter the selection of group transfer education such as Seskoad or other education, such as Susdanyon, Susdandim, Susdanrem which is an absolute requirement for Pamen to move up to a higher career position.

### **V. Conclusion**

Based on the results of research at Kodam V/Brawijaya from various perspectives in Career Development of Middle Officers at Territorial Commands in the Reformation Era in organizations or institutions and military professionalism which includes, Implementation of officer career development, An overview of the Career Development of Middle Officers at the Territorial Command in the Reformation Era can be presented, especially in the Kodam V/Brawijaya organization.

#### **5.1 Implementation of Career**

Middle Officers in Command Reform, especially in the Kodam V/Brawijaya organization is inseparable from an understanding of career development, career development in a systematic, planned effort that includes structures and processes that result in alignment of officer competencies as soldiers with organizational needs, In carrying out Career Development for Middle Officers at the Territorial Command of Kodam V/Brawijaya, it cannot be separated from career development management including career management and career planning. Understanding Career Development within an organization requires an examination of two processes: first, how each person plans and implements development programs; and second, how to design and implement Career Development programs. The career planning process is the process through which individual workers identify and take

steps to achieve goals. Career planning involves identifying career-related goals and developing plans to achieve those goals.

The Career Development research program for the Territorial Command of Kodam V/Brawijaya is to identify the model of career development at the Territorial Command of Kodam V/Brawijaya which is seen from the aspect of implementing career development for officers in terms of policies taken, criteria, abilities, skills, achievements and sources of funding as well as aspects of the inhibiting and encouraging factors as well as the steps taken in overcoming obstacles in the implementation of career development, in order to obtain a sufficient picture of career development in the Territorial Command of Kodam V/Brawijaya.

#### **b. Policies Taken**

The policies taken in fostering the careers of middle officers at the Territorial Command of Kodam V/Brawijaya are also inseparable from the achievement of the right norms of position, rank and education, both for the workers concerned and for the organization, such as those from various education sources, this is in accordance with the basic elements of the TNI AD career as stated in the Seskoad (2010) explaining the development of the Basic Career Elements which include: branching, corps, and specialization branching careers, special career patterns, and officer service period.

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