

Indonesian National Army: A Human Capital Strategy to Modernized National Army Power

Iman Permana¹, Muhammad Dhany Afrihan², Ignatius Candra Perwira³

^{1,2,3}JWC Campus - BINUS University, Indonesia

iman.permana@binus.ac.id, muhammad.afrihan@binus.ac.id, ignatius.perwira@binus.ac.id

Abstract

Human capital is a main core key success in the national defense, as well as in aspect of quantity but also in quality aspect. Indonesian National Army (TNI) needs to focus with a human capital strategy along with the development of sophisticated defense technology. TNI must leave the human resources strategy to create a professional modernize national army human capital. The human capital strategy focusing on necessary skills and the ability to operate, to produce, and to develop independently, as well makes the human resources into a human capital of TNI. TNI facing fourth-generation warfare today, which are: land warfare, navy warfare, air warfare, and cyber warfare? TNI need to build its defense force to protecting national resources. Indonesia's need a professional TNI as a human capital in a defense force to be supported by adequate defense appropriate weapons technology. Professionalism in the defense of human capital is also necessary that involve civilian defense in managing the future war like space warfare. The dynamics of international relations have been changed vis-à-vis with the defense technology. TNI need to prepare their human resources competency into a human capital. TNI competency is articulated in the norms of ideology, idealist, and innovative, creative, and high intelligent skills. In the current globalization, civilian and military roles are equally important to create human resources become human capital which can produce defense technology with deterrence effect. TNI can be seen as fundamental framework to create human capital strategy in protecting national interest.

Keywords

human capital; Indonesia; military; TNI



I. Introduction

As an archipelagic country, Indonesia's geopolitical position is very strategic, flanked by two oceans (India and the Pacific) and two continents (Asia and Australia). Indonesia also has several strategic points that serve as international ship traffic lanes in the Malacca Strait, Singapore Strait, Sundae Strait, and Lombok Strait. This condition is certainly an opportunity for Indonesia to develop its economy, but it is necessary to watch out for the increasing intensity of threats that arise with global power military and regional power. Some of the threats that also rose recently surfaced are terrorism, armed separatists, the threat of radical groups, communal conflicts, social unrest, sea piracy, illegal immigration, illegal fishing, illegal logging, and smuggling, and many more involved borders crime.

Based on the current defense situation in the Asia Pacific regions, it is possible that the potential biggest threat is the military aggression. Various recent world developments show that the threat of military aggression persists, for example: the military aggression of Ukraine by Russia, ISIS, the South China Sea conflict, USA, UKA and Australia cooperation and others. TNI need to be readiness, TNI needs a strong human capital to

build the strength and capability of national defense. Many nations, including the US' biggest adversaries, China, Russia, Iran, and North Korea, have normalized the use of cyber proxies with great success. Furthermore, TNI also needs to build modernized national army human capital as a primary goal of realizing the achievement of national defense capabilities. To have a modernized human capital in national army, TNI needs to follow policies that regulate the control of science and technology through the defense modernized weapon systems as we know as Minimum Essential Forces (MEF).

MEF aims to develop human capital also with the research and development activities in technology of defense equipment in order to strengthen the defense system, reduce/eliminate dependence on the use of foreign defense equipment products, standardization of defense equipment, so that there is efficiency and effectiveness in the preparation of human capital, material development and operation, also be able to provide improvements to the national economy, employment and reduce foreign dependable, and make it towards higher technology development steps with a technological blueprint that has been mastered, and guarantee the secrecy of national defense and increase deterrence.

In the context of defense power, the number of military personnel owned by Indonesia in entire TNI is only about 0.2% of the national population, or every 1,000 residents there are only 2 soldiers. This non-ideal condition is certainly not commensurate with the threats that occur recently with AUKUS. The abundance of national human resources is not directly proportional to the number of military personnel, considering that Indonesia in a time of war according to Prabowo current Minister of Defense of Republic of Indonesia when he was a candidate presidential: *"Indonesia will last a thousand years," but my fellow countrymen, if a state is unable to pay for hospitals, cannot guarantee food for its people, have a weak military system. Can it last a thousand years? Will a country whose national fuel reserves can only last 20 days, and whose rice reserves are less than 3 million tons, survive if there is a sudden attack or security crisis?"*

Therefore, the availability of defense technology together with human capital is necessary to cover the shortage of existing human resources. In addition to domestic policies, TNI needs to prepare the human resources who will carry out protecting national interest in region and international global power. About defense technology, it is necessary to know about how to improve human resource into human capital in military power and to use it as an effective-ways. This is a complex and interrelated policies TNI faced currently as the efforts that must be prioritized to have human capital management. Human capital is important key for TNI to realize ideology, creative, innovative, and intelligent human resources so that the sustainable development of Indonesian defense technology is in line with the dynamics of Indonesian global power army. Facing the dynamics and global free competition then the dependence of the TNI on the management of human resources of higher quality will be even greater. Without diminishing the importance of the attention, while still being given to the management of other organizational resources, it is undeniable that the main attention should be paid to the management of human resources into human capital.

Current situation TNI faced with human resources in the operations using latest defense technology are: (1) sensing of awareness and the presence of a threat; (2) unknown the technology is expired, is dangerous, is damaged, or has a modernization program for defense equipment; and (3) based on macro and sustainable plans, lacks both in terms of skills and knowledge in implementation. However, the lack of a defense budget also caused Indonesia army to have not been able to achieve the ideal defense power. Indonesian Ministry of Defense using to building a Minimum Defense Force or known as Minimum Essential Forces (MEF). As we explained little bit before, the main aim is to

development of defense forces is directed according to the concept of capability-based defense without ruling out the possible threats faced and considering the development of the strategic environment. Building a TNI defense force must adapt to the development of future wars starting from now, where conventional forms of war are increasingly being abandoned. In the future, this form of war will involve the modern warfare technology and cyber space war. The form of attack is no longer in the form of state actors, but also involves non-state actors such as of guerrillas, lone-wolf attackers, and hackers.

The defense superiority of each country will rest on its ability to utilize the potential of existing human resources, not only adding quantitatively but also having to upgrade its quality in the form of special skills, physical and moral abilities. Likewise with defense equipment, technological competence must be improved. Therefore, the role of education is so important because human resources are one of the factors of development and defense. Individuals with high human capital will have a positive effect on national defense and the economy. According to research problem and issue we explained before, this research aims to examine how Indonesian National Army (TNI) Strategy to Improve the Human Capital to facing international threats, regional threats, and domestic threats as well as with land, navy, air, and cyber warfare?

II. Review of Literature

It is essential to understand the difference between power and authority as it applies to leadership. Power is positional in nature, or the ability to make someone do something, resulting from the leader's standing within the hierarchy and usually through the threat of punishments (Hunter, 2012). The problem with a power-centric leadership style is it is based off of fear and creates a toxic work environment. This causes the most talented subordinates to leave and is not conducive to long-term success (Pols, 2018). Our assumption additionally, TNI using a new human resource strategy will lead to strengthen a strategical human capital to helping create a robust modern army capability instead of a power-centric leadership style. Despite this perspective, however, we share two concerns about the TNI human capital transformation:

- a. First, the TNI human resources have improved too slowly. In army world, slow improvement on human resources will bring volatile, uncertain, complex, and ambiguous operation efforts. TNI must become much nimbler to sustain and increase the competitive advantage provided by its soldiers.
- b. Second, TNI faces the persistent challenge of virginity test, as well as growing concerns over racism and domestic extremism in its ranks. These challenges are receiving intense public, media, and international world. TNI will simultaneously reducing trust, cohesion, and readiness across its formations due to these issues. The impact of these thorny issues is TNI wide in scope, and certainly not the sole responsibility of its human capital function. TNI do, however, highlight strategic human resources into human capital strategy needs in several key areas, such as rapid innovation, technology research, diversity, equity, and inclusion, employee relations, and perhaps most importantly, organizational culture assessment and change.

In fact, from a design standpoint TNI human capital is largely unchanged from two decades ago, even though its dedicated professionals are being asked to do different and more complex work in support of completely new organizational (Satker) and human resource blueprint strategies. Additionally, TNI human capital occupational culture remains quite administratively focused. Our assumption, however, that the TNI can successfully continue its human capital transformation by blending proven organization

design and organization development principles like created new force such as The Special Operations Command (Koopsus). If it does so many human capital strategies, TNI will get benefits dramatic using this approach. We can say in order to make a proper human capital strategy from human resources, TNI needs to focusing on any improvement-minded organization (Satker) as part of human capital goal or otherwise.

High performance human capital practices in TNI may be distinguished from traditional human resources practices by including three components: (1) structuring the organization in such ways that “skilled and motivated employees are directly involved in determining what work is performed and how this work gets accomplished,” by employee empowerment and participation systems, team-based production systems, and by providing job security, (2) enhancing employee skills, by improving the quality of new employees through sophisticated selection procedures, and/or by improving the quality of current employees through comprehensive training and development after hiring; and (3) enhancing employee motivation, by implementing merit pay, incentive compensation and performance management systems, and by protecting them from arbitrary treatment (Wan, Lawler & Walumbwa, 2003). Empirical evidence suggests that configurations of high-performance human resources practices generally have a more positive effect on employee attitudes and behavior and on various subjective and objective indicators of organizational performance than configurations of traditional human resources practices (Subramoney, 2009).

Markova and Ford (2011) stated that the success of companies is very much dependent on the willingness of employees to use their creativity, abilities, and know-how in favor of the company. Thus, it is an organization's responsibility to encourage and nourish this positivity in the employee by implementing an effective reward system. He also mentions rewards will create the value of knowledge and importance to employees. Employees will spend a lot of time looking for work-worthy rewards to improve work performance. Highly motivated employees are more productive, more efficient and willing to work towards the achievement of organizational goals than those with a low level of motivation. Motivation comes from the Latin word *movere* which means drive or driving force. Motivation in management is only aimed at human resources in general and in particular subordinates (Purba and Sudibjo, 2020). Motivating employees and rewarding employees is one of the most important aspects and challenging activities of an organization. The critical challenges faced by organizations in the era of globalization are to ensure employees are constantly motivated and perform their duties responsibly and committed. Update, the performance of public servants is still at a low-level despite all the initiatives and transformation program organized by the government. Therefore, identifying the ways to improve this situation is very important.

Prasetya and Kato (2011) warn that salaries are the most important aspects of the organization. This is because it can affect the relationship between an employee and an employer if are inequitable, not proportionate and not related to performance. Kaur (2013) states that security requirements that include safety and protection from deficiencies, physical and emotional hazards are very important. The importance of security can also be translated into security concerns with payroll guarantees paid by employers to employees. Werner, Shuler, and Jackson (2012) warn that the failure of employers to meet the physiological and security needs can lead to opportunities to develop physical and psychological disruption of workers. This is because living needs are the strongest motivators for workers.

Promotion can be referred to as a progress of an employee's rank or position in a hierarchical structure, which means an increase of employee in a field to a better job, compared with previously. In a promotion, the responsibility is greater; achievement, facilities, status, demand proficiency is higher; and the addition of wages or salaries as well as other allowances. Promotion means to assign more responsibility and authority to employees. In simple words, promotion is to transfer an employee to a higher position. Job promotion has several indicators, namely loyalty, qualification, and achievement. Promotion is the most common form of internal mobility of personnel in an organization. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

Gupta (2011) says promotion refers to a higher post carrying greater responsibilities, higher status, and better salary. It is the upward movement of an employee in the organization's hierarchy. Promotions are used to reward employees that perform better and to motivate them to greater effort. Promotion is one of the extrinsic rewards. The promotion is also an important factor in an employee's life and career, which can affect their motivation. The promotion will boost employees to perform a job more efficiently and effectively in order to improve their talent. The promotion will give long-term satisfaction to employees. This can be done only by elevating the employee to a higher position and offering a title with the increased accountability and responsibility due to the employee's efforts, behavior and period of service in the organization. The employee is motivated by this type of reward to contribute all his efforts to gain management's trust and acquire their delegation and responsibility.

Recognition is a continuation of the efforts and dedication of workers in the workplace. Intrinsic rewards such as appreciation and recognition are important and have their own functions in stimulating employee attitudes and improving their performance. Employees assume that recognition is a valuable value in a career. This boost up their morale and they are more motivated to increase their productivity in the organization. Recognition is an important aspect that needs to be in the organization to increase motivation and is also a catalyst for success in the workforce's performance. When this need is satisfied, it works as an excellent motivator. Grawitch (2010) states that recognition is not solely for the achievement of a person's performance, it is more focused on employee contributions and efforts.

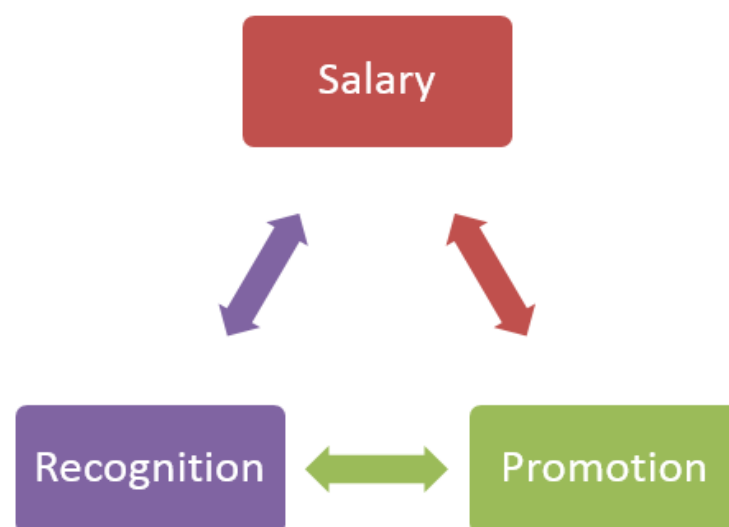


Figure 1. Theory Framework Human Capital Key Factors

III. Research Method

This research using a qualitative method. Following the research problem and issue we explained before, this research aims to examine how Indonesian National Army (TNI) strategy to improve the human capital to facing international threats, regional threats, and domestic threats as well as with land, navy, air, and cyber warfare. By using a framework of salary, promotion, and recognition, this research seeks to find TNI strategy to improve their human resources into human capital. We developed structured interviews protocol through face-to-face interview with open-ended questions to get a primary data. Then, we collected our secondary data from Indonesia National Army official website, Ministry of Defense official websites, magazines, national newspapers, government regulations and laws, and the internet resources.

We also conduct individual interviews to gain in-depth insights into the main problem and the recommendation we're aim to provide as the result of this research. Our informants are representative from Indonesia National Army (TNI) and Ministry of Defense. The respondents' inclusion criteria are as follows, minimum Captain Rank in the TNI, while gender, racial and religion are not limited, working as an army officer or Ministry of Defense officer, and commander of the battalion or group, they affected by the human capital improvement goals. The respondents' exclusion criteria as follows, under Captain Rank, they do not work in the TNI or Ministry of Defense, they are not interested in doing an interview, giving less or skip more than five questions during the interview, have medical condition that would limit the ability of the informants to participate in the interview, and not affected by the human capital strategy improvement goals by the TNI.

After doing one-to-one interviews we are using deductive analysis, with triangulation theory in this research for validation technique, using framework of salary, promotion, and recognition, this research seeks to find TNI strategy to improve their human resources into human capital.

IV. Results and Discussion

4.1 Results

a. Army Human Capital Strategy: A Salary Challenges

Law of the Republic of Indonesia Number 3 of 2002 concerning of National Defense Article 6 states that national defense is carried out through efforts to build and foster the ability, deterrence of the state and nation, as well as overcoming any threats. Law of the Republic of Indonesia Number 34 of 2004 concerning the Indonesian National Army Article 7 paragraph 1 states that the main task of the TNI is to uphold the sovereignty of the state, maintain the territorial integrity of the Unitary State of the Republic of Indonesia based on Pancasila and the 1945 Constitution of the Republic of Indonesia, and protect the entire nation and all of Indonesia's bloodshed from threats and disturbances to the integrity of the nation and state.

Theoretical basis, human capital in TNI that can be applied in the development of human resources in an organization according to Brigjen Sony Iroth (Chief of Data Encryption and Cyber Infantry - TNI AD) says:

“Human resource management are the policies and practices that a person needs to carry out the personnel or people aspects of his management work, including recruitment, screening, training, reward, and appraisal. Human resource management includes planning, organizing, monitoring, developing, and utilizing effective human

resources to achieve various individual, organizational, communities, national and international goals”.

According to Brigjen Sony Iroth (Chief of Data Encryption and Cyber Infantry - TNI AD), we are highlighted one of his arguments about reward. We think with reward, the soldiers can utilize, develop, and master technology well, it is necessary to support good human resources as well as supporting facilities and infrastructure. Therefore, it is necessary to optimize the development of TNI human resources in the fields of education and training, the use of soldiers, personnel maintenance, and promotion as well as recognition so that they can support the tasks of TNI.

Development of the human resources to human capital TNI is essence of comprehensive development in all aspects of the organization. TNI soldiers must have dedication, competence, and motivation to be able to follow the development and progress of science and technology. Professional and quality soldiers can be produced by carrying out continuous and salary improvement of personnel development so that TN soldiers have the ability and qualification and skills as well as experience so that they can support the tasks of the Air Force. According to Mayjen Richard Tampubolon (Commander of the Special Operations Command or Koopsus Mabes TNI), the challenges to improve human resources in TNI is budget and salary beside the education as following statement:

“The task of TNI will be achieved maximally if the soldiers who are manning it are professional, meaning they have the ability both in terms of quality and quantity. But to achieve that, TNI needs a budget and make sure salary soldiers is already in proper way. TNI soldiers are expected to be able to use new defense equipment, so that any given task can be carried out properly without any significant obstacles. The development of TNI soldiers is the most important part of developing human resources until the end of their military service period. However, in the implementation of human resource development for the TNI, there are still several problems especially in budget to improve the soldiers itself”.

Our assumption to these challenges besides the salary is also education and training became new findings in our research. This challenges is quite a lot if done without a comprehensive study and research, in the future can result in not achieving the targets set out in the curriculum in order to improve the human capital as an state assets. TNI also need to re-evaluate their curriculum to keep up with the development of defense equipment science and technology. Beside those problems reveal from the interview process, budget also part of the obstacles to make a smooth transformation from human resources into human capital strategy as Mayjen Richard Tampubolon (Commander of the Special Operations Command / Koopsus Mabes TNI) says:

“The problem of lack of budget for education and training is a classic problem that has been going on for a long time. This is due to the limited budget provided by the state to the TNI. The impact of the inadequate budget support greatly affects the recruitment process and the education and training process carried out by the TNI Army Academy Institutions”.

b. Human Capital Strategy: Recognition Plays a Major Role

Human capital strategy for TNI required a recognition theory framework to be tested in the soldiers. From the interview process we found that TNI soldiers is need a recognition part of soldiers as a whole, so the development of a soldier's career is an absolute must to be regulated in a planned, directed, and sustainable manner so that the optimal quality and quantity of soldiers is obtained. We believe that recognition is one of the personnel achievements will improve the psychological aspect. The current condition of personnel

recognition is not optimal so that it becomes an obstacle in efforts to improve professionalism. TNI recognition army has not yet been sufficient, when compared to the number of existing personnel/soldiers. Recognition in TNI environment results is important and related to the salary/income of personnel/soldiers when they get more achievement its mean also higher rank. Beside the recognition is plays a key role in order to create a human capital in TNI, we also found other problems may be arise as obstacle. Health issue becomes more serious problem especially in the Covid-19 period. Because of Covid-19, TNI realize the human capital in the medical is important.

Besides the health issue we found, we also think the recognition will impact to the career of the soldier directly. Recognition is the final activity in the development of soldiers which includes until the end of the service of soldiers. We think from this framework theory recognition of army is part of settlement granting pension rights and to make sure a better life from the military service in the end of career. Army recognition is part of process in the form of a management human capital in TNI has not been modernized completely, accurately and in detail. So that it cannot show how to get promotion quickly, precisely, and carefully because still in the normative ways. Even though the recognition process is very useful to get strong loyal human capital.

c. Salary-Recognition-Promotion: Strategy that Has Been Never Become an Ending

We already been discussed and interview one-on-one with several of our informants. We see the human capital strategy in the army has always never been as good as what it's seen. We found that the relation between salary and recognition will always lead to a promotion or in other way around. Development of human resources of the TNI to support the task and faced with the challenges of increasingly difficult tasks, it is necessary to have human resource capabilities, soldiers both in terms of quality and quantity in manning the organization and defense equipment. Based on this, it is necessary to optimize the development of TNI Force human resources with the right policies, strategies, and efforts.

Promotion as we found from interview is the realization of the use of soldiers in operations inside the organization in accordance with applicable regulations. Promotion is the realization of personnel maintenance carried out as optimally as possible. Promotion also part of realization of the separation of soldiers at the end of the service period optimally. We think that to realize the policies and strategies for human capital in TNI that have been presented above, the following efforts have been made so far is realizing soldiers who have education and training in accordance with the development of science and technology so that they have theoretical and practical skills to maintain and maintain the readiness of defense equipment.

4.2 Discussion

Human capital theory understands future earnings and careers, including network building as the accumulation of knowledge, generic skills and cultural capital, intellectual formation as an end in itself and as well as cultural activities and social or political activism for mix their goals, practices and modes of reflexivity. However, from interview process this research found one other effect is admitted, then human capital theory can no longer function as a closed system from TNI case. Because it is a closed system, human capital theory has never adequately addressed its human resources theory. There is evidence for the presence of the signaling function in TNI case, though screening no more constitutes a universal explanation than human capital theory. For example, in TNI problems note that salary, recognition and promotion have strong early wage returns, despite relatively low measured cognitive formation in that field. Some new aspects such

as education systems serve as better signals of employability than others, regardless of whether those degrees are underpinned by actual field-specific knowledge and skills.

We suggest the returns to qualifications exceed the returns to measured skills, for both human capital and education effects are at play and without excluding other effects. Yet, often, education feel obliged to choose between salary, recognition, and promotion. Human capital theory also fails to encompass occupational and social status in education and position in TNI, which is not fully captured by the recognition aspect. Recognition aspect rewards to occupations are related not just to income but also to occupational status and prestige in TNI. In human capital settings, individuals are typically asked about what they do, not how much money they earn for TNI case. We agree in TNI the passage of time affects income and status in contrasting ways in different position. Occupationally specific degrees are beneficial in TNI at the point of entry into the new position but have the lowest growth in occupational status over time.

From the budget problem, the Indonesian Ministry of Defense plan to seek up to more than US\$125 billion in loans to modernize the human capital problem in TNI. Longer-term planning is usually done by combining several procurement and planning (renstra) for Kemhan and TNI. For example, the Minimum Essential Force (MEF) arms modernization policy planned for 2010–2024, besides the defense weapons and technology also include the human capital strategy. TNI budget planning approach for human capital development, using conservative macroeconomic assumptions in calculating an economic growth projection for the human resources. According to our interview, shows the TNI and Kemhan are not planning a sharp increase in the budget for improve the human capital. TNI and Kemhan more focusing for allocating a big enough budget for weapon systems procurement instead of for human capital. It is crucial to improve the military's human capital capability to ensure Indonesia's national security. Even TNI and Kemhan has a best weapon technology, but without human capital it is even more essential considering the long list of accidents involving Indonesia's ageing weapon systems, including the Naggala submarine accident due to lack of human resources.

Nevertheless, our arguments against the budget, salary, recognition, and promotion inside the TNI as well as education systems refers to the macroeconomics model based on the idea that a TNI and Kemhan prefer to choose defense military technology instead of human resources when deciding how to spend its finite resources.

V. Conclusion

We arrive in conclusion in this research paper. We believe the more it spends on defense weapon, the less it can spend on human capital strategy. Human capital in TNI is really priority for modernized a national army power in global army which would improve economic growth, and vice versa. TNI spending on defense weapon systems as having adverse effects on economic growth. Therefore, they propose the government limits its defense budget to maximize its spending on goods that will never increase social welfare of TNI soldiers. We argued that military spending can have positive effects on the economy but more for human capital instead of defense weapon. For this argument we see TNI spending as important to guard national security, which is vital to support economic activities by their human capital.

We also believe TNI spending on human capital strategy can boost aggregate demand in the economy, create a better recruitment, lead to spin-offs of military technology to domestic security issue, support human capital development and stimulate the economy. We also believe from our interview results, Indonesia's TNI spending

positively affects for the regional military power especially with South China Sea Conflict, it was most possibly due to human capital development as an effect of military expenditure. Additionally, cyberwarfare remains one of the most pervasive asymmetric threats on the battlefield (Department of Defense, 2018). Similarly, we argued the TNI human capital spending has positive effects on the economy have led the government to focus on a strategy of defense investment.

We argued the defense investment has since been the central policy of the Ministry of Defense (Kemhan). Weapon systems procurement is one of the part defense investment strategies beside the human capital investment. Now consider the unpredictability of modern and future battlefields. Enemy electronic warfare can deny GPS navigation, rendering communication platforms useless (Harper, 2019). Overall, we believe the TNI and Kemhan defense procurement aims to fulfil the national defense needs and establish an independent defense industry. In the end, we believe the TNI and Kemhan has required to build a world class army, with the priority is to build character, both individual characters, units, and organization of the TNI as a whole and comprehensive human capital. State sovereignty, state defense and TNI are three things that cannot be separated. Therefore, establishing TNI human capital aims for its ranks to be strong, solid and professional is a necessity at this time. However, building the TNI human capital is not as easy as it is now, because building the TNI human capital as a large military human asset requires the attention and cooperation of all components of the nation. Because building the TNI human capital requires the existence of policies, regulations, budgets, and improvements posture. As we know after the reformation, the TNI faces a lot of blasphemy and criticism from various circles, besides the state's own financial condition has not fully improved, so the budget support to the defense sector is also very limited which in the end becomes an obstacle in the development of the TNI human capital strategy.

Contemplation like this we should realize to build a best human capital in TNI, because the TNI is a reliable and respected and world class global power army, is one tool to achieve the goals and national ideals of Indonesia. Although we believe it will take time but at least TNI already halfway to improve their human capital. We believe there is a solution that can be used and applied to lead to the achievement of a reliable and respected and world-class human capital and organization of the TNI. In TNI human capital was building from the doctrine that then gave birth to policies, basic principles, and strategic measures of defense resource management to build military organizations to achieve national goals. Therefore, the TNI human capital strategy management policy should refer to the defense strategy of the country. So that the human capital strategy can be integrated with other dimensions.

References

- Arif, S. (2019). Influence of Leadership, Organizational Culture, Work Motivation, and Job Satisfaction of Performance Principles of Senior High School in Medan City. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*. P. 239-254
- Department of Defense. (2018). *Summary: Department of Defense cyber strategy 2018*. Retrieved From <https://www.arcyber.army.mil/Portals/34/CYBER%20STRATEGY%20DoD%20%20SUMMARY%20FINAL%20Aug%202018.pdf>
- Grawitch, M. J., & Barber, L. K. (2010). Work flexibility or nonwork support? Theoretical and empirical distinctions for work–life initiatives. *Consulting Psychology Journal: Practice and Research*, 62(3), 169–188. <https://doi.org/10.1037/a0020591>
- Gupta, D., & Woldemariam, G. S. (2011). The Influence of Motivation and Attitude on Writing Strategy Use of Undergraduate EFL Students: Quantitative and Qualitative Perspectives. *Asian EFL Journal*, 13, 34-89. http://www.asian-efl-journal.com/PDF/June_2011.pdf
- Harper, J. (2019). Electronic warfare spending on the rise. *National Defense Magazine*. Retrieved from <https://www.nationaldefensemagazine.org/articles/2019/7/23/electronic-warfare-spending-on-the-rise>
- <https://jakartaglobe.id/news/full-text-of-presidential-candidate-prabowo-subiantos-national-address/>
- Hunter, J. C. (2012). *The servant: A simple story about the true essence of leadership*. Crown Business
- Kaur, A. (2013). Maslow's Need Hierarchy Theory: Applications and Criticisms. *Global Journal of Management and Business Studies*, 3, 1061-1064
- Markova, G. and Ford, C. (2011) Is Money the Panacea? Rewards for Knowledge Workers. *International Journal of Productivity and Performance Management*, 60, 813-823. <http://dx.doi.org/10.1108/17410401111182206>
- Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The Effect of Training on Work Performance and Career Development: The Role of Motivation as Intervening Variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2385–2393. <https://doi.org/10.33258/birci.v4i2.1940>
- Pols, L. (2018). Leadership: Power versus authority. *Forbes*. <https://www.forbes.com/sites/forbeslacouncil/2018/11/19/leadership-power-versus-authority/>
- Prasetya, A. & Kato, M. 2011. The Effect of Financial and Non-Financial Compensation to the Employee Performance. The 2nd International Research Symposium in Service Management. Yogyakarta, Indonesia.
- Purba, K., Sudibjo, K. (2020). The Effects Analysis of Transformational Leadership, Work Motivation and Compensation on Employee Performance in PT. Sago Nauli. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Volume 3, No 3, Page: 1606-1617
- Werner, S., Schuler, R. S., & Jackson, S. E. (2012). *Human resource management*. Australia: South-Western Cengage Learning.