

Reservation Component Management To Strengthen State Defense To Face Threats

Deyvie Laudya Roringkon¹, Guntur Eko Saputro², and Ghazalie³
deyviororingkon@yahoo.co.id, Guntur_95@yahoo.com, and thamsonbrothers@gmail.com

Indonesian Defense University

Abstract

The military reserve component is one of the government's efforts to improve national defense in facing threats in accordance with the development of the strategic environment in the 21st century. The need for a reserve component has a constitutional basis and the mandate of the Law on National Defense. However, the discussion of the Draft Reserves Component Bill raises pros and cons so that its formulation requires strong arguments, especially regarding the assumption of compulsory military service for citizens. For this reason, this study discusses how defense resource governance, particularly military reserve components human resources, to support national defense in facing threats. The theories used, such as defense management, human resource management and threats, aim to explore military reserve components's good governance in supporting national defense. The research method used qualitative with a descriptive approach and literature study. The results of the research prove that the management of reserve components to strengthen national defense in facing threats is still not maximal and needs improvement from the management side. In addition, the right strategy is needed to manage the reserve components that have been recruited so that it is useful for strengthening national defense in the face of 21st century threats.

Keywords: reserve components, state defense, defense threat, defense management.

INTRODUCTION

The development of the strategic environment is increasingly dynamic and affects the implementation of the defense of a country, including Indonesia. Based on Law Number 3 of 2002 concerning State Defense Article 1 Paragraph (1) it is explained that state defense is organized to defend the sovereignty of the country, the territorial integrity of the Unitary State of the Republic of Indonesia, and the safety of the entire nation from threats and disturbances to the integrity of the nation and state (Indonesia, 2002). This

state defense activity is carried out in all regions of Indonesia utilizing all existing national facilities and infrastructure. In addition, the potential threat to state sovereignty is no longer military but non-military so that citizens who are ready

and trained militarily will be able to support a strong national defense. Thus, one of the areas that is the focus in the process of implementing state defense is the formation of a reserve component or military reserve components. The reserve component is a national resource in the defense sector originating from human resources, natural resources, man-made resources, and facilities and infrastructure. The need for a reserve component has a constitutional basis and the mandate of the Law on National Defense. However, the discussion of the Draft Reserves Component Bill raises pros and cons so that its formulation requires strong arguments, especially regarding the assumption of compulsory military service for citizens.

One of the pros and cons of the Draft Reserves Component Law is the issue of requiring citizens to participate in military service in the process of implementing state defense. The pro-view of the military reserve components Bill is based on several arguments. First, assisting the country's defense forces due to Indonesia's strategic geographical position as well as a shift in the defense paradigm that focuses on maritime defense.¹ Second, the participation of citizens in defending the state is one of them realized through basic military training as mandated by the 1945 Constitution of the Republic of Indonesia and the Law on State Defense. However, to be able to carry out this mandate, it is necessary to further regulate it in a more specific regulation so that the existence of the military reserve components bill is urgent.²

In addition, there has been a shift in the concept of conscription from what was previously required for every country in accordance with the Military Compulsory Law, to basic military training for every citizen who passes as a reserve component. For the recruitment pattern, the reserve component accepts every citizen who wants to become a candidate for membership voluntarily in accordance with the requirements by following administrative selection and competency selection. Meanwhile, compulsory military service is compulsory for every citizen from the age of 18 (eighteen) to 40 (forty) years. Training and education patterns also differ. In the reserve component, members only carry out basic military training, while in military service it is military training.

The Ministry of Defense is known to have started recruiting a Reserve Component whose registration was carried out at the local Koramil-Koramil in Indonesia. Not all Indonesian citizens can participate in the Reserve Component program which is certain to open this year.³ The program is only intended for Indonesian citizens ranging in age from 18 to 35 years. Recruitment will be carried out by the state, in this case the Ministry of Defense, while training will be carried out by TNI Headquarters. On the one hand, the existence of the military reserve components which is regulated by Presidential Decree 8/2021 has received criticism from civilian groups and human rights observers. Imparsial Director Al Araf asked the Ministry of Defense, which is now led by Prabowo Subianto, to focus on providing training on Reserve Components for Civil Servants (PNS) or State Civil Servants (ASN). The government, does not need to involve civil society in militaristic training in the form of a reserve component.

¹ Jerry Indrawan, "Perubahan Paradigma Pertahanan Indonesia Dari Pertahanan Teritorial Menjadi Pertahanan Maritim: Sebuah Usulan," *Jurnal Pertahanan & Bela Negara* 5, no. 2 (2018): 93–114.

² Kris Wijoyo Soepandji and Muhammad Farid, "Konsep Bela Negara Dalam Perspektif Ketahanan Nasional," *Jurnal Hukum & Pembangunan* 48, no. 3 (2018): 436–456.

³ <https://www.cnnindonesia.com/nasional/20210324142952-20-621510/rekrutmen-komcad-dikebut-kemenhan-sebut-indonesia-tertinggal>

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Regarding mobilization in the context of military reserve components and conscription, this cannot be separated from Nasution's outline of thought which is described below: "The mobilization must be implemented economically, that is why the defense system is divided into three lines. How to take part in the people's defense?: following are the procedures according to our defense law : A). Voluntary military, here people enter the Armed Forces voluntarily. They are willing, according to their own free choice, to sacrifice their body and soul in a military service 24 hours a day. It does not mean they have to be ready any time at day or at night time, and this shall last as long as they live. B) Compulsory military, there is no voluntary character here to render military service forever. In this system all men and if necessary women, of 18 years, are obliged to defend their country. Here they are enrolled for military instruction, discipline, drill and enter military service for about one year or two, after which they are allowed to return to the community to resume their position, student, pedicab drivers etc. they would again be called by the state to enter military service if the state were in a state of danger. They are enrolled into a regular military force and allowed to return back to their previous position as soon as the situation returned to normalcy".⁴

Nasution's view above influences the concept of the reserve component. The military reserve components bill regulates the obligations of the community to participate in military training. Article 6 Paragraph (3) of the draft military reserve components bill states that, "The reserve component is compiled in the form of a combat unit which is adjusted to the organizational structure of the force according to each dimension". Meanwhile, Article 8 Paragraph (1), Paragraph (2) and Paragraph (3) regulates the appointment of military reserve components members for civil servants, workers and / or laborers, and former TNI soldiers who are being summoned are obliged to become military reserve components members.

There are two forms of military service, namely general conscription and limited military service. In the first case, every citizen who is within a certain age limit without exception is subject to military service. In the second case, only some of them are subject to military service, that is, only those who belong to certain groups or meet certain requirements (for example education), while others do not. According to Article 2 paragraph (1) of the Military Compulsory Law, "every citizen becomes a military conscription starting the year he reaches the age of 18 years until the year he reaches the age of 40 years". This general military service is in accordance with the concept of democracy which requires that every citizen without exception has the same rights and obligations, in particular the rights and obligations to defend the State.⁵

These provisions are contained in Article 21, Article 22, and Article 25 paragraph (1). It is clear that not all who meet the physical and spiritual requirements will be called into compulsory military service for education and training. Among them are selected the best according to their physical and spiritual value as much as is required each year. They were not appointed to be compulsory military service, but were returned to society. According to Article 21 paragraph (3) of the Military Compulsory Law, they are included in the category of "Military Compulsory Reserves", while there is another term in the official explanation of Article 22 of the Military Compulsory Law, namely the term "Reserved Military Obligatory". These two terms have the same meaning, but this reserve can be summoned to be included in active service (appointed to the Compulsory Military) if needed to replace the Military Obligatory who are elected and summoned for compulsory military service, but for some reason they cannot fulfill their

⁴ Abdul Haris Nasution, *Towards a People's Army* (Jakarta: Delegasi, 1964).

⁵ Mukhtadi Mukhtadi dan R. Madha Komala, "Membangun Kesadaran Bela Negara Bagi Generasi Milenial Dalam Sistem Pertahanan Negara," *Manajemen Pertahanan* 4, no. 2 (2018): 64–83.

obligations or are in a situation emergency or state of war. If the number of compulsory military personnel is insufficient, in which case they are used as emergency reserve personnel.

The existence of a reserve component in the context of national defense is something that is gradually mandatory. Changes in security threats that are not only have a militaristic dimension make approaches related to the existence of these reserve components. In a number of countries, the reserve components are even used as the main equipment, especially in non-combat parts and / or divisions, such as in the Federal Republic of Germany, South Korea and 16 as well as Singapore.⁶

The constitutional mandate and legislation can be seen from two perspectives, namely, the State has the power to compel its citizens to be involved in the defense of the State. In this context the State will make all efforts in the form of military service, and if the citizen does not heed it will be subject to imprisonment and other penalties. Meanwhile, the second perspective is that citizens voluntarily register themselves as part of the reserve component personnel.⁷

THEORETICAL

Human Resource Management

Human Resource Management (HRM), is the process of obtaining, training, assessing and compensating employees, and for managing labor, health and safety relations..⁸

Human resources management (HRM) Includes formal human resource functions (recruitment, selection, training and development, appraisal, compensation, and employee relations) performed within the organization or external to it and more informal management of employees performed by all administrators. Human resources management (HRM) activities i.e., recruitment and selection, training and development, appraisal, compensation, and employee relations and the environmental and other organizational aspects that impinge on human resources (HR) activities.⁹ The HRM activities above are an integral part of increasing the potential of HR.

Manpower is the essential military resource. Only with high quality and motivated people can budgets and weapon systems be turned into the effective military capabilities that are required to provide for a nation's security.¹⁰ In the chart above, it is explained how the process of human resources in the

⁶ Tie, Harry. (2006). Framing a Strategic Approach for Reserve Component Joint Officer Management. New York: Rand Corporation. Terutama Bab I

⁷ Pada RUU Komponen Cadangan Pertahanan Negara Pasal 8, penekanan daya paksa Negara tidak secara eksplisit ditegaskan. Namun daya paksa Negara hanya berlaku pada penekanan memenuhi persyaratan sebagai anggota komponen cadangan, yang mengikat PNS, pekerja, dan atau buruh, dan mantan personil TNI. Selain penekanan memenuhi persyaratan, pada pasal yang sama juga penekanan sukarela terhadap PNS, pekerja/buruh, dan mantan personil TNI. 19

⁸ Gary Dessler, *Manajemen Sumber Daya Manusia*, (Jakarta: Penerbit Salemba Empat, 2009).

⁹ Myron D. Fottler, *Strategis Human Resource Management, Chapter 1: Fundamentals of Human Resources in Healthcare*.

¹⁰ Hari Bucur-Marcu, et al. Defence Management: An Introduction. (Geneva: Procon Ltd, 2009).

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deployment of military forces is very important. Human resource management is important in achieving a qualified national defense.

The theory of human resource management in this study is to analyze deployment management, to explain the human resource requirements needed with the newly formed Koarmada III. Human resource analysis is important to see the extent to which Koarmada III carries out deployment management in accordance with the potential threats in the Eastern Indonesia region.

HRM can be understood as a process in an organization and can also be interpreted as a policy (policy). As a process, Cushway (1994: 13) for example, defines HRM as 'Part of the process that helps the organization achieve its objectives'. This statement can be translated as "the part of the process that helps the organization achieve its goals". Meanwhile, Schuler, Dowling, Smart and Huber (1992: 16) define HRM in a formula like this: Human Resource Management (HRM) is the recognition of the importance of an organization's workforce as vital human resources contributing to the goals of the organization, and the utilization of several functions and activities to ensure that they are used effectively and fairly for the benefit of the individual, the organization, and society'.

Defense management is a very complex field because it consists of so many elements that must be synergized to produce a sustainable defense capability. Starting from recruitment, training, equipment tools, doctrine, medical support, government support and so on must be integrated in the appropriate portion. The defense sector is demanded to be prepared to deal with threats filled with uncertainty on a time scale that is difficult to predict. Thus, defense institutions must have a framework to assist the military sector in managing resources effectively and monitoring to ensure resources are not misused (McCoville & Cleary, 2006).

In relation to resource management, Collis & Montgomery (2004) states that resources that play a strategic role in generating competitive advantage for companies are resources (tangible and intangible) and capabilities. Tangible resources can be in the form of financial assets and physical assets, while intangible resources include: people, company reputation, culture, technology, knowledge, patents, trademarks, collections of learning and experience, intellectual property assets, and organizational assets. Meanwhile, capabilities are a complex combination of assets, people, and processes that companies use to transform inputs into outputs. In this context, resources are used as core competencies for the organization known as strategic resources. These strategic resources are then developed into meaningful strategic instruments for operations and competition in order to gain competitive advantage and realize optimal company performance.

In the concept of defense, Law (UU) Number 23 of 2019 concerning Management of National Resources (PSDN) for National Defense, Articles 2 to 5, explain human resources in the context of defense. In Article 2 it is explained that the principles of implementing the PSDN are: objectives, universality, struggle, togetherness and mutual cooperation, benefits, legality, selectivity, effectiveness, efficiency, and proportionality. Meanwhile in Article 3 it explains that the objectives of implementing the PSDN for National Defense are aimed at transforming Human Resources, Natural Resources and Artificial Resources, as well as National Facilities and Infrastructure into State Defense forces that are ready to be used for the benefit of State Defense. Furthermore, Article 5 explains that the management of national resources for national defense is carried out through the following efforts:

- a. State Defense;
- b. Supporting Component Arrangement;
- c. Reserve Component Formation;
- d. Main Component Strengthening;
- e. Mobilization and Demobilization.

Defense Management

Management or management procedures involve five functions, namely; planning, organizing, staffing, leadership and controlling. Overall, the five governance functions above represent process management, as follows: ¹¹

1. Planning, setting goals and standards, developing rules and procedures, developing plans and forecasting.
2. Organizing, giving specific tasks to subordinates; forming a department; delegating authority to subordinates; establishing channels of authority and communication; coordinating the work of subordinates.
3. Staffing, finding the types of people to be employed; recruiting; selecting, training and developing employees; set performance standards; evaluating performance; advising employees; provide employee compensation.
4. Leadership, asking other people to complete the work; uphold morale; motivate subordinates.
5. Control, setting standards such as sales quotas, quality standards, or production levels; check how actual performance compares against standards; take corrective action, as needed.

There is no universally agreed definition of 'defence management;', but it simply encapsulates the idea that defence organisations need to turn defence policies into practice, and in doing so, to develop appropriate and sustainable planning mechanisms, support systems and infrastructure.¹² So, defense management theory is a derivative of management theory in general how to manage defense resources.

Defense Management is the main rule for the management of national defense and security. Management or management of national defense in Law no. 3 of 2002 are all activities at the strategic and policy level which include; planning, implementation, supervision and control of national defense.

Defense management is managing national resources into defense potential for defense forces carried out by defense stakeholders who are ready for a universal defense system. What is managed in defense management, namely; defense space, means of defense (alutsista) and fighting conditions. [Supriyatno, Makmur. 2016. International Defense and Land Boundaries. Jakarta: Makmur Cahaya Ilmu.] Defense Potential is all potential national defense resources that are managed to improve the national defense

¹¹ Gary Dessler, *Manajemen Sumber Daya Manusia*, (Jakarta: Penerbit Salemba Empat, 2009), hlm. 4.

¹² Hari Bucur-Marcu, et al. *Defence Management: An Introduction*. (Geneva: Procon Ltd, 2009), hlm. 4.

systemically. Consists of natural resources, human resources (engineering technology) and national infrastructure.

Defense Management Theory to identify and analyze the extent of potential defense forces and threats in the border areas of Eastern Indonesia. In addition, to analyze planning, organizing, staffing, leadership and control in the formation of Koarmada III in Sorong City.

The National Defense

The essence of state defense is all defense efforts that are universal in nature, the implementation of which is based on awareness of the rights and obligations of citizens as well as confidence in their own strength.¹³

The national defense system is a comprehensive defense system that involves all citizens, territories and other national resources, and is prepared early by the government and is carried out in a total, integrated, directed and continuous manner to uphold state sovereignty, territorial integrity and safety. the whole nation from all threats. Components in the concept of universal defense: the main components, supporting components and reserve components including natural resources and artificial natural resources.

The essence of national defense is based on the law on national defense and the concept of national defense:

1. State defense is essentially all defense efforts that are universal. Implementation is based on awareness of the rights and obligations of all citizens as well as confidence in their own strength to maintain the survival of the nation and state of Indonesia, which is independent and sovereign.
2. Universality implies involving the entire community and all national resources, national facilities and infrastructure as well as the entire territory of the country as a whole and comprehensive defense unit.

The purpose of national defense is to maintain and protect the sovereignty of the country, the territorial integrity of the Republic of Indonesia and the safety of the entire nation from all kinds of threats. General national defense policy is the direction of political policy in the management of all national resources and infrastructure for the benefit of the national defense system to ensure national security, defense and state sovereignty.¹⁴ National defense is structured by taking into account the geographical conditions as an archipelago.¹⁵ The national defense strategy policy must be based on state politics.

The national defense development planning system is a unitary development planning procedure to produce long-term, medium-term and annual development plans by elements of the state defense administrator.

National defense development planning covers:

¹³ Undang –Undang RI Nomor 3 Tahun 2002 tentang Pertahanan Negara, Pasal 2 ayat (1).

¹⁴ Laksamana TNI (Purn) Dr. Marsetio. (2018). Mengembalikan Kejayaan Maritim Indonesia. Bogor: Universitas Pertahanan.

¹⁵ Undang Undang No 3 Tahun 2002, tentang Pertahanan Negara, Pasal 3 ayat (2).

1. Development of defense forces
2. Development of defense capabilities
3. Deployment of national defense forces

Tujuan dari perencanaan pembangunan pertahanan negara untuk meningkatkan daya tangkal dalam menghadapi ancaman yang mengganggu kedaulatan wilayah pertahanan Indonesia, dan mengganggu keselamatan bangsa Indonesia.

Threat

Ancaman adalah segala sesuatu yang mengancam kedaulatan dan keutuhan NKRI. Ancaman merupakan faktor utama penyusunan strategi sistem pertahanan negara, berdasarkan analisa strategi dan identifikasi terhadap hakikat ancaman, kemungkinan terjadinya penggabungan dari berbagai jenis ancaman. Ancaman terdiri atas, ancaman militer, ancaman nonmiliter dan ancaman hibrida, bentuknya ancaman nyata dan ancaman tidak nyata.¹⁶ Threat is the main factor determining the national defense strategy.

The source of threats to the Indonesian state with an open strategic position is complex, these threats are not only military threats, both from within and from outside.¹⁷ Law No. 3/2002 identifies that the source of threats to Indonesia with an open geographic position is complex, not only in the military field, but also in the non-military field, both from within and from outside.

The essence of a threat is a view that considers something as a threat, not because of its inherent nature. What is central to security analysis is thus understanding the process through which particular 'threats' manifest themselves as security problems on the political agenda. 'Threats' in that sense are 'objective' when they are accepted by significant political actors, not because they have an inherent threatening status. Dalam teori keamanan nasional, Buzan memandang bahwa ancaman dapat dimaknai secara berbeda oleh setiap aktor. Lebih dari itu, ancaman dimaknai dan diidentifikasi, 'threats are identified and given meaning is, for instance, better understood through an analysis of identity building and institutional transformation that does not lend itself to causality or quantification.'¹⁸

Because balancing and bandwagon¹⁹ are more accurately viewed as a response to threats, it is important to consider all the factors that will affect the level of threat that states may pose. I shall therefore discuss the impact of: 1) aggregate power; 2) proximity; 3) offensive capability; and 4) offensive intentions.²⁰ To deal with the threat the countries usually allied with. Factors that influence the level of threat: aggression ability, proximity to neighbors, attack ability, and attack objectives.

RESEARCH METHODS

¹⁶ Buku Putih Pertahanan Indonesia, hlm. 22-23.

¹⁷ Undang-Undang RI, Nomor 3 Tahun 2002, Penjelasan.

¹⁸ Barry Buzan and Lene Hansen, *The Evolution of International Security Studies*, (Cambridge University Press, 2009), hlm. 35.

¹⁹ Bersekutu, terjadi ketika sebuah negara bersekutu dengan negara musuh yang lebih kuat dan mengakui sebagai teman-tapi-musuh tersebut mengambil untung dari pampasan yang mereka rebut bersama-sama

²⁰ Stephen M. Walt, *Alliance Formation and the Balance of World Power*, (MIT Press: International Security, Vol. 9, No. 4 (Spring, 1985), pp. 3-43), hlm. 9.

The approach in this study uses qualitative research methods that aim to understand a phenomenon experienced by research subjects holistically in a special natural context. This approach is intended to describe or describe an understanding of governance related to defense human resources, especially how the management of the reserve components and supporting components, while the type of research is descriptive qualitative research, namely describing and interpreting what is there. can be about existing conditions / relationships. This phenomenon is researched by the scientific method and then described using proper grammar so that it can be understood by others (Moleong, 2013). The research that has been carried out uses a qualitative descriptive approach with the aim of describing and describing scientific phenomena that occur in accordance with the characteristics and linkages between research objects. This qualitative descriptive research basically does not provide any special treatment or manipulation of the variables studied, so that the results obtained are described and described as they are in accordance with the scientific facts found (Sukmadinata, 2011).

Library research makes use of reference sources or theories to obtain research data. While the analysis, according to Miles & Huberman (1992: 16) analysis consists of three streams of activity that occur simultaneously, namely: data reduction, data presentation, drawing conclusions / verification.

DISCUSSION

Director General of Defense Potential of the Ministry of Defense Major General TNI Dadang Hendrayudha said that Indonesia has never had a reserve army. In fact, neighboring countries such as Malaysia already have reserve troops to strengthen the defenses of their respective countries. Dadang shows a list of countries with military strengths and reserves. The first position is occupied by China, which has a population of more than one billion people. The country, led by President Xi Jinping, has 2,255,000 active troops and 800,000 reserve troops. China's position is followed by the United States, Russia, North Korea, South Korea, India and Pakistan which also have large reserve troops.

Meanwhile, Indonesia was ranked 14th with 438,410 active troops and no reserve troops. According to Dadang, Indonesia is already very behind. Indonesia's backwardness can be seen when compared to other countries in Southeast Asia. For example, Malaysia, which has 110 thousand active troops and 41,600 reserve troops. Then there is Singapore, which even though it only has 60,500 active troops, the number of its reserve soldiers is 312,500. Because of that, finally the government through the Ministry of Defense (Kemhan) is preparing state defense recruitment to produce reserve soldiers. Therefore, it is necessary to have qualified human resource management so that the reserve components will later be able to support future defense.

Reserve Component HR Requirements Planning

Planning and forecasting demand for reserve components in both the short and long term. There are three reasons why the reserve component is an important requirement in strengthening State defense, namely: First, the reserve component is a constitutional mandate and other related laws. As explained earlier, there is the 1945 Constitution and two laws related to State defense, in particular Article 5 (1) of the 1945 Constitution, articles 10, 20, 27 (3), 30 and Law no. 3/2002 on National Defense, article 8; Law No.34 / 2004 concerning TNI Article 7. In the 1945 Constitution and the two laws, explicitly and implicitly it

states that the existence of a reserve component is part of the defense force of the State, in addition to the main and supporting components.²¹

The Ministry of Defense of the Republic of Indonesia is targeting to recruit members of the reserve component or military reserve components up to 25 thousand people or the equivalent of 35 battalions. According to the plan, the Ministry of Defense will open recruitment for 25 thousand comads in 2021. Spokesperson for the Minister of Defense for Public Communication and Inter-Institutional Relations, Dahnil Anzar Simanjuntak, said that the number would later be calculated according to the needs of each TNI dimension including 3 dimensions, including land, sea and air. The division of the number of personnel is adjusted to the needs of these dimensions under the command of TNI Headquarters.

In the United States the Reserve Component is called the National Guard and is a reserve component of the United States Air Force and Army. Every state, such as Washington DC and other US territories, has a National Guard that works dual for both the state and the federal (central) government. The National Guard can be mobilized by the US president to assist the country's armed forces. These units also frequently receive federal funding and training. Within each state or state, the National Guard has military, medical, aviation, engineering, and other units. The governor serves as the commander-in-chief and has no obligation to report to the president if he needs the services of the National Guard. In general, National Guard soldiers have civilian jobs and are a resident residence. However, they are committed to training one weekend per month and are required to attend two weeks of special training per year.



Figure 1: Members of the National Guard patrolling the front of the National Mall on January 19, 2021 in Washington DC.

Staffing according to organizational needs

²¹ Lebih lanjut penjelasan dan uraian terkait dengan komponen cadangan, lihat UUD 1945, UU No.3/2002, dan UU No. 34/2004 pada sejumlah pasal-pasal terkait

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After the HR needs are determined, the next step is to fill in the available formations. In this staff filling stage, there are two activities required, that is:

1. Withdrawal (recruitment) of candidates or job applicants
2. Selection (selection) of the candidates or applicants who are considered to be most eligible.

Generally, recruitment and selection are held by focusing on the availability of prospective workers, both outside the organization (external) and from within the organization (internal). Complete description can be seen in Chapter 4 on Recruitment and Selection.

In general, selection to become members of the military reserve components includes general requirements and competency requirements, by determining physical and psychological aspects (Pancasila ideology and loyalty to the Republic of Indonesia).

1. Training materials include awareness raising of state defense, basic military training, in order to have a high spirit of nationalism and patriotism.
2. In Government Regulation (PP) Number 3 of 2021 concerning Implementation Regulations of Law Number 23 of 2019 concerning Management of National Resources for National Defense, it explains the provisions of military reserve components registration as follows:
 - a) The formation of Reserve Components from citizens' elements shall be grouped into Land-based Reserve Components; Reserve components of the marine dimension; and the air component reserve component.
 - b) The formation of the Reserve Component consists of the stages of registration, selection, basic military training, and determination.
 - c) Selection for the formation of candidates for the Reserve Component includes administrative selection and competency selection.
 - d) Administrative selection is a process of checking administrative completeness and testing the validity of documents. Meanwhile competency selection is a process of testing the health, abilities, knowledge / insight, and attitudes of candidates for the Reserve Component.
 - e) If they pass, during the basic military training, the reserve component is entitled to receive pocket money, individual field equipment, health care, and work accident and death insurance protection.

Meanwhile, for general requirements, the Spokesperson for the Minister of Defense for Public Communication and Inter-Institutional Relations, Dahnil Anzar Simanjuntak on March 12, had the following to say:

- a) Indonesian citizens aged 18 to 35 years, who voluntarily wish to become a component of the reserve. The community is allowed to register as a reserve component at the local Sub-District Military Command (Koramil).
- b) Physically and mentally healthy, and do not have a criminal record issued in writing by the Indonesian National Police (Polri).
- c) Students to ASN can register to become military reserve components. After training, they can return to their respective professions.

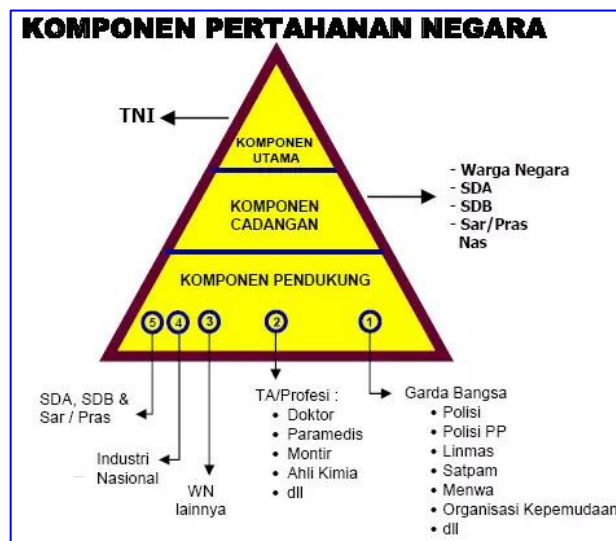


Figure 2: Components of State Defense. (Source: Defense White Paper, 2014)

In Indonesia, the national defense system in facing military threats places the Indonesian National Army as a "main component" supported by "reserve components" and "supporting components". The State Defense System in facing non-military threats places government institutions outside the field of defense as the main element, in accordance with the form and nature of the threats faced supported by other elements of the nation's power.

1. The main component

The "main component" is the Indonesian National Army, which is ready to be used to carry out defense tasks.

2. Spare components

"Reserve components" are "national resources" that have been prepared to be mobilized through mobilization in order to enlarge and strengthen the strength and capabilities of the main components.

3. Supporting components

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"Supporting components" are "national resources" that can be used to increase the strength and capability of the main and reserve components. The support components do not form a real force for physical resistance.

"National resources" consist of human resources, natural resources, and man-made resources. National resources that can be mobilized and demobilized consist of natural resources, artificial resources, as well as national facilities and infrastructure covering various strategic material reserves, geographic and environmental factors, facilities and infrastructure on land, in waters and in the air with all the elements of their equipment. with or without modification.

1. Industry. All Industries that can be utilized to support the main power and reserve power in the face of threats.
2. Natural / artificial resources and infrastructure. Natural resources are the potentials contained in the earth, water and aerospace which in their original form can be utilized for the benefit of national defense. Artificial resources are natural resources whose use power has been increased for the benefit of national defense National facilities and infrastructure are the results of human cultivation that can be used as a supporting tool for the interests of national defense in the framework of supporting the national interest.
3. Human Resources. Human resources are citizens whose abilities are mentally and physically able to be nurtured and prepared to support the components of the state defense and security forces. All citizens individually or in groups, for example community organizations (such as: NGOs, etc.)
4. Performance assessment. This activity is carried out after the candidate or applicant is employed in organizational activities. The organization determines how best to work and then rewards the performance it achieves. Conversely, the organization must also analyze if there is a negative performance where workers cannot achieve the set performance standards. In this performance appraisal, two main activities are carried out, namely:
 - 1) Assessment and evaluation of worker behavior.
 - 2) Analysis and motivation of worker behavior.

This performance appraisal activity is considered very difficult for both the appraiser and the assessor. This activity is prone to conflict.

Improvement of worker quality and work environment

Currently the focus of HRM focuses on 3 activities strategic, namely:

1. Determine, design and implement HR training and development programs in order to improve employee capabilities and performance;
2. Improving the quality of the work environment, in particular through the quality of work life and productivity improvement programs;
3. Improve physical working conditions in order to maximize the health and safety of workers. One of the outcomes that can be obtained from these three strategic activities is the improvement or improvement of the physical and non-physical quality of the work environment.

Achieving the effectiveness of work relationships

After the required workforce can be filled, the organization then hires him, provides a salary and provides conditions that will make him feel interested and comfortable working. For this reason, the organization must also make standards how effective work relationships can be realized. In this case there are three main activities, namely:

1. Recognize and respect (respect) for
2. workers rights;
3. Conduct bargaining (bargaining) and establish procedures for how worker complaints are submitted
4. Conduct research on HRM activities. The issues that must be overcome in these three main activities are of a very critical nature. If the organization is not careful in dealing with every issue of workers' rights, then what will emerge will be protests like many occur in many companies in Indonesia.

Potential Components of Reserves to Face Threats

President Joko Widodo has signed Government Regulation (PP) Number 3 of 2021 concerning the Implementation of Law Number 23 of 2019 concerning Management of National Resources for National Defense. As reported, on the basis of this Government Regulation (PP), the Ministry of Defense (Kemhan) will immediately begin the recruitment and training process for the State Defense Reserves Component.

The component of the State Defense Reserve is a rushed step considering that not only is the urgency of its formation being questioned, but the regulatory framework in the PSDN Law also has several fundamental problems because it threatens the constitutional rights of citizens and disrupts democratic life.

The formation of a Reserve Component is an integral part of the development of the national defense force. However, the formation of this component should be carried out by considering the priority of the security sector reform agenda, especially the development of the TNI as its main component which still leaves homework, such as the modernization of alutsista which is hobbling due to limited budgets, the lack of welfare of soldiers and several unsustainable TNI reform agendas. complete. The government should focus on building the TNI, not spending a budget for the formation of a Reserve Component whose urgency is still questionable.

Apart from that, the Reserve Component in the PSDN Law also has many serious problems. First, the broad scope of threats regulated in the PSDN Law. Article 4 Paragraph (2) states that threats consist of military threats, non-military threats and hybrid threats. The extent of the threat raises its own problems, in which the Reserve Component that has been prepared and formed by the government can be used to deal with domestic security threats such as dealing with the threat of communism, terrorism and domestic conflicts that have the potential to cause horizontal conflicts in society. In fact, the formation and use of reserve components should be oriented to support the main component of national defense, namely the TNI in facing external military threats.

Second, the narrative of defending the country developed by the government is still inconsistent. The PSDN Law explicitly states that military service is a form of state defense and a reserve component that is

formed is prepared for this purpose. In fact, state defense can be carried out in various ways and does not always have military dimensions. Article 6 Paragraph (2) states that basic military training is compulsory as one of four forms of citizen participation in efforts to defend the state. This approach tends to be militaristic, so it is inevitable that there are allegations of civilian militarization efforts through the state defense program. Not to mention that the conception of the state defense program being offered is also not clear enough.

Third, the existence of the reserve components has not been clarified and socialized in principle. Whether included in the military or civilian - raises the potential for violations of international humanitarian law, especially the distinction principle. This principle clearly distinguishes two categories of people in situations of international armed conflict, namely combatants and civilians. Even though Law no. 3 of 2002 concerning National Defense also adopts the concept of unity, we should make corrections to practices that are contrary to the principle of differentiation which is an important and inseparable part of Indonesia's international obligations as a party to the 1949 Geneva Conventions.

Then, in articles 51-56 of the PSDN Law stipulates that the registration of reserve components by citizens is voluntary, but this provision is different for non-human reserve components, namely natural resources and artificial resources which do not recognize the principle of volunteerism. Moreover, the rules of the game to determine SDA and SDB as military reserve components are also not rigid, so they have the potential to violate human rights, especially regarding the right to property.

Although it has shortcomings, the formation of a reserve component also has the potential to benefit national defense:

1. Effectiveness against war. military reserve components can be effectively applied in warfare. Indonesia is not lacking in manpower and what needs to be improved is the quality, professionalism to be improved, and modernization of its defense equipment
2. Professionalism and development. On the human resources side, which currently exists, the formation of reserve components still requires efforts to improve the quality of soldiers and training.

CONCLUSION

In the Law on National Resources Management (PSBN), it is written that military reserve components is aimed at dealing with the threat of hybrids. The reserve components as part of the national defense force face non-military threats in the future. In addition, defending the state can also be an integral part of the reserve component's efforts to make this happen.

In order to achieve the ideal conditions for the formation of backup components, several recommendations are given:

1. The government should carry out a legislative review of the PSDN Law before it is implemented. Currently, socialization is needed regarding state defense and military service, so that people are not mistaken.
2. The government focuses on strengthening its main components, namely the TNI in terms of strengthening defense equipment, increasing the professional capacity of the TNI, and increasing the welfare of soldiers in the midst of a limited defense budget.
3. If it is to be encouraged, the formation of a reserve component should focus on involving civil servants, in addition to involving the general public as part of the object of basic military training. The large number of civil servants can be a potential reserve component, and the control of post-training civil servants is also more measurable than the general public.

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