

ENHANCING INDONESIA'S NATIONAL DEFENSE: SOLDIER SUPERVISION AND DISCIPLINE IN THE INDONESIAN NATIONAL ARMY

MENINGKATKAN PERTAHANAN NASIONAL INDONESIA: PENGAWASAN DAN DISIPLIN PRAJURIT DI TENTARA NASIONAL INDONESIA

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Abstract – The Indonesian National Military, as the main component of defense, together with all components of the nation and society, should foster National Resilience. Supervision and discipline are essential in supporting TNI work's professionalism to maintain the Unitary State of the Republic of Indonesia's national defense effort. The purpose of the study is to determine the ideal supervision mechanism in an institution to achieve the best performance of soldiers for strong National Resilience, analyze the disciplinary attitude of soldiers in improving the performance of TNI institutions as the main component of national defense for resilient National Resilience, and analyze the relationship between supervision and individual discipline related to achieving the best performance of soldiers on the performance of TNI institutions as the main component of national defense for resilient National Resilience. The research method uses a literature study approach with five stages: identification of research objectives, collection of literature sources, selection of literature sources, analysis and synthesis, and writing of articles. The result of the research is an ideal supervision mechanism in an institution, namely with a system that is careful, transparent, and oriented to soldiers' performance. The disciplinary attitude of soldiers affects a national defense system that is resilient, responsive, and able to face various threats because the disciplinary attitude of soldiers is implemented through rules that are well adhered to, able to complete tasks on time, have integrity, and a disciplinary attitude has a positive impact on the professionalism of soldiers. With a strong relationship between supervision and individual discipline, TNI can create an environment where soldiers can perform best, contributing significantly to solid and effective national resilience. Through strict supervision, soldiers will feel monitored and supervised in their every action, naturally encouraging a higher level of discipline.

Keywords: Discipline, defense, supervision, soldier, state

Abstrak - TNI sebagai komponen utama pertahanan, bersama-sama dengan segenap komponen bangsa dan masyarakat memiliki kewajiban untuk membina Ketahanan Nasional. Pengawasan dan disiplin sebagai aspek penting dalam menunjang profesionalisme kerja TNI guna menjaga Negara Kesatuan Republik Indonesia dalam usaha pertahanan nasional. Tujuan penelitian adalah mengetahui mekanisme pengawasan yang ideal dalam sebuah institusi untuk mencapai kinerja prajurit yang terbaik demi Ketahanan Nasional yang kuat, menganalisis sikap disiplin prajurit dalam meningkatkan kinerja institusi TNI sebagai komponen utama pertahanan negara demi Ketahanan Nasional yang tangguh, dan menganalisis hubungan antara pengawasan dan disiplin perorangan terkait pencapaian kinerja terbaik dari prajurit terhadap kinerja institusi TNI sebagai komponen utama pertahanan negara demi Ketahanan Nasional yang tangguh. Metode penelitian menggunakan pendekatan studi literatur, dengan lima tahapan, yaitu identifikasi tujuan penelitian, pengumpulan sumber literatur, seleksi sumber literatur, analisis dan sintesis, dan penulisan artikel. Hasil penelitian adalah mekanisme pengawasan yang ideal dalam sebuah

institusi, yaitu dengan sistem yang cermat, transparan dan berorientasi pada kinerja prajurit. Sikap disiplin prajurit memberikan berpengaruh terhadap sistem pertahanan nasional yang Tangguh, responsive, dan mampu menghadapi berbagai ancaman karena sikap disiplin prajurit diimplementasikan melalui peraturan yang ditaati dengan baik, mampu menyelesaikan tugas tepat waktu, memiliki integritas, dan sikap disiplin berdampak positif pada profesionalisme prajurit. Hubungan yang kuat antara pengawasan dan disiplin perorangan, TNI dapat menciptakan lingkungan dimana prajurit dapat mencapai kinerja terbaik mereka, yang pada akhirnya akan memberikan kontribusi besar pada ketahanan nasional yang kokoh dan efektif. Melalui pengawasan yang ketat, prajurit akan merasa dipantau dan diawasi dalam setiap tindakan mereka, yang secara alami mendorong tingkat disiplin yang lebih tinggi.

Kata kunci: Disiplin, pertahanan, pengawasan, prajurit, negara

Introduction

National Resilience is a condition of the resilience of society, government, and state to face a threat and danger appropriately and try to recover as before to achieve stability (Reznikova, 2022). The national defense of a country depends heavily on the reliability and professionalism of the armed forces. TNI, as the primary defense component, together with all components of the nation and society, must foster National Resilience.

The Indonesian National Army (abbreviated as TNI) has a strategic role in maintaining state sovereignty and security (Syawaladi & Triadi, 2023). Soldiers' performance is a determining factor in achieving these goals and requires serious attention, especially regarding supervision and discipline. TNI, as the frontline in maintaining security, must be able to

adapt to global developments and face various complex challenges, including terrorist threats, maritime security, and cyber resilience (Damanik, Suwarno, Asih, Widodo, & Saragih, 2023; Mahendra & Pinatih, 2023; Prajogo, Hadisancoko, & Widodo, 2023).

The problems that occur are related to the discipline and performance of TNI soldiers, especially at the operational level (Hamid & Suyuti, 2023). This can hinder the TNI's ability to respond quickly and effectively to evolving threats. In addition, the lack of structured supervision can lead to non-compliance with rules and norms (Difaul Haqi & Ainul Hidayati, 2023).

If left unchecked, this will potentially damage the credibility and integrity of military institutions. This problem is increasingly in focus because Indonesia's national resilience must be maintained amid the complexity of geopolitical challenges and threats that continue to grow by making various innovations to overcome

various threats (Sarjito, Duarte, & Sos, 2023).

Based on some of the descriptions above, it is necessary to strengthen the supervision and discipline of soldiers as part of maintaining and improving the performance of the TNI to protect the security and sovereignty of the country.

Improving discipline and strengthening supervision are necessary to increase the operational effectiveness of the TNI but also to build public confidence in national defense capabilities (Budiman, Ardipandanto, Fitri, & Dewanti, 2021). Therefore, an in-depth investigation and analysis of the relationship between the supervision and discipline of soldiers and the performance of TNI institutions will provide a strong foundation for developing strategies and policies that support the goal of a resilient Indonesian national defense.

Supervision helps the supervised person to apply the knowledge gained to be used and implemented prudently (Stokes, 2023). Supervision is oriented toward employee compliance with the rules that apply

in an organization (Curcuruto & Griffin, 2023). The form of supervision is safety management in the workplace, encouraging open communication to reduce safety concerns at work, fostering confidence and active participation of employees to convey ideas and suggestions for a condition to be improved; supervision also serves to correct employee errors or provide feedback on errors in a positive way (Conchie, 2013).

The supervisory function is essential in supporting future organizational improvements and improving performance to obtain maximum results.

Discipline is a person's awareness and willingness to follow all the rules and norms that apply in a community (Khalik, Hamzah, & Sapada, 2023). Discipline entails adhering to the established rules and policies within the institution, diligently performing assigned tasks, and responsibly utilizing and upkeeping the workplace's facilities and infrastructure (Khofifah, 2023). Employee discipline to comply with regulations means helping the Company run on track and making it easier to achieve goals (Rivaldo & Nabella, 2023). Work discipline must be enforced so employees work within the Company's existing regulations. That way, company life will be safe, orderly, and

smooth, and company goals will be achieved.

The critical role of TNI supervision and discipline is to improve the professionalism of TNI soldiers. By enforcing high standards of discipline, the TNI can create an environment that supports the development of capabilities and enhancement of military expertise (Sahary, Mutaqin, Mutaqin, & Dharmopadni, 2023). Increasing operational effectiveness is when disciplined soldiers tend to be more responsible in carrying out tasks appropriately to complete the assigned mission optimally (Fauzi, 2020). Strengthening supervision and discipline also maintains credibility and public trust (Ramvita, 2023). By demonstrating commitment to ethics and discipline, TNI can build a positive image in the eyes of the public.

The purpose of the research is to know the ideal supervision mechanism in an institution to achieve the best performance of soldiers for strong National Resilience, analyze the influence of a soldier's discipline in improving the performance of TNI institutions as the main component of national defense for resilient National

Resilience, analyze the correlation between supervision and individual discipline related to achieving the best performance of soldiers on the performance of TNI institutions as the main component of national defense for resilient National Resilience.

Research Methods

This research employs the literature review method, deemed the most pertinent approach. This method involves searching, analyzing, and synthesizing various relevant literature sources to comprehensively understand the topic (Tsabita, Fanfa, & Syahada, 2023). This literature study method will take the following steps: 1) Identification of Research Objectives, namely determining clear research objectives related to supervision and discipline in strengthening the Indonesian National Army as the main element of national defense. 2) Collection of Literature Sources, namely by searching for relevant sources, such as books, journals, articles, government documents, and related research reports, and using academic databases such as Google Scholar, JSTOR, ProQuest, and digital libraries to identify high-quality sources. 3) Literature Source Selection is analyzing the literature sources found to ensure their relevance to the

research topic. Then, the sources that most contribute to the understanding of supervision and discipline in strengthening the Indonesian National Army (TNI) as the main element of national defense will be identified. 4) Analysis and Synthesis, by reading, analyzing, and critiquing the contents of the selected literature sources, compiling a synthesis that describes the understanding of the topic, critical thoughts, comparisons, and contradictions between different literature sources. 5) Article Writing includes background, problem formulation, comprehensive literature review, in-depth analysis of supervision and discipline, analysis of the relationship between supervision and discipline in strengthening the Indonesian National Army in national defense, implications, and conclusions.

Results and Discussion

Supervision is a control mechanism in an institution that absolutely must exist. Supervision occurs from the beginning of active employees, during the work, until the end and feedback (Syawaldi & Triadi, 2023).

Handoko (2017) describes supervision as having the following characteristics:

1. Accurate, all data and information circulating within the institution are accurate. Accurate data will ensure the institution's progress and reduce the possibility of wrong factors in decision-making.
2. Timely, any information that enters the institution must be collected, conveyed, and followed up quickly and precisely.
3. Objective and comprehensive, everything received and translated into the institution must be easily understood and completed by all employees.
4. Focusing on strategic control points, strategic ways based on risk factors, and disaster management (in case of sudden onset).
5. Economically realistic must be calculated in depth so that the balance of activities is at a profit value beyond the actual conditions.
6. Organizationally realistic, organized workflow by standards compiled and set by the leadership.
7. Coordinated transformation with organizational workflow

8. Flexible, making the pace of movement of the institution not rigid either to the problem of
9. Every product of an institution must be applicable so that it can be easily implemented.

An ideal institution should possess these nine characteristics. However, several factors affect the institution's movement rate to achieve these indicators, such as environmental changes, shifts or mutations of personnel, the presence and absence of work aids, risk factors in the work environment, and the development of the institution. Incidents of errors due to human error-individual errors, both accidental and due to lack of knowledge, can also impact the institution. Delegation patterns can be implemented to reduce the burden on top management and strengthen the institution (Handoko, 2017).

Based on the explanation above, we can see how the supervisory function is essential to achieving maximum employee performance. Supervision makes work accurate, timely, objective, realistic, and flexible with tiered control from the top leadership to the lowest managerial

level. Appreciation for the supervision of the products produced by the institution will fulfill the goals and objectives of the institution.

The pattern of discipline here is employee behavior based on the rules and procedures outlined in the institution or what is known as work discipline.

According to Supomo & Nurhayati (2018), the objectives of discipline include:

1. All employees comply with applicable regulations and are subject to policies made and set by the institution.
2. Enable all employees to perform their respective duties and responsibilities to the best of their ability.
3. Can adequately utilize and maintain various facilities and work support tools within the institution.
4. Make employees behave according to applicable norms.
5. This boils down to the ability of employees to produce the best and highest products based on established regulations.

In an effort to form a disciplined attitude, a superior must know the factors that affect work discipline in his environment, which include; Compensation, the simple principle is that employees will make maximum efforts at work if there are guarantees and commensurate rewards for

their efforts; Exemplary, the ability of superiors to discipline themselves or more easily transmit it to the management below; Regulations relating to disciplinary issues that contain various rules and sanctions for violations of discipline; Decisive action by superiors when discipline must be enforced; Interpersonal attention by superiors to the managerial level below to the lowest employees; Inherent and tiered supervision, attached here, the top leadership knows and fully understands the duties and responsibilities of the managers below; Creating habits that trigger discipline, for example, congratulating or praising employee work, notifying coworkers regarding positions and activities outside the institutional environment so that other employees know where we are during working hours, not just being lazy (Nikmat, 2022).

From this description, two points can be drawn: supervision is more about institutional efforts through superiors. At the same time, discipline is an internal attitude of individuals that can be grown by institutions based on the desired goals and patterns. As a knot, a binder is

needed, namely the leadership pattern.

Leadership is an effort to influence people who are structurally subordinate to want to act according to what is desired or expected (Pratama & Elistia, 2020).

Five things influence a leadership process: people who influence, people who are influenced, elements or things that are influenced, goals that are expected to be achieved, and behavior in the process of achieving them.

Regarding leadership, it conveys positive factors that have strong relevance to the success of the leadership concept, namely: Leader personality; Manager expectations and behavior; Subordinate characteristics, expectations, and behavior; Task requirements; and Organizational climate and policies (Halawa, 2021).

Leaders are the pinnacle of a staffing structure. His existence is the foundation for the movement of the institution. Good leadership will create a high supervision and discipline system at all staffing levels. Supervision carried out by the leadership to the lowest managerial level (head of section or team) will be highly effective. Everyone has one vision of the institution's goals. The leader transmits this vision to the level below.

Discipline from the highest level to the lowest level (officers who carry out

institutional duties) can be formed by the institution from the beginning of its formation (employees from the highest level to the lowest level) before joining the institution's organizational structure. Leaders who master the concept of leadership well will be a tie between the two knots of supervision and discipline.

One leadership pattern, supervision, and discipline in one vision is in military institutions or soldiers. Military leadership itself is based on a vision and mission that is based on professional abilities to bring confidence and courage that form a loyal, creative personality with enthusiasm as a work ethic accompanied by a fit body so that it can be present at the right time in making decisions and is always ready to face the worst situations and be responsible (Subianto, 2022). In general, all leaders in the military world (especially Indonesia) adhere to the 11 principles of TNI leadership.

The TNI institution conducts a coaching pattern for all prospective members in a directed and programmed manner. This forms TNI personnel's identity, from the lowest level to the top leadership. Hold fast

to Sapta Marga, eight TNI mandatory, and the soldier's oath. The wheels of the TNI institution are patterned in 1 uniform form, even though it consists of 3 dimensions. This stems from an education system that emphasizes discipline and loyalty.

In the fairy tale of life, a military person is thoroughly organized, from waking up and doing activities to the night before going back to sleep. Discipline is essential to instill in the military because the responsibility of the military is closely related to the integrity and sustainability of a larger institution, namely the state.

In the military, professionalism is the basis for action. A soldier will never disrespect or defy the orders of his superiors, even though the superiors may be far below his age and have a much longer tenure than the soldier. This is possible because military organizations have professional standards for the educational pattern of forming prospective members according to the rank they will hold in the future. This means that the education pattern for enlisted candidates differs from that for non-commissioned officers at the officer level. This condition makes military institutions always started by those with a vision based on professional abilities, as mentioned by Prabowo.

TNI's organizational structure is filled and patterned as a professional institution based on explicit criteria. It is only possible for someone with their rank to jump over the rank above him or teach through a process. Education in TNI institutions is also structured in stages from essential military to the highest, the Staff and Command School.

At each level of education, the form of teaching is adjusted to the burden of responsibility and the projected goals of the students who are educated after school. This structure will form a good management organization from the lowest to the highest (TNI Commander). The bottom line is that the performance of military institutions is one of the best in every country in the world.

The key to TNI's success in harmonizing its organization is due to the high discipline of all its apparatus (soldiers) with good supervision by the institution with a tiered pattern of disposition of responsibilities without reducing the most significant responsibility to its leadership. In the TNI organization, the critical success principle lies in the leadership pattern,

with the principle that no wrong members and commanders can lead their subordinates (Subianto, 2022).

The ideal supervisory mechanism in a military institution is to 1) establish clear rules and regulations that can be understood by all members of the institution (Zulkarnain & Susilo, 2022). Ensure that the rules cover all aspects, from operational tasks to ethics and morality; 2) establish a systematic supervisory hierarchy, starting from the commander to the subordinate level (Hermawan et al., 2018). Ensure each level has clear supervisory responsibilities; 3) conduct periodic performance evaluations (Fauzi, 2020). This aims to establish clear and objective performance standards to assess the achievement of soldiers' duties and responsibilities; 4) conduct training and development (Soesanto, 2023). Through the implementation of continuous training programs to improve the skills and knowledge of soldiers, one of which is training in the operation of magnetometer tools for mine identification; 5) conducting an open reporting system (Rochullah, Guyana, & Christian, 2022). A safe and open reporting system for soldiers who commit violations and internal problems provides protection for the reporter to convey the violations they encounter honestly. 6)

There is internal and external supervision for performance (Astaryadi, Legionosuko, & Simatupang, 2018). Internal supervision involves peer superiors, while external supervision involves government agencies or independent institutions to ensure accountability and transparency; 7) An organizational culture that supports open communication to support improvement (Sedamayanti, 2020). This culture is essential to support the running of supervision in the organization and improve professionalism. Open communication will encourage collaboration between superiors and subordinates.

The attitude of soldier discipline can improve performance in TNI institutions as follows: 1) compliance with regulations (Wulansari, 2017). The disciplinary attitude of soldiers is reflected in their ability to comply with established regulations and procedures. This compliance provides the basis for security, order, and good coordination in implementing operational tasks; 2) Accuracy and Adherence to Duty (Hariyani, 2020). A disciplined attitude encourages soldiers to complete tasks on time; 3)

Character Building and Ethics (Uksan, 2017). A disciplined attitude helps shape the character of soldiers, creating individuals who have high ethics and integrity; 4) Increasing work professionalism (Panese, 2021), that a disciplined attitude motivates soldiers always to strive to be the best in every aspect of their duties so that they can be competitive in the context of national defense; 5) improving work safety and security (Febriani, 2022); 6) Disciplined attitudes support the formation of effective leadership within the TNI (Hamid & Suyuti, 2023). Disciplined soldiers tend to be easier to lead and carry out orders with full responsibility; 7) disciplined behavior supports the learning and development process to increase capacity and expertise (Ollong, Latuconsina, Angkotasan, & Marasabessy, 2021).

The relationship between supervision and discipline is 1) early detection of violations (Kusumah, Syahtaria, Sianturi, Saragih, & Bangun, 2022) Good supervision allows rapid identification of potential disciplinary violations. By detecting early, corrective action can be taken proactively, preventing the spread of practices detrimental to discipline among soldiers; 2) creating transparency in performance evaluation (Hananto, 2021). Soldiers who know that their performance is observed

will be motivated to improve their quality and productivity; 3) development of professionalism (Manurung, Werijon, & Saputra, 2021). Through continuous evaluation and supervision supports the development of professionalism of TNI soldiers; 4) Prevention of Violations by TNI (Nurdin, 2020). Strict supervision helps prevent disciplinary violations. Soldiers who know they will be closely monitored will likely comply with the rules, avoiding sanctions and negative impacts on institutional performance.

The TNI Institution's positive performance significantly influences State Defense, which leads to National Resilience. This is because the TNI is the main component of national defense. For this reason, the implementation of supervision and discipline of soldiers, which has been proven to bring positive performance to the TNI, must always be maintained. The education pattern that has produced reliable soldiers with high discipline is something that all other state institutions can emulate. Good supervision will only get perfect results if discipline is grounding employees.

Moreover, the best discipline for state institutions is in the TNI institution. For this reason, it is natural that in the basic training of state defense for prospective state apparatus, the concept of cooperation with educational institutions owned by the TNI is carried out. This is one way to foster a spirit of discipline for candidates.

Conclusions, Recommendations, and Limitations

Strengthening supervision and discipline is crucial in building a strong and professional Indonesian National Army. The ideal supervision mechanism in an institution is a careful, transparent, and performance-oriented system. The disciplinary attitude of soldiers affects a national defense system that is resilient, responsive, and able to face various threats because the disciplinary attitude of soldiers is implemented through rules that are well adhered to, able to complete tasks on time, have integrity, and a disciplinary attitude has a positive impact on the professionalism of soldiers. With a strong relationship between supervision and individual discipline, TNI can create an environment where soldiers can perform best, contributing significantly to solid and effective national resilience. Through strict supervision, soldiers will feel monitored and

supervised in their every action, naturally encouraging a higher level of discipline. By integrating the concept of adequate supervision and improving soldier discipline, TNI can be better prepared and optimally respond to national defense challenges.

Policy recommendations that can be made are that leaders can increase disciplinary training that involves ethical aspects, military values, and disciplinary practices in carrying out the operational duties of TNI soldiers. Develop an open reporting system if there is a problem, without fear of harm, and ensure the confidentiality of the reporter's identity. Increase the role of internal and external supervision to support accountability and transparency within TNI institutions. Encourage an organizational culture that supports supervision and discipline by emphasizing integrity, compliance, and responsibility. Establish clear and measurable performance standards for each soldier to provide precise evaluation and performance improvement guidelines.

The research is limited to certain aspects of discipline and supervision,

such as operational discipline, administrative discipline, or specific supervision methods, and the research method used is a literature study so that access to specific data can affect the depth of analysis and understanding of the research.

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