



Implementation of Training for the Army of The Administration to Improve Servant Professionalism

(Study of Policy Implementation Based on Perkasad/35-02/XII/2012 concerning Handbook for Organizing
Training in Rindam V/Brawijaya Environment)

Trenggono, Agus Sholahuddin, and Sukardi

University of Merdeka Malang

Indonesia

ABSTRACT

This study aims to describe and analyze the Implementation of Training of the Indonesian Army to Increase the Professionalism of Soldiers in the Rindam V/Brawijaya Environment and to describe and analyze the inhibiting and encouraging factors in the Implementation of the Indonesian Army Training Development to Increase the Professionalism of Soldiers in the Rindam V/Brawijaya Environment. In this study using qualitative research methods with a descriptive approach. The data analysis technique used in this research is an interactive qualitative data analysis technique. The implementation of the training at Rindam V/Braiijaya is a manifestation of the Implementation of Perkasad/35-02/XII/2012 concerning the Instruction Manual for Conducting Exercises wherein the implementation of the training must pay attention to the objectives of Organizing the Training, Principles of Organizing Training and Standards of Training Ability and Methods of Achievement. Factors that inhibit and encourage the Implementation of TNI AD Training to Increase the Professionalism of Soldiers in the Rindam V/Brawijaya Environment. Internal Soldiers in the form of welfare, morale, mentality, discipline and soldier skills, it will be impossible to carry out training. Welfare will support the height and morale of soldiers which is very necessary to make soldiers proud of their profession and Dharma Bhakti as a soldier, besides that the formation of the desired morale and mentality of soldiers will also form the discipline and skills of soldiers, in terms of fostering this discipline we must look at morale soldiers are closely related to discipline, because the condition of high soldier discipline will be realized if the spirit and morale are also high. External soldiers in the form of a training coaching system, research results show that there are several problems faced by the TNI AD in preparing its strength, including a training coaching system which is standard in nature only guided by the annual training cycle; limited budget support; limited area of the training field; and the exercise scenario is not in accordance with the possible threats that will be faced. Thus, every element of leadership in the unit is required to be able to innovate and be creative in improving the quality of the unit and the professionalism of its soldiers in facing the challenges of present and future tasks without leaving the training program outlined by the leadership of the Indonesian Army.

Keywords: Coaching Training, Professionalism, Qualitative data.

1. INTRODUCTION

As we all know, the Main Duties of the TNI as mandated by Law no. 34 of 2004 concerning the TNI is to uphold state sovereignty, maintain the territorial integrity of the Unitary State of the Republic of Indonesia and the safety of the entire nation from military and non-military threats. The task of the TNI is one of the efforts to realize the national goal as stated in the preamble of the 1945 Constitution, namely to protect the entire nation and all of Indonesia's bloodshed.

The phenomenon that is currently developing is that the form of warfare has entered the fourth generation era which is nonlinear and asymmetrical by using all available resources to paralyze the enemy. So the form of fourth generation warfare is not solely to destroy the government's military power, but also as a means to demonstrate the existence of the struggle of anti-government groups, so that it will gain recognition from the international community.

Globalization has had an extraordinary impact on state sovereignty where control of a country in the old ways through direct war has begun to be abandoned and replaced with an indirect war strategy by controlling life in a multidimensional manner. Soldiers and sophisticated weapons are no longer the monopoly holders of violence against humanity, but are instead carried out by civilian devices that were not imagined before. It was these phenomena that later gave rise to a term better known as Asymmetric Warfare.

Asymmetric War is more often referred to as fourth generation war which is a form of war by using an unusual way of thinking and outside the applicable rules of war because it is rooted in its inability to face stronger enemy forces. Rod Thornton in his book Asymmetric Warfare argues that Asymmetric Warfare is an act of violence carried out by the weak against the strong,



where the weak can be state actors or non-state actors, trying to produce a deep influence at all levels of warfare by exerting the advantages they have. and take advantage of the vulnerabilities of the stronger side (Thornton 2012). Globalization and technological advances have opened a new era in warfare involving multiple actors.

Global threats and asymmetric wars can be faced by any country, either in a position as a strong country against other countries or forces that are weaker, or in a position as a weak country in the face of other countries or larger powers. What is likely to happen frequently is that a country faces separatist forces, terrorists, and security disturbances. Therefore, every country needs to anticipate and prepare for it. Likewise, the TNI AD, which is an integral part of the Unitary State of the Republic of Indonesia, must also address these challenges so that they are always ready and capable of providing solutions to the nation's problems in accordance with the main tasks they carry out.

Faced with these various realities, for the TNI AD another strategy is needed in order to build its organization, because basically the TNI AD is based on people manning weapons, therefore one of the right strategies currently faced with real conditions one of which is to prepare, maintain and One of the ways to increase human resources is to conduct coaching training so that they are able to carry out every task given, in other words, namely to form professional soldiers.

The main thoughts about the professionalism of TNI AD soldiers will be colored more by the perspective that includes three dimensions of time, namely: past, present and future, with the understanding that the present is a result of the past and will determine the future. Various evaluations and corrections regarding the results of the TNI AD coaching process have been submitted so far. However, is the coaching carried out able to achieve the expected demands in order to face future developments that are increasingly complex? Assuming that the conditions of professionalism and discipline that are expected have not been achieved in accordance with the evaluation results made so far regarding the downward trend in these conditions, it can be seen naturally.

There is a reality on the ground that is still visible in the implementation of tasks and training in the ranks of the TNI AD units, that the degradation of mental, moral and professionalism of the TNI AD soldiers is the result of deviations from basic norms of soldiering (Basic norms). As a result of this deviation, it is necessary to return to basic soldiering values which are the basic norms for TNI soldiers to behave, speak and act as professional TNI soldiers. Returning to the basic norms (back to basics) must be the starting point in fostering and building the strength of the Indonesian Army. Unit activities, large movements or maneuvers, will not have any meaning, when the skills, technical skills as well as the quality of discipline and the spirit of individual service of soldiers are in a bad or inadequate condition.

Likewise, in training training at Rindam V/Brawijaya, currently the implementation of the training is carried out even though the implementation is in accordance with what is mandated in Perkasad/35-02/XII/2012 concerning the Guidebook for Organizing Training, but in its implementation according to the observations of the author who also as a trainer there are still phenomena in the form of obstacles in the implementation of training in the form of a training coaching system that is standard in nature and only guided by the annual training cycle, there is a classic problem namely limited budget support, limited area of the training field and training scenarios that are not in accordance with the possible threats that will be faced related to current global developments, even though the implementation of training training aims to improve the ability and professionalism of Indonesian Army soldiers.

This requires personnel in the Rindam V/Brawijaya organization to be able to carry out coaching training that is carried out in a planned and continuous manner so that it will obtain optimal results in increasing the professionalism of Rindam V/Brawijaya soldiers which are demands that must be answered to face the challenges of future tasks that are increasingly complex according to increasingly advanced and modern developments. Starting from the background above, the authors are interested in researching "Implementation of Training of the Indonesian Army to Increase the Professionalism of Soldiers in the Rindam V/Brawijaya Environment (Study of Policy Implementation Based on Perkasad/35- 02/XII/2012 concerning Manuals for Organizing Training)"

This study aims to describe and analyze the Implementation of the Training of the Indonesian Army to Increase the Professionalism of Soldiers in the Rindam V/Brawijaya Environment and to describe and analyze the inhibiting and encouraging factors in the Implementation of the Indonesian Army Training Development to Increase the Professionalism of Soldiers in the Rindam V/Brawijaya Environment

2. LITERATURE REVIEW

2.1. Public Policy

As with the existence of various definitions of public policy, we will see the definitions according to experts, including. Thomas R. Dye, in Irfan Islami (2004: 18), defines public policy as whatever the government chooses to do or not do. Dye further said that if the government chooses to do something then there must be a purpose (objective) and the state's policy must cover all government actions so it is not merely a statement of the wishes of the government or government officials. Besides that, anything that is not done by the government is also state policy. This is because "something that is not done" by the government will have the same influence as "something that is done" by the government.

Carl I. Friedrich quoted by Rianto D. Nugroho (2004: 4) defines it as a series of actions proposed by a person, group or government in a certain environment, with existing threats and opportunities, where the proposed policies are aimed at exploiting potential while overcoming barriers that exist in order to achieve certain goals.

2.2. Policy Implementation

According to Riant Nugroho (2008: 432), policy implementation is in principle a way for a policy to achieve its goals, nothing more and nothing less. To implement public policy, there are two choices of steps that exist, namely directly implementing in the form of a program or through the formulation of derivation policies or derivatives of these public policies. Ripley and Franklin (1986) in Parsons (2005: 482) say that successful implementation is relatively easy if the policies are distributive, the regulative policies are moderate, and the redistributive policies are low. This is because the implementation process is the most important stage in the entire public policy process, in line with what was revealed by Chief JO Udoji, 1981 in Leo Agustino (2008: 140), that policy implementation is something that is more important than policy making. Policies will only be dreams or good plans stored neatly in files if they are not implemented. The importance of this implementation process is partly because once a policy has been implemented, the implementation process can be seen.

2.3. The concept of fostering the implementation of TNI AD Personnel Training

Coaching includes learning activities that are not necessarily related to HR's current job. Development helps employees prepare for other positions within the company, and increases their ability to move into a job that may not exist at the moment. Coaching also helps personnel prepare to change their current jobs as a result of new technology, job designs, new customers, or new product markets.

To ensure that the implementation of training within the TNI AD can be evaluated, measurable and accountable, it must be in accordance with the general provisions for training implementation which include training objectives and targets, training implementation principles, training phases, types of training, training methods, nature of training, level training, forms of training, standards of ability and methods of achievement as well as administrative provisions for training.

The purpose of organizing this exercise is to provide training organizers with the ability to uniform procedures and administrative products as well as the application of systems and methods in implementing technical/tactical exercises that are dynamic and realistic, so that the training runs effectively, efficiently and can be accounted for.

2.4. Professionalism Concept

According to Effendy (2008: 245) "actually the TNI has made changes in order to increase professionalism, but the professionalism developed by the TNI institution is not directed at professionalism as stated by Huntington. Professionalism is developed more as a deepening and adjustment to socio-political developments which can be proven from various views that have developed both from military institutions and private soldiers. Furthermore, professionalism is said as a person who is an expert in his field, so a soldier can be said to be professional if the soldier is properly educated, trained and armed. The professionalism of the TNI is that the TNI is trained, educated, well armed and expert in their field in accordance with the TNI's main task of guarding and defending the Unitary State of the Republic of Indonesia.

3. RESEARCH METHODS

3.1 Approach Study

The research method is a framework in a particular study, in order to measure and analyze data so that it can answer research problems. In this study using qualitative research methods with a descriptive approach. There are several opinions from experts regarding the meaning of qualitative research. David Williams (Moleong, 2007: 4) states that qualitative research is the collection of data in a natural setting using natural methods and carried out by naturally interested people or researchers. This statement is almost the same as that expressed by Denzin and Lincoln which states that qualitative research is research that uses a natural setting, with the intention of interpreting phenomena that occur and is carried out by involving various existing methods.

3.2 Informant Study

The informants in this study are everyone involved in the implementation of the training, including:

- 1) Command Personnel (Dan and Wadan Rindam V/Brawijaya)
- 2) Teaching and Training Operational Affairs Personnel
- 3) Soldiers participating in Rindam V/Brawijaya.

3.3 Research Focus

By paying attention to the problems and research objectives as above, this research is focused on:

- 1) Implementation of Training of the Indonesian Army to Increase the Professionalism of Soldiers in the Rindam V/Brawijaya Environment
 - a. Target Implementation of Exercise
 - b. Principles of Organizing Exercise
 - c. Training Ability Standards and Achievement Methods
- 2) Factors that inhibit and encourage the Implementation of TNI AD Training to Increase the Professionalism of Soldiers in the Rindam V/Brawijaya Environment
 - a. Internal Soldiers in the form of welfare, morale, mentality, discipline and soldier skills.
 - b. External soldiers in the form of a training coaching system, limited budget support, limited training field area and training scenarios.

3.4 Data Analysis

Miles and Hubberman (1992:15) suggest that activities in qualitative data analysis are carried out interactively and continuously at each level or stage of the research until the data obtained is saturated. The data analysis technique used in this study is an interactive model qualitative data analysis technique from Miles and Hubberman. Miles and Hubberman state that there are three streams of analysis activities that occur simultaneously, namely Data Reduction, Data Presentation, and Conclusion Drawing or verification.

4. DISCUSSION

4.1. Implementation of Training of the Indonesian Army to Increase the Professionalism of Soldiers in the Rindam V/Brawijaya Environment

In its implementation at Rindam V/Brawijaya, the training will reach its target, if the training coaches in the unit understand and guide the Training Development System that applies to the ranks of the Indonesian Army, and carry out the policies that have been set by the Indonesian Army leadership. The implementation of the training carried out at Rindam V/Brawijaya in accordance with its main duties the function of organizing the training is training to provide and improve individual abilities so that they are able to carry out individual tasks as well as general tasks as TNI AD soldiers although it does not rule out the possibility according to their main tasks and functions as well organizes education and training as well as assists coaching training of Units in the ranks of Kodam V/Brawijaya.

In its implementation, the implementation of the training at Rindam V/Braijsaya is a manifestation of the implementation of Perkasad/35-02/XII/2012 concerning the Instruction Manual for Organizing Training where in carrying out the training must pay attention to the objectives of conducting the training, the principles of conducting training and training capability standards and Achievement Method.

1) Target Implementation of Exercise

The results of observations in the field show that setting targets for the implementation of training is something that must be determined first, this will later be related to the method must be in accordance with the goals and objectives of the training to be achieved. The objective of the training of soldiers and units of the Indonesian Army is basically to achieve the standard level of combat capability of soldiers and units. All efforts in every exercise carried out must be oriented towards achieving these combat capability standards. By not neglecting safety, each exercise must be carried out as realistically as possible, because only under realistic training conditions can this standard of ability be achieved. The realism of the exercise must be able to describe the situation, conditions and difficulties of how the combat tasks are carried out. Thus the training will be able to deliver soldiers and units to achieve true capabilities and be used in the field of operations.

The obstacle in the target of holding this exercise is that sometimes the training is a standard level of combat ability of soldiers and units that is not optimal, this can be addressed by setting training targets to be coordinated by the training organizers so that what is the target in the implementation of this exercise can be realized.

Couldconcluded SThe aim of organizing the training is capacity building which is planned early in the form of training design for the TNI AD which aims to increase the professionalism of TNI AD soldiers in the future.

2) Principles of Organizing Exercise

In the implementation of coaching training must follow the principles of organizing training such as having to plan, prepare, implement, supervise and control and evaluate. In each implementation of the exercise, it is necessary to carry out a sequential process of activities starting from the planning, which must be adapted to the goals and objectives of the exercise to be achieved, the preparation of all training components, carried out according to the established method, properly supervised and controlled, and the results can be evaluated.

The principle of this exercise is in the form of determining the method in carrying out this exercise, it is for achievement in the training stages, besides that the determination of this method also aims to avoid mistakes in the technique of carrying out exercises. In addition to the other principle methods, training must be supervised and controlled appropriately,

training assistance from LKT must be carried out, training must be evaluated and measured and accounted for in accordance with what is mandated in the provisions of Perkasad/35-02/XII/2012 concerning Books Instructions for Organizing Exercise.

3) Training Ability Standards and Achievement Methods

Implementation of training in Rindam V/Brawijaya has also set standards of ability in each exercise carried out, regarding standard of training ability where the standard of ability in training here is a benchmark / ability criteria that must be achieved in each training implementation, this standard is a minimum criterion that must be achieved to determine the success of achieving the training objectives that have been set, as well as being the main reference in the training evaluation process this is in accordance with what is mandated in Perkasad/35-02/XII/2012 concerning the Guidebook for Organizing Training which is divided into Standards of ability in the field of knowledge and Standards of abilities skills field.

Obstacles in Standards of ability in the field of knowledge and Standards of ability in the field of this skill are related to achieving targets that do not change so that soldiers are often less motivated because of the same training material, so that their abilities and knowledge cannot develop, this can be anticipated by improving the training material and using updated skills and knowledge area standards. The standard of this ability in general achievement is generally differentiated in terms of achievementMaterial that is knowledge, material that is technical skills, and material that is tactical skills.

4.2. Factors that inhibit and encourage the Implementation of TNI AD Training to Increase the Professionalism of Soldiers in the Rindam V/Brawijaya Environment

1) Internal Soldiers in the form of welfare, morale, mentality, discipline and soldier skills.

The TNI AD in completing its tasks must pay attention to the welfare, morale, mentality, discipline and skills of the soldiers. These three things must go hand in hand on an ongoing basis because one of them is not carried out properly, the training development as mandated in Perkasad/35-02/XII/2012 concerning the Training Implementation Manual will be impossible to carry out. Welfare will support the height and morale of the soldiers which is very necessary to make soldiers proud of their profession and Dharma Bhakti as a Soldier, so that they feel and try to always be ready to carry out their duties and obligations with full awareness and responsibility, thereby forming a mental attitude in preparing themselves. to be able to carry out their duties and responsibilities to the fullest. With the formation of the desired morale and mentality of soldiers, discipline and skills of soldiers will also be formed. In terms of fostering this discipline, we must see that soldier morale is very closely related to discipline, because conditions of high soldier discipline will be realized if morale and morale are also high. So that one another is very related and cannot be separated, the problems that arise in soldiers will affect the condition of soldiers which will ultimately affect the task of the unit.

The existence of obstacles in the field of soldier welfare is indeed not quite right because at this time there has been an improvement in the problem of soldier welfare compared to some time ago, this is actually related to the discipline and professionalism of soldiers because sometimes these soldiers are affected by the surrounding lifestyle, so that welfare should be enough it becomes insufficient. This can be anticipated by instilling mental development and awareness among soldiers that their profession is a noble profession in maintaining the integrity of the nation and state, this profession is said to be noble because it does not demand anything stringent.

Related to moral problems, it also relates to existing welfare, the soldiers do not have maximum morale due to their unfocused minds, as well as their mental degradation, which results in undisciplined actions such as frequent insubordination, long series of connections. This ultimately also affects their proficiency in practice. This can be anticipated by having a credible leader or officer in the unit, so that it will be able to motivate and solve problems faced by its members.

2) External soldiers in the form of a training coaching system, limited budget support, limited training field area and training scenarios

The results of the study show that there are several problems faced by the Indonesian Army in preparing its strength, including a standard training coaching system that is only guided by the annual training cycle; limited budget support; limited area of the training field; and the exercise scenario is not in accordance with the possible threats that will be faced. Thus, every element of leadership in the unit is required to be able to innovate and be creative in improving the quality of the unit and the professionalism of its soldiers in facing the challenges of present and future tasks without leaving the training program outlined by the leadership of the Indonesian Army.

The defense equipment owned by the TNI is an old defense system which is time to be modernized, this defense equipment can still be used because of the expertise of our soldiers in caring for and maintaining it, related to the defense equipment that is owned, this requires rejuvenation of the TNI AD defense equipment which is a demand that must be met, because the adjustment of the main weaponry system in the implementation of the exercise is faced with the era of technology that is currently developing and the future will also be determined by the Alutsista technology used in the exercise. So the modernization of the Alutsista will greatly affect the realism of the training and the quality of the training results. The modernization of defense equipment requires the Indonesian Army soldiers to be proficient in operating it, so that they are able to anticipate nonlinear and asymmetrical threats. because the threat is not only the physical strength of the enemy. Second, Cyber War. TNI AD soldiers are not only familiar with conventional techniques and tactics of fighting in the field, but are also familiar with technological, information and communication warfare techniques, in accordance with their field of work, it becomes an inevitability of technological/cyber war (cyber war) becoming a threat that can damage network systems. national

defense communications. Thus the TNI AD requires special facilities, infrastructure and facilities to carry out education and war training on technology, information and communication. in accordance with the field of duty, it becomes a necessity that technological/cyber war (cyber war) becomes a threat that can damage the national defense communication network system. Thus the TNI AD requires special facilities, infrastructure and facilities to carry out education and war training on technology, information and communication. in accordance with the field of duty, it becomes a necessity that technological/cyber war becomes a threat that can damage the national defense communication network system. Thus the TNI AD requires special facilities, infrastructure and facilities to carry out education and war training on technology, information and communication.

Subsequent efforts related to the TNI's existing defense equipment should develop a more advanced defense industry because the potential in developing this defense industry is very good, currently Indonesia through PT. Pindad is already capable of producing its own weapons and several combat vehicles. This needs to be further improved to be able to produce other heavy weapons such as anti-air attacks and others.

In terms of improving the training material, it should be oriented towards the use of units in the tasks to be faced. The TNI AD can make fundamental changes to the training materials that are still being implemented today. Another consideration is that conventional war tactics are only the basic capabilities possessed by units in order to support operations that are more nonlinear in nature. Thus the basic knowledge and techniques of conventional fighting that are still applied in the basic education of the Indonesian Army are stocks of knowledge as an introduction only. While the training material at the advanced stage is more directed to use in accordance with the duties of the Indonesian Army which have been mandated by law, both in combat tasks and assistance tasks. Second, practice time. The balance of training time with usage time will greatly affect the readiness of units to be used in tasks. Planning needs to be done to rearrange the cycle of training time, usage time and consolidation time so that it can accommodate the balance of training time with assignment time. In the current condition, TNI AD units are only involved in border security tasks, aid tasks (natural disaster management, overcoming terrorists, overcoming separatist movements, and other assistance tasks that are social and humanitarian in nature), as well as world peace tasks. So that the practice time is a priority to be further improved because the training material used in the exercise will become more. Third, the exercise budget. TNI AD has allocated an adequate training budget, the maximum use of the training budget can be used for training operational costs. However, the training budget allocated by TNI AD units is adjusted to the level of difficulty faced by the unit (dislocation, deployment of units and geographical conditions). Efficient use of training costs is only for the benefit of purely training operational support and not for other administrative purposes outside of training needs.

The obstacle in the matter of the training budget is the delay in disbursing funds from the center while the exercises have been scheduled and must be carried out, so that the exercise must use other funds which are unit reserve funds. the budget plan is expected to come down before the exercise is carried out.

Related to the training field which is a supporting facility and infrastructure that greatly determines the realism and achievement of the quality of training results, because the training area can certainly provide an overview of the tasks that will be faced according to their use. The training area at the base, both for individual training and in unit relations, is limited to technical exercises up to tactical drills. For advanced exercises using the combat drill method, use the training area around the base or areas that are quite far from the base due to limited safe areas that can be used for training. So that a permanent training area is needed. Obtaining this training area is of course carried out through coordination and cooperation with the local government.

The current obstacle is that the TNI only has limited training ground, only in a few areas such as Baturaja and Asem Bagus. Besides that, in carrying out the training, the TNI AD still has to coordinate with Perhutani or land owners who are affected by the training. In response to this, it is appropriate for the TNI to prepare a new training ground, where the land is a condition of a real training ground, or actual training ground, which are areas that may become targets for enemy landings in the event of an actual attack. This will indirectly make our soldiers more familiar with the terrain that will be defended later

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

Based on the research that has been done with the explanation of the research results that have been shown in the previous chapter, some conclusions can be drawn as follows:

- 1) The implementation of the training at Rindam V/Braijaya is a manifestation of the Implementation of Perkasad/35-02/XII/2012 concerning the Instruction Manual for Organizing Training wherein the implementation of the training must pay attention to the objectives of the Training, the Principles of Organizing the Training and the Standards of Training Capability and the Method of Achievement .
 - a. SThe aim of organizing the training is capacity building which is planned early in the form of training design for the TNI AD which aims to increase the professionalism of TNI AD soldiers in the future.
 - b. The principles of implementing the training are needed in the process of sequential activities starting from planning must be adapted to the goals and objectives of the training to be achieved, preparation of all components of the training, carried out with established methods, supervised and controlled appropriately and the results can be evaluated.

- c. standard of ability in training is a benchmark / criterion of ability that must be achieved in each training implementation. in Perkasad/35-02/XII/2012 concerning Handbook for Organizing Training which is divided into Standards of ability in the field of knowledge and Standards of ability in the field of skills.
- 2) Factors that inhibit and encourage the Implementation of TNI AD Training to Increase the Professionalism of Soldiers in the Rindam V/Brawijaya Environment
 - a. Internal Soldiers in the form of welfare, morale, mentality, discipline and soldier skills, it will be impossible to carry out training. Welfare will support the height and morale of soldiers which is very necessary to make soldiers proud of their profession and Dharma Bhakti as a soldier, besides that the formation of the desired morale and mentality of soldiers will also form the discipline and skills of soldiers, in terms of fostering this discipline we must look at morale Soldiers are very closely related to discipline, because the condition of high soldier discipline will be realized if morale and morale are also high.
 - b. External soldiers in the form of a training coaching system. Research results show that there are several problems faced by the TNI AD in preparing its strength, including a standard training coaching system that is only guided by the annual training cycle; limited budget support; limited area of the training field; and the exercise scenario is not in accordance with the possible threats that will be faced. Thus, every element of leadership in the unit is required to be able to innovate and be creative in improving the quality of the unit and the professionalism of its soldiers in facing the challenges of present and future tasks without leaving the training program outlined by the leadership of the Indonesian Army.

5.2 Suggestion

- 1) Commanders should be more creative in preparation of training programs. The training program that has been compiled from the Upper Command is of course the main guideline in developing Dansat creativity so that the training programs in units that refer to the capacity building that must be faced in the training program that has been prepared can be anticipated before the implementation of the program is carried out.
- 2) The management of the training budget should be carried out more effectively and efficiently through the submission of various program activities that support the improvement of the combat capabilities of TNI Soldiers as well as developing technology and weapons systems through the procurement of modern defense equipment and supporting the national defense strategic industry in producing defense equipment.
- 3) Should do changes in the pattern of coaching training for the Indonesian Army are faced with the challenges of present and future tasks, because the progress and development of technology, information and communication is a demand that must be answered through a change.

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