

# Synergy Between Regional Command Unit of Indonesian National Army (Tni Ad) and Local Government in Encouraging the Spirit of State Defense

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## **Abstract**

At this time, security threat to the state cannot only be seen from military threats but also can be seen from non-military threats. Non-military threats, such as threats of ideological, political, economic, social and cultural dimensions can undermine the spirit of nationalism. To overcome the low sense of nationalism, then the government organized a state defense program. The synergy between regional command unit of Indonesian National Army (TNI AD) and local government in the state defense program is considered important by considering the geopolitical and geostrategic aspects of Indonesia. In its implementation, the civilian communities are considered that the state defense program that is conducted by regional command unit of TNI AD and local government is very important and provides many benefits, such as the growing sense of unity, the love of the homeland, the discipline, and the vigilance of security threats. Public gives a positive response because there is a synergy between the Regional Military Command with Local Government of Sukabumi Regency. The synergy between two institutions is achieved due to loyalty to partners, efforts to maintain interdependence, adjustment with the partner (cultural fit), the integrity and intensity of the relationship, and the institutionalization.

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## **Introduction**

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Indonesia's independence proclaimed on August 17, 1945, has become a milestone of the country's sovereignty as well as strong evidence of strong nationalism spirit of Indonesian people in achieving the independence. Starting from the event of Youth Oath in 1928, then came to the assertiveness of the youth to realize the ideals of Indonesia's homeland, with recognition for one nation that is the Indonesian nation and one language that is the Indonesian language. The spirit of the oath affirmed in 1928 also became a milestone in the spirit of nationalism, in which the spirit of nationalism then became the trigger and the spur of the struggle movement against colonialism and achieved independence.

It is undeniable that the enormous nationalism spirit of society has succeeded in encouraging the emergence of consciousness and the spirit of defending the state, this awareness can even be felt after the proclamation of independence, especially when the Indonesian people together with the armed forces fought against the first Dutch military aggression in 1947 and the second Dutch military aggression in 1948. Reflecting the history then the state defense spirit becomes important to be implanted in every Indonesian citizen because it is able to create the strong personality and character as a nation in loving and defending the homeland.

In building the spirit of state defense, the personality or character of the nation needs to be established and developed in order to foster the citizen awareness towards any threats that may endanger the country. The importance of cultivating this awareness is also related to the efforts to sustain the state defense system, wherein Article 30 paragraph (1) of the 1945 Constitution states that "Every citizen is entitled and obliged to participate in the defense and security of the state", and also in Article 30 paragraph (2) which reads "The efforts to defend and secure the state is implemented through the people defense and security system by the Indonesian National Army and the Indonesian National Police, as the main force, and the people, as supporting forces."

Although the physical or military threat currently is considered minimal, this threat still needs to be anticipated because war can happen anytime. To build people defense and security system, the citizens

also must be prepared for the worst condition. To use the citizens as an alternative power, they must be trained with some basic state defense principles, but still different with basic military training. Although state defense program for the civil citizens has an important role in preparing the citizens for the condition of war, in peace time, the program is more useful to prevent the non-military threats, such as ideological, political, economic, technology, and sociocultural threats. Sometimes non-military threats are often overlooked and considered only have minimum risk, whereas the impact can weaken the spirit of nationalism. Whether it is realizing or not, the decrease of love spirit towards the homeland and the low awareness in defending the nation and the State now can be felt in Indonesian society. The penetration of mass media technology and globalization become one of the triggers.

The development of media and globalization has brought significant changes to the attitudes and lifestyles of the society. The existence and development of media and globalization, on the one hand, have a positive impact, but on the other hand also have a negative impact, especially by changes the attitudes and patterns of community life. Studies have shown how media are able to influence people's orientation, such as increasing hedonism<sup>1,2,3,4</sup> and crime<sup>5</sup>.

Likewise with globalization, in Mehlika's<sup>6</sup> view globalization can have an impact on political, social and cultural life. As, the dissemination of democracy that is supposed to create the stability of world politics is connected with the western intellectual propaganda. Under the pretext of the principle of freedom and tolerance in the democratic system, western countries, especially the United States, intervene in many countries in the Middle East. On the other hand, globalization also promotes the values of materialism that can undermine ethical values<sup>7,8,9</sup>.

The change of mindset and attitude of society that tend to the hedonist, leading to criminal acts, individualism, and materialism is a form of non-military threats that can weaken the power of the nation. This condition has at least been felt in almost all regions in Indonesia, especially in urban areas<sup>10,11</sup>. This is certainly a problem that is then addressed seriously by the government, where one of the government's handling efforts is to open the program to defend the country. The state defense program curriculum is prepared with reference to efforts to foster the value of love of the homeland, willing to sacrifice, conscious nation and state<sup>12</sup>.

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Although the discourse of the state's defense policy reaps the attitude of pros and cons<sup>13</sup>, the government still feels this policy can become a good solution in dealing with various problems in society, such as social diseases and lawlessness. Since this program is a strategic program of the central government, there needs to be full support from all government agencies, including local governments, as well as other state institutions such as the Indonesian National Army (TNI AD). The support of local government and TNI AD elements is important because the local government can help mobilize the community to join the state defending program, while the TNI AD through the Region Command Unit (Satkowil) in each region can provide resources and supporting facilities. Because of the importance of the role and support of the Regional Government and Satkowil TNI AD, it is necessary to have synergy between the two institutions in the implementation of the state defending program.

Research on the synergy of Regional Command Unit (Satkowil) of Indonesian National Army (TNI AD) and local government in Sukabumi Regency in encouraging the spirit of defending the country is considered important because in addition to considering the potential emergence of non-military threats, it also considers the geopolitical and geostrategic aspects of Indonesia from Sukabumi Regency. Geographically, the area of Sukabumi Regency in the south borders directly with the Indian Ocean. The boundary of this ocean raises potential vulnerabilities, such as illegal fishing, drug smuggling, and human trafficking. Also within the boundary of the ocean, there are also two strategic islands that are administratively incorporated into Australian territory, namely Christmas Island and the Cocos Islands. Compared to its distance to the mainland of Australia, the distance between these two islands is geographically closer to the southern region of West Java. By comparison, the distance of Christmas Island with the city of Perth or Darwin is over 2,500 km, while with its distance to the south coast of West Java, such as Ujunggenteng (Sukabumi) is only about 200 sea miles (260 km). The distance so close to the archipelago could pose a potential threat to Indonesia's sovereignty.

With the state defending program it is expected that the values and spirits of nationalism of the community can continue to grow, and then it can encourage awareness and active participation of the community in maintaining the security of its territory. Therefore, on the basis of this reason, the synergy of Satkowil TNI AD and local gov-

ernment in fostering the spirit of state defection among the people of Sukabumi Regency becomes important.

## **Theoretical Review**

### *Synergy*

According to Covey<sup>14</sup>, synergy is a combination or alloy of elements or parts that can produce better output and greater than done individually; in addition, a combination of several elements will produce a superior product. Therefore, the synergy in growing the spirit of state defending means the integration of various elements that can produce better and greater output. Covey<sup>14</sup> adds that synergy will be easy when the components are able to think synergies, and there are similarities of view and mutual respect.

Anderson and Narus<sup>15</sup> state that, the synergy of cooperation can be built from strong cooperation between organizations while strong cooperation means that all parties believe that with cooperation they will produce something bigger/better, and not trying to take opportunistic actions that will be damaging to the cooperation. Axelrod<sup>16</sup> mentions that the synergy of cooperation will be stronger if the perpetrators of cooperation are loyal to the agreements that have been made and develop relationships that are not temporary.

Furthermore, Zineldin and Bredenlów<sup>17</sup> prove that the partnership synergy will be stronger if the cooperating organization can maintain the values of the cooperative relationship. The values of such relationships, such as loyalty to partners, maintaining interdependence, adaptation to partners (cultural fit), integrity and intensity of relationships, and institutionalization mean acting on behalf of institutions and for institutional interests together.

### *Civil-military relations*

The synergy between the Regional Command Unit (Satkowil) of Indonesian National Army (TNI AD) and Sukabumi District Government cannot be separated from the pattern of civil and military relations; therefore, this study also describes some concepts and theory of civil and military relations.

Military-civilian relations become a hotly discussed concept even in the most democratic countries. In Indonesia, the civil-military relation is a hot topic discussed in a public space since the collapse of the New Order. According to Prihatono, *et.al.*<sup>18</sup>, civil and military relations

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is a phenomenon that is in the level of political relations. According to Hernandez<sup>19</sup>, the political nature of the relationship is theoretically seen from the civil, political authority determining the duties and functions of military institutions by providing a good explanation of the mission of military organizations, allocating adequate defense budgets, and maintaining military institutional integration.

The military-civilian relation is also a discourse that cannot be separated in the context of democratization<sup>18</sup>. The democratic military-civilian relationship, in Diamond's<sup>20</sup> view, refers to: "...an adherence to principles that conform to accountable, legitimate democratic authorities, and the existence of a parliament that exercises oversight over the military and authorises the declaration of war and also makes the executive accountability to it in terms of the character of its defence policy." On the basis of that reference, Diamond<sup>20</sup> then defines democratic military-civilian relations as follows: "Democratic civil-military relation is also defined in terms of good governance to the security sector, and accountability by individual members of the security sector to national and international laws, as well as political neutrality."

The definition of a military-civilian relation is very diverse, but in general, this relationship can be defined as the interaction between military institutions on the one hand with state/government as decision-makers, non-governmental organizations (NGOs), leaders of public opinion and society on the other<sup>21</sup>. Included are the hearings and the filing of a national defense force development planning based "cost-effectiveness" as well as product liability and "outcomes" of military power during this time in front of the Parliament, and much more embodiments of democratic civil-military relations. According to Bruneau (2001: 5), military-civilian relations are considered sufficiently sensitive for the country towards the democratic process and potentially cause issues fairly warm, but not as sensitive for the countries that have passed the transition to democracy.

## **Methods**

### *Research design*

This research uses the qualitative method. Research data consist of primary and secondary data. Primary data were obtained through interviews and observation. The qualitative research method was chosen by considering the need to get appropriate and relevant data, and it is also to analyze the research problem deeply.

### *Data source*

Primary data were taken from the interview with some informants and observation to the implementation of state defense program. Secondary data were captured through documentation and literature studies. Data used in this research were filtered only to relevant data which could explain the implementation of state defense program.

Informants were selected based on purposive techniques, only those who understood this study were selected as informants. Interviews were conducted with a number of informants, such as the District Military Commander (Dandim) of Sukabumi District, students of STAI Pelabuhan Ratu and Muhammadiyah Sukabumi, Chairman of FKPP and the Head of Panca Marga Youth Organization.

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### *Data validation technique*

Data validity testing in this study was based on certain criteria, namely the degree of trust and the truth of the data (credibility) which were obtained from various literature or documents, the correctness of description, conclusion, and explanation that could be known from the suitability of the manuscript or other important documents. Data validity test was done through triangulation technique that was by checking the truth of data which had obtained by researchers on other parties that could be trusted.

## **Discussion**

In analyzing the synergy between Satkowil TNI AD with Sukabumi District Government in fostering the state defense spirit, we use the synergy theory as the main theory, which according to Zineldin and Bredenlów<sup>17</sup> that a partnership synergy will be stronger if the cooperating organization can maintain the cooperation values. The relationship values, such as loyalty to partners, maintaining interdependence, adjustment to partner (cultural fit), the integrity and intensity of the relationship, and institutionalization means to act on institutional behalf and interests simultaneously. From the theory then we reduced some indicators to serve as an analytical tool.

### *Loyalty to partner*

In developing a synergy in work, the loyalty element between two institutions that work together is important. The loyalty can lead to the existence of trust between one party to another. Loyalty to partners

which then shows mutual trust will not only encourage a good working relationship but also will create work effectiveness which results will be felt positively by both parties. Therefore success in fostering the state defense spirit conducted through the synergy between Satkowil TNI AD and Sukabumi District Government can be analyzed from the loyalty between the two institutions.

Building loyalty in working relationships can be seen from the implementation of work commitments that have been agreed between the parties who entered into cooperation. The study found that the parties working together in the state defense program in Kabupaten Sukabumi are institutions with different organizational backgrounds. On one side, there is an involvement of military organizations, namely the District Military Command (Kodim) Sukabumi District which is also an element of Satkowil TNI AD, on the other side there is a civil government institution which is a Regional Government of Sukabumi Regency.

The working relationship between Satkowil TNI AD and local government cannot be released on the scope of civil and military relation. In this connection, then there is an important thing to see when their relationship lasted during the New Order government. In a time when the New Order regime was in power, the military was a state tool used to perpetuate the Soeharto regime power. Military structures and forces, ranging from the highest to the lowest, were used by Soeharto regime to control political activity and government up to a local level. This policy aims to ensure that all policies and interests of the central government can be implemented at a local level, and there is no security disturbance to the central government's power. Under these conditions, the roles and functions of the local government are heavily controlled by the central government, i.e., through military units in the regions.

When looking back to the past, efforts to create loyalty among co-workers will be difficult to achieve. The presence of mutual suspicion between or the emergence of organizational sentiments can be an indication of the loyalty to partner weakness, as this study still found some elements of local government employees and soldiers who have organizational sentiments. The emergence of these sentiments is not released from the positions equality of two institutions, where the roles and functions of local governments are now autonomous, and TNI is no longer allowed to enter into the practical politics realm, in-

cluding not having the right to supervise local governments. However, although there are some people who have organizational sentiments, in general efforts to build each other and maintain partner loyalty are not disturbed. Local government and military elements in a region are able to show an objective civil-military relationship in the reform era.

Efforts and cooperation in handling the defense threat potentials between Sukabumi District Kodim and Sukabumi District Government, especially through the growth of state defense spirit among the public, are an indicator that these two institutions are no longer tied to past political events. Each institution, in fact, is able to see the greater importance of existence to be completed and done together, the commitment to cooperate which is then set forth in the agreement that requires a sense of mutual loyalty to the partner. Loyalty to partners is then shown by Sukabumi District Government and Satkowil TNI AD (in this case Kodim Sukabumi district) to perform tasks based on their authority.

As revealed by some informants from the local government and military elements, that in fostering the spirit of defending their country is a mutual commitment between each other. For the Regional Government of Sukabumi Regency, the cooperation commitment is shown through financial support and the candidate acceptance for state defense, while for the Kodim Sukabumi District they are committed to providing material contribution and basic training in state defense accompanied by the provision of adequate facilities and infrastructure. Although sometimes financial support from the local government is not always able to be given on time, the local government keeps trying to convince the Kodim support. On the other hand, Kodim Sukabumi Regency is also not too concerned about the lack of funds. Kodim remains committed to help the Government of Sukabumi Regency in providing materials and civil defense training for civil society.

The emergence of mutual trust shows the loyalty between partners who work together. This, in turn, leads to a positive impact of the participants on the state defending the program. Participants defend the state from social organizations, and students feel the benefits of this program. They appreciate the cooperation made by local government and Kodim Sukabumi Regency. The appreciation of the participants will not occur if the organizers do not keep each other's loyalty. Likewise, with both parties working simultaneously, they state that the state defense program can run because each has a greater commitment

and loyalty to the nation and state. Kodim Sukabumi Regency and Sukabumi Regency Government are well aware of the threat that may come if the spirit of defending the country is not grown among the people.

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### *Maintaining interdependence*

The state defense implementation program intended for the community requires synergy between institutions, especially government and military institutions. However, the inter-institutional synergy needs to pay attention to the maintaining interdependence principle. This principle is implemented because, in the state defense programs, management of each institution has specialization of different tasks and roles. The military element specializes in providing basic military exercises and knowledge of threats in the defense dimension. While from the local government side, through existing units or entities, such as National Unity Board, they can arrange curriculum about the dimension of national insight which is then consulted together with Satkowil TNI AD, that is, in this case, Military District Command (Kodim).

Related to the maintaining interdependence element, the researcher also saw that between Sukabumi Military District Command (Kodim) and Sukabumi District Government have synergized with a mutual effort to maintain inter-institutional interdependence. Each side recognizes that in addition to the specialization of tasks, they also have limited roles and functions that are also regulated in the law. The District Military Commander (Dandim) of Sukabumi District revealed that Satkowil TNI AD could not independently conduct state defense programs. One reason is that there is no legal umbrella justifying the Army to independently conduct state defense programs unless there is a request or request for assistance from the government.

For Satkowil of TNI AD, their presence in the state defense program will be sufficient enough if they are able to contribute in giving ideas and program design. Those who play a role in determining the sustainability of the program and participants recruitment are carried out entirely by civil government authorities, including in this case is the local government. The local government also considers that to make the state defense program useful and able to foster the spirit of state defense, they must involve the regional command units (Satkowil). The informant from local government argued that military institutions were believed to have the right idea to run the proper basic coaching and training patterns.

Good awareness of the roles, functions, duties, and responsibilities between the two institutions is an indication of an effort to maintain mutual dependence. Dependence, in this case, can be interpreted as a positive thing, where local government involving Satkowil TNI AD in developing the design of state defense program. Likewise with the army that feels helped by the involvement of local governments in the program to defend the country, so as to encourage the Total People's Defense System (Sishanta). For the Army, it is rather difficult to run the state defense program independently because besides not regulated in Law no. 34 years 2004 on TNI, it also raises a polemic regarding alleged militarization for civil society. As many civil society organizations have criticized the draft policy on reserve components, they are deemed to have a payload of compulsory military programs.

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### *Adjustment with partner*

Adjustment among partners is another important indicator in establishing synergy between Satkowil TNI AD and local government in fostering the spirit of state defense. The inability of either party to adapt to a partner may be an obstacle to the program of state defense. This context of self-adaptation is also important when two cooperating institutions have different ways of working, where the military has a rigid and overly systematic way of working because it follows the command chain whereas civilian government agencies have a more dynamic way of working.

However, in terms of adjustment with partners, there are major things that cannot be avoided when the cooperating agencies come from civil and military institutions. In a democratic country, Hernandez<sup>19</sup> explains that civil and military relations are based on the mechanism by which government institutions act as civilian political authorities which then define the duties and functions of military institutions. In other words, the state defense program must remain under the initiation and supervision of civil government institutions, and therefore the military organizations involved in this program must have the ability to adapt. This ability to adapt includes the ability to see what the government aims to do when running the program, so as to advise the government on the design of the program to be run.

As a unit of the Regional Command Unit (Satkowil) of the Indonesian National Army in the area, the Kodim of Sukabumi District is well aware of the importance of the state defense program, but as a military

institution, they are aware of not having the authority to independently administer the state defense program. The authority in the program implementation is entirely in the hands of civilian political authorities, and hence the government has the right to determine objectives and forms of the state defense program. Kodim institutions are only part of supporting institutions involved by civil government authorities, and therefore involved in drafting activities, but the final decision is entirely in the government's hands.

For Sukabumi District Government, the involvement of Kodim is important. The Kodim is not only asked to contribute material and basic training but also to be involved in designing the state defense program. As disclosed by the Head of National Unity Agency, Sukabumi District Government, that Kodim ] participates by giving input on state defense program curriculum. The local government realizes that without any input from Kodim, the state defense program would not be perfect. For the local government, Kodim is considered to have experience in drafting basic military training concept that could be useful in the state defense program, such as discipline, marching line or flag ceremony, and field activity. Nevertheless, the government decides on basic military training limitations, considering the differences in capability between civilian and military elements, in which the party participating in the state defense program is a civil society element, such as community organizations, youth, and college students.

The existence of a condition where mutual understanding and understanding between two civil and military institutions exists indicates a good relationship in creating the synergy between Satkowil TNI AD and local government, especially in fostering the state defense spirit civil society. By understanding and understanding, each other's functions, duties and roles, Satkowil TNI AD and local government will have the ability to adapt to each other. As the government will be able to adjust to work pattern and coaching program plan from the Satkowil TNI AD, and also on the side of Satkowil TNI AD will understand what the demands or needs and the local government.

### *Integrity and intensity of relationships*

The integrity and intensity of the relationships between mutually cooperating parties are needed to encourage a work synergy achievement, with which planned program can run and achieve mutually agreed objectives. Both Satkowil TNI AD and Sukabumi District Gov-

ernment have a view that the state defense program is important, and this program is considered to be useful to help to realize national defense system based on the people defense of the universe. Looking at the Sukabumi District strategic location which is one part of the Indonesian border, and a potential threat to regional stability that can arise at any time, it makes public participation in state defense program important.

The importance of the implementation of state defense programs, both for local government and Satkowil TNI AD, does not only arise in the form of opinions or ideas that are disclosed to the public. In Sukabumi district, the local government and Kodim have consistency in implementing the state defense program which is carried out continuously; at least this can be seen from the state defense program implementation that has been going on for two periods, namely in 2015 and 2016, wherein one year period there are two times of implementation.

From interviews with participants and observations, the organization of the state defense program was also conducted in a structured, systematic, and clear method. At least this can be judged by the participants' views who had followed the state defense program. The participants really felt the benefits from this program; they even hoped to join again next year. As said by the military district commander (Dandim) of Sukabumi and Head of the National Unity Government of Sukabumi, the enthusiasm showed that the program was not as dreadful as discussed. Civil defense program provided to the civil society has been designed and adapted to its capacity, and do not apply a strict military exercise. Indeed, the most important thing for both informants is how to instill the nationalism and national vision concept.

After the state defense implementation, both the Government of Sukabumi and Kodim, also maintain communication and coordination with the participants who have joined the program to defend the country. The state defense program is of a routine and programmed properly, as well as the construction of communication and coordination in post-activity with participants. It is an indicator of the integrity of both institutions (Kodim and local government) in carrying out activities to defend the country. From some of these things, it can also be seen how the two agencies are able to establish an ongoing relationship in order to defend the state program that can run well and achieve its objectives. The goal is to increase public awareness of the importance of maintaining nationalism and national unity senses and

to be actively involved in maintaining security and stability in the environment.

### *Institutionalization*

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In establishing synergy between two institutions, the purpose of institutionalization is to build awareness that each organization is not acting on behalf of their own institution, but they act as one institution who will do everything together. In other words, the actions which were taken by the regional command unit (Satkowil) of Indonesian Armed Forces and the local governments in implementing the state defense program should be based on common interests and for the public good.

Even though the state defense program is implemented on the local scale, this program comes from the central government policy. The central government gives a mandate to the Indonesian National Army and also local government to run and succeed the program. The central government believes that with the command structure which is available up to the local level, the military can help local governments to run the state defense program. Therefore, the implementation of this program does not only include the local government, but also the territorial command units, such as the military district command (Kodim). The involvement of both institutions at the local level indicates that the program is carried out on behalf of the two institutions because there is no role or involvement of the army besides Satkowil and the local government.

Efforts to cultivate the spirit of defending the state among the community is the joint responsibility of all state institutions and government. Both local government and the army realize that Indonesia needs human resources which are not only smart in the formal education. Smart citizens are those who are also able to maintain the ideology of the nation and the unity of the nation, on the basis of that it is necessary to cultivate the values and knowledge of nationalism that must then be able to live and be applied in everyday life. Currently the local government and Satkowil TNI AD realize that the challenges faced by Indonesia's younger generation are more severe. Along with the globalization, the orientation of life only focuses on the material (money), and the pursuit is more individualistic.

The same opinion is also disclosed by some informants from college students and youth organizations who have joined the state defense

program in Sukabumi Regency. They argue that many students think that formal education is only to find value (high GPA) and then get a job. This orientation is considered likely to be an individualist, so when there is an opportunity to join the program to defend the country, only a few college students who want to follow. This condition is a challenge faced by the government and the Indonesian National Armed Forces; therefore, both institutions jointly run the state defense training program. The aims are that the students and youths can put forward the common interests, be able to fight and work hard in their respective fields with the aim of improving the achievement of the nation, and minimize the occurrence of conflicts.

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## Conclusion

The synergy between the Regional Command Unit (Satkowil) of the Indonesian National Army and local government, especially in Sukabumi Regency, is essential in fostering the defense spirit of the civilians to the country. State defense program carried out jointly between the two institutions is considered to have a lot of benefits by the people who joined it, increasingly cultivates a love of country, and gives additional knowledge about the national vision. The participants have to follow the course of defending the country and hope that the program can continue and be followed by other communities.

The positive response to the program to defend the country is caused by the synergy between Satkowil Army, the Military District Command (Kodim) Sukabumi, Sukabumi District government. The synergy is reached from their loyalty to each other, an effort to keep interdependence, the adjustment to the partner (*cultural fit*), the integrity and intensity of the relationship, and their institutionalization (acting on behalf of institutional and for the sake of institutional joint).

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