TECHNIUM
SOCIAL SCIENCES JOURNAL

Vol. 27, 2022

A new decade for social changes

www.techniumscience.com

ISSN 2668-7798

9 772668 779000

The synergy of human resources management between the regional governments of the *Riau* Islands Province with elements of defense in facing non military threats

Edy Saptono, Agus Sudarya, Siswo Pudjiatmoko

Lecturer of Republic Indonesia Defense University

edy.saptono31@gmail.com, agus.sudarya6795@gmail.com,
pudjiatmokos@gmail.com

Abstract. Law of the Republic of Indonesia Number 3 of 2002 concerning the National Defense explained that Indonesia's defense was carried out with a universal defense system to deal with every form of military and non-military threats. Geographically, *Riau* Islands Province is an area directly border to neighboring countries that have potential non-military threats. These non-military threats include illegal activities in the form smuggling of goods, illegal drugs, human trafficking, terrorism and penetration of foreign ideologies as well as cases of actual non-military threats, COVID-19 pandemic. The aims of the research are to analyze the management of human resources and the synergy between local governments and defense elements from the army, navy and air force in the *Riau* Islands Province as well as analyze the obstacles and the efforts to create in the face of non-military threats. The method of the research is a qualitative method with primary data collecting techniques, interviews, and secondary data in the form of literature studies. The results showed that the local government and elements of defense in the *Riau* Islands Province in facing non-military threats with ideological, economical, technological and information dimensions, economics, health and safety made programs by managing human resources through the functions of planning, organizing, actuating and controlling. While synergy is built in two ways, namely communication through social communication through discussion, dialogue, official letters, mutual cooperation and coordination through communication forums of regional leaders. Constraints faced are geographical conditions, facilities and infrastructure, budget constraints and limited personnel. Efforts to overcome obstacles in creating synergy are increasing the frequency of regional leadership communication forums, optimizing cooperation, transforming defense human resources and increasing joint activities.

Keywords. Synergy, Management, Human Resources, Defense, Non Military Threat.

1. Introduction

State border is an important part of the sovereignty of a country. National defense is all efforts to defend the sovereignty, territorial integrity of the Unitary State of the Republic of Indonesia, and the safety of the entire nation from military and non-military threats. Based on Law Number 3 of 2002, in dealing with non-military threats, it places ministries/agencies and local governments as the main elements, supported by elements of defense and other elements of the nation's power.

Riau Islands Province is one of the provinces in Indonesia which has 1796 islands with an ocean area larger than the land area. Geographically, the *Riau* Island has an ocean area of 417,012.97 km² and a land area of 8,201.72 km².

Riau Islands Province Map

Source: Regional government of *Riau* Islands Province, 2017

Based on demographic conditions, *Riau* Islands Province has a population in 2020 of 2,242,198 people with the proportion of the population in the productive age group of 69.59 percent and 30.41 percent of the non-productive age group. *Riau* Islands Province has a Human Development Index of 75.59 percent.

The Population Pyramid of the *Riau* Islands Province

Source: BPS *Riau* Islands Province Year 2020

Riau Islands Province is a direct border area with neighboring countries that still lacks attention and supervision so that non-military threats arise in the form of illegal activities that disrupt regional security. These illegal activities are drug smuggling, labor smuggling, money laundry, illegal trading, illegal fishing, natural resources theft, radicalism, cyber threats, drug misuse, and social conflicts. The actual non-military threat case is the COVID-19 pandemic. The regional government of the *Riau* Islands Province has not been optimal in dealing with the spike in confirmed cases of COVID-19 due to the limitations and availability of resources and infrastructure for handling this biological threat crisis.

Based on Law Number 17 of 2007 concerning the National Long-Term Development Plan for 2005-2025, the development orientation is reviewed from the aspect of a welfare

approach, improving integrated performance in border areas and optimizing border security. So that to optimize border security in dealing of non-military threats, the regional government of the *Riau* Islands Province issued a policy of implementing non-military defense that relies on the strength of human resources. The use and utilization of human resources is deployed in stages by local governments by coordinating and communicating with the defense elements.

Based on this phenomenon, it is necessary to investigate how to manage human resources and what obstacles and efforts are made by local governments and elements of defense to create synergy in facing non-military threats.

2. Theoretical Framework

2.1. Defense Science

Tippe (2016) explain that epistemologically defense science is a transdisciplinary method and axiologically its moral values are very useful in the life of the nation and state. Furthermore, according to Tippe (2016) Defense in terms of political science is a concept that cannot be separated from life. In order to maintain survival, every mortal needs a sense of safe because for those who have strength or thirst for power, life is a struggle for power, while for those who are weak in strength, defense is a way to achieve a sense to feel safe.

Meanwhile, according to Makmur Supriyatno (2014) stated that defense science is an applied science that studies how to prepare national resources owned by a country in times of peace and mobilize these national resources in order to face threats to the territorial integrity and sovereignty of a country, both threats from within domestic and foreign threats.

2.2. Threats

According to the Law of the Republic of Indonesia Number 3 of 2002, the military threat is an organized threat using armed force and is considered to endanger the sovereignty, integrity, and safety of a nation.

Meanwhile, Jerry Indrawan (2015) stated that non-military threats have physical intangible characteristics and indirectly showed as threats because these threats have ideological, political, economic, socio-cultural, technological, information and public safety dimensions.

2.3. Defense Management

Supriyatno and Ali (2018) state that defense management is a science or an art in formulating a set of policies, strategies and functional decisions in a defense organization resulting from a management process by defense resources and stakeholders to realize all the potential and national strengths that are owned in order to become a form of defense force, which is then implemented with managerial actions, evaluating, determining performance for the long term, to achieve the main goal of being able to face threats both military and non-military.

Furthermore, according to Goodman in Dian (2016) states that defense management is a series of management processes that contain five pillars, namely Defense Strategy and Policy, the Joint Concept which synergizes the land, sea and air forces in making planning and complementing each other in carrying out joint missions to deal with threats, Defense Resource Management, Defense Human Resource Management and Defense Logistics Management.

2.4. Human Resource Management

Dessler (2005) states that human resource management is a science or method of how to manage the relationship and the role of labor resources owned by individuals efficiently and effectively so that the goals (goals) with the company, employees and society are maximally achieved.

Griffin (2010) states that human resource management is a series of organizational activities directed at developing and maintaining an effective workforce.

Meanwhile, Taufiqurokhman (2009) states that human resource management has two roles, namely managerial functions and operational functions. Managerial functions consist of planning, organizing, actuating and controlling.

2.5. Synergy

Saunders (2003) states that synergy is a collaborative process that can produce more activities, both in quantity and quality, even with more creativity than working alone.

According to Najiyati and Rahmat (2011), synergy is a combination or combination of elements or parts that can produce better and greater output. Synergy can be built in two ways, namely communication and coordination.

3. Research Method

This study uses qualitative methods with data collection techniques in the form of primary data sources and secondary data. The primary data sources were obtained directly from the informants through interviews, while the secondary data sources were from the study of literature and other documents related to the research. The data obtained in this study were processed and then analyzed using the interactive model of Miles, Huberman and Saldana (2014) as shown in the figure.

Interactive model data analysis
Source: Miles, Huberman and Saldana (2014)

4. Research Result and Discussion

4.1. Management of Human Resources in Facing Non-Military Threats

Riau Islands Province is a border area that has unique geographical and demographic conditions where the ocean area is larger than the mainland. This condition is a challenge and a threat to the region, both military and non-military threats. The spectrum of non-military threats is very varied and tends to grow both in quality and quantity. The dimensions of non-military threats in the Riau Islands Province today are ideological, economic, technological and information threats, public health and safety. The non-military threat that occurred in the Riau Archipelago Province is in accordance with the statement by Jeri Indrawan, 2015 in the book Strategic and Security Studies that non-military threats have physical intangible characteristics and do not show directly as threats because these threats have ideological, political, economic dimensions, socio-cultural, technology, information and public safety.

In dealing with non-military threats, the regional government and elements of defense in the Riau Islands Province made special programs, namely the implementation of state defense education and increasing national insight, cyber education, education and training for natural disaster management, the formation of intelligence committees, improving the economy of border communities, counseling on the dangers of using drugs, mental ideological debriefing, dissemination of counter-radicalism, preserving traditional Malay culture, prohibiting maritime information and state security, upgrading maritime potential capabilities and securing aviation safety and awareness of the use of technology. These programs are in accordance with the statement from Jeri Indrawan, 2015 that to deal with non-military threats with ideological and other dimensions, human resources are needed who are capable and master knowledge and technology.

Local government programs and elements of defense in the Riau Islands region in dealing with non-military threats are as shown in the following figure.

Activity Program in Facing Non-Military Threats in the *Riau* Islands Province
Source: Research results, 2021

Human resources are the most important element in empowering non-military defense to deal with non-military threats. Then for face non-military threats dimensions of ideology, economy, technology and information, economy, public health and safety Human resource management is very necessary. The potential strength that relies on the quality of human resources with awareness of defending the state and professionalism in managing and utilizing national resources can be capital in maintaining the security, integrity and sovereignty of the Indonesian state.

The management of human resources in implementing programs to deal with non-military threats carried out by local governments and elements of defense in the *Riau* Islands Province is based on four management functions, namely planning, organizing, actuating, and controlling.

- Planning

The planning carried out by the regional government of the Riau Islands Province and defense elements from Korem 033/WP, Lantamal IV Tanjungpinang and Hang Nadim Air Base in the context of dealing with non-military threats is to prepare and increase human resources competencies, plan education and personnel development, plan preparation of analysis personnel development, planning socialization and cooperation as well as planning the use of Care Protect Applications.

- Organizing

The organization carried out by the local government and defense elements from Korem 033/WP, Lantamal IV Tanjungpinang and Lanud Hang Nadim is adjusted to the main tasks and functions and capabilities of each of these institutions.

Organizations made by local governments and defense elements in the Riau Islands region in dealing with non-military threats are the formation of a Covid-19 task force (Satgas), organizing teachers, students, NGOs and community organizations (ormas), placement of personnel according to the position map, placing human resources in accordance with the fields of capacity building, usability and training programs as well as placement and organization arrangement in accordance with the dimensions of non-military threats.

- Actuating

The implementation carried out by the local government and defense elements in the Riau Islands province in dealing with these non-military threats is conducting activities in the form of training for state defense cadres and socializing national insight, building human resources for the main components, forming defense resources, make regular reports and ongoing evaluations of the implementation of the planned programs, build maritime human resources and carry out work program accountability.

- Controlling

Control activities carried out by local governments and elements of defense in the Riau Islands province in the face of non-military threats in the form of protecting NGO activities, conducting community and student supervision, monitoring and evaluating personnel competencies, updating work unit information, supervising personnel work, controlling personnel on activities that have maritime potential and carry out reporting activities for online personnel who carry out activities.

The management of human resources carried out by the regional government and elements of defense in the Riau archipelago province in the face of non-military threats can be seen in the following figure.

Management of Human Resources in Facing Non-Military Threats in Riau Archipelago Province

Source: Research results, 2021

4.2. Obstacles in Realizing Synergy between Regional Governments and Defense Elements in Facing Non-Military Threats.

Synergy between agencies in the Riau Archipelago Province needs to be established and supported to create human resources that have deterrence in dealing with potential non-military threats. To realize synergy between agencies in the Riau Islands Province in dealing with non-military threats is not an easy thing.

The obstacles faced by local governments and elements of defense to realize synergy in dealing with non-military threats are geographical constraints, facilities and infrastructure, budget constraints, and personnel limitations.

Riau Islands Province with an area of 425,214.69 km², most of which is ocean area with a percentage of 98%. This is a geographical constraint for local government agencies and elements of defense to realize synergy in carrying out their duties.

The limitations of facilities and infrastructure in land, sea and air transportation as well as electricity and telecommunications in the Riau Islands Province interfere with the activities of local government officials and elements of defense in dealing with non-military threats.

The limited budget support for border management disrupts the activities of local governments and elements of defense in developing and supervising the border areas of the Riau Islands with the potential for abundant natural resources.

The limited number of personnel will affect the implementation of tasks and the synergy between local governments and defense elements in the region in dealing with non-military threats, especially in the face of COVID-19.

4.3. The Efforts of Local Government and Defense Elements to Create Synergy in Facing Non-Military Threats.

Non-military threats have the potential to disrupt security and defense stability in Indonesia's border areas, especially in the Riau Islands region. So to deal with potential non-military threats, it must be supported by militant human resources and synergies between agencies in the Riau Islands region. Synergy in handling non-military threats and the development of a state defense spatial plan involves the local government, military, and community sectors, each of which has a main task, authority and obligation. The synergy of national development, regional development and national defense development needs to be synchronized with the support of clear regulations, taking into account the available resources in order to achieve community welfare.

Synergy is realized in two ways, namely communication and coordination between local governments, defense elements and relevant stakeholders in the Riau Islands Province in the face of non-military threats. This has been in accordance with the statement of Berelson and Stainer in D. Vardiansyah (2008) that communication is realized through the process of delivering information, ideas, emotions, expertise, and others to achieve goals. Meanwhile, James A.F. Stoner (1996) states that coordination is the arrangement of an organization in the process of planning, organizing, directing, and controlling the activities of members of the organization by using organizational resources to achieve the goals that have been set.

Synergy in dealing with non-military threats in the Riau Islands region as shown in the following picture.

Synergy in Facing Non-Military Threats in Riau Archipelago Province

Source: Research results, 2021

5. Conclusion

Based on the results of research and discussion, it can be concluded as follows:

- The local government and defense elements in the Riau Islands Province in facing non-military threats with ideological, economic, technological and information dimensions, economics, health and safety make programs by managing human resources through management functions in the form of planning, organizing, actuating, and controlling.

b. Obstacles to realizing the synergy of local governments with defense elements in the Riau Islands Province in facing military threats are geographical constraints, facilities and infrastructure, budget constraints and personnel limitations that interfere with the implementation of tasks.

c. Efforts to create synergy between local governments and defense elements in the Riau Islands Province in dealing with non-military threats are built in two ways, namely communication through social communication by means of discussions, dialogues, official letters, mutual cooperation and coordination through communication forums for regional leaders or called *forkopimda*. Synergy needs to be synchronized with the support of clear regulations, taking into account the available resources to achieve regional development and national defense development.

6. Recommendations

To realize the synergy between the local government and the defense elements in the Riau Islands Province in facing military threats, it is recommended to increase the facilities and infrastructure as well as the budget in relation to geographical conditions, increase the competence of soldiers through education and equip personnel and equipment in accordance with the List of Personnel and Equipment Composition.

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