

Military sea-transport command development strategy to improve main duties of the navy

Didit Herdiawan * and Ahmadi

Indonesian Naval Technology College, STTAL Surabaya Indonesia.

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Abstract

The Indonesian Military Seaborne Command is one of the Main Commands of the Indonesian Navy which functions as an operational and developmental unit. In the development field, Kolinlamil is directly under the Chief of Staff of the Navy, while in the operational field, it is directly under the TNI Commander. Based on the main tasks carried out, Kolinlamil has the task of being the Operational and Development Coordinator if viewed from the context of the Kolinlamil Operational Coordinator, it is required to be able to prepare the strength of the operational unit in supporting Military Operations for War, Military Operations Other Than War and sea transportation assistance according to the policy of the TNI Commander, while from the context of the development Coordinator, Kolinlamil has the main task as the sole supervisor of TNI sea transportation, developing the military sea transportation system and developing the potential of national sea transportation. In the context of implementing the main tasks, several problems occur and stand out in the field of operational title capabilities and the field of training development. The Kolinlamil Development Strategy in the Framework of Increasing the Success of the Implementation of Main Tasks is expected to be able to overcome several problems that occur. The first stage that is implemented is the identification and evaluation of internal and external factors, then the selection of strategies with the *SWOT quadrant matrix* is continued with the *SWOT matrix* for the selected alternative strategies and to determine the selected priority strategies using the Borda method. From the results of the study, the Stability Strategy was obtained, namely maximizing the improvement of weakness factors to utilize opportunities, and the results of the weight calculation show that the WO 3 strategy has the highest weight and is a priority strategy, namely the establishment of a legal container/umbrella for *stakeholders* related to military sea transportation and national sea transportation so that Kolinlamil as the Kotama for development can carry out tasks by utilizing government policies in preparing reserve components and supporting maritime defense following legislation.

Keywords: Military Seaborne Command; Development Strategy; SWOT and Borda Methods; Components

1. Introduction

Indonesia is the largest maritime country in the world, with 17,504 islands whose territorial areas are dominated by the ocean (Indonesia Navy, 2018). The dynamics of the strategic environment affect Indonesia's national conditions, both positively and negatively. Global, regional, and national security issues still focus on maritime aspects, both regional border issues and conflicts of interest related to fulfilling resource and energy needs. The Indonesian government has taken strategic steps related to potential threats originating from maritime issues, namely making Indonesia the World Maritime Axis which emphasizes the five pillars of maritime culture, maritime resources, maritime infrastructure and connectivity, maritime diplomacy, and maritime defense. (Siswo Pramono, 2016).

* Corresponding author: Didit Herdiawan.

The issuance of Presidential Decree 66 of 2019 concerning the organization of the Indonesian National Army (TNI), brings significant changes to the organizational structure and strength of the TNI. The implementation of the program includes the establishment of 3 Joint Regional Defense Commands based in Tanjung Pinang, Balikpapan and Timika, the inauguration of the Infantry Division (Divif) III /Army Strategic Command in Gowa, Fleet Command III and Marine Forces III in Sorong, and the Air Force Operations Command III based in Biak. So Kolinlamil must be able to adapt to accommodate the development of the TNI organization. Choline Lamivudine in the field of coaching, is directly under the Chief of Naval Staff, while in the operational field, it is directly under the TNI Commander. Based on Presidential Regulation of the Republic of Indonesia Number 66 of 2019 concerning the Organization of TNI Tasks, it explains the main duties of Kolinlamil as the Operational and Development Kotama. When viewed from the context of the Operational Kotama, Kolinlamil is required to be able to prepare the strength of the operational unit in supporting military war operations (OMP) namely responsible for the formation of the Joint Administrative Task Force Command and Sea Transportation Support Operations, Military Operations Other Than War (OMSP) which includes integrated joint operations, joint operations, and integrated joint operations, as well as sea transportation assistance by the policies of the TNI Commander, carrying out TNI and Polri sea transportation which includes personnel, equipment and supplies, both administrative and strategic tactical in nature and carrying out sea transportation assistance to support national development. The OMSP's task is an elaboration of the 14 OMSP tasks stated in the Law of the Republic of Indonesia Number 34 of 2004 concerning the TNI. On the other hand, the Kotama Pembinaan Kolinlamil has the main task of being the sole supervisor of TNI sea transportation, developing the capabilities of the military sea transportation system and developing the potential of national sea transportation as well as developing the readiness of TNI sea transportation operations for the interests of national defense and security. In carrying out its duties and functions, Kolinlamil is an Operational City that supports other Cities that require sea transportation in carrying out their operations. Therefore, Kolinlamil has the responsibility to provide optimal support services. Conditions The existing defense equipment is an obstacle in achieving the goal of sea transportation support services for other units, especially the Indonesian Army which will carry out various operations. The transport ships owned are generally designed to transport equipment and tools such as the KRI type Tank Transport (AT) and *Landing Platform Dock* (LPD), which have limitations in accommodation for personnel. This can be seen in transporting thousands of troops often using ships that are not intended for transporting personnel, so they must be placed on an open deck using tents so that it can reduce the morale of troops in carrying out operations during the trip.

Based on the KRI shipping operations carried out by Kolinlamil which are outside the work program/ *crash program* and have very high operating hours, this can be a major obstacle that affects the scheduled ship's Maneuvering Schedule (JOG) and the ship's repair/maintenance schedule. The limited number of KRI owned by Kolinlamil at this time and the absence of independent operations owned by Kolinlamil in supporting shipping operations outside the work program/ *crash program* are current problems. The uneven operational hours of each ship's voyage will cause problems in the future because if the new KRI experiences damage or gets a repair schedule, it will disrupt the schedule and readiness for other voyage operations.

Faced with such great demands of tasks and responsibilities, in the development of a dynamic strategic environment, the current posture and organizational structure of Kolinlamil does not yet have adequate standing, authority, and capacity in the sole mentoring of Military Sea Transportation (Anglamil) and National Sea Transportation (Anglanas) so that Kolinlamil as the sole mentoring of Anglamil/Anglanas is not yet fully capable of legally and following the applicable laws and regulations for *stakeholders/counterparts*. This can be seen from the absence of a mentoring program that has been running in supporting activities that are the main duties of Kolinlamil as the main mentoring city.

The development of Kolinlamil's capability strategy consists of the level of capability, strength, and pattern of operation. Currently, in carrying out its main tasks, Kolinlamil is faced with limited capability, on the other hand, changes in the dynamic strategic environment will add to the complexity of Kolinlamil's problems in carrying out its main tasks. Kolinlamil's capability can still be developed by increasing its strength, and capability and optimizing the pattern of operation. Kolinlamil's capability development strategy can be started by studying the potential for future threats, and disaster distribution map prediction patterns and analyzing Kolinlamil's conditions that must be improved in supporting military sea transportation and national sea transportation development.

Based on the description of the problems that occur above and considering previous research on development strategies, it is necessary to conduct research and design Kolinlamil's development strategy to obtain the best priority solution with current conditions. So the author conducted research on Kolinlamil's Development Strategy in Order to Improve the Implementation of Kolinlamil's Main Tasks.

By looking at the explanation contained in the background, we can formulate problems and draw several questions in the research, including the following:

- What is the Kolinlamil development strategy to increase the success of the implementation of the main tasks?
- Which development strategy should be a priority for Kolinlamil to increase the success of implementing its main tasks?

From the background and formulation of the problem, the objectives of this study are as follows:

- Formulate Kolinlamil development strategies to increase the success of the implementation of main tasks.
- Determining the priority of Kolinlamil development strategies to increase the success of the implementation of the main tasks.

2. Methods

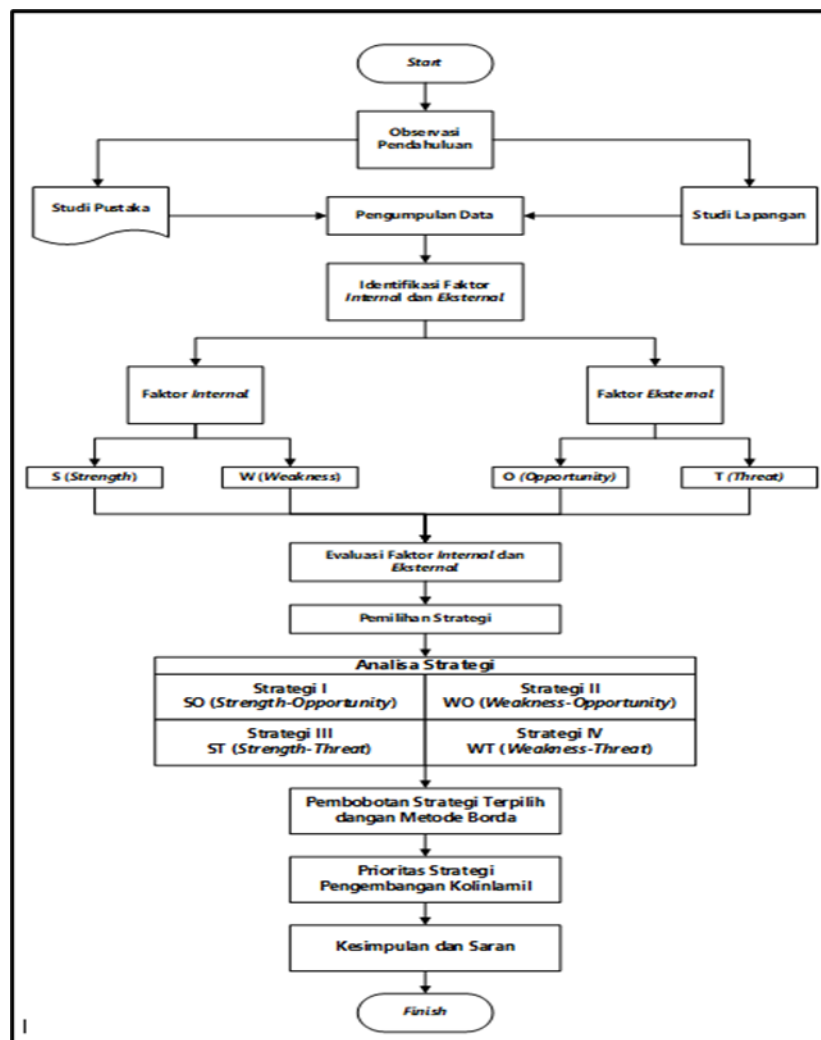


Figure 1 Research Flow Diagram

In this literature review, the researcher presents the SWOT method, Borda method, development strategy, Military Seaborne Command (Kolinlamil), and theories or regulations that support the author in carrying out this research.

The research method contains research stages that refer to scientific stages, then each research requires a research framework (methodology) as a foundation so that the research process runs systematically, is structured, and is directed. This research methodology includes the stages of the research process or the sequence of steps that must be taken in conducting research.

3. Result and discussion

This chapter will explain data analysis, research results, and research discussion. Research on the Kolinlamil development strategy uses the SWOT analysis method, namely analysis of strengths, weaknesses, opportunities, and threats to obtain the right conceptual policy strategies, then the policy strategies are weighted using the Borda Method to give weight to the predetermined strategy and get the priority of the selected strategy.

3.1. Data Analysis and Research Results

The data analysis stage and research results consist of two activities, namely data collection and processing. Data collection was carried out at Kolinlamil as the object of research. Data was obtained through literature study/document review, interviews, and filling out questionnaires. Interviews and filling out questionnaires were given to experts. Interviews conducted with experts were to obtain internal and external factor data and determine the weight of these factors in the Kolinlamil development strategy and to obtain the rating size of internal and external factor data in the Kolinlamil development strategy.

The data obtained from the interviews and questionnaires were used for processing with the IFE and EFE Matrix. The data obtained was processed to obtain the Kolinlamil development strategy using the SWOT Matrix. Based on the results of this data processing, interviews, and further questionnaires will be conducted with experts to obtain strategic priorities using the Borda Method.

3.2. Identification of Internal and External Factors

Identification of internal factors in Kolinlamil's development strategy in order to improve the success of Kolinlamil's main tasks is carried out through interviews and questionnaires with experts. The first stage carried out is an interview to identify factors that influence research objectives internally in the organization which is also an activity to determine the existing strength and weakness factor variables. The next stage is to carry out a questionnaire to obtain strength and weakness factors. According to (Rangkuti F, 2004) Positive variables (all variables that fall into the strength category). While negative variables (all variables that fall into the weakness category) are assessing the criteria with the provisions 1. Very lacking, 2. Less, 3. Many, 4. Very many. According to (Nazara, 2019), if the criterion value is greater than/equal to three (≥ 3) then the criterion is a strength. If it is less than three (<3) then the criterion is a weakness.

Table 1 Internal Factor Identification (IFI)

NO	Internal Factors	Geomean	FACTOR
1	A professional soldier	3.78	<i>Strength</i>
2	Number of human resources for the KRI crew	1.74	<i>Weaknesses</i>
3	Operational and development city of sea transportation	3.57	<i>Strength</i>
4	Maritime transportation development has not been implemented	2.35	<i>Weaknesses</i>
5	Kolinlamil Defense Equipment	3.37	<i>Strength</i>
6	The strategic location of Satlinlamil	3.18	<i>Strength</i>
7	Have loading and unloading facilities/terminal	3.00	<i>Strength</i>
8	Pier and beaching	3.00	<i>Strength</i>
9	Have good cooperation with side agencies	3.00	<i>Strength</i>
10	Do not yet have independent operations for <i>Crash program sailings</i>	2.35	<i>Weaknesses</i>
11	Spotmar Kolinlamil work program	3.18	<i>Strength</i>
12	Spotmar Kolinlamil Organization	2.55	<i>Weaknesses</i>
13	Operations are directive/command	2.77	<i>Weaknesses</i>
14	Troop transport and accommodation capabilities	2.35	<i>Weaknesses</i>
15	Permanent unit title	3.00	<i>Strength</i>

16	Quantity of KRI in supporting operations	2.35	<i>Weaknesses</i>
17	Health facilities at KRI	1.74	<i>Weaknesses</i>
18	Routine operations from the TNI and TNI AL Headquarters	3.57	<i>Strength</i>

Table 2 Identification of External Factors (IFE)

NO	External Factors	Geomean	FACTOR
1	Heterogeneous society	1.00	<i>Threat</i>
2	Population demographics	3.78	<i>Opportunity</i>
3	Government policy in realizing the world's maritime axis	3.78	<i>Opportunity</i>
4	Government program on sea toll	3.57	<i>Opportunity</i>
5	Policy on reserve component development	3.57	<i>Opportunity</i>
6	MEF Policy	3.37	<i>Opportunity</i>
7	Equalization of development and facilities	3.37	<i>Opportunity</i>
8	Improvement of the TNI organization	3.37	<i>Opportunity</i>
9	Cooperation between BNPB and TNI	3.18	<i>Opportunity</i>
10	Modernization of KRI	3.18	<i>Opportunity</i>
11	Natural disaster prediction	1.32	<i>Threat</i>
12	Climate change and weather	1.15	<i>Threat</i>
13	Military threat	1.52	<i>Threat</i>
14	Maritime security threats	1.52	<i>Threat</i>
15	The ability of other dimensions to support maritime transportation	1.15	<i>Threat</i>
16	Area of Indonesia	1.32	<i>Threat</i>
17	Technological Development	1.32	<i>Threat</i>
18	Covid 19 Outbreak	1.74	<i>Threat</i>
19	Maritime Potential	3.37	<i>Opportunity</i>
20	Lingstra Dynamics	1.74	<i>Threat</i>

3.3. Internal Factor Evaluation Matrix (EFI)

From the results of interviews and questionnaires from several sources, the Internal Factor Evaluation that influences Kolinlamil's development strategy can be summarized in the Internal Factor Evaluation (EFI) table which shows the answers from experts. The following is a table showing the answers from experts regarding the Internal Factor Evaluation (EFI):

Table 3 Internal Factor Evaluation (EFI)

No	Factor	Code	Weight	Rating	Mark
Strength					
1	A professional soldier	S1	0.1818	4	0.727
2	Operational and development city of sea transportation	S2	0.1491	4	0.596
3	Routine operations from the TNI and TNI AL Headquarters	S3	0.0691	3	0.207

4	Kolinlamil Defense Equipment	S4	0.0873	2	0.175
5	The strategic location of Satlinlamil	S5	0.1273	3	0.382
6	Spotmar Kolinlamil work program	S6	0.0836	2	0.167
7	Have loading and unloading facilities/terminal	S7	0.0909	3	0.273
8	Pier and beaching	S8	0.0982	3	0.295
9	Have good cooperation with side agencies	S9	0.0764	3	0.229
10	Permanent unit title	S10	0.0364	3	0.109
TOTAL			1	Score	3,160
Weakness					
1	Number of human resources for the KRI crew	W1	0.1833	3	0.550
2	Health facilities at KRI	W2	0.0778	3	0.233
3	Maritime transportation development has not been implemented	W3	0.1722	4	0.689
4	Do not yet have independent operations for <i>Crash program sailings</i>	W4	0.1389	3	0.417
5	Troop transport and accommodation capabilities	W5	0.1111	3	0.333
6	Quantity of KRI in supporting operations	W6	0.0944	3	0.283
7	Spotmar Kolinlamil Organization	W7	0.1056	3	0.317
8	Operations are directive/command	W8	0.1167	3	0.350
TOTAL			1	Score	3,172

3.4. External Factor Evaluation (EFE) Matrix

From the results of interviews and questionnaires from several sources, the Evaluation of External Factors that influence the Kolinlamil development strategy can be summarized in the External Factor Evaluation (EFE) table which shows the answers from experts. The following is a table showing the answers from experts regarding the External Factor Evaluation (EFE).

Table 4 External Factor Evaluation (EFE)

No	Factor	Code	Weight	Rating	Mark
Opportunity					
1	Population demographics	O1	0.13262	3	0.398
2	Government policy in realizing the world's maritime axis	O2	0.12186	4	0.487
3	Government program on sea toll	O3	0.12186	3	0.366
4	Coaching on backup and support components	O4	0.10394	3	0.312
5	MEF Policy	O5	0.12903	3	0.387
6	Equalization of development and facilities	O6	0.07168	2	0.143
7	Improvement of the TNI organization	O7	0.12545	3	0.376
8	Maritime potential	O8	0.02867	3	0.086
9	Cooperation between BNPB and TNI	O9	0.06452	3	0.194
10	Modernization of KRI	O10	0.10036	3	0.301
TOTAL			1.0	Score	3.05
Threat					

1	Heterogeneous society	T1	0.1200	1	0.120
2	Climate change and weather	T2	0.0886	2	0.177
3	The ability of other dimensions to support maritime transportation	T3	0.1171	2	0.234
4	Natural disaster prediction	T4	0.0857	2	0.171
5	Area of Indonesia	T5	0.0857	2	0.171
6	Technology Development	T6	0.1086	3	0.325
7	Military threat	T7	0.0914	3	0.254
8	Maritime security threats	T8	0.0857	2	0.171
9	Covid 19 Outbreak	T9	0.0857	2	0.171
10	Lingstra Dynamics	T10	0.1314	3	0.394
TOTAL			1.0	Score	2.21

3.5. Strategy Selection

The selection of the Kolinlamil development strategy formulation to effectively foster maritime potential can use the SWOT quadrant matrix which can be used as a method to find the point of intersection of internal factors and external factor analysis. The intersection of the four lines of the strength, weakness, opportunity, and threat factors of Kolinlamil development to increase the success of the implementation of Kolinlamil's main tasks. The fourth intersection The line can be used to determine the position of the strategy quadrant and the type of strategy that is suitable. The results of the analysis of the intersection of the line and the SWOT matrix are determined in the following coordinate table.

Table 1 T Matrix Line Intersection Analysis

Score				X-axis	Y-axis
S	W	O	T	(S - W)	(O - T)
3,160	3,172	3.05	2.21	-0.60	0.84

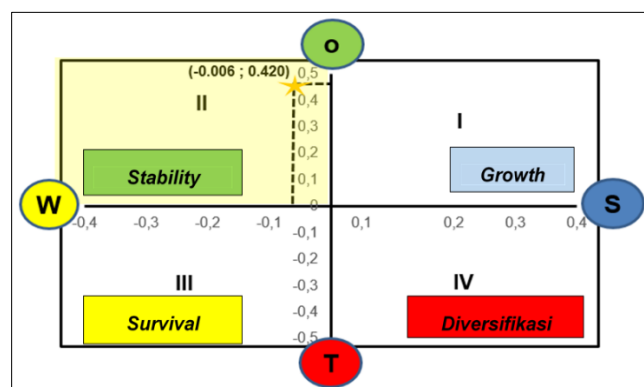


Figure 2 SWOT Quadrant Matrix

From the above, it can be seen that Kolinlamil's development strategy to increase the success of the implementation of the main tasks is in quadrant II. The intersection position in quadrant II identifies conditions that support the use of the Stability strategy. The Stability Strategy is a strategy by maximizes deficiencies to utilize opportunities.

The selected strategy and is in quadrant II is the WO (weakness – Opportunities) strategy. To determine the alternative WO strategy, the author first created a WO strategy concept.

Table 6 SWOT Matrix

INTERNAL FAKTOR S-W-O-T EKSTERNAL FAKTOR	STRENGTHS (S) S1, S2, S3, S4, S5, S6, S7, S8, S9, S10	WEAKNESS (W) W1, W2, W3, W4, W5, W6, W7, W8
OPPORTUNITIES (O) O1, O2, O3, O4, O5, O6, O7, O8, O9, O10	STRATEGI S-O	STRATEGI W-O
	-	1. STRATEGI WO 1 (W1, O1,O7,) 2. STRATEGI WO 2 (W2, O5,O10) 3. STRATEGI WO 3 (W3, O4) 4. STRATEGI WO 4 (W4, O9) 5. STRATEGI WO 5 (W5,O5,O10) 6. STRATEGI WO 6 (W6, O8) 7. STRATEGI WO 7 (W7, O2) 8. STRATEGI WO 8 (W8, O3)
THREATS (T) T1, T2, T3, T4, T5, T6, T7, T8, T9, T10	STRATEGI S-T	STRATEGI W-T
	-	-

From the results of the WO strategy concept creation, interviews were then conducted with *experts* to validate the conceptualized WO strategy. From the results of the interviews with *experts*, 5 selected WO strategies were obtained, namely WO Strategy 1, WO Strategy 2, WO Strategy 3, WO Strategy 4, and WO Strategy 5.

From the formulation of Kolinlamil's development strategy in increasing the success of the implementation of the main tasks above, weighting was carried out for the selection of priorities from the strategies obtained through strategy ranking from interviews and questionnaires by *experts*. The following are the results of the Borda questionnaire for strategy weighting to *experts*.

Table 7 W – O Strategy (Weakness - Opportunities)

No	Strategy	Code	Resource Person Assessment Order				
			1	2	3	4	5
1	Fulfilling the DSP by increasing the recruitment of Navy personnel, especially for KRI crew members, by utilizing the unlimited resources for recruiting soldiers demographically following the priority program for improving the TNI organization regarding the fulfillment of personnel needs.	WO1	5	5	5	4	5
2	Maximizing the addition of complete health facilities on old ATF/AT type ships and utilizing the KRI modernization program to carry out a gradual replacement of the use of ATF/AT type KRI to new type KRI that have complete health facilities by MEF policy in supporting the development of the Kostrad division.	WO2	2	1	2	3	2
3	Establishment of a legal umbrella/container for <i>stakeholders</i> related to Anglamil and Anglanas so that Kolinlamil as the Kotama for development can carry out its duties by utilizing government policies to prepare reserve components and support for maritime defense by legislation.	WO3	1	2	1	1	1
4	Kolinlamil is required to have independent operations by utilizing cooperation opportunities from BNPB with the TNI in handling natural disasters so that it no longer sends BKO elements to other cities but instead receives BKO because Kolinlamil often receives requests for KRI from BNPB to help with handling natural disasters.	WO4	3	4	4	5	3

5	Rejuvenation of Warships by utilizing MEF policy in gradually modernizing KRI to improve facilities and infrastructure as well as accommodation in accordance with the number of troops so as to provide comfort and maintain the morale of those who will carry out operations.	WO5	4	3	3	2	4
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Table 7. explains that there are five selected strategies and the strategy ranking has been carried out with the Borda questionnaire to obtain strategic priorities. The ranking results on *Expert 1* explain that rank 1 is WO 3, rank 2 is WO 2, rank 3 is WO 5, rank 4 is WO 4 and rank 5 is WO 1. From the results of the Borda questionnaire, it can be concluded that the most priority strategy ranking is WO 3 and the non-priority is WO 1. The following Figure 3 is the result of the strategy ranking.

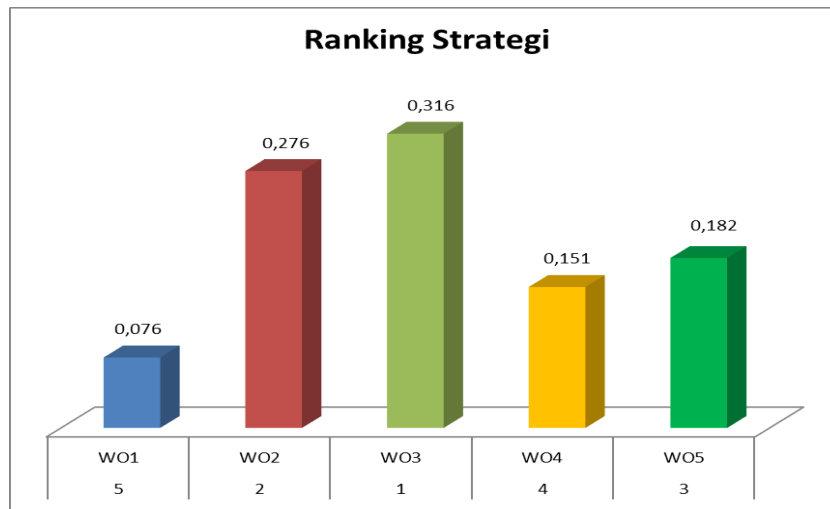


Figure 3 Strategy Ranking

4. Conclusion

This research consists of several stages in achieving the desired goals. Starting from the stages of identifying problems, formulating strategies, and determining strategic priorities. Based on the stages implemented, conclusions can be drawn, including:

Kolinlamil's development strategy to improve the implementation of selected main tasks with current conditions is the Stability Strategy, which is a strategy that maximizes improvements to weakness factors (*Weakness*) to utilize opportunities (*Opportunities*).

Based on the research results, 5 strategies were obtained. The results of the weight calculation show that the WO 3 strategy has the highest weight and is a priority strategy, namely the establishment of a legal umbrella for *stakeholders* related to Anglamil and Anglanas so that Kolinlamil as the Kotama for development can carry out its duties by utilizing government policies to prepare reserve components and support for maritime defense in accordance with legislation.

Suggestion

The results of the research that has been conducted and after conclusions have been drawn, there are several suggestions for future authors as well as the government and the Indonesian Navy, namely:

Further research can prepare a plan for the stages of implementing the Kolinlamil development strategy with a *Roadmap*.

Maximizing all functions and capabilities owned by Kolinlamil, especially regarding the development of military sea transportation and national sea transportation as a reserve and supporting components for sea defense.

The Indonesian Navy and the government are paying more attention to developing maritime potential, maritime service industry potential, and coastal community potential to realize Indonesia as a strong maritime nation.

Compliance with ethical standards

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Disclosure of conflict of interest

No conflict of interest to be disclosed.

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