



IMPLEMENTATION OF NATIONAL DEFENSE POLICY: MANAGEMENT OF INDONESIA'S RESERVE COMPONENTS

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Abstract

This research is rooted in the increasing need for an effective and comprehensive national defense system in Indonesia, particularly in light of the dynamic and evolving security environment. In recent years, Indonesia has faced a wide range of threats, both traditional and non-traditional, including territorial disputes, terrorism, and cyber threats. These challenges require the Indonesian National Armed Forces (TNI) to maintain a high level of readiness and flexibility in their defense operations. The result revealed the strategic role of *Komcad* in enhancing the capacity of the Indonesian National Armed Forces (TNI) to safeguard national sovereignty and respond to emerging threats. The formation, recruitment, selection, and training processes for *Komcad* are explored in the context of Indonesia's comprehensive defense system, which integrates all national resources to maintain security. Additionally, the study evaluated the legal framework governing the Reserve Components, the challenges in their implementation, and the strategic importance of *Komcad* in supporting national defense. Drawing on a literature review and qualitative research, this analysis provides insights into the operational readiness of *Komcad* and its potential contributions to Indonesia's future defense strategy.

Keywords: defense policy, reserve components, human resource management, and national defense systems.

Abstrak

Penelitian ini berawal dari kebutuhan yang semakin mendesak akan sistem pertahanan negara yang efektif dan komprehensif di Indonesia, terutama terkait dengan perkembangan lingkungan keamanan yang dinamis. Dalam beberapa tahun terakhir, Indonesia menghadapi berbagai ancaman, baik yang bersifat tradisional maupun non-tradisional, seperti sengketa wilayah, terorisme, dan ancaman siber. Tantangan-tantangan ini menuntut Tentara Nasional Indonesia (TNI) untuk menjaga tingkat kesiapan dan fleksibilitas yang tinggi dalam menjalankan operasi pertahanan. Hasil penelitian menunjukkan peran strategis *Komcad* dalam meningkatkan kapasitas Tentara Nasional Indonesia (TNI) untuk menjaga kedaulatan negara dan menghadapi ancaman yang muncul. Proses pembentukan, rekrutmen, seleksi, dan pelatihan *Komcad* dibahas dalam konteks sistem pertahanan Indonesia yang menyatukan seluruh potensi nasional untuk menjaga keamanan. Selain itu, artikel ini mengevaluasi kerangka hukum yang mengatur *Komcad*, tantangan dalam implementasinya, dan pentingnya *Komcad* dalam mendukung pertahanan negara. Analisis ini didasarkan pada kajian literatur dan penelitian kualitatif untuk memberikan wawasan tentang kesiapan operasional dan pengembangan *Komcad* di masa depan dalam strategi pertahanan Indonesia.

Kata Kunci: kebijakan pertahanan, komponen cadangan, manajemen sumber daya, dan sistem pertahanan negara.

I. INTRODUCTION

Defense policy serves as a crucial foundation for determining the direction and objectives of a country's defense strategy. It should be founded upon a comprehensive understanding of national interests, global trends, emerging threats, and the available

military capabilities and capacities. Furthermore, defense policy must consider various constraints that may limit the actions of a country's armed forces, such as laws, national policies, and resource limitations (Martin Neill et al., 2017). Defense is widely regarded as the primary instrument for

ensuring national security. The state's obligations and authority to safeguard national security establish defense as a fundamental element within the public sector (Vladan and Drazen, 2018).

According to Ezequiel Magnani and Maximiliano Luis (2022), defense policy is an aspect of national defense policy that directs a country's leaders in setting the preservation of certain national assets as their primary objective. It also establishes the most optimal means of achieving this by considering perceived external threats and identified regional and international scenarios. Thus, defense policy plays a crucial role in a country's strategy to safeguard strategic and objective assets within its sovereign territory, which the nation seeks to protect.

Lech Drab (2018) explains that defense policy is a policy that aims to achieve certain political goals through defense tools owned by the defense minister. Based on the expert opinions mentioned above, the complexity of threats needs to be comprehended by all elements of national defense. So that it requires national defense strategies and policies that are understood and implemented by all other ministries/institutions beyond the defense sector.

What distinguishes defense policy from public policy is that public policy encompasses decisions and actions taken by the government to address societal problems or achieve goals deemed important for the public interest. Public policy spans various sectors, such as education, health, the environment, and the economy. In contrast, national defense policy is a subset of public policy focused specifically on defense. Its implementation requires effective communication among relevant stakeholders, including universities. Poor coordination can lead to suboptimal resource utilization and ineffective attitudes in policy execution.

Indonesia adopts The Universal People's Security Defense System, which integrates all national potentials, capabilities, and forces in a comprehensive and unified manner to ensure the country's defense and security. The components of this system are outlined in Law No. 3 of 2002 concerning national defense. These components include the Indonesian

National Army, as the main component, regulated under Law No. 34 of 2004, reserve components (*Komisi Cadangan* or *Komcad* in Bahasa Indonesia), and supporting components.

Indonesia's defense policy is based on the Universal People's Security Defense System (*Sishankamrata* or *Sistem Pertahanan Keamanan Rakyat Semesta* in Bahasa Indonesia), involving the TNI as the main component, the Reserve Component as a backup, and supporting components. However, gaps remain in implementation, including regional capability disparities, uneven budget allocations, and lack of integration in Reserve Component management.

One of the components currently receiving significant attention is Komcad, which serves as a platform for citizen participation and the utilization of national facilities and infrastructure in defense efforts. Established with the objective of enhancing and reinforcing the strength and capabilities of the Indonesian National Army (TNI) as the primary component, Komcad has sparked debate among various stakeholders since its initial recruitment phase.

Komcad is one of the key components of Indonesia's national defense system, designed to enhance and expand the capabilities of the Indonesian National Army (TNI) as the main component of defense. Its establishment is regulated by Law No. 23 of 2019 on the Management of National Resources for National Defense, emphasizing the critical role of citizen participation and national resources in safeguarding state sovereignty and security. In this context, an effective and comprehensive defense policy serves as the foundation for determining the direction and objectives of national defense.

However, despite the significant potential of the Reserve Component to bolster national defense, several challenges hinder its implementation. These challenges include suboptimal recruitment processes, training programs constrained by limited budgets and facilities, and insufficient integration in inter-institutional coordination. Furthermore, public acceptance of the Reserve Component requires improvement through broader

socialization efforts and a more inclusive approach.

The implementation of the Reserve Component is based on a democratic national defense system that upholds the principles of justice, considers environmental sustainability, and respects human rights in accordance with legal provisions. Therefore, further analysis of the Reserve Component is required to achieve a complete understanding.

Indonesia's defense system, *Sishankamrata*, is designed by taking into account various factors such as the strategic environment, geographical conditions, domestic and international politics, culture, economic conditions, and social dynamics. This system involves all Indonesian citizens, with its components comprising the main component, supporting components, and the Reserve Component (Komcad).

The urgency of this research lies in Indonesia's shifting security landscape, which demands a stronger and more adaptive national defense system. Defense policy must address both traditional threats and non-traditional threats, such as territorial disputes, cyberattacks, terrorism, and emerging security risks. The Reserve Component plays a critical role in enhancing the readiness and flexibility of the Indonesian National Army (TNI) to respond to these evolving challenges. Despite its growing importance, challenges persist in its management, recruitment, training, and integration into the broader defense system.

Therefore, this study is essential to provide a comprehensive analysis of the current state of the Reserve Component, identify gaps in its implementation, and offer recommendations for improvement. By examining the operational readiness and strategic role of Komcad, the study aims to enhance Indonesia's defense resilience, ensuring effective responses to both domestic and international threats.

The urgency of this study lies in the need to better understand the condition and implementation of the Reserve Component in Indonesia. The study aims to identify gaps in the implementation of the Reserve Component policy, such as inter-agency coordination issues, budget limitations, and low public acceptance, and also to offer

recommendations for improvement. By examining the operational readiness and strategic role of the Reserve Component, this study is expected to strengthen Indonesia's national defense system, making it more responsive to both domestic and international threats.

II. METHODS

This research used a qualitative method with a literature review approach. According to Creswell (2018), a literature review is a research approach that relies on non-numeric data, such as text and images, where data is screened and interpreted to derive meaningful insights. The review was conducted using literature sources, including journals, books, theses, research reports, and scientific articles from valid and reliable sources.

This approach utilized non-numerical data, such as text and images, which were analyzed to generate interpretations based on a review of relevant literature. The literature review enabled the author to explore various reliable sources, including scientific journals, books, theses, research reports, and academic articles, to gain a deeper understanding of the research topic.

During the literature selection process, inclusion and exclusion criteria were applied to ensure that only relevant and valid sources were analyzed. The inclusion criteria comprised literature published within the last 10 years (2013–2023), with a primary focus on defense policy, the national defense system, and the implementation of the Reserve Component (Komcad). Priority was given to sources from academically recognized journals, books published by reputable publishers, and official institutional reports. Conversely, literature deemed irrelevant to the main topic—such as popular articles, opinion pieces lacking an empirical basis, or non-peer-reviewed publications—was excluded from the analysis.

Once the literature was selected, the data underwent thematic analysis to identify patterns and key themes relevant to the research discussion. The first step involved categorizing the literature into themes such as the concept of a universal defense system, international practices in Reserve Component

management, and challenges in policy implementation. Subsequently, the data from each source was critically analyzed to evaluate its relevance and contribution to the research arguments. This process resulted in a synthesis of findings which intergrates information from various sources to strengthen the research arguments, particularly regarding the strategic role and challenges in implementing the Reserve Component.

Through this approach, the research not only describes but also critically analyzes data from the selected literature. The findings from the analysis strengthen the discussion on the operational readiness and management of the Reserve Component within Indonesia's national defense system. Therefore, this approach establishes a solid foundation for developing strategic recommendations in this study.

III. RESULTS AND DISCUSSIONS

Public policy and defense policy are closely interconnected, as both fall under the broader framework of government policies aimed at serving public interests. Public policy includes various decisions and actions to regulate aspects of people's lives, including national defense (Saputra, Darmawan & Dermawan, 2022). Defense policy is a specific part of public policy, focusing on efforts to maintain state security through planning, procurement, and management of resources. Therefore, these policies are interrelated in creating security and public order.

According to Dewi (2022), public policy in modern states primarily focuses on public services, emphasizing the dual priorities of national defense and improving the quality of life. Beyond public services, public policy must also accommodate diverse interests and harmonize them to address priorities and urgent needs in managing broader societal concerns. From an instrumental perspective, public policy serves as a medium through which governments achieve desired outcomes by implementing effective strategies. Fundamentally, the purpose of public policy is to establish order within a jurisdiction and

ensure the effective functioning of public systems.

Law No. 23 of 2019 on the Management of National Resources for National Defense explains that the Reserve Component is a National Resource that has been prepared to be deployed through mobilization in order to enlarge and strengthen the strength and capability of the main component. It is stated in this Law that citizens who have met certain requirements can register to become reserve components because this is a service in a voluntary national defense effort. The recruitment process and the formation of Komcad are actually correlated with the national defense system as stipulated in Law Number 3 of 2002 concerning National Defense, which is a universal defense that involves all citizens, territories, and other national resources, as well as being prepared early by the government and held in a total, integrated, directed, and continuous manner to uphold the sovereignty of the state, territorial integrity, and the safety of the entire nation from all threats.

However, Nurhuda, N., Widjayanto, J., and Prakoso, L.Y. (2021) argue that the implementation of a new system or policy often entails the possibility of unintended consequences, particularly those with negative implications. In the case of Komcad, several potential issues have been identified, including: quota disparities based on regional characteristics (e.g., conflict or border areas); maritime threats as a major challenge; militaristic behavior among Komcad personnel; misuse of capabilities; the emergence of Komcad-affiliated groups; inflated expectations both internally and externally; disproportionate costs relative to benefits; rejection by individuals or organizations; the use of Komcad as a political tool; insufficient facilities and infrastructure; potential budget mismanagement; unpreparedness for mobilization; friction with the regular military; concerns related to the Geneva Convention (combatants vs. non-combatants); restrictions on applicant eligibility that risk turning voluntary enlistment into "semi-mandatory" service; and limited engagement

with the younger generation, who may lack awareness of national defense.

According to Hans Binnendijk and Gina Cordero (2005), there is an urgent need to fundamentally restructure of Reserve Component in response to the largest mobilization since the Korean War. Issues such as combat readiness, pay, morale, and retention require comprehensive transformational measures. Within the context of Komcad, the establishment of a high-level national commission is essential to design and secure support for the restructuring.

The success of NATO member states in reserve component policy highlights the significant and diverse roles that reservists and reserve associations play in strengthening national defense capabilities and civil-military relations. Reserve associations contribute to addressing issues faced by reservists and fostering stronger relationships between the military and society, thus influencing the decision-making process. Reserve Associations are non-political, non-profit organizations, democratically structured, and constitutionally based. Operating independently from the military hierarchy, they represent reservists across all military services and branches. The primary functions of reserve associations typically include enhancing the professional development of reservists, providing guidance on reserve-related issues, and supporting national defense (Ujházy, 2018).

Duncan emphasized the critical role of the Reserve Component in reformulating U.S. security requirements and force structure to address homeland security missions. This role is particularly crucial in responding to evolving threats (Stephen M. Duncan, 2005). The Reserve Component comprises personnel who are not fully active but can be mobilized during emergencies or large-scale conflicts. These members typically undergo military training and maintain the skills and readiness needed for reactivation. As a valuable additional resource, reserve components reinforce active military forces and offer flexibility in addressing diverse security challenges. They also play a vital role in humanitarian assistance, disaster relief, and homeland security operations (Ujházy, 2022).

Apart from some of the problems that exist, on the one hand, the Reserve Component is indeed needed in supporting Indonesia's defense against various threats. Indrajit, E.R (2020) explains that global strategic analysis has influenced Indonesia's domestic conditions, especially over the past 10-15 years.

Lesson Learned from Various Countries

Reflecting on other countries, Margaret, et.al (2023) explained that the Reserve Component plays an important role in the United States defense system. It consists of National Guard and Reserve forces from each branch of the military (Army, Navy, Air Force, Marine Corps, and Coast Guard). These forces are made up of part-time military personnel who serve both as civilians and as members of the military. The functions of the Reserve Component include:

1. Supporting Active Duty Forces: Komcad provides a pool of trained and ready personnel that can be called upon to support active duty forces during times of need, such as in times of war, natural disasters, or other emergencies.
2. Maintaining Readiness: Reserve forces undergo regular training and exercises to maintain their skills and readiness to be mobilized quickly when needed. This ensures that the military has trained and ready troops at all times.
3. Increases Force Flexibility: Komcad adds flexibility to the military force structure by providing additional personnel and capabilities that can be mobilized to supplement active-duty forces as needed.
4. Cost Effective: Utilizing part-time personnel in Komcad can be cost-effective for the military compared to maintaining a larger active-duty force throughout the year.
5. Community Ties: Reservists often have strong ties to their local communities, which can be beneficial in disaster response and recovery efforts. They bring unique skills and perspectives from their civilian jobs to their military service.

Overall, Komcad plays a vital role in the defense system, serving as a strategic reserve of trained personnel ready to support and

augment active-duty forces in addressing national defense needs. Bury, P. (2018) highlights the importance of cohesion in explaining variations in perceptions of readiness and morale, noting that these perceptions tend to be relatively high within UK police forces.

In addition, Edmund, T. et.al (2016) added that there has been a sharp growth in political and sociological interest in the British military. Against the backdrop of the increasing presence of the armed forces in everyday life, alongside ongoing organizational restructuring, this paper focuses on the UK Ministry of Defence's efforts to recruit 30,000 reservists by 2020; which has come to be known as the Future Reserves 2020 program.

The experiences of countries such as the United States, the United Kingdom, and NATO members show the importance of integration between reserve components and civil society. The Reserve Component in the US consist of National Guard and Reserve Forces that perform routine training functions, mobilization in emergency situations, and operational cost savings. Their ties with local communities provide advantages in disaster response and homeland security (Margaret et al., 2023). Reserve associations in NATO serve as a link between reservists and society, strengthen civil-military relations, and provide military strategic advice (Ujházy, 2018).

Management of National Defense Human Resources

Human resource management is a human resource management activity through position analysis planning, workforce planning, recruitment and selection, training and development, career planning, performance appraisal to transparent compensation (Saepulloh, 2018: 50). Human resource management is a formal system design in an organization to ensure the effective and efficient use of human talent to achieve organizational goals (Husaini, 2017). HR management is a very important factor in an organization with a large or small scale, human resources are seen as a very determining element in the process of

organizational development because the development of service quality will be realized if supported by quality human resources (Dahlan et al; 2017).

In relation to defense, human resources are the main element that determines the success of the implementation of national defense in the face of today's increasing threats. Indonesia has abundant human resources that can be used as a defense force. Professionalism of defense human resources is needed by involving civilians in managing future defense (Sebastian, 2015).

Furthermore, Schuler & Walker (1990) mentioned that HR planning includes five stages, namely: 1) Identifying objectives, 2) Forecasting basic HR needs or requirements, 3) Assessing existing expertise and other internal supply characteristics, 4) Determining the main HR needs, and 5) Developing activity plans and programs to ensure the placement of the right people in the right places. While the activities in HR planning can be described in three-time frames, namely short-term planning, medium-term planning and long-term planning.

Manzini (1996) introduced a system of integration of strategic planning, operational planning, and HR planning, which is proactive and future-oriented so as to enable the HR function to play an effective part in organizational planning and can accelerate the strategic and operational planning of the company. To explain the integration between strategic planning, operational planning and HR planning, it is illustrated as follows;

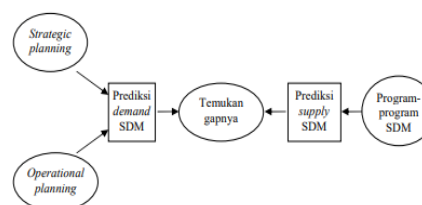


Figure 1. Integration System of Human Resource Planning, Strategic Planning, and Operational Planning
Source: Manzini, A.O (1996)

From the figure above, it can also be seen that in order to design an effective HR

development and planning process, the needs of increasingly complex, modern organizations with changing personal needs, the following three plans must be integrated into one system (Manzini, 1996). These three plans include: 1) strategic planning, which aims to maintain the survival of the company in a competitive environment and provide a long-term forecast of HR needs. This planning is related to the analysis of historical changes and uncertainties, so it requires scenarios based on long-term changes, not all of which can be predicted. 2) operational planning, determines the need for labor resources and other work needs of the past, present, and future, based on reality, cost, time, resources, and output. 3) human resources planning, forecasting the quality and quantity of manpower required to meet short- and long-term needs that incorporate HR development programs and policies, with a focus on determining the actual manpower that will be needed to meet short- and long-term needs in strategic planning.

Based on the previous explanation, the following are the details of Human Resources planning related to the reserve component in Indonesia.

Recruitment Process

The process of establishing Komcad involves the stages of recruitment, training, and placement as stipulated in Law No. 23 of 2019 and Government Regulation No. 3 of 2021. Although the implementation is already underway, there are a number of obstacles, including the number of applicants who have not reached the target, the lack of training facilities, and the lack of public understanding of the importance of Reserve Component.

In accordance with Government Regulation No. 3 of 2021 concerning Implementation Regulations of Law No. 23 of 2019 concerning Management of National Resources for National Defense, the recruitment process is included in the stage of forming the Reserve Component, where one of the stages of formation in Article 49 is registration. This registration process as explained in Article 49 clause (3) is carried out through socialization, announcement, and application.

In addition, it is explained in the Regulation of the Minister of Defense of the Republic of Indonesia Number 3 of 2021 concerning the Establishment, determination and development of Reserve Components, that the requirements as a Reserve Component as referred to in Article 12 clause (3), letter (c) include: a) faith and piety to God Almighty; b) loyal to the Unitary State of the Republic of Indonesia based on Pancasila and the 1945 Constitution of the Republic of Indonesia; c) minimum age of 18 (eighteen) years and a maximum of 35 (thirty-five) years at the time of opening military basic education; d) physically and mentally healthy; and e) does not have a criminal record issued in writing by the Indonesian National Police. In addition to the requirements as a Reserve Component as referred to in clause (4) Reserve Component candidates must have a minimum education of junior high school or equivalent.

In planning towards this stage, it is necessary to identify human resource requirements in order to develop an effective force structure. In essence, the reserve component, once mobilized, will be tasked with strengthening the main component, whose primary duty and function is to engage in combat operations. Recruitment efforts should not proceed without first determining a clear and well-structured force design. Therefore, implementing regulations are necessary to govern the establishment and organization of the reserve component force structure. In identifying the needs of the reserve component, collaboration with relevant regional government agencies is essential to map the potential of human resources in each region. This process should include assessing the specific needs of each branch of the armed forces and identifying suitable candidates within those parameters. Once mapped, these individuals can be invited to join Komcad voluntarily, ensuring alignment with strategic defense objectives.

By 2022, only 65% of the target applicants for Komcad were successfully recruited. Key obstacles included limited recruitment facilities in border regions and insufficient support from local governments in promoting the program. Furthermore, training evaluations revealed that only 45% of

participants were deemed physically and mentally prepared after completing the three-month training.

Selection Process

Government Regulation Number 3 of 2021, which serves as the implementing regulation for Law No. 23 of 2019 on the Management of National Resources for National Defense, outlines the selection process for Reserve Component candidates as stated in Article 49, clause (2), letter (b). The selection process includes two main stages: a) administrative selection and b) competency selection.

Further details are provided in the Regulation of the Minister of Defense of the Republic of Indonesia Number 3 of 2021 concerning the Establishment, Determination, and Development of Reserve Components. It specifies that the regional selection committee, formed by elements of the TNI Development Main Command as referred to in clause (3), letter (a), must consist of units with expertise in the following fields: a) health, b) physical fitness, c) personnel research, and/or d) personnel administration. Based on these regulations, it is evident that not all applicants can qualify for Komcad. Only candidates who meet the established criteria—such as being physically and mentally fit and having no criminal record—are eligible. These requirements align with the general criteria for applicants seeking to join the TNI or ASN (state civil apparatus).

Induction Process

Government Regulation No. 3 of 2021, which implements Law No. 23 of 2019 on the Management of National Resources for National Defense, stipulates that Reserve Component candidates who pass the competency selection are required to complete three months of basic military training. This training encompasses the development of behavioral attitudes, knowledge, skills, and physical fitness necessary for Reserve Component personnel. According to Article 54, basic military training is overseen by the Minister of Defense and conducted under the authority of the Commander of the Indonesian National

Army. The training is held at: a) educational institutions within the Indonesian National Army; and/or b) Indonesian National Army units. During the training period, Reserve Component candidates are entitled to several benefits, including: a) pocket money; b) field personal equipment; c) health care; and d) coverage under work accident and death insurance. Following the successful completion of basic military training, candidates are formally appointed as Reserve Component members. As stipulated in Article 49, clause (21), letter (d), this appointment is determined and officially enacted by the Minister of Defense.

The appointed Reserve Component, as stipulated in Article 31, is assigned a unique Reserve Component identification number. This identification number includes a numeric code comprising the following elements: a) rank; b) branch of service; c) registration number; d) month of birth; e) year of birth; and f) province of basic military training education.

The education and training process for Komcad requires revitalization, particularly in terms of infrastructure, training manuals, and related resources. The implementation of education and training is currently delegated to TNI educational institutions across the navy, army, and air force. However, the delegation of these responsibilities needs further discussion to ensure synchronization between duties, responsibilities, and budget allocations, as required by regulation.

The objectives of basic military training are uniformly applied to all personnel, regardless of rank, whether enlisted, non-commissioned officers, or officers, ensuring consistent training outcomes. In principle, basic military training encompasses three key aspects: mental, intellectual, and physical development. From an educational perspective, the training focuses on enhancing the cognitive, affective, and psychomotor domains, aligning with Bloom's taxonomy of educational objectives (Bloom, as cited in Sagala, 2011).

Upon completing basic military training, personnel are standardized to ensure consistent foundational military capabilities across all participants. Following this initial

training, refresher training is conducted, during which personnel receive education and training specific to their respective branches. Refresher training is carried out within their assigned units and follows a staged and continuous process. This begins with individual training and progresses to platoon-level or company-level unit training, ensuring personnel are prepared in terms of both capability and strength. The refresher training is tailored to align with the specific requirements of each branch.

Deployment Process

The utilization of Komcad is intended to strengthen the main component following a declaration of mobilization. The president, when issuing a mobilization declaration, must coordinate closely with the military to ensure clarity and alignment. This coordination is essential to avoid confusion between a declaration of war and mobilization, as the two are fundamentally distinct.

Politically, mobilization can occur either before or after a declaration of war and may encompass the entire country or specific regions. The implementation of mobilization requires a government regulation. Mobilization must be declared by the president (Article 61, clause (1), Law No. 23 of 2019 on the Management of National Resources for National Defense), after which Komcad will be deployed to support the main components most in need.

The distribution of Komcad across Indonesia remains uneven. According to the Ministry of Defense's plan, each Military Regional Command (*Kodim* in Bahasa Indonesia) is intended to have one Komcad battalion. However, implementation is hindered by the limitations of *Kodim* in certain areas, particularly outside Java. In practice, some *Kodim* are required to manage two to three battalions, which may reduce the effectiveness of training and supervision.

Implementation of Komcad Management

Komcad is primarily utilized to strengthen the main component following mobilization. Mobilization has specific requirements and procedures that determine its purpose and scope. It is not limited to a declaration of war;

for instance, in the event of riots in Papua, the president may order mobilization. Individuals registered as Komcad are then required to deploy. The distribution of Komcad depends on the unmet needs of the armed forces.

The future distribution of the Reserve Component is envisioned to cover every city or regency, with the aim of assigning one reserve component battalion to each *Kodim*. However, a key challenge arises from the fact that not all districts have a *Kodim*. This raises the question of whether the distribution should be based on the number of *Kodim* or on the total number of second-tier regions. If distribution is based on second-tier regions, which include regencies and municipalities, there are approximately 514 such regions nationwide. Achieving this would require the establishment of 514 reserve component battalions. Conversely, if distribution is based on the existing number of *Kodim*, the number of reserve component battalions would correspond to the number of *Kodim*. This matter requires further deliberation, as it directly impacts the allocation of the national development budget.

The distribution of Komcad personnel is expected to cover all regions of Indonesia, with control plans for Reserve Component personnel centralized at each *Kodim*. According to the field manual, each Commander of *Kodim* is authorized to command one territorial battalion. However, in areas outside Java, not all districts have a *Kodim*. As a result, some *Kodim* in these regions will be responsible for managing two districts or two Reserve Component battalions. During the utilization of the Reserve Component, command and operational control fall under the authority of the TNI Commander. In the event that part or all of Indonesia is declared in a state of emergency, the Reserve Component in the affected regions will be mobilized to deploy their strength in addressing the emergency.

According to the Ministry of Defense's plan, Komcad personnel will be distributed across regencies and cities, with each *Kodim* assigned one battalion of approximately 500 personnel. However, Brigadier General (Ret.) Makmur Supriyatno, an academic from the Defense University, has criticized this

approach as ineffective. He suggested that the number of recruits should be aligned with the needs of the force structure, taking into account regional differences in area size and population density to ensure optimal distribution. Another significant challenge is the absence of Kodim in certain regency. In such cases, distribution could be managed through the nearest Kodim or by creating a separate unit for one Reserve Component battalion within the district. Consequently, in regions where a Kodim covers multiple districts, that Kodim would be responsible for supervising more than one Reserve Component battalion.

Based on the explanation, it is evident that the planning of Komcad human resources involves several stages, beginning with recruitment and registration, followed by selection, determination, and training. However, effective HR planning must align the projected needs of Komcad with the availability and qualifications of the Komcad personnel.

IV. CONCLUSION

This research confirms that the successful implementation of the Reserve Component (Komcad) relies heavily on integrated and strategic human resource planning. From recruitment and selection to training and deployment, each stage must be carefully designed to address the challenges inherent in managing the Reserve Component. The findings reveal a gap between planning and implementation, such as insufficient of effective socialization to people, limited training facilities, and poor inter-institutional coordination, all of which hinder the optimization of the Reserve Component's role within the national defense system.

However, this study also highlights that the Reserve Component remains a strategic element in supporting the Universal People's Security Defense System, particularly in addressing increasingly complex non-traditional security challenges in the era of globalization. Improving the management and integration of the Reserve Component would maximize its strategic role in strengthening national defense, both in military context and in peacetime support roles.

To ensure more effective implementation of the Reserve Component, this study recommends a number of concrete policies. First, the government should enhance public campaigns and socialization efforts to raise awareness about the importance of the Reserve Component. These initiatives can involve mass media, local communities, and educational institutions to build public awareness and support. Second, training infrastructure must be improved by establishing additional training centers across various regions, particularly in areas with limited access to military facilities. Third, the establishment of a dedicated institution to manage the Reserve Component is essential for ensuring integrated coordination and effective program implementation. Fourth, local governments also need to be actively involved in supporting program implementation, from socialization to the provision of supporting facilities at the local level. Finally, The Reserve Component's role should be expanded to include non-military functions, such as disaster management and local security, to increase its relevance to the society.

With the implementation of these measures, the Reserve Component is expected to evolve into not only a military reserve component but also a strategic asset that significantly contributes to national security and societal welfare. This research provides a solid foundation for developing defense policies that are more adaptive and responsive to contemporary challenges.

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