

Strategy For Strengthening National Defense Human Resources Through The Republic Of Indonesia Defense University

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Abstract

Human resources are the main key to the development and progress of a nation. With the aim of accelerating the strengthening of National Defense Human Resources, the Indonesian Defense University opens opportunities for all levels of society to take full scholarship education. To support the strengthening of National Defense Human Resources, a study was carried out using a SWOT analysis of the recruitment of Indonesian Defense University Undergraduate Students. Based on this background, the formulation of the problem in this article is how to effectively strengthen the National Defense Human Resources through the establishment of the Indonesian Defense University Undergraduate Program to realize Advanced Indonesia 2045. The theory in this article includes HR management theory, recruitment theory, and SWOT analysis. The type of research is field research or field research with an approach in the form of descriptive qualitative analysis. Data sources consist of primary data and secondary data. Data collection techniques were carried out by interviewing and studying literature, then data processing was carried out according to the needs of the analysis using the SWOT model. Based on the results of research and discussion using SWOT analysis in the context of strengthening National Defense Human Resources through the Establishment of the Indonesian Defense University Undergraduate Students, strategic priorities were obtained to socialize and convince prospective students, realize the defense sector, and continue the implementation of full scholarships by utilizing the very high interest of prospective students. . The recommendations in this article are Strengthening National Defense Human Resources based on standardization of qualifications and quantification of the organizational needs of the Indonesian Ministry of Defense, as well as involving the Indonesian Ministry of Defense and Regional Government agencies in the recruitment process so that prospective students can be received proportionally evenly from all over Indonesia.

Keywords: Defense, Human Resource, Strategy, and Strengthening.

INTRODUCTION

Indonesia continues to improve in welcoming the golden age of 100 years, not least in the national defense sector. This is intended to accelerate the achievement of national goals as stated in the last paragraph of the Preamble to the 1945 Constitution. Concerns over the demographic boom must immediately be directed at developing the quality of human resources (HR) by adjusting the needs and interests of the state in the long term, without leaving identity and identity. the Indonesian

people as the Unitary State of the Republic of Indonesia based on Pancasila. HR investment does require large funds but is correlated with faster returns, for example, Indonesia has the potential to increase Gross Domestic Product (GDP/GDP) by around 1% with economic growth of 7%, meaning that this figure will be the lowest threshold if the value of HR investment is increased.

Human resources are the main key to the development and progress of a nation. Not only giving birth to the idea of defending the country and reserve components, but the Ministry of Defense of the Republic of Indonesia has also developed the concept of national defense by focusing on strengthening human resources through education. The Defense University of the Republic of Indonesia (Indonesian Defense University) as one of the educational institutions within the Indonesian Ministry of Defense is given the responsibility to produce a superior and educated generation according to the Indonesian Defense University motto, namely Nationalism, Identity, and Integrity.

To realize Advanced Indonesia 2045 in the defense sector, citizen participation is carried out by preparing human resources through education at the Indonesian Defense University as a process to form humans who are not only intellectually intelligent but always have scientific reasoning and a philosophical foundation in thinking and doing activities. It is important for the Indonesian Defense University to change the mindset to realize Advanced Indonesia 2045 so that alumni are able to appear as pillars of HR development with mastery of Science and Technology in the field of Defense, who have a sense of nationalism, identity, and integrity towards the country.

With the aim of accelerating the strengthening of National Defense Human Resources, the Indonesian Defense University has opened up opportunities for all levels of society, including civil and military elements from the TNI, Polri, government employees, private workers, and other components, to participate in full scholarship education. Strata S-1, S-2, and S-3 by screening the entrance through a tiered test. During their education, students are freed from tuition fees, get dormitory facilities and get support for living needs. August 29, 2020, was a milestone for the Indonesian Defense University when for the first time the Inauguration and Opening of the first batch of Bachelor (S-1) Education Programs was carried out in conjunction with the existing Masters (S-2) and Doctoral (S-3) Programs. previously. The Indonesian Minister of Defense, Prabowo Subianto, officially legitimized the start of the first batch of Bachelor Program (S-1) (2020) with four faculties, namely Military Medicine, Military Pharmacy, Military Mathematics, and Natural Sciences Faculty, and Military Engineering Faculty.

The recruitment of Indonesian Defense University Undergraduate Students for the 2020/2021 Academic Year with an initial acceptance of 242 people is a concrete action in an effort to strengthen the National Defense Human Resources. S-1 students are currently projected to become strategic elements of the National Defense as a future generation that is intelligent, technologically mastered, broad-minded, and has a high sense of nationalism. Education is managed and directed to the greatest extent possible for the welfare of the community by making efforts to fulfill the physical, spiritual, social, and security needs in a universal national defense system, which involves all the people and all national resources, national facilities and

infrastructure as well as the entire territory. the state as a whole and holistic defense unit in the life of the nation and state.

Therefore, in order to support the strengthening of National Defense Human Resources, a study or study using SWOT analysis is carried out to determine the components of strengths, weaknesses, opportunities, and threats from recruitment, especially with the subject of undergraduate students. -1 Indonesian Defense University. Mapping and evaluation of policies related to strengthening human resources through the opening of the military-based Bachelor Education (S-1) path can be clearly identified and anticipated using this method.

The presence of the Indonesian Defense University S-1 study program with a full scholarship system is the main attraction for every prospective student so the competition is getting tougher. The quality of the Class of 2020 students who have been accepted will indirectly become an attractive promotional icon to maintain the credibility of the Indonesian Defense University to help increase the interest of prospective students as an anticipatory step to strengthen the National Defense Human Resources. This study looks at efforts to strengthen the National Defense Human Resources using SWOT analysis, namely an analysis of strengths, weaknesses, opportunities, and threats as elements in determining decision making. From the above background, it is important to analyze efforts to strengthen national defense human resources through the establishment of the S-1 Bachelor Program in accelerating Indonesia Forward 2045.

Based on the background described above, the formulation of the problem is how to effectively strengthen the National Defense Human Resources through the establishment of the Indonesian Defense University Undergraduate Program in order to realize Advanced Indonesia 2045, using the following research questions: how is the EFAS strategy for strengthening National Defense Human Resources through the Bachelor Degree Program -1 Indonesian Defense University; how is the IFAS strategy for strengthening the National Defense Human Resources through the Indonesian Defense University Undergraduate Program; and what is the form of the main strategy that becomes a strategy for strengthening human resources through the establishment of the Indonesian Defense University Undergraduate Program?

From the formulation of the problem above, this study then uses the SWOT analysis method which focuses on the process of strengthening human resources through the establishment of a full scholarship S-1 Study Program based on a rigorous selection process in stages, by analyzing the four interrelated factors in the form of a table to obtain the best strategy.

THEORETICAL BASIS

The research process uses relevant theories to discuss issues related to efforts to strengthen National Defense Human Resources in order to obtain research results that can be accounted for academically. The theories include HR management theory, recruitment theory, SWOT analysis, and some regulations.

Human Resources (HR) or manpower is an integrated ability of the thinking power and physical power possessed by individuals who are ready to get fostered awareness of defending the country and increasing the character of patriotism and nationalism. The preparation of National

Defense Human Resources is supported by comprehensive management including planning, organizing, directing, and supervising recruitment activities. Recruitment is the process of attracting as many quantity and quality prospective undergraduate students as possible from all regions of Indonesia so that the best human resources are selected.

The concept of HR and strategic management is formulated to develop a long-term strategic plan that is formulated effectively to deal with environmental opportunities and threats in terms of the strengths and weaknesses of the factors of the series of preparation of national defense human resources. Strategy formulation includes the vision, mission, and objectives of the Indonesian Defense University, strategy development, and policy formulation.

SWOT analysis compares the external factors of opportunities and threats with the factors of strength and weakness. Internal factors are arranged in the form of a matrix called the Internal Strategic Factor Analysis Summary (IFAS). External factors are arranged in the form of a matrix called the External Strategic Factor Analysis Summary (EFAS) matrix (Kurniawan, 2021). IFAS and EFAS are included in the quantitative model to formulate a strategy for preparing state defense human resources using the SWOT matrix (Nuriyanto, 2021).

The research hypotheses include: The IFAS strategy used is the SO (Strength-Opportunities) Strategy, which is based on the Indonesian Defense University's vision, which is to utilize all strengths to seize and take full advantage of opportunities; The EFAS strategy used is the ST Strategy (Strength-Threats), which uses the strengths of the Indonesian Defense Force to overcome threats; and the main strategy that can be used is the WO (Weakness-Opportunities) strategy, which is applied based on the utilization of existing opportunities by minimizing existing weaknesses (Setyani, 2020).

RESEARCH METHODS

The type of research is field research or field research with an approach in the form of descriptive qualitative analysis (Nisa, 2020). Process and meaning (subject perspective) are more highlighted in this qualitative research. The theoretical basis is used as a guide so that the research focus is in accordance with the facts on the ground. The object of research in this study is the strategy of preparing national defense human resources through the establishment of the Indonesian Defense University Undergraduate Program with the SWOT Analysis method.

Field research produces data and information directly from informants with the unit of analysis being parents who have children who are in class III SMA and the equivalent in the Cipulir Village environment. Informants are Seskoal officers. Qualitative analysis research aims to capture the views or values of informants who have knowledge about recruitment within the Indonesian Navy, especially those who have served in educational institutions (Kodiklatal, Naval Academy, and Seskoal).

Data sources consist of primary data and secondary data. Primary data is data directly from data sources or informants as the object of research. The data were collected and processed through interviews. Secondary data is data obtained from other sources, not directly obtained from

the research subject. Secondary data are generally in the form of literature studies, documentation data, and reports.

Data collection techniques were carried out by interviewing and studying literature, then data processing was carried out according to the needs of analysis using the SWOT model. SWOT analysis is used to examine internal factors, namely strengths and weaknesses in the process of acceptance and public perception of the Indonesian Defense University in general, which is faced with external factors, namely opportunities and threats. The stages in the SWOT analysis are as follows: Identification of internal factors (IFAS) and external factors (EFAS); Preparation of interview guides; and data analysis (Mudana, 2014).

RESEARCH RESULTS AND DISCUSSION

Research result

The organizational strategic factors obtained are then entered in the form of IFAS and EFAS tables before being weighted against each organizational strategic factor. Giving internal and external weights is based on the calculation of the assessment category for each strategic factor of the organization, then the factors that have the greatest influence and the smallest influence are to provide an assessment. The function of the weighting and rating is to determine the strategic factors of the organization and can have a positive and negative impact. Positive impacts can be a factor of strength and opportunity, while negative impacts become weaknesses and threats.

Implementation of the weighting by means of a questionnaire on the indicators that have been determined based on the level of influence of significance on the indicators. The Calculation of values and weights can be seen in the table below.

Table 1. Determination of IFAS . Weight Value

NUMBER OF RESPONDENTS 15 PEOPLE									
NO.	STRENGTHS AND WEAKNESSES	RANKING					TOTAL	VALUE	WEIGHT
		TP	SDP	CP	P	SP			
		0	0.25	0.5	0.75	1			
A	STRENGTH								
1.	(S1) The defense sector is growing (PSDN Law)		1	2	4	8	15	0.817	0.188
2.	(S2) Full Scholarship (tuition fees, mes, pocket money, clothes, KKDN, KKLN)		1	1	5	8	15	0.833	0.192
3.	(S3) Open career path and promotion of official ties		1	1	6	7	15	0.817	0.188

4.	(S4) Higher Education Accreditation (University of Defense)		2	2	6	5	15	0.733	0.169
B	WEAKNESSES								
1.	(W1) Long and long recruitment/test system		4	4	4	3	15	0.600	0.138
2.	(W2) Time of recruitment/acceptance of new students at the same time as PTN.		3	5	3	4	15	0.633	0.146
3.	(W3) Study programs that have not been accredited.		3	4	4	4	15	0.650	0.149
TOTAL								4.350	1.000

Source: Processed by Researchers (2022)

Based on Table 1, there are four factors that are closely related to strength factors, including:

- 1) The first factor regarding the growing State Defense Sector (UU PSDN), with an assessment of 0.817 and obtained weight of 0.188 from the calculation that has been processed;
- 2) The second factor is full scholarships (tuition fees, mess, pocket money, clothes, KKDN, KKLN), with an assessment of 0.833 and a weight of 0.192 is obtained from the calculations that have been processed;
- 3) The third factor is about open career paths and promotions to official ties, with an assessment of 0.817 and a weight of 0.188 obtained from the processed calculations;
- 4) The fourth factor is the Accreditation of Higher Education (IDU), with an assessment of 0.733 and a weight of 0.169 obtained from the calculations that have been processed.

Based on Table 1 there are also three factors that are closely related to the factors of weakness (weaknesses), including:

- 1) The first factor is the long and long recruitment/test system, with an assessment of 0.600 and a weight of 0.138 is obtained from the calculations that have been processed;
- 2) The second factor regarding the time of recruitment/acceptance of new students at the same time as PTN, with an assessment of 0.633 and obtained weight of 0.146 from the calculation that has been processed;
- 3) The third factor is the study program that has not been accredited, with an assessment of 0.650 and a weight of 0.149 obtained from the calculation that has been processed.

Table 2. Determination of EFAS Weight Value

NO	OPPORTUNITIES AND CONSTRAINTS	RANKING					TOTAL	VALUE	WEIGHT
		TP	SDP	CP	P	SP			
		0	0.25	0.5	0.75	1			
A	OPPORTUNITIES								
1.	(O1) Very high enthusiasm.		1	1	4	9	15	0.850	0.235
2.	(O2) Organizational development of the ministry of defense and the TNI.			3	5	7	15	0.817	0.226
3.	(O3) Government regulation on Komcad and Komduk (UU PSDN)		1	3	6	5	15	0.750	0.207
B	THREATS								
1.	(T1) Competition with official education (TNI Academy, Police, etc.)		4	4	4	3	15	0.600	0.166
2.	(T2) Big competition and Little chance of entry.		2	4	6	2	15	0.600	0.166
3	(T3) Limited job opportunities outside the Ministry of Defense		3	4	5	3	15	0.633	0.175
TOTAL								3.617	1.000

Source: Processed by Researchers (2022)

Based on Table 2, there are three factors that are closely related to the opportunity factors, including:

- 1) The first factor is the very high interest, with a rating of 0.850 and a weight of 0.236 is obtained from the calculation that has been processed;
- 2) The second factor concerns the organizational development of the Indonesian Ministry of Defense and TNI Headquarters, with an assessment of 0.817 and a weight of 0.226 obtained from the processed calculations;
- 3) The third factor is the government regulation on Komcad and Komduk (UU PSDN), with an assessment of 0.750 and a weight of 0.207 obtained from the processed calculations.

Based on Table 2, there are also three factors that are closely related to threat factors, including:

- 1) The first factor is about Competition with Service Education (TNI Academy, Police Academy, etc.), with an assessment of 0.600 and a weight of 0.166 is obtained from the calculations that have been processed;
- 2) The second factor is about big competition and small entry opportunities, with an assessment of 0.600 and a weight of 0.166 is obtained from the processed calculations;
- 3) The third factor is limited job opportunities outside the Ministry of Defense, with an assessment of 0.633 and a weight of 0.175 is obtained from the calculations that have been processed.

The determination of the rating is carried out by mathematical calculations from the weighting data which is then rounded up.

Table 3. Determination of IFAS

NO	STRENGTHS AND WEAKNESSES	NUMBER OF RESPONDENTS					PEOPLE			
		INFLUENCE					TOTAL	RATING	PBLT	
		TS	KS	CS	S	SS				
0	1	2	3	4						
A	STRENGTH									
1.	(S1) The defense sector is growing (PSDN Law)		1	2	5	7	15	3.200	3	
2.	(S2) Full Scholarship (tuition fees, meals, pocket money, clothes, KKDN, KKLN)		1	2	6	6	15	3.133	3	
3.	(S3) Open career path and promotion of official ties			2	5	8	15	3.400	3	
4.	(S4) Higher Education Accreditation (Indonesian Defense University)		1	2	7	5	15	3.067	3	
B	WEAKNESS									
1.	(W1) Long and long recruitment/test system		3	5	4	3	15	2.467	2	
2.	(W2) Time of recruitment/acceptance of new students at the same time as PTN.		4	5	3	3	15	2.333	2	
3.	(W3) Study programs that have not been accredited.		4	5	4	2	15	2.267	2	

Source: Processed by Researchers (2022)

Table 4. ASSESSMENT OF IFAS

INTERNAL FACTOR ASSESSMENT (IFAS)				
DESCRIPTION				JML
NS	NTS	PTS	PS	
1	2	3	4	
7%	13%	33%	47%	100%
7%	13%	40%	40%	100%
0%	13%	33%	53%	100%
7%	13%	47%	33%	100%
20%	33%	27%	20%	100%
27%	33%	20%	20%	100%
27%	33%	27%	13%	100%

Source: Processed by Researchers (2022)

Based on Table 3 and Table 4, there are four factors that are closely related to strength factors, including:

- 1) The first factor concerns the State Defense Sector as developing (UU PSDN), with a rating of 3,200 and rounded off by 3 from the calculation that has been processed
- 2) The second factor is the full scholarships (tuition fees, boarding, pocket money, clothing, KKDN, KKLN), with a rating of 3.133 and rounded up by 3 from the calculation that has been processed;
- 3) The third factor is about open career paths and promotions to official ties, with a rating of 3,400 and rounded off by 3 from the calculation that has been processed;
- 4) The fourth factor is the Accreditation of Higher Education (IDU), with a rating of 3,067 and rounded up by 3 from the calculations that have been processed.

Based on Table 3 and Table 4 as well, there are three factors that are closely related to the factors of weakness (weaknesses), including:

- 1) The first factor is the long and long recruitment/test system, with a rating of 2,467 and rounded up by 2 from the calculation that has been processed;
- 2) The second factor is the time of recruitment/admission of new students at the same time as the PTN, with a rating of 2,333 and rounded up by 2 from the calculation that has been processed;
- 3) The third factor is about study programs that have not been accredited, with a rating of 2,267 and rounded off by 2 from the calculations that have been processed.

Table 5. Determination of EFAS Rating Rating

NO	OPPORTUNITIES AND CONSTRAINTS	influence					JML	TOTAL	PBLT
		TS	KS	CS	S	SS			
		0	1	2	3	4			
A	OPORTUNITY								
1.	(O1) Very high enthusiasm.			2	4	9	15	3.467	3
2.	(O2) Organizational development of the ministry of defense and the TNI.			2	5	8	15	3.400	3
3.	(O3) Government regulations in the field of employment that ease the business world		1	3	5	6	15	3.067	3
B	THREAT								
1.	(T1) Competition with official education (TNI Academy, Police, etc.)		3	4	5	3	15	2.533	3
2.	(T2) Big competition and Little chance of entry.		2	2	8	3	15	2.800	3
3.	(T3) Limited job opportunities outside the Ministry of Defense		2	4	7	2	15	2.600	3

Source: Processed by Researchers (2022)

Table 6. EFAS Assessment

EXTERNAL FACTOR ASSESSMENT (EFAS)				
DESCRIPTION				TOTAL
NS	NTS	PTS	PS	
1	2	3	4	
0%	13%	27%	60%	100%
0%	13%	33%	53%	100%

7%	20%	33%	40%	100%
20%	27%	33%	20%	100%
13%	13%	53%	20%	100%
13%	27%	47%	13%	100%

Source: Processed by Researchers (2022)

Based on Table 5, there are three factors that are closely related to opportunity factors, including:

- 1) The first factor is regarding the very high interest, with a rating of 3,467 and rounded up by 3 from the calculation that has been processed;
- 2) The second factor concerns the organizational development of the Ministry of Defense and TNI Headquarters, with a rating of 3,400 and rounded off by 3 from the calculations that have been processed;
- 3) The third factor is the government regulation on the PSDN Law, with a rating of 3,067 and rounded up by 3 from the calculation that has been processed.

Based on Table 5 as well, there are three factors that are closely related to threat factors, including:

- 1) The first factor relates to Competition with Service Education (TNI Academy, Police Academy, etc.), but it is very difficult to find those who have the specific skills needed, with a rating of 2.533 and rounded up by 3 from the calculation that has been processed;
- 2) The second factor concerns the organizational development of the Indonesian Ministry of Defense and TNI Headquarters, with a rating of 2,600 and rounded off by 3 from the calculations that have been processed;
- 3) The third factor regarding job opportunities outside the Ministry of Defense of the Republic of Indonesia is limited, with a rating of 2,600 and rounded up by 3 from the calculation that has been processed.

From the results of determining the weight values for internal and external factors in Table 1 and Table 2, the next step is to calculate the weight and rating values, as shown in Table 7 and Table 8.

Table 7. Calculation of IFAS

NO	IFAS	Weight	Rating	Score
S	STRENGTH			
1.	(S1) The defense sector is growing (PSDN Law)	0.188	3.200	0.601
2.	(S2) Full Scholarship (tuition fees, mes, pocket money, clothes, KKDN, KKLN)	0.192	3.133	0.600

3.	(S3) Open career path and promotion of official ties	0.188	3.400	0.638
4.	(S4) Higher Education Accreditation (University of Defense)	0.169	3.067	0.517
Total Strength				1.839
W	WEAKNESS			
1.	(W1) Long and long recruitment/test system	0.138	2.467	0.340
2.	(W2) Time for recruitment/acceptance of new students at the same time as PTN.	0.146	2.333	0.340
3.	(W3) Study programs that have not been accredited.	0.149	2.267	0.339
Total Weakness				1.019
TOTAL		1.169		

Source: Processed by Researchers (2022)

Based on Table 7 above, the strength factors (strengths) have a score of 1,839 while the weakness factors (weaknesses) have a score of 1,019. This means that the Indonesian Defense University has a higher strength than the weakness factor in determining strategy. Meanwhile, the calculation of external factors (EFAS) is arranged in the same way as by compiling an internal factor matrix (IFAS) by taking advantage of opportunities, while avoiding threats. The results of the EFAS calculation are shown in Table 8.

Table 8. Calculation of EFAS

NO	EFAS	Weight	Rating	Score
O	OPORTUNITY			
1.	(O1) Very high enthusiasm.	0.235	3.467	0.815
2.	(O2) Organizational development of the Ministry of Defense and TNI.	0.226	3.400	0.768
3.	(O3) Government regulation on PSDN Law	0.207	3.067	0.636
Total Opportunity				2.218
T	THREAT			
1.	(T1) Competition with official education (TNI Academy, Police, etc.)	0.166	2.533	0.420
2.	(T2) Big competition and Little chance of entry.	0.166	2.800	0.465
3.	(T3) Job opportunities outside the Ministry of Defense are limited	0.175	2.600	0.455

	Total Threat			1.340
	TOTAL	1.175		

Source: Processed by Researchers (2022)

Furthermore, in Table 8 above, the opportunity factors (opportunities) have a score of 2.218 and the threat factors (threats) have a score of 1.340. The two scores, it shows that the effort to determine the strategy of the Indonesian Defense University has a large enough opportunity compared to the threats that will arise.

From the results of the arrangement of internal and external factors above, it produces a series of scores as follows:

- 1) Strengths = 1.839
- 2) Weaknesses = 1.019
- 3) Opportunities = 2.218
- 4) Threats = 1.340

From the series of scores, a table for the recapitulation of IFAS and EFAS scores can be drawn up which is described in Table 9.

Table 9. Recapitulation of IFAS and EFAS Scores.

Internal Score	External Score	Strategy Choice
S > W (+) 1.839 > 1.019 (+)	O > T (+) 2.218 > 1.340 (+)	Growth
S < W (-)	O < T (-)	Survival
S > W (+)	O < T (-)	Diversification
S < W (-)	O > T (+)	Stability

Source: Processed by Researchers (2022)

DISCUSSION

From the results of the recapitulation, the coordinates of the strategy can be determined by calculating the difference between Strengths and Weaknesses to show the X value, while the difference between Opportunities and Threats is used to show the Y value (Hildawati, 2020).

Table 10. IFAS And EFAS Calculation Results.

INTERNAL (X)	NILAI	EKSTERNAL (Y)	VALUE
Strength	1.839	Opportunity	2.218
Weakness	1.019	Threat	1.340
Difference	0.821	Difference	0.878

Source: Processed by Researchers (2022)

Based on the calculation of the IFAS analysis, EFAS, it turns out that the strengths are greater than the weaknesses (strengths – weaknesses = 1.839 – 1.0192 = 0.821), while the opportunities are greater than the obstacles (Opportunities – Threats = 2.218 – 1.340 = 0.878), so the position is in quadrant I with the strategy aggressive.

The next step is to place the values of X and Y at a common ground to formulate a strategy for preparing National Defense HR by increasing the quality and quantity of Undergraduate Students of the Indonesian Defense University. To determine a more specific strategy choice from the value obtained, it is then entered into the strategy choice diagram, because the results from Table 9 show that the score leads to the choice of a growth strategy, then a more specific growth strategy is determined. Based on the score which indicates that the strengths (Strengths) are smaller than the opportunities (Opportunities), so the results can be seen in Figure 1.

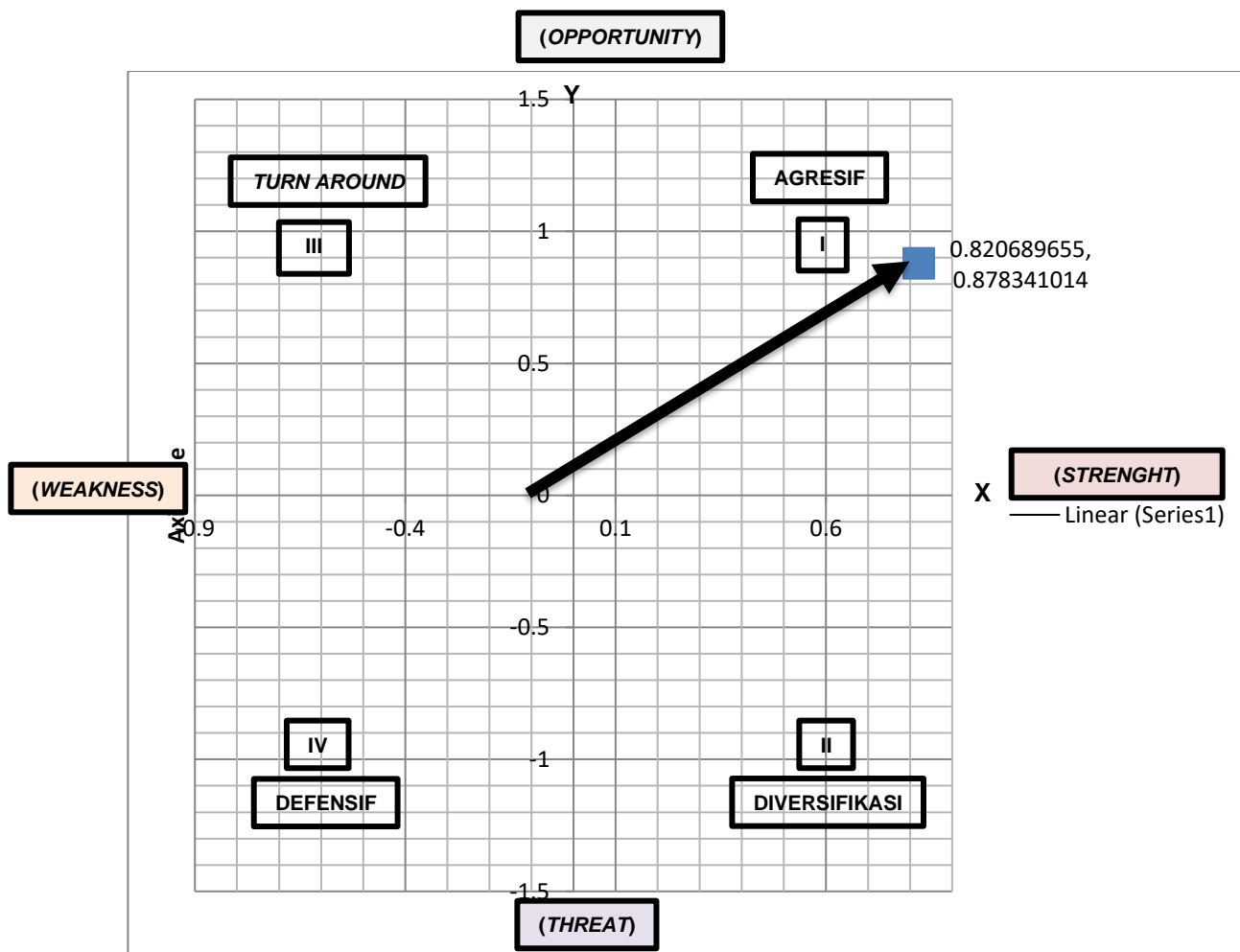


Figure 1. SWOT Analysis Quadrant Plotting Diagram.

Source: Processed by Researchers (2022)

Based on Figure 1 above, it can be concluded that the organizational strategy in this case is Aggressive.

From the results of the SWOT analysis above, the main strategy used is the S-O strategy to support the Aggressive strategy, namely the quality and quantity of the Indonesian Defense Forces to get opportunities that can be supported by internal strengths. Here, the focus of the strategy is to increase internal strengths so that they can be opportunities to increase strength.

Table 11. Strategy Formulation Indicators

No.	STRATEGY FORMULATION	STRENGTH	OPPORTUNITY	S X O	RANKING
		(S)	(O)		
1.	S1O1	0.600766284	0.814746544	0.489472253	3
2.	S1O2	0.600766284	0.767741935	0.461233469	5
3.	S1O3	0.600766284	0.6359447	0.382054134	
4.	S2O1	0.600255428	0.814746544	0.489056035	4
6.	S2O2	0.600255428	0.767741935	0.460841264	
7.	S2O3	0.600255428	0.6359447	0.381729258	
9.	S3O1	0.638314176	0.814746544	0.520064269	1
10.	S3O2	0.638314176	0.767741935	0.490060561	2
11.	S3O3	0.638314176	0.6359447	0.405932518	
13.	S4O1	0.516985951	0.814746544	0.421212517	
14.	S4O2	0.516985951	0.767741935	0.396911795	
15.	S4O3	0.516985951	0.6359447	0.328774476	

Source: Processed by Researchers (2022)

The results of the analysis using the SWOT method are in Quadrant 1 with the Strengths (S) and Opportunities (O) categories, the priority results are obtained based on the ranking order according to table 11, as follows:

- 1) First priority S3 – O1 with a score of 0.5200
- 2) The second priority is S3 – O2 with a score of 0.4900.
- 3) Third priority S1 – O1 with a score of 0.4894
- 4) Fourth priority S2 – O1 with a score of 0.4890.
- 5) The fifth priority is S1 – O2 with a score of 0.4612.

The results of the SWOT analysis calculation show that the coordinates are in Quadrant I, so a strategy can be drawn up by maximizing internal strengths by taking maximum advantage of opportunities to determine patterns and strategies for strengthening National Defense Human Resources through the Formation of Indonesian Defense University Undergraduate Students.

Table 12. SWOT Matrix

<p style="text-align: center;">INTERNAL</p> <hr/> <p style="text-align: center;">EKSTERNAL</p>	<p style="text-align: center;">STRENGTH (S)</p> <ol style="list-style-type: none"> 1. The defense sector is growing (UU PSDN). 2. Full scholarships (tuition fees, boarding, pocket money, clothing, KKDN, KKLN). 3. Open career path and promotion of official ties. 4. Higher Education Accreditation (University of Defense) 	<p style="text-align: center;">WEAKNESS (W)</p> <ol style="list-style-type: none"> 1. Long and long recruitment/test system 2. The timing of the recruitment test for new students at the same time as the PTN. 3. Study programs that have not been accredited.
<p style="text-align: center;">OPPORTUNITIES</p> <ol style="list-style-type: none"> 1. Very high interest. 2. Organizational development of the ministry of defense and the TNI. 3. Government regulation on Komcad and Komduk (UU PSDN) 	<p style="text-align: center;">STRATEGI SO</p> <p style="text-align: center;">Create strategies that use strengths to take advantage of opportunities</p>	<p style="text-align: center;">STRATEGI SW</p> <p style="text-align: center;">Create strategies that minimize weaknesses to take advantage of opportunities.</p>
<p style="text-align: center;">THREATS</p> <ol style="list-style-type: none"> 1. Competition with Service Education (TNI/Polri Academy, etc.) 2. Opportunity to enter 1: 200 3. The test site is only in Jakarta. 4. Employment opportunities outside the Ministry of Defense are limited. 	<p style="text-align: center;">STRATEGI ST</p> <p style="text-align: center;">Create strategies that use strengths to overcome threats.</p>	<p style="text-align: center;">STRATEGI WT</p> <p style="text-align: center;">Create strategies that minimize weaknesses and avoid threats.</p>

Based on the SWOT analysis above, strategies can be drawn up to strengthen the National Defense Human Resources through the Formation of the Indonesian Defense University Undergraduate

Students towards the realization of the 2045 Advanced Indonesian Golden Generation based on Table 11 as follows:

- 1) Strategy 1
To socialize and hope that prospective undergraduate students have open career paths and promotions to service by taking advantage of very high interest in the terms and conditions of selection;
- 2) Strategy 2
To socialize and hope that prospective undergraduate students have an open career and promotion of service by utilizing the development of the Ministry of Defense and TNI Headquarters;
- 3) Strategy 3
Realizing the growing defense (UU PSDN) through the formation of reserve components and supporting components by taking advantage of the very high interest of prospective S-1 students;
- 4) Strategy 4
Maintain the implementation of full scholarships (tuition fees, boarding, pocket money, clothing, KKDN, KKLN) by taking advantage of the very high interest of prospective undergraduate students;
- 5) Strategy 5
Realizing the growing defense (PSDN Law) through the formation of reserve components and supporting components by utilizing the organizational development of the Ministry of Defense and TNI Headquarters.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion.

Based on the results of research and discussion using SWOT analysis in the context of strengthening National Defense Human Resources through the Formation of Indonesian Defense University Undergraduate Students, the following strategic priorities were obtained:

- 1) Strategy to socialize and convince prospective Undergraduate Students of the Indonesian Defense University that career paths are open and promotion of official ties by utilizing very high interest and organizational development within the Indonesian Ministry of Defense and TNI Headquarters.
- 2) Realizing a growing defense sector (UU PSDN) through the formation of reserve components and supporting components by utilizing the very high interest of prospective students and organizational development of the Ministry of Defense and TNI Headquarters.
- 3) Continuing the implementation of full scholarships (tuition fees, boarding, pocket money, clothing, KKDN, KKLN) by taking advantage of the very high interest of prospective students.

Recommendation

1) Theoretical Recommendations.

Strengthening National Defense Human Resources through the Establishment of the Indonesian Defense University Undergraduate Program to accelerate Indonesia Forward 2045 is the acceptance of prospective undergraduate students based on standardization of qualifications and quantification of the organizational needs of the Indonesian Ministry of Defense with an open career path through official ties by making a minimum ratio in the admissions process or recruitment to become a reference for the implementing committee and parties involved in the process of strengthening the National Defense Human Resources so that human resources are obtained according to expectations and needs.

2) Practical Recommendations.

The implementation of strengthening the National Defense Human Resources can be improved by involving the Indonesian Ministry of Defense and Regional Government agencies in the recruitment process from the start so that candidates can be received proportionally evenly from all over Indonesia.

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