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## The Urgency of Strategic Human Resources Planning for the Transformation of the Indonesian National Army Command and Staff College

I Made Suryawan<sup>1</sup>, Eko Sakapurnama<sup>2</sup>

<sup>1</sup>Faculty of Administrative Sciences, Universitas Indonesia, Jakarta, Indonesia, email: [imadesuryawan1993@gmail.com](mailto:imadesuryawan1993@gmail.com)

<sup>2</sup>Faculty of Administrative Sciences, Universitas Indonesia, Jakarta, Indonesia, email: [eko.sakapurnama@ui.ac.id](mailto:eko.sakapurnama@ui.ac.id)

Corresponding Author: [imadesuryawan1993@gmail.com](mailto:imadesuryawan1993@gmail.com)<sup>1</sup>

**Abstract:** Organizational transformation seems to be a trend amidst the current developments in various organizational strategic environments. Demands for organizational transformation also occur in military organizations. With Indonesia's military capabilities needing to continue to be improved, the transformation of Sesko TNI into a Military Strategy School is one of the areas of focus. In the context of this transformation, the role of human resource management is highly expected. Considering that the Sesko TNI will be transformed into the Military Strategy School, strategic human resource planning for the future has an important position. Therefore, this journal article proposes to analyze the urgency of strategic human resource planning so that it can contribute to the Sesko TNI organization being competitively superior in the future. Apart from that, competency variables that influence the quality of strategic human resource planning are also discussed. By applying literature studies, this article shows the results that it is important for Sesko TNI to implement strategic human resource planning considering the great urgency in the process of implementing strategic human resource planning, Sesko TNI is required to pay serious attention to the competence of planners so that quality of planning can be presented.

**Keyword:** Strategic Human Resource Planning, Competency, Organizational Transformation

### INTRODUCTION

Globally, referring to the Lowy Institute in 2023, Indonesia's military capability is ranked 13th out of 26 countries studied (Budiana, Ferdiansyah, Djuyandi, & Pancasilawan, 2023). This is not much different from the ranking carried out by Global Fire Power entitled 2023 Military Strength Ranking which places Indonesia in 13th place out of 145 countries. Even though Indonesia's ranking seems quite good, this is more due to an assessment related to factors that support Indonesia's military capability or strength, such as geographical conditions, natural resources, and population. Therefore, transformation within military organizations needs to continue, especially in efforts to develop military human resources.

This condition gave a signal of demands for change in one of the organizations within the Indonesian National Army (TNI), the Indonesian National Army Command and Staff College (Sesko TNI). The TNI Commander in his direction in September 2022, oriented the Sesko TNI to change to the TNI Military Strategy School. It is hoped that the war college system will be adopted so that adjustments are also needed in terms of the military education curriculum. The status of the war college which wanted to be adopted in the context of changes to the Sesko TNI was confirmed by the TNI Commander to be immediately validated. The validation process is carried out by obtaining state approval through a validation submission to the Ministry of Defense. As is known, forming TNI officers who are professional, reliable, and proportional is the vision carried out by Sesko TNI. Apart from that, TNI career education is organized by Sesko TNI as part of its duties, in addition to developing doctrine, education, and training, as well as TNI studies.

It is well known that today's military does much more than just fight (Marten, 2014). Today, armed forces around the world are involved in a variety of different missions including infrastructure development, disaster relief, fighting organized crime and terrorism, community support, peacekeeping, policing, and humanitarian assistance. During the COVID-19 pandemic, the military was also widely active in responding to the pandemic with various actions such as making face masks, enforcing measures to restrict community activities, setting up mobile hospitals, and in some cases even being involved in epidemiological research (Wilén, 2021).

The Cold War that has ended is thought to be one of the causes for the start of the transformation of the military's role. The emergence of various new, more complex threats and the decline of old threats have caused the security environment to undergo a radical transformation (Dandeker, 1994). Moreover, there is a phenomenon in the form of continuously changing economic, social, and political environments that demand rapid and often radical changes in organizations, where changes in the environment also demand changes in military organizations.

Changes in military organizations cannot be separated from the role of human resource management. This is because human resource management can influence employee organizational behavior, and in that way, ensure the achievement of organizational goals (Verburg et al., 2018; Wassem et al., 2019). By organizational goals, improving and optimizing the performance of various organizational units is part of the focus of human resource management. Human resource management not only seeks to guide employees but also determines the need for skill acquisition, thereby empowering these individuals to have a commitment to the organization in the long term (Rubel, Rimi, & Walters, 2017).

The change of Sesko TNI to become the Military Strategy School will indicate that the Sesko TNI organization in the future will be superior and can compete globally. According to the literature, an organization must seriously pay attention to its human resources if it wants to have high competitiveness. Therefore, in an organization, including military organizations, it is possible to achieve organizational goals because of human resource practices, so human resource management plays an important role in the success of the organization. To build a competitive advantage, organizations have the most important need to create an advantage or dominance that can be maintained over a short period.

Considering that the Sesko TNI will be transformed into the Military Strategy School, strategic human resource planning for the future has an important position. Therefore, this journal article aims to analyze the urgency of strategic human resource planning so that it can contribute to the Sesko TNI organization being competitively superior in the future. Apart from that, competency variables that influence the quality of strategic human resource planning are also discussed.

## **METHOD**

This article applies a qualitative approach. The method used is a literature review. Data was collected from various credible articles and books which were then analyzed to answer the purpose of writing this article in the form of the urgency of strategic human resource planning so that it has a contribution to the Sesko TNI organization being competitively superior in the future and the importance of competency variables that influence the quality of resource planning. strategic human resources too.

## **RESULTS AND DISCUSSION**

### **Urgency of Strategic Human Resources Planning**

Military institutions, including Sesko TNI, are one of the core state institutions. The military institution is considered the most important institution because of its main role in defending the country's territorial integrity (Barany, 2012). However, apart from carrying out its main role, the current role of the military is sometimes contradictory due to the new context in the security environment so that the military adapts to take on a new role. This role adjustment shows the expansion of the military's role to various tasks both inside and outside the country with significant variations in use and level of role from what was previously only focused on external defense of the national territory with the management and application of lethal violence. The military has proven to be a highly versatile organization when faced with a rapidly changing security context.

The role of military organizations is so essential that human resource management needs serious attention. Human resource management is interpreted as the application of people management practices related to design and development to provide the best benefits for the organization starting from recruitment, efforts to retain highly motivated and successful employees, and efforts to improve organizational performance and effectiveness through a human resources approach (Boon, Den Hartog, & Lepak, 2019). In practice, there are employee recruitment and selection, development and training programs, and compensation and reward systems which, if implemented as effective human resource management practices, will be linked to higher employee performance and have the effect of increasing added value to the organization. Strategic contributions to organizations are considered to be obtained by utilizing the role of resource management (Steffensen Jr, Ellen III, Wang, & Ferris, 2019).

The use of human resource assets for the success and continuity of the organization, as well as achieving the output of organizational goals are characteristics that are closely related to human resource management. Literature evidence has shown the relationship between organizational success and the role of human resource management (Boon et al., 2019; Steffensen Jr et al., 2019). What are the best practices for managing human resources will be very determined for the organization so that it will gain benefits from it. Best practices in human resource management are very necessary so that organizations remain able to compete and human resource capacity can be maximized as an asset within the organization itself.

With the very strategic role of human resource management in organizations, demands come to managers in charge of human resources. People responsible for organizational human resources are faced with efforts to realize the best human resource management practices starting from recruitment, development, assessment, and other management to provide high effectiveness for the organization. Human resource management practices can add rare and extraordinary value to an organization's human resources (Murliasari et al., 2023). This means that in a resource-based premise, competitive advantage and organizational effectiveness can be achieved by utilizing the strengths and capabilities of internal resources, including human resource competencies (Zakaria, Albart, Supriadi, Santoso, & Judijanto, 2023). Therefore, the value possessed by an organization is very important so that it is different from other organizations that value creation from human resource management in the sense of a process is very important to pay attention to in every organization so that it cannot be imitated by

competitors and thus, it can become a strategic advantage (Ahmad, Imm, Aziz, & Kamal Basha, 2020; Gerhart & Feng, 2021).

As a derivative of human resource management, there is strategic human resource management. Strategic human resource management is an aspect of human resource management that describes how an organization's goals in terms of human resource management can be achieved to provide support for achieving overall organizational goals (Boon et al., 2019; Chakraborty & Biswas, 2021).

How goals and objectives to improve organizational performance and organizational culture development are aligned with human resource management to encourage innovation and organizational flexibility is the core of strategic human resource management (Ahmad et al., 2020; Chakraborty & Biswas, 2021). When implemented well, strategic human resource management will have a potential impact on the organization and that is why attention to strategic human resource management studies is increasing. The focus is more oriented toward the opportunities that the organization will gain in the form of competitive advantage and increased performance from implementing strategic human resource management practices (Boon et al., 2019; Chakraborty & Biswas, 2021). Organizational goals and objectives remain the basis of human resource activities starting from recruitment, selection, training, and rewarding personnel. In this way, extraordinary targets will be achieved because the organization's strategic goals are aligned with human resource activities.

A more detailed scope of strategic human resource management that influences other scopes is strategic human resource planning. In other words, human resource management has an important component in it, namely strategic human resource planning. Almost all organizations have a strategic plan that guides the organization to successfully fulfill its mission. Identification of current and future needs by an organization regarding its human resources is a process implemented in strategic human resource planning (Boon et al., 2019). This makes the organization's overall strategic plan connected to human resource management.

It is important to pay attention to the performance of strategic human resource planning to produce a quality strategic human resource plan. Performance itself is the result of processes carried out by employees in certain work activities and functions over a certain period. The extent to which efforts are made in implementing programs and activities to achieve organizational goals will be reflected in performance. A match is needed between the competency of the position held by a person in the organization and the competency inherent in the individual to obtain high performance (Arslan & Uzaslan, 2017; Gruden & Stare, 2018). That way, employees will be able to carry out their responsibilities and duties according to their abilities. The aggregate success of employees becomes the meaning of performance itself. This is obtained when the employee meets or achieves the targets, criteria, or work standards that have been set or mutually agreed upon.

In practice, 4 (four) things can be done in strategic human resource planning (Boon et al., 2019). First, assess the current human resource capacity. Human resource capacity needs to be assessed first and is even the main step before moving to the next stage. This identification includes assessing skills and knowledge. This step is taken as a basis for the need to develop employees. Second, forecasting human resource needs. For human resources in an organization to provide benefits in the long term, a process called forecasting is needed. What is done in this second stage is to project how many employees will be needed to realize the organization's strategic goals and what skills are needed from these employees. Third, gap analysis. After carrying out the first and second steps, it is necessary to carry out a gap analysis to find out the gap in the number and capacity of human resources between what exists now and what is expected in the future. Therefore, the need for what skills need to exist for the organization in the future, the skills that exist at present, the mobilization of employee capacity, and the capacity of managers are questions that need to be answered in this gap analysis step. Fourth, develop a human resource strategy to support organizational strategy. In strategic human



resource planning, attention must also be paid to how to plan the development of tactical steps for human resources so that the organization's strategy is supported.

Doing the four things above well means that the performance of strategic human resource planning shows something positive. In another sense, strategic human resource planning performance indicates the quality of the planning process.

### **Urgency of Competence in Assuring the Quality of Strategic Human Resources Planning**

Referring to various literature, planning performance can be influenced by the competency of human resources who play a role in the planning process (Esthi & Savhira, 2019; Gruden & Stare, 2018; Heslina & Syahrini, 2021; Nguyen, Yandi, & Mahaputra, 2020; Otoo, 2019; Shet, Patil, & Chandawarkar, 2019). (Sabuhari, Sudiro, Irawanto, & Rahayu, 2020) found that employee self-confidence to achieve better performance can be increased through the role of competence. Likewise (Hajjali, Kessi, Budiandriani, Prihatin, & Sufri, 2022), (Kucharska & Erickson, 2019), and (Parashakti, Fahlevi, Ekhsan, & Hadinata, 2020) that that better performance competencies can be produced by appropriate work competencies possessed by employees. Competence is a source for individuals to achieve performance achievements, thus playing a role in realizing organizational goals (Ismail & Abidin, 2010). Various challenges in work will be able to be overcome by competent employees supported by employee work enthusiasm because it can strengthen employees in carrying out their duties (Boyatzis & Ratti, 2009). As a result, employees will become outstanding employees who can complete tasks and work well due to their strength and confidence in their work.

Competency experts promote the use of competency models for various purposes, including succession planning, career management, compensation, performance management, and selection as an initial stage (Spenser & Spenser, 1993). Competency assessment is for example used in the case of performance management (Spenser & Spenser, 1993). However, the effectiveness of the competency model still needs to be further proven, especially regarding competency development and its relationship with achievement or performance improvement (Levenson, Van der Stede, & Cohen, 2006; Ruth, 2006; Sholiha, Dai, & Sari, 2021). In this context, other experts even question the clarity of the relationship between organizational performance and the use of competency systems in the context of tracing the influence of competency on job performance for individuals (Levenson et al., 2006).

The limited evidence that confirms improving organizational performance through the use of competency systems is more due to the influence of contextual variables which in the case of various work locations are considered leadership competency variables (Levenson et al., 2006). Therefore, according to other experts, competency modeling to predict performance is more suitable for use on a more micro scale, such as in the case of low-level manager positions, compared to a more macro scale, such as the role of managers in higher positions (Grzeda, 2005).

When the causal relationship between competency and performance is still being debated, calculating controlling factors such as organizational strategy, employer motivation, and sector type is one way that can be done to support the vital goals and benefits of competency modeling to achieve performance (Jackson, 2009). Therefore, each competency required by industry in various organizational environments needs to be reviewed further so that it can be related to individual behavior at work. The orientation is to ensure a homogeneous interpretation of the application of competencies in the workplace and a match between competencies and work behavior.

For competency modeling to be useful, several experts warn that measuring or assessing certain areas of performance and providing developmental feedback based on these assessments do not use competency models. Thus, all managers and staff must receive information regarding the job description and promotion opportunities that exist in the competency model being developed. Furthermore, to help provide awareness of the model and

create acceptance from employees, employee participation in developing competency models is very much needed.

With enormous benefits and importance, the study of competencies is one of the interests that organizations continue to pay attention to. However, so that these great benefits and interests are felt by the organization, attention to competence needs to anticipate these four things. First, it relates to the adoption of competency modeling which needs to be adapted to most organizations in developing countries because many examples of learning from current competency models come from Western culture which is less relevant to the culture of developing countries. Second, the failure to apply the competency model is due to insufficient attention to efforts to explore influential contextual factors such as workplace culture, the nature of the work or career domain, and the type of organization. Third, organizational attention needs to be more targeted at the specific or functional competencies of work and not only focused on managerial or leadership competencies. Fourth, more attention is needed from organizations to find best practices in their organizations that explain the empirical relationship between competence and organizational performance.

Currently, there is a very important emphasis on the competence and role of human resources as the responsibilities carried out by organizational human resources change. (Rastgoo, 2016) found that human resource competence is not only an ability that can be measured but is also deeper than that because it involves personal characteristics with a combination of these two things work can be done well and even performance is at a top level. The important role is no longer limited to the individual employee himself but more than that it will add to the strategic value of the organization in the modern era (Bokelberg et al., 2017). At a time when the main parameters of human resource competency are addressed to knowledge, skills, attitudes, and personal characteristics, current conditions require human resources to be able to contribute by mobilizing all their abilities in line with the continued development of the strategic environment of the Sesko TNI organization.

## CONCLUSION

To accompany the transformation of Sesko TNI into the Military Strategy School which is in line with future expectations, Sesko TNI needs to implement strategic human resource planning considering the great urgency. Apart from that, in the process of implementing strategic human resource planning, Sesko TNI is required to pay serious attention to the competence of planners so that quality planning will be presented.

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