

EMPOWERING OF DEFENSE RESOURCES TO SUPPORT THE INDONESIAN ARMED FORCES' (TNI)TASKS IN MAINTAINING REGIONAL STABILITY

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Indonesia's geographic location and position with its sovereign rights and territorial sovereignty from land, sea, and air geopolitically and geostrategically has a form of high vulnerability from traditional and non-traditional threats in violations of maritime territory and regional stability. This research aims to provide an analysis of defense resource empowerment strategies to support the Indonesia Armed Forces (TNI) main tasks in maintaining regional stability. this research is supported by the resource theory, defense theory, and stability theory approaches. The method used is qualitative descriptive statistics supported by SWOT analysis and analytical hierarchy process (AHP). Based on the results of the SWOT analysis, there are 15 internal factors in the form of strengths and 20 external factors in the form of opportunities. Of the 15 sub-items, the sub-item Foreign policy system, free and active from political aspects, is the most influential with a weight of 0.08. Meanwhile, for the obstacle/threat factor, there were 20 sub-items. The results of the SWOT and AHP analysis show that the steps for optimizing defense resources to support the main task of the TNI in resolving territorial violations are a diversification strategy, namely empowering all national resource forces for defense in resolving threats/obstacles.

Key Words: *Defense Resource, Regional Stability, Indonesia Armed Forces (TNI), SWOT analysis, analytical hierarchy process (AHP)*

1. INTRODUCTION

Indonesia's geographic location and position with its sovereign rights

and territorial sovereignty from land, sea, and air geopolitically and geostrategically has a form of high vulnerability from traditional and

non-traditional threats in violations of maritime territory and regional stability. Indonesia is one of the countries that claims part of the South China Sea as part of the Exclusive Economic Zone (EEZ) [1], [2]. However, several other countries, including China, also claim parts of the same territory, resulting in overlapping claims and territorial boundary disputes. Maritime territorial violations against Indonesia in the South China Sea remain a controversial issue that requires continuous attention and diplomatic efforts to resolve it [3], [4], of course the Indonesian Armed Forces (TNI) which is mandated by the constitution and legislation to safeguard sovereignty and the territorial integrity of the Archipelagic State of the Republic of Indonesia (NKRI) plays an important role in empowering resources for defense [5].

The TNI is responsible for maintaining security and order throughout Indonesia [6], including handling territorial violations that occur at the border or sea. However, the current conditions are still not optimal in empowering defense resources to support the TNI's main task of resolving maritime territorial violations to maintain regional stability in the South China Sea [7]. Policy-making stakeholders are faced with the difficult problem of empowering defense resources to

support the main tasks of the TNI [8]. This can cause obstacles to defense resource empowerment programs that should be implemented. Appropriate and measurable concepts and efforts can help improve the country's defense capabilities in resolving territorial violations and maintaining regional stability in the South China Sea. Therefore, it is necessary to empower defense resources to support the TNI's main duties in maintaining regional stability.

This research aims to provide an analysis of defense resource empowerment strategies to support the TNI's main tasks in maintaining regional stability. This is important because of the important role of a military that has good equipment and capabilities in ensuring national security and maintaining regional peace. Second, by exploring and implementing effective defense resource empowerment strategies, the TNI can optimize its resources, increase operational readiness, and contribute to regional stability. Third, there is a need to research defense resource empowerment strategies that can provide the TNI with the tools and capabilities needed to overcome these challenges.

In the analysis, this research is supported by the resource theory, defense theory, and stability theory approaches. The method used is qualitative descriptive statistics

supported by SWOT analysis and analytical hierarchy process (AHP). This research used several expert panels consisting of six practitioners and academics who collected data via Google Forms. Documentation takes the form of collecting data such as pictures, photographs, and documents related to research.

This research makes several contributions. First, research on defense resource empowerment strategies provides valuable insight into optimizing resource allocation within the TNI. This involves identifying priority areas for investment, such as equipment and infrastructure modernization, training and education programs, and logistics management. Second, research on defense resource empowerment strategies contributes to the identification and adoption of cutting-edge technology that can increase the TNI's capabilities. This includes research on emerging technologies such as artificial intelligence, cyber defense systems, unmanned aerial vehicles (UAVs), advanced communications systems, and surveillance technologies. Third, Research helps identify best practices in recruiting, training methodology, leadership development, and talent retention.

2. LITERATURE REVIEW

2.1. Resource theory

Resource theory is a management concept that suggests that a company's resources and capabilities are the main drivers of its competitive advantage and long-term success [9]. According to Barney, resources can also be referred to as anything that is seen to have economic value and is useful for human needs. The productivity of humans who produce, exchange, and manage technology and resources is critical to the competitiveness of a company or organization. resources must meet four criteria to be considered valuable, rare, inimitable, and non-substitutable [10].

The first criterion is value. Resources must be able to help the company exploit external opportunities or neutralize external threats. In other words, it must be able to contribute to company performance. For example, a company's strong brand reputation can help it attract more customers and increase sales. The second criterion is rarity. The resource must be unique or rare relative to its competitors. If every company in an industry has access to the same resources, it cannot provide a competitive advantage. For example, access to certain natural resources can give a company a competitive advantage otherwise unavailable to its

competitors. The third criterion is inimitability. The resource must be difficult or expensive for competitors to imitate or replicate. If competitors can easily copy a valuable and rare resource, it cannot provide a sustainable competitive advantage. For example, a company's proprietary technology can provide an advantage if it is difficult for competitors to imitate. The fourth criterion is that it cannot be replaced. Resources must not have strategically equivalent substitutes. If competitors can use alternative resources to achieve similar results, the original resources cannot provide a sustainable competitive advantage. For example, a company's unique distribution network may provide an advantage if there are no other ways for competitors to reach the same customers.

Barney argues that resources that meet all four VRIN criteria are the most likely source of sustainable competitive advantage. However, he also noted that these resources are rare and difficult to obtain. Therefore, companies or organizations must carefully evaluate their resources and capabilities in making strategic decisions about how best to utilize them. One resource management approach is to focus on developing or acquiring resources that meet the VRIN criteria (Valuable, Rare, Inimitable, and Nonsubstitutable) [11].

2.2. Theory of Defense

Defense is an action or effort to protect oneself, a group, or a country from possible threats or attacks, which of course includes various aspects such as military strategy, national security, and foreign policy [12]. Defense theory is a branch of psychology that focuses on how individuals protect themselves from psychological threats. According to Phebe Cramer, a leading defense theorist, defense mechanisms are subconscious psychological strategies that people use to cope with anxiety and maintain self-esteem [13]. These mechanisms can be adaptive or maladaptive, depending on how effectively they help individuals manage their emotions. Cramer identified several major defense mechanisms, including repression, denial, projection, displacement, sublimation, and reaction formation. Repression involves pushing unwanted thoughts or feelings out of consciousness. Denial involves refusing to acknowledge that a problem or threat exists. Projection involves attributing one's unacceptable thoughts or feelings to another person. Displacement involves shifting one's emotions from a threatening target to a less threatening target. Sublimation involves channeling unacceptable impulses into socially acceptable activities. Reaction formation

involves expressing the opposite of one's true feelings to avoid anxiety.

Cramer argued that defense mechanisms serve several important functions. They help individuals manage anxiety by reducing the intensity of threatening emotions [13]. They also help individuals maintain self-esteem by protecting them from negative feedback or criticism. Additionally, defense mechanisms can help individuals adapt to challenging situations by allowing them to focus on the positive aspects of their experiences. However, defense mechanisms can also have negative consequences if overused or used inappropriately. For example, repression can lead to unresolved emotional conflict and psychological distress. Denial can prevent individuals from seeking help for serious problems such as addiction or mental illness. Projection can damage relationships by causing individuals to attribute their negative qualities to others. Displacement can result in inappropriate or destructive behavior towards innocent targets. Sublimation can cause obsessive or compulsive behavior that interferes with daily functioning. The formation of reactions can lead to hypocrisy or intolerance towards others who express different beliefs or values.

According to Cramer, there are seven basic principles regarding

defense [13]. These include (1) defense functions outside consciousness; (2) there is a chronology of defense development; (3) defenses are present in normal personality; (4) defense use increases under stressful conditions; (5) the use of defenses reduces the conscious experience of negative emotions; (6) defense function related to the autonomic nervous system; (7) excessive use of defense is associated with psychopathology. Defense theory also includes military strategies such as asymmetric warfare and total war. Asymmetric warfare involves the use of unconventional tactics against a larger enemy force. Meanwhile, total war involves using all the country's resources to win the war.

3. METHOD

This research uses a qualitative descriptive statistical method approach. Descriptive statistical qualitative research design is a research design at different times and sequentially starting with qualitative data collection first, then continuing with quantitative collection [14], [15]. Qualitative data is used to identify variables in the analysis of internal and external factors in SWOT, while statistical data is used to identify AHP-based empowerment strategies. Next, descriptive statistical data to present the statistics

obtained and the percentage of each variable weight from the Saaty scale. Data was taken from several expert panels with predetermined criteria. The research location was carried out in the North Natuna region which is associated with several threats to sovereignty and territorial violations.

3.1. SWOT Analysis

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats analysis, which is a commonly used tool to analyze the internal and external environment to achieve a systematic approach and support for decision-making situations [16]. The internal and external factors that are most important for a company's future are referred to as strategic factors and are summarized in a SWOT analysis. The ultimate goal of the strategic planning process, of which SWOT is the initial stage, is to develop and adopt strategies that produce a match between internal and external factors. SWOT can also be used when strategic alternatives appear suddenly and the relevant decision context must be analyzed [17].

SWOT analysis can be used in many ways such as team building. There are ten ways to apply SWOT. The first step is to consider the use of SWOT. This will help in the analysis if you know in advance how and where it will be carried out. The next step is to prepare a model that has

four parts, namely strengths, weaknesses, opportunities, and threats. When studying SWOT, SW can be seen as an internal factor and OT as an external factor [18].

Table 1. SWOT Matrix.

Internal/External Factor	Strength (S) (Maximal)	Weaknesses (W) (Minimal)
Opportunity (O) (Maximal)	S-O Strategy (Maximal- Maximal)	W-O Strategy (Minimal- Maximal)
Threats (T) (Minimal)	S-T Strategy (Maximal- Minimal)	W-T Strategy (Minimal- Minimal)

3.2. Analytical Hierarchy Process (AHP)

AHP is a powerful mathematical approach that helps solve complex decision problems by decomposing them into multiple criteria in a hierarchical structure. It is based on a relative pairwise comparison matrix to prioritize criteria in a particular decision-making situation. AHP has several advantages when compared to other multi-criteria decision-making techniques. This includes (1) the technique is not complicated because it is easier to compare criteria in pairs than to compare criteria all at once. It also has a good mathematical basis, (2) it is simple and straightforward and breaks down the problem into several elements, which helps the problem be assessed separately, 3) AHP uses weighting

factors for its criteria; this provides flexibility because the weighted factors can be modified to reflect changing priorities, and (4) it also provides a transparent and measurable way to assess various options/criteria [19]. One of the main advantages of AHP that differentiates it from other decision-making models is the absence of absolute consistency requirements. So that existing problems can be felt and observed, but the completeness of numerical data does not support quantitative problem modeling [20].

Humans can instinctively estimate simple quantities through their senses. The easiest process is to

compare two things with reliable comparison accuracy. For this reason, Saaty established a quantitative scale of 1 to 9 to assess the comparative importance of other elements. 7 pillars are used and must be considered in AHP modeling, including [21], [22]: The ratio scale is a comparison of two values (a/b) where the values a and b are of the same type (units); 2) Pairwise comparison; 3) Eigenvector sensitivity conditions; 4) Homogeneity and grouping; 5) Synthesis; 6) Maintaining and reversing the order of weight and order in the hierarchy; 7) Group considerations.

Table 2. AHP Rating Scale.

Scale of Interest	Definition	Explanation
1	Equal Important	The two activities contribute equally strongly to the goal
3	Moderate Important	One activity is slightly more important than the other
5	Strong Important	One activity is more important than the other activity
7	Very Strong Important	One activity is very important compared to other activities
9	Extreme Important	One activity is very important compared to other activities
2, 4, 6, 8	Intermediate Values	
Reciprocal	Describes the dominance of the second alternative compared to the first alternative	

Table 3. Random Consistency Index Value.

1	2	3	4	5	6	7	8	9	10
0	0	0.58	0.9	1.12	1.24	1.32	1.41	1.45	1.49

3.3. Conceptual framework.

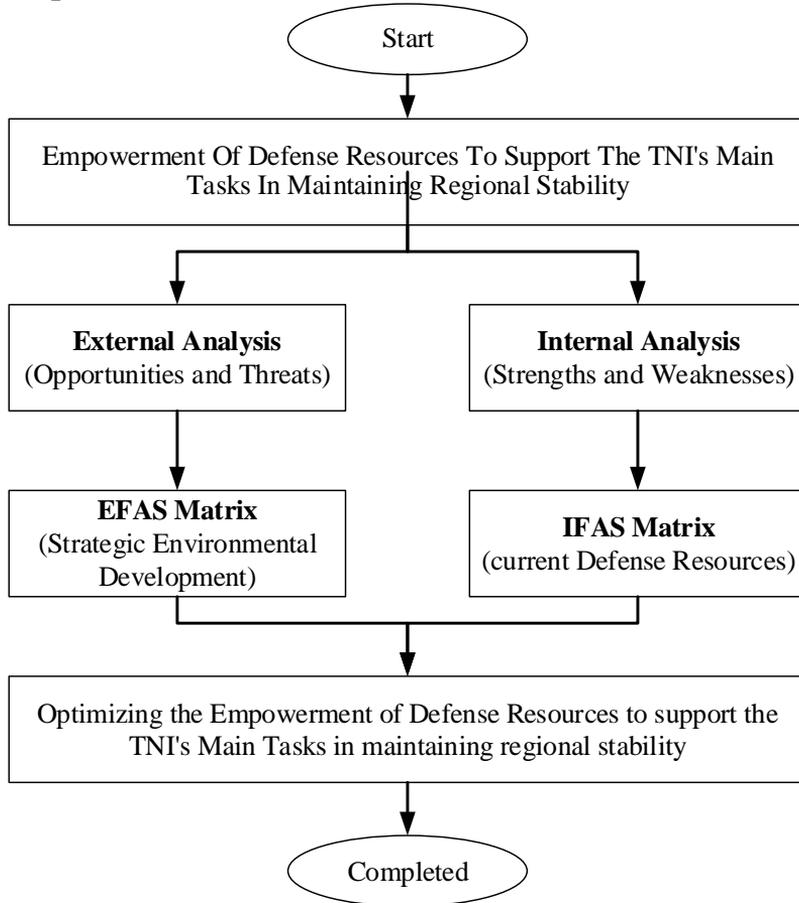


Fig. 1. Conceptual framework in research.

Empowering defense resources to support the TNI's main tasks in resolving maritime territorial violations begins with identifying current conditions in terms of two factors using a SWOT and AHP analysis approach. Next, identify influencing factors, namely internal

and external factors. Internal factors are related to current conditions in terms of strengths and weaknesses. External factors are related to the strategic environment from the aspects of opportunities and threats/constraints. Third, compile the IFAS and EFAS matrices from

each variable obtained. The variables obtained were weighted using the AHP method and a Likert scale questionnaire with six expert personnel. Fourth, develop a development strategy from the weighting results by identifying strategy quadrants (SO, ST, WO, WT).

4. RESULT

Various field research activities can be carried out safely and smoothly by the planned agenda. Based on the list of questions prepared, data collection activities have been carried out. Some of the data that has been received and collected, both through interviews

and Google forms accompanied by photos, it can be used as input material in the process of writing individual papers related to optimizing the empowerment of defense resources to support the main tasks of the TNI in resolving maritime territorial violations to protect regional stability in the South China Sea. From the initial analysis, it can be said that the data that has been received and collected is considered quite limited to the need to answer various problems.

After conducting field research, conclusions can be obtained from the results of the analysis from field research carried out using interview methods and Google forms, including the following:

Table 4. Results of internal factor analysis.

INFLUENCE ASPECTS	Strength	Weakness
Human Resources (S1/W1)	<ul style="list-style-type: none"> - Abundant workforce (S1-1). - Professional and knowledgeable military (S1-2) - A young, technologically literate workforce (S1-3). - Have a mentality and attitude of love for the homeland and nation (S1-4) 	<ul style="list-style-type: none"> - Workforce Skills Gap (W1-1) - Inadequate investment in education and training (W1-2). - Incompatibility with Defense Needs and Technology (W1-3) - Fragmented HR Policies and Programs (W1-4)
Natural resources (S2/W2)	<ul style="list-style-type: none"> - Abundance of minerals and metals (S2-1). - Wide biodiversity (S2-2). - Considerable maritime resources (S2-3). - Abundant renewable energy resources (S2-4). 	<ul style="list-style-type: none"> - Lack of assessment of natural resources relevant to defense needs (W2-1). - Limited research and development (W2-2) - Lack of synchronization with the defense industry (W2-3) - Fragmented supply chain (W2-4)

Artificial Resources (S3/W3)	<ul style="list-style-type: none"> - Government policy in infrastructure development (S3-1). - Adequate defense industry (S3-2) - Quite good technological development (S3-3). 	<ul style="list-style-type: none"> - there is no comprehensive system or database yet (W3-1). - Inhibition of appropriate allocation of artificial resources (W3-2) - Artificial resource development is not yet in sync with the defense system (W3-3)
Defense Facilities and Infrastructure (S4/W4)	<ul style="list-style-type: none"> - Has quite a lot of infrastructure network (S4-1). - Sea and air base facilities (S4-2) - There are R&D facilities (S4-3) - Extensive communications network and cyber-infrastructure (S4-4) 	<ul style="list-style-type: none"> - Inadequate infrastructure (W4-1) - There is fragmentation and overlap in facilities and infrastructure (W4-2). - limited data accessibility, in use of technology (W4-3)

Second analysis, calculation, and weighting of internal factors from aspects of strengths and weaknesses. Weighting was carried out using the AHP method from three experts.

Table 5. Results of weighting and assessment of internal factors (Strength).

Internal Strategy Factors				Weight	Total weight	Rating	Value
S	Strength						
	Human Resources	0.455	Abundant workforce	0.239	0.109	4	0.436
			Professional and knowledgeable military	0.295	0.134	4	0.537
			A young, technologically literate workforce	0.254	0.115	4	0.462
			Have a mentality and attitude of love for the homeland and nation	0.212	0.096	4	0.385

	Natural resources	0.263	Abundance of minerals and metals	0.204	0.054	4	0.215
			Wide biodiversity	0.204	0.054	5	0.269
			Considerable maritime resources	0.346	0.091	5	0.455
			Abundant renewable energy resources	0.246	0.065	4	0.259
	Artificial Resources	0.141	Government policy in infrastructure development	0.333	0.047	3	0.141
			Adequate defense industry	0.333	0.047	4	0.188
			Quite good technological development	0.333	0.047	5	0.235
	Defense Facilities and Infrastructure	0.141	Has quite a lot of infrastructure network	0.207	0.029	3	0.087
			Sea and air base facilities	0.385	0.054	4	0.218
			There are R&D facilities	0.238	0.034	4	0.134
			Extensive communications network and cyber-infrastructure	0.170	0.024	4	0.096
Total					1.000		4.116

Table 6. Results of weighting and assessment of internal factors (Weaknesses)

W	Weakness						
	Human Resources	0.455	Workforce Skills Gap	0.169	0.077	3	0.231
			Inadequate investment in education and training	0.239	0.109	4	0.434
			Incompatibility with Defense Needs and Technology	0.197	0.090	3	0.269
			Fragmented HR Policies and Programs	0.394	0.179	3	0.538

	Natural resources	0.263	Lack of assessment of natural resources relevant to defense needs	0.239	0.063	4	0.251
			Limited research and development	0.169	0.045	5	0.223
			Lack of synchronization with the defense industry	0.394	0.104	4	0.415
			Fragmented supply chain	0.197	0.052	4	0.208
	Artificial Resources	0.141	There is no comprehensive system or database yet	0.312	0.044	4	0.176
			Inhibition of appropriate allocation of artificial resources	0.198	0.028	4	0.112
			Artificial resource development is not yet in sync with the defense system	0.490	0.069	4	0.277
	Defense Facilities and Infrastructure	0.141	Inadequate infrastructure	0.261	0.037	3	0.111
			There is fragmentation and overlap in facilities and infrastructure	0.411	0.058	4	0.232
			Limited data accessibility, in use of technology	0.328	0.046	3	0.139
Total					1.000		3.615

Based on the results of the SWOT analysis obtained from four categories (Human Resources, Natural Resources, Artificial Resources, Facilities and Infrastructure), there are 15 internal factors in the form of strengths. Of the 15 sub-items, the professional military sub-item on HR aspects is the most influential with a weight of 0.134. Meanwhile, for weaknesses, there were 14 sub-items. The

fragmented sub-items of HR policies and programs are the most influential with a weight of 0.179.

The third analysis is related to internal factors in the form of opportunities and obstacles/threats which are viewed from six aspects, namely Politics, Economy, Socio-Culture, Technology, Environment, and Law using a SWOT (Strength, Weakness, Opportunity, Threat) analysis approach. In this section, the

SWOT analysis approach carried out is OT (Opportunities and Threats).

Table 7. Results of external factor analysis.

Aspect	Opportunities	Threat
Politics (O1/T1)	<ul style="list-style-type: none"> - Free and active foreign policy system (O1-1) - Political support from the Indonesian government and ASEAN countries (O1-2) - Indonesia's active participation in international forums (O1-3) 	<ul style="list-style-type: none"> - Minimal parliamentary support (T1-1) - Weakness of our diplomacy in international forums (T1-2) - Lack of continuity of leadership policies (T1-3) - Political intervention from major countries (T1-4)
Economic (O2/T2)	<ul style="list-style-type: none"> - People's economy is not affected much if there is an embargo from another country (O2-1) - Utilization of natural resources located around the LCS will increase community welfare and improve the government's economy (O2-2) - TNI can increase national fisheries capacity and make a positive contribution to the Indonesian economy (O2-3) - The energy sector also has great potential in the South China Sea region (O2-4) 	<ul style="list-style-type: none"> - Economic inequality in border areas (T2-1) - World crisis which causes limited TNI budget support (T2-2) - Decreased investment due to LCS conflict (T2-3)
Socio-Cultural (O3/T3)	<ul style="list-style-type: none"> - Cultural exchange and impact on society to improve themselves through higher education (O3-1) - Has a high regional spirit and nationalism (O3-2). - The motto Bhinneka Tunggal Ika (O3-3). - Utilizing local wisdom and culture of local communities to obtain the information needed (O3-4) 	<ul style="list-style-type: none"> - The presence of foreign cultural influences (T3-1) - Social inequality of border residents (T3-2) - Language limitations can also be an obstacle in conflict resolution efforts (T3-3)
Technology (O4/T4)	<ul style="list-style-type: none"> - There is a technological competition in the region to support our respective 	<ul style="list-style-type: none"> - Slow technological improvements implemented by the Government regarding

	<p>defenses so that we will learn and modernize our forces to prepare for conflict, therefore TNI equipment technology will be more modern and advanced (O4-1)</p> <ul style="list-style-type: none"> - Drone technology monitors ship activities (O4-2) - Data processing technology can also be used to support the main tasks of the TNI in resolving maritime territorial violations in the South China Sea area (O4-3) 	<p>TNI weapons and defense equipment (T4-1)</p> <ul style="list-style-type: none"> - Threat of technology dependency (T4-2) - Cybersecurity threats (T4-3)
<p>Environment (O5/T5)</p>	<ul style="list-style-type: none"> - Environmental aspects in border areas will result in the development of good facilities and infrastructure (O5-1) - Environmentally friendly technology planning (O5-2) - Increased cooperation with environmental institutions (O5-3) 	<ul style="list-style-type: none"> - The vast maritime environment as an entry point for crime (T5-1) - Human activities (overfishing, industrial and domestic waste disposal, and oil and gas exploration) can cause significant environmental damage (T5-2) - Other obstacles such as bad weather, strong sea currents, and geographical conditions that are difficult for patrol ships to reach (T5-3).
<p>Legal/Law (O6/T6)</p>	<ul style="list-style-type: none"> - Actions by National and International laws (O6-1) - Issuance of regulations and legislation to accommodate defense and security interests (O6-2) - There are also bilateral and multilateral agreements between countries in the South China Sea region (O6-3) 	<ul style="list-style-type: none"> - Differences in interpretation of international law (T6-) - Application of the law does not comply with applicable regulations (T6-2) - Lack of coordination and cooperation between institutions (T6-3) - Illegal activities are still high (T6-4)

Fourth analysis, calculation, and weighting of external factors from the aspect of opportunities and threats. Weighting was carried out using the AHP method from three experts.

Table 8. Results of weighting and assessment of external factors (Opportunities).

No	External Strategy Factors			Local Weight	Total weight	Rating	Value
O	Opportunities						
	Politics	0.194	Free and active foreign policy system	0.411	0.080	5	0.399
			Political support from the Indonesian government and ASEAN countries	0.261	0.051	3	0.152
			Indonesia's active participation in international forums	0.328	0.064	3	0.191
	Economic	0.215	People's economy	0.181	0.039	4	0.155
			Utilization of natural resources located around the SCS	0.236	0.051	4	0.203
			TNI can increase national fisheries capacity and make a positive contribution	0.236	0.051	3	0.152
			The energy sector also has great potential	0.347	0.075	4	0.298
	Socio-Culture	0.156	Cultural exchange	0.165	0.026	3	0.077
			Has a high regional spirit and nationalism	0.279	0.044	3	0.131
			The motto Bhinneka Tunggal Ika	0.392	0.061	3	0.183
			Utilizing local wisdom and culture of local communities	0.165	0.026	3	0.077
	Technology	0.215	There is a technological competition in the region	0.411	0.088	3	0.265
			Drone technology monitors ship activities	0.261	0.056	4	0.224

			Data processing technology	0.328	0.070	3	0.211
	Environment	0.098	the development of good facilities and infrastructure	0.261	0.025	4	0.102
			Environmentally friendly technology planning	0.328	0.032	5	0.160
			Increased cooperation with environmental institutions	0.411	0.040	5	0.201
	Legal/Law	0.123	Actions by National and International laws	0.261	0.032	4	0.128
			Issuance of regulations and legislation to accommodate defense and security interests	0.411	0.050	4	0.202
			There are also bilateral and multilateral agreements between countries	0.328	0.040	3	0.121
Total					1.000		3.632

Table 9. Results of weighting and assessment of external factors (Threat).

T	Threat						
	Politics	0.194	Minimal parliamentary support	0.200	0.039	3	0.117
			Weakness of our diplomacy in international forums	0.142	0.028	3	0.083
			Lack of continuity of leadership policies	0.329	0.064	5	0.319
			Political intervention from major countries	0.329	0.064	4	0.255
	Economic	0.215	Economic inequality in border areas	0.490	0.105	4	0.422

			World crisis which causes limited TNI budget support	0.312	0.067	4	0.268
			Decreased investment due to SCS conflict	0.198	0.042	3	0.127
	Socio-Culture	0.156	The presence of foreign cultural influences	0.411	0.064	2	0.128
			Social inequality of border residents	0.328	0.051	4	0.204
			Language limitations can also be an obstacle in conflict resolution efforts	0.261	0.041	4	0.163
	Technology	0.215	Slow technological improvements	0.261	0.056	2	0.112
			Threat of technology dependency	0.328	0.070	4	0.282
			Cybersecurity threats	0.411	0.088	4	0.353
	Environment	0.098	The vast maritime environment as an entry point for crime	0.411	0.040	3	0.120
			Human activities can cause significant environmental damage	0.328	0.032	3	0.096
			Other obstacles such as bad weather, strong sea currents, and geographical conditions that are difficult for patrol ships to reach	0.261	0.025	3	0.076
	Legal/Law	0.123	Differences in interpretation of international law	0.242	0.030	5	0.148
			Application of the law does not comply with applicable regulations	0.287	0.035	4	0.141
			Lack of coordination and cooperation between institutions	0.335	0.041	5	0.206
			Illegal activities are still high	0.136	0.017	4	0.067
Total					1.000		3.688

Based on the results of the SWOT analysis obtained from six categories (Politics, Economy, Socio-Culture, Technology, Legal Environment), there are 20 external factors in the form of opportunities. Of the 15 sub-items, the sub-item Foreign policy system, free and active from political aspects, is the most influential with a weight of 0.08. Meanwhile, for the obstacle/threat factor, there were 20

sub-items. The sub-item of economic inequality in border areas, the economic aspect, is the most influential with a weight of 0.105. Based on the results of the IFAS and EFAS Matrix analysis, a strategy development model was obtained consisting of SO strategy, ST strategy, WO strategy, and WT strategy. From the strategy study, such as:

Table 10. Determination of internal and external factor analysis quadrants.

S	W	Quadrant	Axis
4.116	3.615	0.500	X
O	T	Quadrant	Axis
3.632	3.688	-0.056	Y

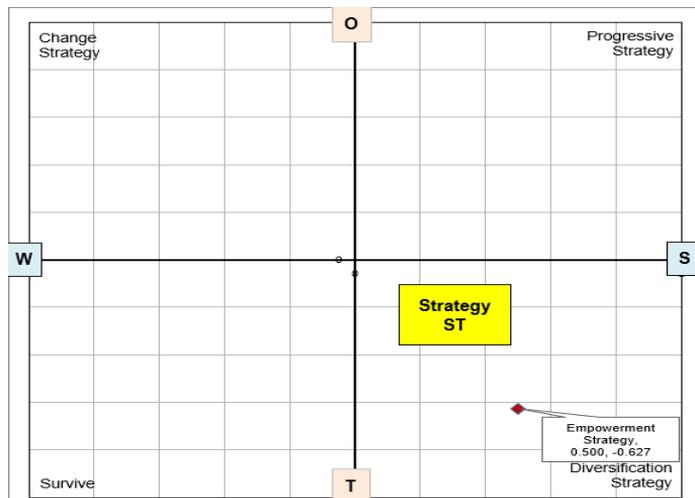


Fig. 2. SWOT analysis of strategy stage research results in quadrants.

Based on the four alternative strategies (SO, ST, WO, WT), it is necessary to know which strategy is appropriate for empowering defense resources in supporting the main task of the TNI in resolving territorial

violations at sea. The results of the QSPM matrix analysis and SWOT diagram show that the appropriate strategy is the ST strategy, namely empowering all national resource forces for defense in supporting the

main task of the TNI in resolving maritime territorial violations and threats therein in the South China Sea region.

5. DISCUSSION

Based on the research results, from the aspect of internal factor analysis consisting of four items (Human resources, Natural resources, Artificial resources, and Facilities and Infrastructure), 15 sub-items of strengths and 14 sub-items of weaknesses were obtained which can be explained that:

- a. From the aspect of human resources as a whole, we have an abundant workforce that is technologically literate and has a mentality and attitude of love for the homeland and nation in supporting a professional and knowledgeable military (TNI).
- b. From the aspect of natural resources, it is explained that Indonesia has abundant natural resources of minerals, metals, and biodiversity, accompanied by large maritime resources and sufficient renewable energy sources. However, there is still a lack of natural resource studies relevant to defense and synchronization with the defense industry and fragmented supply chains.
- c. From the aspect of artificial resources, it is explained that the government currently has a massive infrastructure development policy with quite

good technological development including the development of the defense industry within it. However, the development of SDB is still not synchronized with the defense system so the allocation of SDB for defense has obstacles, and there is also no comprehensive system or database.

- d. From the aspect of facilities and infrastructure, it is explained that the existing infrastructure network is quite widely spread across the North Natuna region, namely Based facilities, R&D facilities, communications networks, and cyber-infrastructure. However, access is still limited.

Second, based on the research results, from the aspect of external factor analysis consisting of six items (political, economic, socio-cultural, technological, environmental, and legal), 20 opportunity sub-items and 20 obstacle/threat sub-items were obtained. These results can explain that a free and active foreign political system with active participation in international forums is a good opportunity. However, on the one hand, there is still political intervention from large countries in resolving maritime territorial violations.

In the economic aspect, the use of natural resources, as well as the energy and fisheries sectors, which are part of the people's economy, are major capital in supporting the main tasks of the TNI. However, there is a need to balance the economy so that inequality does not occur in border areas. From a

socio-cultural aspect, it can support the use of cultural exchange and local wisdom in resolving conflicts. From technological, environmental, and legal aspects. Rapid technological developments encourage the transfer of the latest technology balanced with environmentally friendly technology. Meanwhile, in the legal aspect, the issuance of laws and bilateral agreements between countries can support the resolution of maritime territorial violations.

Third, the results of the SWOT and AHP analysis show that the steps for optimizing defense resources to support the TNI's main task in resolving territorial violations are a diversification strategy, namely empowering all national resource strengths for defense in resolving threats/obstacles. These strategic steps include:

- a. Empowerment of human resources to strengthen work skills and foster mental love for the homeland and nation as part of resolving economic inequality in border areas and the influence of incoming foreign culture as well as social disparities in society.
- b. Empowerment of mineral, metal, and renewable energy resources as well as large maritime resources as part of bilateral cooperation with other countries.
- c. Government policy in infrastructure development, followed by the development of the defense industry and the latest technology is part of resolving the

threat of technological dependence and cyber security as well as strengthening control over vast maritime territorial gaps thereby reducing illegal activities and differences.

- d. Infrastructure development plus facilities and infrastructure supported by the development of sea and air base facilities as well as communication and cyber facilities are part of reducing economic and social disparities at borders, strengthening coordination and communication between institutions.

6. CONCLUSION

From the explanation above, several things can be concluded as follows. Based on the results of the SWOT analysis, there are 15 internal factors in the form of strengths, with the professional military sub-item, Human resources (HR) aspect being the most influential with a weight of 0.134. Meanwhile, for weaknesses, there were 14 sub-items. The fragmented sub-items of Human resources (HR) policies and programs are the most influential with a weight of 0.179. Based on the results of the SWOT analysis obtained from six categories (Politics, Economy, Socio-Culture, Technology, Legal Environment), there are 20 external factors in the form of opportunities. Of the 15 sub-items, the sub-item Foreign policy system, free and active from political aspects, is the most influential

with a weight of 0.08. Meanwhile, for the obstacle/threat factor, there were 20 sub-items. The sub-item of economic inequality in border areas, the economic aspect, is the most influential with a weight of 0.105. The results of the SWOT and AHP analysis show that the steps for optimizing defense resources to support the main task of the TNI in resolving territorial violations are a diversification strategy, namely empowering all national resource forces for defense in resolving threats/obstacles.

Future Work

Based on experience in this research process, there are several and can be several factors for future research in perfecting the research. First, this research has not discussed the influence of national policy on the empowerment of defense resources. Future research can discuss this with the support of several mediator variables such as strategic leadership, organizational culture, and organizational capability. Second, there is a need for continuity of the leadership baton so that the achievements of the development stages that occur can continue in stages. This research has not discussed the sustainability of the defense resource empowerment program in supporting the main tasks of the TNI. Future research can discuss sustainability using a qualitative descriptive statistical method approach supported by system dynamics simulations.

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