Career Development Analysis Of Tni Officers In United Nations Peacekeeping Mission: Case Study Of Indonesian Military

Triadi Murwanto, Mayzulhaq, Hadri Mulya, Singmin

Abstract: The strategic environment in world shows a greater potential to create intrastate conflict, especially in third world countries. The United Nations (UN) as a world body has held a UN Peacekeeping Mission as an instrument to create peace in countries experiencing multidimensional conflict. Indonesia has sent its personnel in UN Peacekeeping Mission since 1957 through sending the first TNI (Indonesian Armed Forces) Garuda Contingent to the UNEF (United Nation Emergency Force) Mission in Sinai. Indonesia until today has sent a Garuda contingent in various UN Peace regions in the world. The involvement of TNI personnel in UN Peacekeeping Mission has continued to increase from year to year. Fortunately, the increase in number of TNI personnel involved in UN Peacekeeping Mission has not been accompanied by an increase in number of middle / high ranking TNI officers who are able to hold strategic positions at UN Peacekeeping Mission. This paper aims to convey a view on the influencing factors for the career development success of TNI Officers in UN Peacekeeping Mission. This research uses qualitative methods through literature studies and in-depth interviews. The findings indicate that other factors beyond career development affect the success of middle / high TNI officers in competition to get strategic positions at UN Peacekeeping Mission.

Index Terms: Career development, Garuda, Indonesia, TNI Officer, UNEF, UN Peacekeeping Mission

1 INTRODUCTION

The Samuel P. Huntington (1998) in Clash of Civilizations and Remaking of World Order said that world has potential conflicts from a group or between groups in a region. Huntington saw inter-cultural conflict as a source of conflict between groups that later became involved in conflict. This opinion was supported by (Themne’r and Wallensteen, 2012: 512) Research that a number of international and intrastate conflicts was at a high level in last four years, 2010-2014. The intensity of armed conflict in world has increased in recent years. The increasing intensity of armed conflict has new consequences, namely the increasing need for international peacekeepers to stop the conflict. This increase in peacekeeper needs occurs because the deployment of United Nations Peacekeeping Mission/Peacekeeping Operations (PKO). The implementation of UN Peacekeeping Mission is generally done by multinational military forces organized under the mandate of United Nations (UN). Indonesia has been involved in UN mission since 1957 through sending the TNI Garuda Contingent. The number of Indonesian participation in UN Peacekeeping Mission has been fluctuate. TNI formed the TNI Center for Peacekeeping Mission (PMP TNI) in 2007 and since then, number of TNI participation in Peacekeeping Mission has increased. The impact is the number of TNI officers participation in UN Peacekeeping Mission is increasing. However, number of middle / high ranking TNI officers who are able to hold strategic positions (Senior Military Leaders) in the mission and in UNDPKO

(United Nations Department of Peace Keeping Operations) since 1957 until now is still limited. Since 2010 only 6 middle / high ranking TNI officers have held strategic positions at UN Peacekeeping Mission, as shown in table 1.

<table>
<thead>
<tr>
<th>NO</th>
<th>RANK</th>
<th>YEAR</th>
<th>ASSIGNMENT IN PKO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Major General</td>
<td>2010</td>
<td>Director of UNMID (UNPKO)</td>
</tr>
<tr>
<td>2</td>
<td>Major General</td>
<td>2013-2015</td>
<td>Force Commander</td>
</tr>
<tr>
<td>3</td>
<td>Colonel</td>
<td>2013-2015</td>
<td>Planning Officer (OMA/UNDPKO)</td>
</tr>
<tr>
<td>4</td>
<td>Brig General</td>
<td>2015-2016</td>
<td>CoS UNAMID</td>
</tr>
<tr>
<td>5</td>
<td>Brig General</td>
<td>2015-2016</td>
<td>Sector Commander UNAMID</td>
</tr>
<tr>
<td>6</td>
<td>Lieutenant Colonel</td>
<td>2015-2017</td>
<td>Staff UNDPKO</td>
</tr>
</tbody>
</table>

Source: Data processed by Author (2019)

The data shows that number of middle / high TNI officers who are able to hold strategic positions at UN Peacekeeping Mission is still relatively low compared to the number of TNI personnel involved in current UN Peacekeeping Mission, around 2500 personnel per year. This phenomenon is interesting to study in order to find out what factors actually affect the success of TNI Officers to compete for strategic positions in UN Peacekeeping Mission.

2 LITERATURE REVIEW

2.1 UN Peacekeeping Mission

UN Peacekeeping Mission is the role held by Department of Peacekeeping Operations as “a unique and dynamic instrument developed by organizations as a way to help conflict-stricken countries to create conditions for lasting peace” (United nation, 2008). The United Nations held a UN Peacekeeping Mission in a conflict country. The implementation is distinguished from peace building, peace keeping, and peace enforcement. A review of UN Peacekeeping Mission needs to be done to find out the important values of Mission for Indonesia and TNI.
2.2 Theory of Foreign Politics
In opinion of Plano and Olton (1999) The international relations dictionary, that foreign policy is a strategy or plan of action made by state decision makers in dealing with other countries or other unique international politics to achieve national goals. The participation of a country in UN Peacekeeping Mission will depend on country's foreign policy. Indonesia's current foreign policy needs to be analyzed whether it supports the TNI's efforts to place TNI officers in strategic positions at UN Peacekeeping Mission.

2.3 Human Resource Management Theory
Dessler (2005) defined Human Resource Management as "the process of obtaining, training, evaluating, and compensating employees, paying attention to their work relations, health, security, and justice issues". While Mangkunegara (2013) defined Human Resource Management as a management and utilization of existing resources on individuals. This management and utilization is maximally developed in world of work to achieve organizational goals and individual employee development. Above opinion shows the importance to manage human resources effectively within an organization to develop individual employees while supporting the achievement of organizational goals. An overview of HRM aspects needs to be done to find out whether the HRM policy at TNI has supported the TNI's efforts to place middle / high TNI officers in strategic positions at UN Peacekeeping Mission.

2.4 Career Development Theory
Andrew J. Dubrin (1982: 197) quoted by Anwar Prabu Mangkunegara (2000: 77) stated that "Career development is a staffing activity to help employees to plan their future careers in company so that company and employees can develop themselves optimally." Donald E Super (1953) developed theory of career development proposed known as “differential psychology of phenomenological social development”. It was explained that one's career was influenced by several factors, namely the factors inside the individual related to talent, interest, willingness, attitude, intellectual abilities and factors outside the individual such as socio-economic level, developing culture and available opportunities. The phenomenon of lack of middle / high ranking TNI officers capable of holding strategic positions in UN Peacekeeping Mission will be reviewed from current TNI career development system that has supported the career development efforts of middle / high TNI officers in UN Peacekeeping Mission.

2.5 Competency theory
Spencer and Spencer (1993: 9-11) showed five characteristics of competency. First is motive motives. It is the person who thinks about or wants that cause action. Second is Traits. It is physical characteristics and consistent responses to situation of information. Third is Self-concept. It is a person's attitude, values, or self-image. Forth is Knowledge. It is information a person has specific content areas. Fifth is Skill. It is the ability to perform contains physical or mental tasks. The book of FM 22-100, US Army Leadership Be, Know, Do (1999) explained that a leader must be, know and do, namely character, competence and leadership. Former Head of TNI AD Psychology Service, Sumitra, Ngurah (2014) said that Competency-based HR management was used to increase the performance of TNI AD (Indonesian Army) personnel, the individual performance is determined by four factors as follows experience, technical competence, behavioral competence and personality. United Nations in Core Competencies explained that Competence consists of Core Value which includes integrity, professionalism and respect for diversity. Managerial Competence which includes leadership, vision, empowering others, building trust, managing performance, Judgement/decision making, and Core Competence which includes communication, teamwork, planning and organizing, accountability, creativity, client orientation, commitment to continuous learning and technology awareness. An overview of competency aspects found that the competency standards that must be met by a military officer in holding a strategic position at UN Peacekeeping Mission is associated with competency standards that have been valid in TNI.

2.6 Previous research
Previous studies on career development in the world have been done. Nina Wilen & Lindy Heinecken (2017) argued that assignments in UN Peacekeeping Mission must be seen as a process, it has consequences for individual career of soldier after returning to his home country. The research showed a low awareness for the importance of assignment of UN Peacekeeping Mission as part of a military career in South Africa. Mark H. Jordan, T.J. Gabriel, Russell Teasley, Wendy J. Walker, Mike Schaeder (2015) showed that decision of military education cadet to take part in a long-term contract program was determined by perception of organizational support. The article showed the need for organizational support to the a person's decision to have a career in an organization. Furthermore, Federica Bocciardi, Andrea Caputo, Chiara Fregonese, Viviana Langher, Riccardo Sartori (2017) stated that career adaptation can make an important contribution to help organizations to deal with the effects of demographic change. Agnieszka Cybal-Michalska (2014) proved a change of responsibility from one's career from corporate responsibility to individual related to the development of globalization and current transformation. The results of study show that one's proactive attitude will determine the success of one's career development in future. Above researchs show the need for organizational support, career adaptation and pro-active attitudes in developing one's career in organization. Referring to the research above, researcher wants to explore the determining factors of military success of a country in placing theirs officers in strategic positions in UN Peacekeeping Mission and how the capability of TNI to create it. It will be analyzed through a SWOT (Strength, Weakness, Opportunity, Threat) analysis.

3 METHODOLOGY
The study was conducted using qualitative methods with a case study approach through literature review and in-depth interviews with officials in government institutions in Indonesia both. They are TNI and Ministry of Foreign Affairs of Indonesia which handling the UN Peacekeeping Mission and former middle / high TNI officers who had served in strategic positions at UN Peacekeeping Mission.

4 DISCUSSION
Research shows many factors to influence a country's ability to place its military officers in strategic positions at UN Peacekeeping Mission. These factors are competency, career development system, leadership policy, selection process,
foreign policy of a country, role of country in region and internationally. The researcher analyzes Indonesia's current capabilities in placing its military officers in strategic positions in UN Peacekeeping Mission through a SWOT (Strength, Weakness, Opportunity, Threat) analysis.

4.1 Strength

4.1.1 TNI career development system.

The standard TNI career system is a strength that must be used in fixing the problem of low number of middle / high TNI officers who are able to hold strategic positions in various UN Peacekeeping Missions. If the TNI has a suitable system of development and education that has accommodated the interests of UN Peacekeeping Mission, it will be easier for TNI to place middle / high TNI officers in strategic positions at UN Peacekeeping Mission. But in reality the TNI does not have yet a special career and education system for its officers involved in UN Peacekeeping Mission, and still uses a Career Development System which generally applies to personnel who have career internally within TNI.

4.1.2 The quantity of TNI officers involved in UN Peacekeeping Mission

There were 2911 TNI personnel involved in UN Peacekeeping Mission in June 2019 and 329 TNI officers were involved in UN Peacekeeping Mission. Since 2013-2019 the number of TNI officer personnel has ranged in same number. The accumulation since 2013 until now was more than 2,000 TNI officers cadres involved. The amount shows a lot of availability of TNI officers who can be projected to become strategic officials in UN Peacekeeping Mission in future. This fact is a strength that must be utilized in order that TNI can place middle / high TNI officers in strategic positions at UN Peacekeeping Mission.

4.2 Weakness

4.2.1. Competency of TNI officers

Referring to Spencer and Spencer (1993: 9-11) stated five characteristics of competency as follows: motives, traits, self concept, knowledge, skills. Indeed, TNI has applied the concept. The former Head of TNI AD Psychology Service, Sumitra (2014) stated that individual performance was determined by four factors as follows: experience, technical competence, behavioral and personality competencies. United Nations divides Core Competencies into Core Value and Core Managerial. Principally, the standardization is the same. Above various competency theories show a standard competency desired by United Nations regarding the placement of personnel involved in UN Peacekeeping Mission. Examination the vacancy documents were issued by Human Resource UN each year. There weaknesses of TNI officers relates with English language competence, the experience in UN Peacekeeping Mission and competence in knowledge of UN Peacekeeping Mission itself. The weaknesses does not mean TNI officers do not have adequate standards of value, but they lost in competition with candidates from other countries such as India, Pakistan, Bangladesh and Nepal who have more competency in English language skills, number of experiences following missions and understanding knowledge of UN Peacekeeping Mission.

4.2.2 Career development

Mangkunegara (2013) said that HRM can manage individual resources to the maximum benefit for organizations. John H. McPhaul, Jr. of US Army (2008) in the book of Developing Military Human Resources Managers for Senior Level Positions stated that mission elements Human resources in military organizations was to coordinate human resources effectively and timely to support tasks in each echelon and at tactical, operational and strategic level. Based on this view, the TNI personnel involved in UN Peacekeeping Mission have not been able to fill positions in each level / echelon, especially echelon leaders and strategic positions. These indications can be analyzed from number of TNI officers who have held strategic positions in UN Peacekeeping Mission. The TNI itself doesn't have a career development system specifically for TNI officers involved in UN Peacekeeping Mission. The current career pattern of TNI is only for TNI officers who have a career in TNI environment. The absence of this pattern caused many TNI officers that have potency in Peacekeeping Mission decrease their interest to try a career at UN Peacekeeping Mission because it will caused their military career in the country to be hampered. Other weaknesses of career development factors are due to the many TNI career development policies hamper the career of TNI officers who will compete in UN Peacekeeping Mission. They will lose position at time of assignment in UN Mission, not getting a post after full assignment, lose the opportunity to hold positions in prestigious positions such as battalion commander/District military commander/Resort military commander due to loss of time in assignments and other policies. These decrease the enthusiasm of TNI officers who have the potency to compete in careers in strategic positions at UN Peacekeeping Mission.

4.2.3 Leadership policy

Another weakness is there is still a lack of leadership policies that favor the officers who wish to have a career at UN Peacekeeping Mission. Leaders must provide incentives / privileges for TNI officers who will take careers in UN Peacekeeping Mission because these positions are relatively more difficult to get. They have to compete with international candidates. A career abroad will spend one to three years of service. The position also have a strategic impact on existence of TNI internationally. The absence of leadership policy to gives previlige can influences the success of TNI in placing its military officers in future.

4.2.4 Education management / UN Peacekeeping Mission Course

Another weaknesses is management of UN Peacekeeping Mission course. The weakness are the selectivity of personnel and data management. The synchronization data between related staff in TNI Headquarters and Force Headquarters does not run well. The database management regarding TNI officer personnel who took courses on UN Peacekeeping Mission has not been done thoroughly. The selection of personnel for TNI officers who were prepared to compete for strategic positions at UN Peacekeeping Mission has not been done selectively. This caused many potential officers were not included in important courses. Adversely, officers who did not have the potency get the educational opportunities.

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4.2.5 Selection Process
The UN normally conducts a recruitment process every six months with a two-year assignment period and a maximum extension period of two years. The recruitment process is done based on the presence of vacant positions both in mission area and in UNHQ staff. The bidding process is done through a letter sent by United Nations to all Permanent Representatives of TCC (Troop Contributing Countries) in New York and then forwarded to their respective countries. The United Nations implements a recruitment system through systematic stages of selection from administrative selection to interview tests. If a candidate actually prepares, it is possible to graduate. Most of TNI candidates failed in selection stage. Therefore, TNI needs to prepare TNI officers to pass the test / selection process through a special preparation process.

4.3 Opportunity

4.3.1 The success of Indonesian foreign policy

In 1945 Constitution of Republic of Indonesia paragraph 4 stated that one objectives of Indonesian State is to maintain world order based on independence of eternal peace and social justice. These points become basis for Indonesian Government to manages its foreign political policies. Law No. 37 of 1999 concerning Foreign Relations article 3 stated that Indonesia's foreign policy is to adhere to the principle of free and active. Free means that Indonesia is not bound by an ideology or politics from any country. While being active means that Indonesia is actively promoting relations of friendship and cooperation both nationally and internationally. From aspect of legal legality, Indonesia's involvement in UN Peacekeeping Mission very support the free and active foreign policy (Indonesia Constitution, 1945). Judging from role of Indonesia regionally and internationally, Indonesia's success in carrying out its active free role in Southeast Asia region as well as Indonesia's contribution in international forums such as the success of being a Non-Permanent Member of UN Security Council 2019-20 indirectly has a positive influence on Indonesia's ability to place TNI officers in UN Peacekeeping Mission. An overview of aspects of foreign policy shows that probability of Indonesia's opportunities for TNI officers to compete in strategic positions at UN Peacekeeping Mission is quite large.

4.4 Threat

4.4.1 Competition from other countries officers

The threats is competition from other countries officers. Increasing participation of personnel in UN Peacekeeping Mission is not only experienced by Indonesia, but also by other countries in Asia such as India, Pakistan, Bangladesh, Nepal and other countries in Africa such as Ethiopia, Senegal and others. Therefore, desire to place his officers in strategic positions at UN Peacekeeping Mission is not only an Indonesian obsession, but also an obsession with those countries.

4.5 SWOT Model

The SWOT model can be shown in table 2.

<table>
<thead>
<tr>
<th>TABLE 2. SWOT MODEL</th>
</tr>
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<tbody>
<tr>
<td><strong>STRENGTH</strong></td>
</tr>
<tr>
<td>TNI career system</td>
</tr>
<tr>
<td>Quantity of TNI officers involved in UN Peacekeeping Mission</td>
</tr>
<tr>
<td><strong>WEAKNESS</strong></td>
</tr>
<tr>
<td>Competence, career development, selection process, leadership policy</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>OPPORTUNITY</th>
<th>THREAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>The success of foreign policy.</td>
<td>Competition from other countries officers</td>
</tr>
<tr>
<td>UN peacekeeping mission course management</td>
<td></td>
</tr>
</tbody>
</table>

5 CONCLUSION

Research shows many factors to influence a country's military ability to place middle / high ranking TNI officers in strategic positions at UN Peacekeeping Mission. In case of Indonesia, through a SWOT analysis, researchers analyzed the strengths and weaknesses as well as opportunities and constraints. The foreign policy and probability of Indonesia's opportunities actually are very supportive. Indonesia still has several weaknesses that must be overcome. If these weaknesses have not been overcome, in future Indonesia will still experience difficulties in placing middle / high ranking TNI officers in strategic positions at UN Peacekeeping Mission. The recommendation is the TNI ideally implement a strategy to overcome competency weaknesses, career development systems, selection processes, management of personnel in UN courses and leadership policies that favor the future to compete for strategic positions at UN Peacekeeping Mission. Therefore it is very necessary to make improvements in TNI career development system to accommodate opportunities for positions in UN Peacekeeping Mission. TNI should customize the career development system specifically for officers involved in UN Peacekeeping Mission.

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