

The Organizational Arrangement and Strengthening of the Marine Corps: Implementation of Resource Management to Realise Bureaucratic Reform in the Indonesian Navy

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ABSTRACT

This paper aims to describe optimising the management and strengthening of the Marine Corps Command Headquarters organisation to implement resource management to realise bureaucratic reform within the Indonesian Navy. The organisational structuring and strengthening of the Marine Corps Command Headquarters aim to increase the efficiency and effectiveness of the organisation proportionally according to the needs of each task. So that it becomes the proper function and proper sizing to reduce the overlapping of tasks and internal functions of the Marine Corps Command Headquarters. Also increase the capacity of the Marine Corps Command Headquarters in carrying out the main tasks and functions in order to realise Bureaucratic Reform in the TNI AL Environment. The Marine Corps Headquarters must make changes in organisational life related to changes in behaviour, changes in the assessment system, changes in methods and ways of working.

Keywords: organizational arrangement, resource management, Marine Corps Command Headquarters

INTRODUCTION

In short, bureaucratic reform is defined as making reforms and fundamental changes to the government administration system to realise good governance. The goal of bureaucratic reform is to realise good governance with high integrity, productive, and excellent service personnel to increase public trust. (KOMENKO PMK, 2019) The strategic achievements to be achieved are implementing a corruption-free state, capacity building and accountability and strengthening its orientation towards improving public services. (Holidin, Hariyati, & Eka Sri, 2016) The purpose of bureaucratic reform within the Indonesian Navy is to create an excellent and professional bureaucracy within the Indonesian Navy with characteristics, integration, and integrity.

The Marine Corps, which is one of the Main Commands under the Indonesian Navy, continues to race to improve itself in order to realise the professionalism of soldiers to be able to carry out their duties in a professional, transparent and accountable manner, one of which is by making reforms and fundamental changes to the organisational system, especially regarding institutional aspects. Following up on bureaucratic reform in the Marine Corps ranks in implementing work programs, Marine Corps Command Headquarters needs to optimise the arrangement and strengthening of the organisation in their environment. Organisational structuring and strengthening aims to increase the efficiency and effectiveness of the Marine Corps Command Headquarters organisation proportionally by the needs of each task

implementation so that it becomes the proper function and proper sizing with the target of decreasing the overlapping duties and internal functions of the Marine Corps Command Headquarters and increasing the capacity of the Marine Corps Mako in carrying out the main tasks and functions in order to realise Bureaucratic Reform within the Indonesian Navy

Problem

1. Organisational structure demands to be adaptive to the challenges of changing strategic environments
2. The organisational structure of Marine Corps Command Headquarters, which is not by the demands of the times and is not effective in advancing the organisation, needs to be restructured.
3. The existence of organisational change requires time to adapt to result in the inaccuracy of performance targets.
4. The change in organisational culture has not been optimal yet towards organisational restructuring and strengthening.

Troubleshooting:

Rationale

1. Presidential Regulation of the Republic of Indonesia Number 81 of 2010 Grand Design of Bureaucratic Reform 2010-2025, becomes a reference for Ministries/Institutions/Local Governments in carrying out bureaucratic reform to realise good governance. (rbkunwas.menpan.go.id, 2021)
2. Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 20 of 2018 concerning Guidelines for Institutional Evaluation of Government Agencies. Article 2 explains that the Guidelines for Institutional Evaluation of Government Agencies reference government agencies in carrying out evaluations of government institutions effectively and efficiently. (berkasedukasi.com, 2021)
3. Organisational Behavior Theory. Defines that the field of study investigates the effects that individuals, groups, and structures have

on achieving organisational goals and then applying the acquired knowledge to improve organisational effectiveness. (Robbins at all, 2015)

4. Organisational Commitment Theory
Organisational commitment as an organisational loyalist is characterised by the intention to remain in it, identify with the values and goals of the organisation, the willingness to use extra energy on behalf of the organisation. (Ria Mardiana et al. I, 2018)

Discussion

1. Organisational structure demands to be adaptive to the challenges of changing strategic environments

An adaptive organisation is an organisation that can adapt to the changing times that occur, or in other words, an adaptive organisation is an organisation that has a relatively high level of sensitivity to the surrounding environment. The strategic development environment that leads the existence of the sea (country symbolises) to the strength of a country. With a relatively sizeable marine area, Indonesia makes Indonesia one of the formidable maritime countries, with the strength of an excellent domestic defence system. For an archipelagic country like Indonesia, the sea can be used to secure and maintain the integrity of the country's entire territory from various threats that come from other countries. In addition to being wide, the Indonesian sea also has extraordinary wealth.

Responding to this, the Marine Corps Command Headquarters with organisations that have Maritime Potential Staff with the following objectives:

1. The realisation of a formidable fighting space in the form of a marine aspect defence area that is ready to be used as a war mandala for the defence of national security
2. The realisation of a formidable fighting tool in the form of reserve components and supporting components can be utilised as a multiplier force for the Navy for the country's defence and security.
3. The realisation of harsh fighting conditions in the form of social conditions

4. a dynamic society in the life of society, nation and state who love the homeland and are ready to defend the country for
5. defend the homeland
6. The realisation of the unity of the Navy with the people who are getting stronger and stronger so that they can arouse public awareness and sensitivity to the interests of state defence and security.

The workload carried by the Maritime Potential Staff in carrying out their duties is hefty. However, the Maritime Potential Staff of Kormar does not have a Potential Maritime Staff under their guidance (Pasmart Maritime Potential Staff) who have been extended to the lower units so far relying on the Pasmart Intelligence Staff to carry out the Potmar program, while The Pasmart Intelligence Staff is under the guidance of the Kormart Intelligence Staff. It results in the ineffectiveness of the performance that is required to be adaptive to the current strategic environmental conditions where in addition to organisational constraints, they should already have Babin Potmar in the lower unit work area so they can easily carry out their work programs

2) The organisational structure of Marine Corps Command Headquarters, which is not by the demands of the times and is ineffective in advancing the organisation, needs to be restructured.

Organisational restructuring is one way to carry out the organisational transformation, prepare and rearrange all organisational resources, and direct them to achieve a high level of competitive performance in a dynamic and competitive environment to improve performance. The restructuring was carried out by strengthening the organisational structure, rearranging the position changes in each of the existing functions by strengthening the main tasks and functions of the new tasks.

The factors that determine organisational restructuring in improving performance are:

1. Leadership factors that can take advantage of the potential of the organisation and focus on achieving performance.
2. Work culture factors where members who do not understand the process of change are

being carried out now. So that dysfunctional behaviour still occurs in the implementation of its duties and functions,

3. Internal and external communication factors are still not effectively carried out, so both members and the community do not know about the Marine Corps Command Headquarters program and performance.

Restructuring can be done by rearranging the organisational structure, division of labour, operational systems, or other matters relating to managerial and organisational issues.

One of the shortcomings of Marine Corps Command Headquarters in the defence system era is material maintenance because there is no more specific Office in charge of material maintenance. Material maintenance is essential because, in every operation, the Marines are very dependent on combat materials. This condition will become a problem if the organisation does not immediately restructure.

In the field of operations, the Marine Corps benefits from personnel of sufficient number. Therefore, the capability of the personnel possessed is an asset owned by the Marines. More specifically, in terms of OMSP, humanitarian aid operations can carry out these operations towards disaster points; this potential can be utilised in collaboration with other parties.

Restructuring activities consist of several ways, among which Marine Corps Command Headquarters can do to improve performance as follows:

1. Spin-Off

Actions such as those performed by amoeba are splitting themselves but still have the same properties as before. (learningcuan.com, 2018) In the Marine Corps Command Headquarters environment, restructuring using a spin-off can be said to be breaking itself apart, each of which remains focused on their respective competencies, as will be done by the Materials Office, which is currently splitting up with the emergence of the organisation. It needs to be done to optimise the maintenance of existing materials in the Marine Corps ranks.

2. Cooperation

Organisational restructuring is a type of action that shows that we as social beings cannot

live without the help of other creatures. By working together, it is hoped that the task can run smoothly. (learningcuan.com, 2018) Mako Kormar carried this out in terms of Military Operations Other than War (OMSP), namely social assistance for the flood disaster last month. Mako Kormar collaborates with BNI and the national zakat agency to distribute aid at flood points that occur in serving the community, nation and state.

3. The existence of organisational change requires time to adapt to result in the inaccuracy of performance targets.

Adaptation is a process of adjustment. Adjustment of individuals, groups, or social units to norms, processes of change or created conditions. (repository.usu.ac.id, 2021) Further, the adjustment process has certain objectives, including:

1. It is overcoming obstacles from the environment.
2. Channelling social tension.
3. Maintain the continuity of the group or social unit.
4. Survive

Performance targets are work plans and targets to be achieved by a member of the organisation, which contains the activities of the job duties within the assessment period that are real and measurable.

Problems that arise in the implementation of the adjustment process to organisational changes that require time to obtain optimal performance targets at Mako Kormar include:

1. Education and communication

Communication that is not open to all members of the organisation verbally or in writing causes all members of the organisation not to receive explicit information. Both related to the reasons why a change was made, the purpose of making changes, and the benefits of changes for all organisation members. It was experienced in Bureaucratic Reform; not all members know the importance of bureaucratic reform and what must be done to make it happen so that there is a misunderstanding of the work system carried out in daily life. It is due to a lack of education or knowledge about bureaucratic reform.

2. Facilities and support

Change agents must be trained in such a way as to facilitate and assist members of the organisation. Who face difficulties in adapting to the changes that have been designed. If necessary, the change agent can organise training or seminars and other forms to increase the understanding of organisational members about the change. However, unfortunately, the agents of change that have been formed at Marine Corps Command Headquarters are still unable to socialise the bureaucratic reform system that should be carried out, not to be understood by all members.

3. Coercion

This tactic is the application of threats or coercion to people who are slow to change. Transfers or rotations, promotions, dismissals are some other forms of coercion. For example, this happens in the reporting system and active filling of bureaucratic reforms; if we cannot fill or cannot carry out the function of bureaucratic reform, we will not get welfare in the form of performance allowances.

4. The change in organisational culture has not been optimal yet towards organisational restructuring and strengthening.

Changes in human life are related to changes in behaviour, changes in the assessment system, changes in methods and ways of working, changes in attitude and thinking, changes in equipment, use of technology, and other changes. Meanwhile, "change within the organisation is stimulated by various external and internal forces, which often interact with one another. Organisations inevitably have to change because they are open systems in constant interaction with the environment surrounding them. If change is to be carried out quickly, one requires working, behaviour, and closely related organisational culture. (DeReMa, 2019)

Organisational culture is a value system adopted by members of the organisation, which then influences the way they work, behave and do their activities. The organisational culture emphasises the sharing of norms and values that guide the organisation's behaviour. Norms and values are clear guidelines on how employees should behave within the organisation and the

code of conduct they are expected to apply outside the organisation. In Indonesia itself, norms and values are highly upheld by many organisations that have been established for many years. (studilmu.com, 2021)

In the digital era that is thick with technological nuances, Marine Corps Command Headquarters must make changes in organisational life related to changes in behaviour, changes in the assessment system, changes in methods and ways of working, attitude and thinking changes, and changes in attitude and thinking in attitude equipment and use of technology. It has been running because it is a demand that must be implemented. However, this cultural change cannot run optimally due to:

1. The organisation members do not understand and live perhaps even do not know the core values of the organisational culture. The central values in working at Mako Kormar staff are consistency in their work in their fields and serving all the needs of other staff in need. It should be adhered to by every member so that there is no other word for delegating work to others, which will undoubtedly hinder that person's work.
2. The guidelines for behaviour for soldiers have been clearly outlined, but not all soldiers understand, obey to carry out this; it is proven that there are still violations committed even though they are minor. However, this will have an impact on the performance of others.
3. The values adopted by the organisation do not just stop at the slogan but are internalised and expressed in daily behaviour consistently. As with the slogan of a professional soldier, it still cannot be applied optimally due to the limited capabilities of each soldier. External motivation is needed to spur the professionalism of soldiers, both from colleagues and superiors.

If the organisation wants to exist and not be crushed by the wheels of changing times, every organisation must create a new culture to survive and thrive. Change or become extinct is his motto. (kompasiana.com, 2021)

Effort

1. Efforts to face the demands of an adaptive organisational structure is facing the challenges of strategic environmental change are by:
 - a. Conduct a study or evaluation of the organisation that has a strategic impact on the performance carried out.
 - b. Conduct an assessment of work performance every quarter.
 - c. Seek solutions for efficient organisational change.
 - d. Other elements help maximally towards the achievement of the performance results carried out.
 - e. Establish partnerships with communities by their working areas.
2. Efforts are being made to make the Mako Kormar organisation in line with the demands of the times and to be effective so that it needs restructuring, namely:
 - a. Conduct a study or evaluation of the Mako Kormar organisation and spur existing opportunities to develop the organisation.
 - b. Building a good image and cooperation with other institutions to help each other contribute to the common interest.
 - c. Creating new rules and quickly adapting to new units that have split/spin-off to coordinate and work.
 - d. Creating good relations with all institutions.
3. In order to accelerate adaptation to organisational change, it is necessary to:
 - a. Efforts to improve education, courses or socialisation by involving change agents.
 - b. Attempts to provide openness of communication and information are emphasised on apples, put up posters, and open digital communications.
 - c. Increase the number of personnel who will deepen knowledge or study.
 - d. Provide strict sanctions against negligence for personnel who violate the organisation, willing to use extra personnel on behalf of the organisation. (Ria Mardiana et al., 2018)

Conclusions and suggestions

Conclusion

1. In structuring and strengthening organisations to face the challenges of changing strategic environments, an organisation must be adaptive to adapt to carry out well-planned work goals quickly. When facing a less effective and efficient organisation, it is necessary to make organisational arrangements to get work efficiency and effectiveness.
2. An organisation needs restructuring to be more effective in achieving organisational goals. Restructuring is one way of carrying out organisational transformation: preparing and rearranging all organisational resources and directing them to achieve a high level of competitive performance in a dynamic and competitive environment.
3. Adaptation is a process of adjustment of individuals, groups, and social units to norms, processes of change, or a created condition. The existence of organisational change requires time to adapt. Make a change.
4. In structuring and strengthening the organisation, it is essential to change the organisational culture because changes in human life are related to changes in behaviour, changes in the assessment system, changes in methods and ways of working, changes in attitude and thinking, changes in equipment, use of technology, and other changes that are part of the organisation of the culture within the organisation.

Suggestion

1. The Marine Corps Mako needs to restructure the organisation that does not yet have an arm down to carry out the work program that has been planned, for example, the need for the Potmar Pasmars Staff as an extension of the Kormar Potmar Staff.
2. The need to increase Human Resources in accompanying organisational arrangements that have begun to develop so that they can immediately adapt to these developments by providing educational opportunities, courses

- or participating in socialisation so that they can add insight to the progress of the organisation in order to create reasonable organisational goals
3. The need for organisational personnel who are qualified in the field of study and evaluation to support organisational restructuring and strengthening because from this study and evaluation will be able to determine the requirements, values and objectives of organisational restructuring and strengthening so that they will be able to determine the effectiveness and efficiency of performance achievement

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