

## The Effectiveness of the Joint Training Program of the Marine Corps of the Indonesian National Army Navy (TNI AL) with the United States Marine Corps (USMC)



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**ABSTRACT:** The objective of the Indonesian National Army Marine Corps (TNI AL) Marine Corps Joint Training Program with the United States Marine Corps (USMC) is to increase the professionalism of the soldiers involved in the training, strengthen the cooperative relations between the two countries in the field of defense and security as well as internally as a form of carrying out the duties of the Indonesian Navy in enhancing the diplomatic role of the Navy in order to support the foreign policy policies set by the government. In this study the authors formulate the problem regarding: how effective is the joint training program carried out by the Marine Corps of the Indonesian Navy and the USMC?; and what are the things that support and hinder the effectiveness of the joint training cooperation program carried out by the Marine Corps of the Indonesian Navy and USMC. By using qualitative research methods, the Joint Training Program of the Marine Corps of the Indonesian National Army Navy (TNI AL) of the Indonesian Navy and the United States Marine Corps (USMC) was photographed with the concept of program effectiveness according to S.P Siagian (2008), namely clarity of objectives to be achieved; Clarity of strategy for achieving goals; The process of analysis and formulation of policies; Careful planning; Preparation of the right program; Availability of facilities and infrastructure; Effective and efficient program implementation; Monitoring and control system. The findings in the field are in accordance with the concept of effectiveness according to S.P Siagian (2008) which describes 8 aspects of program effectiveness namely; Clarity of goals to be achieved; Clarity of strategy for achieving goals; The process of analysis and formulation of policies; Careful planning; Preparation of the right program; Availability of facilities and infrastructure; Effective and efficient program implementation; Monitoring and control system. Factors supporting the effectiveness of the Joint Training Program between the Marine Corps of the Indonesian Navy and the USMC are the support from the central management (Mabes TNI AL); there is a clear relationship between the objectives and the training plan; Adequate funding; there is a training needs assessment (TNA); support for applying skills and knowledge learned in on-the-job training; and the assessment of the impact of training on personnel performance. Meanwhile, the inhibiting factor for the effectiveness of the Joint Training Program between the Marine Corps of the Indonesian Navy and the USMC is the lack of English skills for members of the Marine Corps of the Indonesian Navy who carry out Joint Training tasks.

**KEYWORDS:** Program Effectiveness, Joint Training, Marine Corps, USMC

### INTRODUCTION

The quality of human resources is a very strategic issue because human quality will support success in carrying out work (Rustiana, 2010). Therefore, increasing the ability of human resources both from the aspect of knowledge and skills aspects needs to be carried out continuously, including the organization of the Indonesian National Armed Forces (TNI). The development of the Marine Corps Organization, which is part of the Indonesian Navy, has implications for the duties and responsibilities of the Marine Corps which are also getting bigger (Safi'i and Permana 2021). Efforts to realize the implementation of tasks so that they are efficient and effective certainly require capacity building that is planned, gradual, multilevel in a sustainable and integrated manner. This was also conveyed by Widodo (2014) who said one of the efforts to improve the quality of professionalism of TNI AL soldiers was through the implementation of training which was carried out in a programmed, gradual and sustainable manner. Supriyono (2020) also explains that training will provide an opportunity for TNI soldiers to develop new skills and abilities at work so that what is known and mastered now and in the future can help soldiers understand what should be done and why it should be done, providing opportunities to increase knowledge, expertise, while motivation will provide an opportunity for soldiers to

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channel their individual ego and strengthen the soldier's commitment to the company. In order to achieve reliable and respected Marine Defense Forces, it is necessary to be supported by the capabilities of TNI AL soldiers who are professionals in their fields. One of the efforts to improve the quality of the professionalism of TNI AL soldiers is through the implementation of training which is carried out in a programmed, gradual and sustainable manner

The Indonesian Navy is the main component of the National Defense System in maritime media. Based on Presidential Regulation Number 66 article 6 of 2019 concerning the Organizational Structure of the TNI and Law Number 34 article 9 of 2004 concerning the Indonesian National Armed Forces, the main duties of the Indonesian Navy are as follows; (1) Carry out the duties of the TNI in the field of defense; (2) Uphold the law and maintain security in the sea area under national jurisdiction in accordance with the provisions of national law and ratified international law; (3) Carry out naval diplomacy tasks in order to support the foreign policy policies set by the government; (4) Carry out the tasks of the TNI in the construction and expansion of maritime forces; and, (5) Carry out the empowerment of marine defense areas. In carrying out the tasks set out in point 2 above, namely enforcing the law and maintaining security in the maritime area of national jurisdiction in accordance with the provisions of national law and ratified international law, the TNI AL carries out the function of deterrence and the function of taking action against every form of threat in, from and by sea, both from abroad and from within the country which threatens the sovereignty, territorial integrity and safety of the nation. These two functions are implemented including in the form of deploying forces carrying out sea operations with a fleet of warships and maritime patrol aircraft (KASAL Decree Number KEP/1111/V/2018, TNI AL JALESVEVA JAYAMAHE Doctrine, 26).

In order to maintain and maintain the professionalism of marine matra soldiers, the Indonesian Navy carries out a systematic and regular training program. TNI AL training is carried out in the form of internal TNI AL training, joint training with other dimensions, as well as joint training with other countries. Joint exercises with other countries include joint exercises between the Indonesian Navy Marine Corps and the United States Marines Corps (USMC). The joint exercise has quantitative and qualitative training targets (Decree of the TNI Commander Number KEP/986/XII/2014, Handbook for the Implementation of the TNI Joint Exercise). In the quantitative target, there are three main objectives, namely first, the achievement of all planned joint training programs and joint training. The aim of the program is to create dynamic relations between countries that reflect friendship, harmony, equality and mutual benefit. Second, the implementation of all training material in each training activity in accordance with the training plan. The training material is the main thing that contains various content of expertise to be taught to participants in the joint training program for both the Indonesian Navy and USMC. Third, meeting the needs of personnel, material, and logistical support for each training activity. This last point certainly needs to be of concern to the leadership as long as soldiers from the two countries are carrying out joint exercises. Therefore, the Indonesian Navy pays close attention to certain standards and qualifications as a form of seriousness towards the work program in joint training between the two countries.

In addition, this joint training program has a qualitative objective. This goal focuses on realizing the understanding and ability of the trainees in testing the training material. Then the next goal is to realize the ability of the trainees to apply the material to the dynamics of the exercise. At this stage the application process is not always smooth, in general the language barrier is a determining factor in the absorption of the material, so that understanding of the material will determine the implementation of the material at the training stage. Finally, to realize the spirit of integration among the training participants through the alignment of vision, perception and interpretation of training material in the implementation of the training. Based on the data the researchers obtained from the Operations Staff of the Marine Corps, the training material which became a joint training program for the Indonesian Navy and USMC Marine Corps, joint exercises carried out by the Indonesian Navy and USMC Marine Corps have been established for a long time since the last twenty years (Staff Marine Corps Operations, Marine Corps joint training material data with USMC until 2019).

Every year, both parties, namely the Marine Corps of the Indonesian Navy and the USMC have sent a number of envoys with different numbers of personnel, but one can see in them the development of the type of training that adapts to the needs of the times . At least 14 types of exercises have been carried out in the period up to 2019. Some of them are the Rim of Pacific Multilateral Exercise (RIMPAC); Cooperation Afloat Readiness and Training (CARAT); Marine Exercise (MAREX); Platoon Exchange (PLATEX); Intelligence Preparation of the Battlefield (IPB), Landing Support Element (LSE); Fire Support Coordination Center (FSCC); Embarkation (EMB); Non-Combatant Evacuation Operation (NEO); Rapid Response Planning Process (R2P2); Fire Support Coordination Center (FSCC); Marine Tactical Warfare Simulation System (MTWS), and; Military Decision-Making Process (MDMP). To support the quality of the joint training program, the Indonesian Navy and USMC hold regular meetings as an effort to strengthen communication between the two countries in the military field, especially marines, some of which include the Marine Engagement Meeting (MEM), Subject Matter Expert Exchange (SMEE), Pacific Amphibious Leader Symposium (PALS).

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In the joint exercise between the Marine Corps of the Indonesian Navy and the USMC, the objectives to be achieved by the two countries are to increase the professionalism of the soldiers involved in the training, to strengthen the cooperative relations between the two countries in the field of defense and security as well as internally as a form of carrying out the duties of the Indonesian Navy in increasing the role of diplomacy. TNI AL to support foreign policy policies set by the government. The implementation of joint exercises between the Marine Corps of the Indonesian Navy and the USMC involves personnel and materials belonging to the Marine Corps. In the field of personnel, Marine Corps soldiers who take part in the training are carried out alternately from various units in the Marine Corps with backgrounds of different specifications according to the training material being carried out. The entire training material carried out in the field with the concept of integrating Marine Corps soldiers of the Indonesian Navy and USMC soldiers. This integration activity is one of the appropriate diplomatic ways so that each soldier can exchange knowledge and experience. Among national powers (diplomacy, information, military, economy, and various industrial sectors), the military is often seen as a last resort (when all resources are no longer viable). However, military power actually becomes a key player in building strength between countries through military-to-military relations (including bilateral exercises). The Indonesian Navy is an integral part of the TNI, realizing its role as one of the key actors in building interstate power with its military diplomacy. Therefore, in every joint activity, the strength of the soldiers and the capabilities of the soldiers determine the smooth running of diplomacy. The diplomatic ability of each Marine Corps soldier is highly dependent on the English language ability of each individual. With different educational backgrounds, most Marine Corps soldiers experience difficulties in communicating so that the diplomacy that has been established has not worked as expected. To overcome this problem, it is necessary to provide English to soldiers who are prepared to take part in joint training. Meanwhile, in the use of materials, joint exercises between the Marine Corps and USMC use combat materials for USMC units and existing Marine Corps units of the Indonesian Navy in accordance with the training materials carried out in the field.

Field rehearsals applied by Marine Corps personnel of the Indonesian Navy and USMC personnel were carried out in accordance with the exercise plan. The background of different units and different countries of origin, in general, has a significant influence on the tactics, techniques and procedures used in carrying out practical exercises. Existing differences often appear to be obstacles when implementing material in the field. In response to these conditions, it is necessary to equalize the concept and synchronize the standard operating procedures and procedures (SOP) agreed upon between the Indonesian Navy Marine Corps and the USMC. The description above provides an overview of how important joint exercises are carried out as part of the military diplomacy efforts of the two countries involved. However, there is still much to be prepared by the two countries in their involvement in joint exercises. Joint exercises are seen as an appropriate means of improving the quality of soldiers, strengthening bilateral relations, and as an applicable form of military diplomacy. The technical and non-technical constraints above will affect various aspects of the exercise, from upstream to downstream processes. Therefore the research entitled "Effectiveness of the Indonesian Navy Marine Corps Joint Training Program with the United States Marine Corps (USMC)" explores various sources of problems from upstream to downstream in the joint training process in order to obtain a strategy for developing cooperation between the Indonesian Navy and USMC in joint exercises. The results of the study This research is expected to be applicable research to become a reference for the development of various types of exercises involving foreign countries.

### **RESEARCH METHOD**

This study used qualitative research methods. According to Creswell (2014) qualitative research is a method for exploring and understanding the meaning of discussing social or humanitarian problems from a number of individuals or groups of people. Furthermore, Sugiyono in Zamroni et al (2019), explained that qualitative research is a research method based on the philosophy of postpositivism, used to research on natural object conditions, where researchers are the key instrument, data collection techniques are carried out by triangulation (combined), data analysis is inductive or qualitative, and the results of qualitative research emphasize meaning rather than generalization. Creswell (2014) in his book entitled "Qualitative Inquiry And Research Design" reveals five qualitative research traditions, namely: biography, phenomenology, grounded theory, case studies and ethnography. This research uses case studies in an effort to understand the effectiveness of the Indonesian Navy's Marine Corps Joint Training Program with the United States Marine Corps (USMC). An in-depth case study is research conducted on a case with high uniqueness. The focus of research is on the case itself, both in terms of location, program, event or activity

The data analysis technique used in this qualitative research is clear, namely by using qualitative analysis techniques, whereby data collection, observation, interviews and data conclusions are drawn. The model in data collection used in this study is the Miles and Huberman model. Data analysis uses several steps according to the theory of Miles, Huberman and Saldana (2014), namely analyzing data in three steps: data condensation, presenting data (data display), and drawing conclusions or verification

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(conclusion drawing and verification). Data condensation refers to the process of selecting, focusing, simplifying, abstracting, and transforming data.

### **RESULTS AND DISCUSSION**

According to Sondang P. Siagian, effectiveness is the use of resources, facilities and infrastructure in a certain amount that is consciously determined beforehand to produce a number of goods for the services of the activities it carries out. Effectiveness shows success in terms of whether or not the goals set have been achieved. If the results of the activity are getting closer to the target, it means the higher the effectiveness. The opinion expressed by Hidayat (1986) explained that "Effectiveness is a measure that states how far the target (quantity, quality and time) has been achieved. The greater the percentage of targets achieved, the higher the effectiveness. This concept is one of the factors to determine whether it is necessary to make significant changes to the form and management of the organization or not. In this case, effectiveness is the achievement of organizational goals through the efficient use of available resources, in terms of input, process and output. Resources include the availability of personnel, facilities and infrastructure as well as the methods and models used.

An activity is said to be efficient if it is carried out correctly in accordance with the available resources while it is said to be effective if the activity is carried out correctly according to the procedure and produces the results as determined. The concept of effectiveness that is carried out in this joint exercise refers to Confidence Building Measures (CBM). The purpose of Latma with CBM principles is actually carried out to build good relations between countries and other countries, especially to eliminate misperceptions between countries or reduce tensions by means of mutual openness in state policies, transparency in the development of capabilities and military capabilities. Referring to the concept of effectiveness carried out in this study which means the correct use of resources to support objectives, the Marine Corps of the Indonesian Navy is aware of various deficiencies in terms of personnel, administrative systems, to equipment and weapons, but is still able to make adjustments to achieve the desired training results. in the form of mastery of basic training material, field practice, and strategy implementation. All of these things are not much different from the initial goals, so that it can be called compatibility between targets and goals to become effective results.

The following are the results of research and discussion in accordance with the theory of the effectiveness of the Indonesian Navy's Joint Marine Corps Training Program with the United States Marine Corps (USMC) according to Sondang P Siagian :

#### **1. Clarity of Purpose**

Clarity of objectives is the first key in achieving program effectiveness. The concept of the joint exercise which is used as a guide in the implementation of joint exercises with the Marine Corps of the Indonesian Navy and USMC refers to the guidebook for implementing joint TNI exercises which was ratified by the decision of the TNI Commander Number KEP/986/XII/2014 dated 18 December 2014.

- a. Definition of Joint Exercise. Joint training (Latma) is a form of joint training carried out by involving one dimension of the TNI (AD, AL, AU) together with one dimension of another country.
- b. Principles of Joint Exercise. In carrying out joint exercises, the principles that must be considered are as follows: 1) Prioritizing national interests, 2) Prioritizing aspects of national defense, 3) Beneficial for the TNI and national defense, 4) In accordance with applicable laws and regulations, 5) Mutual benefit and pay attention to equality relationship.

The main objective of the Indonesian Navy and USMC Marine Corps Joint Exercise is to prioritize national interests and prioritize the principles of national defense. Based on the 2014 Indonesian Defense White Paper, what is meant by the national interest is maintaining the upholding of the Unitary State of the Republic of Indonesia based on Pancasila and the 1945 Constitution and ensuring the smooth running of national development in order to realize national goals. The national interest is realized by taking into account three main principles. First, the order of life for the people, nation and state of Indonesia based on Pancasila and the 1945 Constitution. Second, efforts to achieve national goals are carried out through national development that is sustainable, environmentally sound and national resilience based on an archipelago insight. Third, the means used are all national potentials and strengths that are utilized in a comprehensive and integrated manner. The continued upholding of the Unitary State of the Republic of Indonesia based on Pancasila and the 1945 Constitution is Indonesia's national interest which is permanent and valid for all time. The meaning of permanent national interests is to maintain state sovereignty and maintain the territorial integrity of the Unitary State of the Republic of Indonesia by not allowing every inch of the homeland to be controlled and scattered by any party. One of the goals of the joint training program between the Marine Corps of the Indonesian Navy and the United States Marine Corps (USMC) is to create a dynamic relationship between countries that reflects friendship, harmony, equality and mutual benefit to the national interests of the two countries, Indonesia and the United States. The concept of national interest that has

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been described above, in this study is used as a basis for looking further at the goals to be achieved in the cooperative relationship carried out by the Marine Corps of the Indonesian Navy and USCM.

### **2. Clarity of Strategy to Achieve Goals**

The Joint Training Program between the Marine Corps of the Indonesian Navy and the United States Marine Corps (USMC) has a strategy and principles that serve as guidelines as follows: 1) Objective. Every implementation of joint training must have clear goals or objectives, so as not to cause doubts in the achievement of the main tasks; 2) Unity of Command and Control. All joint training activities carried out are under one command or person in charge of a designated state institution in accordance with applicable regulations; 3) Proportional. That the TNI's forces, weapons, and equipment deployed in the implementation of the joint exercises are carried out commensurately, not excessively, have clear standard operating procedures, and are prevented from acting outside the bounds of reasonableness; 4) Security. In every training exercise, safety factors and actions must always be taken into account without neglecting the realism and expected training achievements and results; 5) Legitimacy. Implementation of joint exercises carried out by the TNI and armed forces of friendly countries based on agreements between countries that are dimension or joint in nature in accordance with cooperation agreements; 6) Integration. There is a common perception and proper coordination in the implementation of the exercise so as to achieve a balanced training objective; 7) Diplomacy. Exercise must be utilized as a means of diplomacy in enhancing international cooperation; 8) Professional. Training must be able to provide and equip individual and unit skills in accordance with skill standards to support their duties and responsibilities; 9) Simple. The training is carried out by taking into account the effectiveness and efficiency of the support provided without compromising the demands of the specified training results; 10) Equality. The existence of an equal position between the TNI and the armed forces of the relevant countries in carrying out joint exercises.

### **3. Policy Analysis and Formulation Process**

The policy in question is all written and unwritten rules and guidelines with how policies and regulations from the TNI AL Headquarters (Mabes) have implications for the programs being implemented. The policy is based on several documents which form the basis for the joint training of the Marine Corps of the Indonesian Navy and the USMC, including the Indonesian Armed Forces Implementation Manual on joint exercises which was ratified by the decision of the TNI Commander Number KEP/986/XII/2014 dated 18 December 2014, Law Number 34 of 2004 regarding the Indonesian National Armed Forces, and the Decree of the TNI Commander Number Kep/2/1/2007 dated 12 January 2007 concerning the Tri Dharma Eka Karma (Tridek) Indonesian National Armed Forces Doctrine. For diplomatic relations, refer to Republic of Indonesia Law Number 37 of 1999 dated 14 September 1999 concerning Foreign Relations, Republic of Indonesia Law Number 24 of 2000 dated October 23 2000 concerning international agreements. Among the various written norms, there are unwritten norms which are like a mutually agreed upon consensus, namely many who think the same thing that the involvement of the military forces of the two countries in a joint exercise carries various kinds of agendas so that in one collaboration, many things can be achieved, starting from strengthening diplomatic relations, transfer of knowledge, expertise and technology, as well as war strategy for each soldier involved in it.

### **4. Careful Planning**

Careful planning referred to in this sub-chapter is personnel planning in the capacity to increase human resources. The issue of increasing human resource capacity has become a common topic that is the focus of an agency or organization anywhere in the world. The arrangement of human resource management in each type of organization certainly has a different character and method. The most common concept in line with what was expressed by B. H Liddle Hart about strategy is about making quality improvement end goals (goals), the Marine Corps means (as HR) by conducting training and education with America as a way (ways).

### **5. Proper Programming**

The concept of the joint exercise which is used as a guide in the implementation of joint exercises with the Marine Corps of the Indonesian Navy and USMC refers to the guidebook for implementing joint TNI exercises which was ratified by the decision of the TNI Commander Number KEP/986/XII/2014 dated 18 December 2014. Joint training (Latma) is a form of joint training carried out by involving one dimension of the TNI (AD, AL, AU) together with one dimension of another country. In carrying out joint exercises, the principles that must be considered are as follows; (1) Prioritizing the national interest; (2) Prioritizing aspects of national



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defense; (3) Beneficial for the TNI and national defense; (4) In accordance with the applicable laws and regulations; (5) Mutual benefit and attention to equality relations.

### **6. Availability of work facilities and infrastructure**

What is meant by work facilities and infrastructure are all kinds of support that has been given to make the Joint Training Program successful between the Marine Corps of the Indonesian Navy and the USMC. The support includes; a. Central Management Support (Mabes TNI AL). Very important for TNI AL Headquarters in the provision of budget, optimal utilization of Latma budget, the attitude of top management towards Latma, how often soldiers attend Latma, the percentage of soldiers with good access to the Internet, organizational efforts in exploring opportunities for Latma in the future, and the impact that felt from training. So far, the soldiers involved in the field as Latma participants feel that the support from the central management is considered good, but in order to improve the quality of the training itself the resources formed must be in accordance with the inputs included, which can be in the form of budgets, weapons support, training materials, trainers, and various other supports; b. Clarity of relationship between objectives and training plan. Based on the data obtained from all informants, it can be concluded that so far the Indonesian Navy has prepared a training plan with internal and external coordination with the USMC. The outline of Latma's planning is reflected in the achievement of good joint training, improving the skills of soldiers from the two countries, mastering new warfare techniques, mastering knowledge of modern weapons, and fostering diplomatic relations between the two countries. This goal as an outcome or output of joint training is good, but in the future Latma objectives must be prepared based on the urgency of the strategic issue which is assumed to be overcome by updating skills through joint training. Must make an orientation to increase readiness for combat with various new methods, various types of threats, battlefields, and modern combat technology; c. Adequate funding. This section fully belongs to planning at the central government level, namely the preparation of the state budget. State expenditure for the TNI, especially human development, is still not an allocation that is sufficiently considered, bearing in mind the large number of state expenditure items so that in the joint training funding model whose sources still depend on the state budget, it is necessary to carry out proportional budget planning; d. Support to apply skills and knowledge learned in on the job training. TNI AL Headquarters and the implementing units under it, including Kormar, Pasmara, and Battalions, need to make the organization the best constructive place for its personnel to apply their expertise. However, the most obvious impact of various training programs for the Marine Corps is an increase in individual capacity. However, the new capacity that has been built will be meaningless without the support of a constructive office space. This will help the organization to be more productive and progressive, because the skills and knowledge of personnel is a measure of the success of an activity program.

### **7. Effective and Efficient Implementation**

Indonesia and the United States have developed cooperation since around 1950, one of which is in the field of defense. Defense cooperation between Indonesia and America continues to develop and a lot of military equipment, such as combat aircraft and weapons, is obtained by Indonesia from America. However, some time after that trade relations in the defense sector experienced an embargo. This has had an impact on defense cooperation in other sectors, for example a reduction in aid from America, to the extent that it has had an impact on Indonesia's ability to obtain spare parts for F-16 fighter aircraft. Apart from that, defense cooperation in the field of military training has also been discontinued, so that Indonesia can no longer send its officers to study or train in America. Bilateral relations which had not gone well at that time had an impact on the decline in the strength and capability of the Indonesian military. To overcome the decline in defense diplomacy, several efforts have been made by normalizing bilateral relations between Indonesia and America or by continuing to buy defense equipment. The defense cooperation between the two countries continued to increase in the field of education and training or known as IMET (International Military Education Training) and began to reopen several military training partnerships such as the 'Garuda Shield' in 2006. The difficult period of defense diplomacy faced by Indonesia continues, during the Indonesian military personnel who are sent to America, whether to undergo education, military training, courses, and so on, must undergo a vetting process, namely a law issued by the congress in America over its objection to reopening the Indonesian embargo.

### **8. Supervision and Control System**

TNI AL Headquarters monitors and evaluates the achievements that have been formulated in the Joint Training Program between the Indonesian Navy Marine Corps and USMC. In general, this joint training program can strengthen bilateral relations through military diplomacy. This is also a form of implementation of naval diplomacy. Institutionally, to the regulator and operator groups, to consider carrying out this type of defense cooperation, in this case, military training cooperation between the Marine Corps

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and USMC, to pay attention to aspects of readiness for domestic coordination first. Some of what can be done is to involve supporting civil agencies, for example the involvement of the ministry of foreign affairs, customs, and other appropriate agencies to support smooth administration. Wanbangopstik Headquarters is expected to be able to facilitate one of the materials obtained from Latma activities. The main thing that is most important is paying attention to strengthening diplomacy, because seeing the increasingly uncertain geopolitical developments in the world, it must be accompanied by increasing the professionalism of soldiers by means of developing defense equipment to support the demands of future operational needs.

If the worst-case scenario for cooperation between Indonesia and the USMC does not continue in the next five years, the Indonesian Navy needs to see other potential, for example strengthening diplomacy by sending reliable diplomats to lobby developed countries other than America to get mutually beneficial cooperation between both sides. The Republic of Indonesia has many qualified scientists, academics, practitioners to become partners in collaborative training, education, and training programs for soldiers. In addition, utilizing domestic resources will minimize costs, but can expand choices, for example to deal with disruptions in training technology, the most crucial of which are those related to high technology. This will be relevant to the asymmetric warfare model with a broad spectrum that relies heavily on technology. Group users can take advantage of training opportunities as a platform and reference for developing tactics, techniques and operational procedures within Kormar. An important part of increasing the capabilities of Marine Corps personnel is increasing individual and collective abilities. In the process of increasing capability, the process of material input, process, and output is determined by the ability to properly accept training material so that it has an impact on soldiers themselves. Awareness of the cognitive, psychological, and spiritual aspects is shown by the awareness of soldiers carrying out orders according to instructions. Psychological aspects can be shown by processing emotions, moods and feelings that do not interfere with daily work. This training is useful for increasing focus because it tests participants to be able to separate personal problems from professional problems.

One of the main measuring levels of program success lies in the performance of personnel shown in the office. If the personnel who receive training do not show differences in performance, then it is better to do a post-training evaluation. This is useful to find out how long the impact of training can last on Marine soldiers and encourage better performance. TNI AL Headquarters as the main regulator in the TNI AL body needs to really review the suitability of the planning and achievement of the objectives of the training. The program's effectiveness is not only due to the success of field training, but also to support self-actualization and the use of skills for soldiers in the right work environment, using the principle of the right man in the right place.

### **Supporting and Inhibiting Factors for the Effectiveness of the Joint Training Program between the Marine Corps of the Indonesian Navy and the USMC**

#### **1. Factors Supporting the Effectiveness of the Joint Training Program between the Marine Corps of the Indonesian Navy and the USMC**

The supporting factors for the Effectiveness of the Joint Training Program between the Marine Corps of the Indonesian Navy and the USMC include.

First, central management support (Mabes TNI AL). Very important for TNI AL Headquarters in the provision of budget, optimal utilization of Latma budget, the attitude of top management towards Latma, how often soldiers attend Latma, the percentage of soldiers with good access to the Internet, organizational efforts in exploring opportunities for Latma in the future, and the impact that felt from training. So far, the soldiers involved in the field as Latma participants feel that the support from the central management is considered good, but in order to improve the quality of the training itself the resources formed must be in accordance with the inputs included, which can be in the form of budgets, weapons support, training materials, , trainers, and various other supports.

Second, the clarity of the relationship between the objectives and the training plan. Based on the data obtained from all informants, it can be concluded that so far the Indonesian Navy has prepared a training plan with internal and external coordination with the USMC. The outline of Latma's planning is reflected in the achievement of good joint training, improving the skills of soldiers from the two countries, mastering new warfare techniques, mastering knowledge of modern weapons, and fostering diplomatic relations between the two countries. This goal as an outcome or output of joint training is good, but in the future Latma objectives must be prepared based on the urgency of the strategic issue which is assumed to be overcome by updating skills through joint training. Must create an orientation to increase readiness for combat with various new methods, various types of threats, battlefields, and modern combat technology.

Third, Adequate Funding. This section fully belongs to planning at the central government level, namely the preparation of the state budget. State expenditure for the TNI, especially human development, is still not an allocation that is sufficiently

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considered, bearing in mind the large number of state expenditure items so that in the joint training funding model whose sources still depend on the state budget, it is necessary to carry out proportional budget planning.

Fourth, there is a training needs assessment (TNA). There are three steps of assessment or assessment that can be carried out in measuring the effectiveness of the implemented program by identifying based on organizational needs (Organizational Based Need Analysis), identifying based on basic job needs (Job Competencies Based Need Analysis), and identifying based on personal competence (Person Competencies Based Analysis). In this case, the TNI AL is not yet clear about providing an assessment which is aimed at choosing what kind of needs. So that in the end, in the absence of a Key Indicator, the evaluation is limited to the general idea that the training went well or not, and whether the material was appropriate or not. Key Indicators are basically made to measure standard achievements, these achievements must be made clear and not confusing or ambiguous. Basically, further modification of key indicators can be separated into three segments, namely process indicators, progress indicators, and target indicators. Process indicators are used to check the achievement of minimum standards. A progress indicator is a tool that provides measurement of key indicator units for monitoring achievement standards. Finally, the more specific target indicators examine which targets are below standard, and determine special handling immediately, because a lack of targets will endanger the program as a whole.

Fifth, Support to apply the skills and knowledge learned in training in the workplace. TNI AL Headquarters and the implementing units under it, including Kormar, Pasmara, and Battalions, need to make the organization the best constructive place for its personnel to apply their expertise. However, the most obvious impact of various training programs for the Marine Corps is an increase in individual capacity. However, the new capacity that has been built will be meaningless without the support of constructive office space. This will help the organization to be more productive and progressive, because the skills and knowledge of personnel is a measure of the success of an activity program.

Sixth, there is an assessment of the impact of training on personnel performance. Measuring the success of the main program lies in the performance of personnel shown in the office. If the personnel who receive training do not show differences in performance, then it is better to do a post-training evaluation. This is useful to find out how long the impact of training can last on Marine soldiers and encourage better performance.

### **2. Factors Inhibiting the Effectiveness of the Joint Training Program between the Marine Corps of the Indonesian Navy and the USMC**

One of the factors inhibiting the effectiveness of the Joint Training Program between the Indonesian Navy Marine Corps and USMC is the lack of English skills, as an international language, in bridging communication between members of the Marine Corps and USMC members, so there are obstacles in carrying out the Joint Exercise task.

## **CONCLUSION**

1. That the defense cooperation strategy in the form of joint military exercises has an impact on three things, namely diplomacy, increasing the capacity of Marine soldiers, and the quality of the training itself.
2. All findings in the field are in accordance with the concept of effectiveness according to S.P Siagian (2008) which explains in 8 aspects namely; Clarity of goals to be achieved; Clarity of strategy for achieving goals; The process of analysis and formulation of policies; Careful planning; Preparation of the right program; Availability of facilities and infrastructure; Effective and efficient program implementation; Monitoring and control system
3. The joint training program in general has had an impact on the diplomatic relations between the United States and Indonesia. The changes that have taken place are the increasing types of international cooperation ranging from military training, soldier exchanges for educational purposes, courses, and various types of assistance. Currently, the Marine Corps and USMC training programs are expected to continue for at least the next five years. As for various bureaucratic and technical obstacles, this can be done by involving various related parties, for example the immigration as an agency that knows the technical and detailed administrative requirements for the arrival of foreigners to Indonesia with various backgrounds and objectives.
4. Analysis of the condition of the Marine Corps soldiers can be classified into four quadrants, namely quadrant one for individual achievement with internal orientation, quadrant two for individual achievement with external orientation, quadrant three for collective achievement with internal orientation, and quadrant four for collective achievement with external orientation. These quadrants can help the Indonesian Navy evaluate the success of the program to increase the capacity of Marine Corps soldiers participating in joint training with the USMC.
5. Factors supporting the effectiveness of the Joint Training Program between the Marine Corps of the Indonesian Navy and the USMC are the support from the central management (Mabes TNI AL); there is a clear relationship between the objectives and



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the training plan; Adequate funding; there is a training needs assessment (TNA); support for applying skills and knowledge learned in on-the-job training; and the assessment of the impact of training on personnel performance.

6. While the inhibiting factor for the effectiveness of the Joint Training Program between the Marine Corps of the Indonesian Navy and USMC is the lack of English skills for members of the Marine Corps of the Indonesian Navy who carry out Joint Training tasks.

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