

The Sailor's Model of Mental Development of Indonesian Navy's Second Fleet to Support the Main Duties of The Indonesian Navy

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Abstract:

The success of the Navy in carrying out the main task of national defense at sea is largely determined by the mentality of good soldiers (The man behind the gun) where the characteristics of the Navy are in line with high technology. So the ability of soldiers must always be fostered properly and correctly, one of which is through mental development, namely in the form of Bintel Komando Function. In the Decree of the TNI Commander No. Kep/940/XI/2017 dated November 21, 2017 concerning the Master Direction for Mental Development of the TNI Pinaka Baladika, it is stated that TNI mental development has a strategic role, task and function in the development of TNI capabilities and strength for resilient national defense. This research begins with the phenomenon that there are still many violations of discipline and law by unscrupulous soldiers (according to sources from Puspom TNI AL and Pomal Fleet II Surabaya). This research aims to analyze the implementation of mental coaching and the supporting and inhibiting factors in the command function's guidance and development carried out at Koarmada II Surabaya, then formulate the best model for the mental development of these soldiers. This research uses a qualitative methodology where primary data sources are conducted through interviews with officials at the Fleet II Command Headquarters and interviews with several soldiers. While secondary data is obtained from literature studies in the form of books, journals, magazines, reports and decrees. The analysis was conducted using the implementation theory of Van Meter and Van Horn (1983). In this study, it is found that the mental development of soldiers at the Fleet II Command Headquarters has not been maximally implemented due to several obstacles that must be faced in the field. The effort that must be taken is to inventory all the existing factors, then confronted with the chosen theory, then compile an appropriate model in the mental development of soldiers.

Keywords: Mental Development, Soldier, Command Function.

1. Introduction:

Efforts to achieve the success of the main task of the Navy as the main element of enforcing state sovereignty at sea require soldiers who are full of loyalty and obedience to Pancasila and the 1945

Constitution. Soldiers who have a good mentality, are efficient and effective, of high quality, have a high awareness of their responsibilities as servants of the state. The existence and ability of TNI AL

soldiers must be managed properly and correctly, one of which is through mental development. Modern and sophisticated weapons systems are indeed important and needed to keep up with superpowers, but all of that must also be balanced with the increasingly stable character of soldiers who have a soul (noble character), discipline, dedication, loyalty and spirit of struggle (militancy).

The current phenomenon is that there are still many violations of soldier discipline and even an increasing trend in the last few years . The current

reality, we see in terms of the dynamics of personnel life is very complex with all kinds of problems faced. There are still cases that occur in the Navy such as desertion, persecution, fights, gambling, drugs, infidelity, family neglect and others, indicating that the condition of these personnel is very far in practicing as Saptamarga soldiers and the Soldier's Oath, which will definitely affect the implementation of their duties. Disciplinary violations during 2022 as many as 5 personnel increased very sharply to 57 personnel during 2023.

Table 1. Recapitulation of Crime / Violations in Fleet II Year 2022 and 2023

No	Strata	Year 2022	Year 2023	Amount
1	Officer	1	7	8
2	NCO	2	23	25
3	Enlisted	2	27	29
	Total	5	57	62

Source: Military Police Service of Fleet Command II (2024)

Bintal Fungsi Komando (BFK) which is the implementation of the Decree of the TNI Commander No. Kep 940 / XI / 2017 dated November 21, 2017 concerning the Main Direction of Mental Development TNI Pinaka Baladika. Conceptually, mental development is one of the special functions in carrying out efforts, in a planned, directed, and continuous manner in order to maintain and improve the mental of personnel based on religion, Pancasila and TNI fighting values. Through good and correct mental development, it is expected to realize personnel who have the strength of faith, good mental health, who are able to leave despicable acts. The target to be achieved is a soldier who is able to obey all the rules, carry out religious orders and norms of life

correctly, has an attitude and behavior that is based on devotion, honesty, responsibility and discipline, which can provide his service according to the demands of his duties.

In carrying out mental development, it is very necessary to have a coach as the implementer, and it has become his job to foster the mental of personnel in the Navy. The reality is that in the implementation of mental coaching, of course, it will face obstacles that must be found a solution. In order for mental coaching to be carried out effectively in accordance with the Command Function Mental Health (BFK) program, it is necessary to evaluate the extent to which the related offices carry out their roles, the course of the coaching system, and also the coordination

between work units in maximizing their respective duties and functions. Based on the observations of previous research, several weaknesses and shortcomings were found that could cause the implementation of mental coaching that has not been running as expected to achieve the goals that have been set, among others; due to the limited number of personnel assigned as mental coaches of soldiers, many NCOs do not hold positions in the mental coaching service either as spiritual mental coaches, ideology, fighting traditions and psychology which greatly affects the implementation of mental coaching in each work unit.

Many tools and weapons must be manned by personnel with a tough mentality. Because no matter how great the weaponry but if it is manned by personnel with a weak mentality it will not be successful in carrying out its duties, but no matter how simple the weaponry is but if it is manned by personnel with a tough mentality it will win the battle. From the background of the above problems, further research will be carried out on the implementation of mental coaching, the obstacles faced, the efforts that must be made to improve the performance of the military. constraints faced, efforts that must be implemented, then researchers will formulate a model of governance of soldiers' mental development in order to get the expected results. To carry out this research will use a quasi qualitative approach, the results are expected to be able to find how the problems and implementation of mental coaching must be improved through good planning.

The scope of mental development of Navy personnel is to form, maintain and improve the mental condition of Navy personnel at all times through spiritual mental development, namely fostering, maintaining and improving the quality of faith and piety to Allah SWT God Almighty and raising morals / ethics. Improving ideological mental development, namely in order to strengthen and maintain Pancasila as the unifying state ideology of the nation. Mental development of fighting traditions, namely preserving the values of the fighting tradition as encouragement and

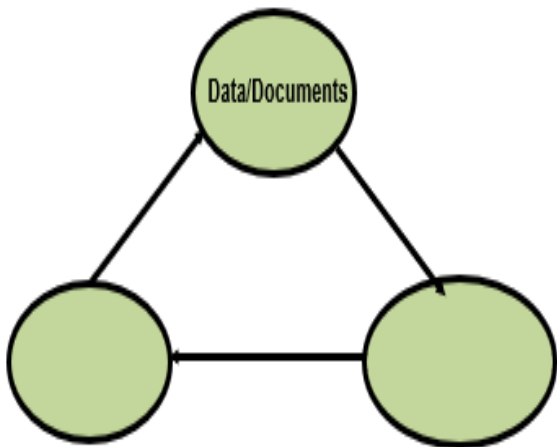
motivation in duty and psychological mental development, namely being able to adjust to the environment under any conditions. From the description above, which briefly explains about the current mental development of soldiers which is still not optimal, the command function mental development program (BFK) must be improved towards a better direction.

2. Research Methodology:

This research uses a quasi qualitative approach. The context that makes this method used is with the aim of trying as much as possible in describing a fact and data that is quite accurate from the research location. This method has a natural nature so it is very effective in retrieving the data. This is done by collecting, verifying, evaluating, and synthesizing all available evidence to support the data in obtaining and making a conclusion. Researchers saw or observed conditions at Fleet II Ujung Surabaya to obtain a picture and understand the meaning related to events or phenomena in place, as well as analyze and present the results. The study of human behavior requires an in-depth study of core behavior (intrinsic behavior) from the perspective of human actors. It takes observation and research that is quite intensive and in-depth so that the data we expect is truly effective and valid. This research focuses on 6 (six) variables offered by Van Meter and Van Horn (1983) in the policy implementation model consisting of: Policy Size and Objectives; Resources; Inter-Organizational Communication; Attitude of the Implementers; Economic, Social, and Political Environment. The location chosen in this research is Fleet II Ujung Surabaya and related work units. The data sources in this research are all information and data obtained through resource persons and various literature and responses about the mental development of Navy soldiers in more depth through direct observation and interviews. The data sources used in this research are primary and secondary data sources. Through informants will provide the necessary information and research data.

The data collection techniques used by researchers

were observation (observation), interviews, and documentation. Observations were made by researchers to observe various mental coaching activities during the activity. Interviews or interviews to collect data or information verbally with informants or sources. Documentation where researchers collect data by looking for information sourced from books and documents related to research issues. Data validity techniques used in this research are: a) Extension of participation. Researcher participation to facilitate in determining all the data that has been collected. b) Triangulation. As Moleong's opinion that research using a triangulation technique means to compare or recheck back the authenticity and trustworthiness of the information. have been obtained by researchers in the form of time, place, informants and different data collection.

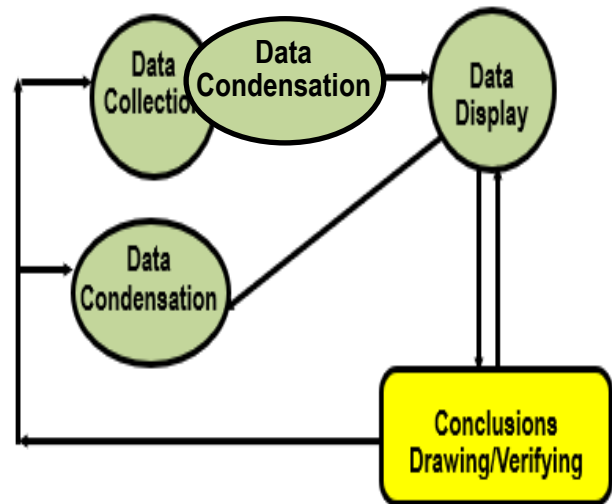


Gambar 1. Concept of Data Trigulation Source Michael Huberman.

Source: Processed by researchers (2025)

a. Data Analysis Techniques. Data analysis with the Miles-Huberman and Saldana model is divided into three stages of the process. Data Condensation, refers to the process of selecting, simplifying, or transforming data from written field notes, interview transcripts, documents, and other empirical materials. Presentation of data (Data Display), which is a set of information and data that gives the possibility of drawing conclusions and taking action. Conclusion, is the process of drawing a conclusion or the last stage of the data analysis process, conclusions at the beginning that are not yet clear, but after all the processes have

been carried out gradually will be drawn into a clearer conclusion,



Gambar 2. Miles and Huberman Qualitative Data Analysis.
Source: Processed by researchers (2025)

3. Results and Discussion:

The results of this study described several descriptions as the subject matter to be discussed, among others:

A. General Description of Research Location

This research was conducted at the Fleet II Command (abbreviated as Koarmada II) located in Ujung Surabaya. Koarmada II is one of the Main Commands under the Indonesian Fleet Command which covers the central Indonesian sea area. The Fleet II Command is headquartered in Ujung Surabaya. The name of the Western Region Fleet Command unit changed to Fleet Command I, the Eastern Region Fleet Command became Fleet Command II. Fleet II Command is led by a Fleet Command Commander (Pangkoarmada) with the rank of Rear Admiral. Fleet Command II Surabaya is the largest operational Navy Kotama, has 8 units with 7,304 699 soldiers (Disminper Koarmada II on September 13, 2024).

B. Description of Soldier Mental Development

Mental development is carried out through four aspects or methods, namely spiritual mental development, ideological mental development, mental development of fighting traditions and

psychological mental development. Based on the Decree of the TNI Commander No. Kep 940/XI/2017 dated November 21, 2017 concerning the Master Direction of Mental Development of TNI PinakaBaladika, the mental development process of TNI soldiers is in the form of mental management of the Command Function abbreviated as BFK. Based on the results of research and observations in the field, the implementation of mental coaching is more emphasized on spiritual mental coaching. Through religion which becomes guidelines for every soldier, will build strong motivation. Motivation can form a spiritual soul for the personnel themselves which has an impact on interactions in the organization and in social life. Based on existing documentation, efforts to foster the attitudes and behavior of soldiers have been patterned in accordance with the values of Pancasila, the 1945 Constitution and other TNI doctrines.

Every soldier must understand and memorize Sapta Marga and the Soldier's Oath. It is hoped that by memorizing it, they can understand and apply the clan points or guidance contained therein in carrying out their duties in accordance with their respective responsibilities. Each Kasatker received instructions from the commander to carry out guidance in their respective locations. At this time, due to considerations of the existing situation and conditions, spiritual guidance activities, especially those of the Muslim religion, are centered in the Al Mahdi manjid for all units including KRI, while for other religions adjusting in places of worship or in offices.

1) Time and Place of Mental Development.

Mental development of soldiers is more time for spiritual mental development, while for other mental development in accordance with the agenda of each Work Unit (Satker). Mental development activities of Pancasila ideology and mental development of the Tradition of Struggle are more flexible in time, generally carried out at the Commander's Hour (Commander's Briefing), after the daily morning roll call at KRI or after the

weekly roll call at the Unit. Especially for psychological mental coaching, the time follows as needed, and the location can also be carried out at KRI, in the Unit or at the Subdisbintal Staff. Mental (spiritual) development activities are carried out in each unit or KRI on Wednesdays (this is a weekly routine plan, and this activity is commonly referred to as religious causery) or in other places that have been determined in accordance with the soldier's religion. The position of places of worship are all located in the Koarmada II Ujung Surabaya base area. Especially for Islamic spiritual mental development carried out at the Al Mahdi mosque, each work unit or ship (KRI) sends 6 soldiers to participate in these activities and will rotate like that every week. So the mental development of soldiers (spiritual guidance) is carried out every Wednesday morning in places of worship (mosques, churches and temples) for approximately one hour, plus Friday worship activities also for approximately one hour (a total of one week is two hours).

2) Profile of the Mental Development Office.

Mental development of Koarmada II Surabaya soldiers is an institution under the auspices of the Personnel Administration Service, namely the Sub-Department of Mental Development of Koarmada II personnel (Subdisbintal). Structurally, the position of Subdisbintal is under the Personnel Administration Office. The role of other mental coaches (bintal psychology) acts as a counselor for soldiers who experience special problems, such as household problems and others. Spiritual mental development is divided into several spiritual sections from each religion. Religions included in spiritual mental development include: Islam, Protestantism, Catholicism, and Hinduism. In the organizational structure, Sub Disbintal is led by a middle-ranking officer with the rank of Lieutenant Colonel, overseeing a spiritual Section Head (Kasi) with the rank of Sea Major with each religion namely Islam, Protestantism, Hinduism/Buddhism, and Catholicism. The number of Pabintal (guidance officers) according to the DSP (List of Personnel Structure) is 9 people while only 4 people are available. With the lack of these

officers, it is also very limited to reach their presence in all work units.

3) Methods and Aspects of Mental Development

The process of mental development of soldiers is carried out by providing knowledge to broaden soldiers' insights, fostering motivation for actions that reflect noble values, and creating supportive environmental conditions. Santiaji or santikarma (aji karma) is one of the methods in the mental development of soldiers in general, so that a soldier has inner peace through the provision and experience of knowledge. In this method, efforts are prioritized to ensure the widest possible opportunity for dialogue and communication between those who give santiaji and those who receive santiaji. The santiaji method can be implemented with lectures, questions and answers, discussions, group work, sociodramas, and tourism. These methods are also ways to provide scientific awareness of the conditions of the surrounding environment. Aspects of mental development include: a) Spiritual Mental Development. Spiritual mental development is carried out through fostering religious life in accordance with the religion adhered to. The more his devotion to God Almighty increases, it is hoped that the mental quality of soldiers will also increase so that his morality is high, has an attitude of living in harmony with each other. b) Ideological Mental Development, Ideological mental development activities are carried out by the headquarters in the Koarmada II environment in the form of giving santiaji. The implementation is at the time of the morning apple or unit apple, at the commander's hour, the flag raising ceremony, the National holiday ceremony and the big day, the regulation of internal service regulations, guard service regulations, night ronda, and others. C) Mental Development of Struggle Tradition. The development of the struggle aspect aims to foster and improve the professionalism and struggle of soldiers based on noble values that have been agreed upon by the Indonesian nation. The mental development activities of the struggle tradition are carried out by the headquarters in the Koarmada II environment in the form of giving santiaji as well

as ideological mental development. D) Psychological Mental Development. One of the mental development activities that also needs attention is psychological coaching or spiritual counseling. This counseling is carried out by spiritual officers to special soldiers who have problems that want to be told to someone who is trusted to help get a solution. This counseling activity is very helpful for soldiers who are experiencing problems both about family, about economic life, and about the officialdom. It is hoped that after counseling soldiers can be more motivated to solve existing problems and can focus on working optimally again.

4) Cadre of Mental Coaches.

From the research results, the cadre of mental development personnel, especially the provision of spiritual officers, is running very slowly. In the organizational structure of Subdisbintal Disminpers Koarmada II, there are only positions related to spiritual guidance, while the other three components of mental guidance are filled by existing personnel to overcome vacant positions. The number of mental health officers according to the DSP (List of Personnel Arrangements) amounted to 9 people while only 4 people were available.

5) Mental Development Materials.

The mental coaching material used is essentially material that supports the achievement of predetermined goals. In accordance with the leader's policy, mental development must be based on religious values, Pancasila and TNI Doctrine, through spiritual mental development, ideology, fighting tradition and psychology. The structure of the material based on the mental development component in the Navy environment, among others: a) The material for mental and spiritual development is based on religious values. b) The material for mental ideology coaching is sourced from the values of the Indonesian state ideology Pancasila and c) The material for mental development of the struggle tradition which is sourced from the cultural values and traditions of the Indonesian nation.

C. Description of Barriers and Supporting Factors.

From the results of observations in the field, the author found that there are several factors that are seen as inhibiting the implementation of mental development of soldiers, including: 1) Limited number of Mental Guidance Officers (Pabintal). From the research results, it is known that the number of spiritual officers (Paroh) as executors of mental coaches is very limited. In the organizational structure of Subdis Bintal Disminpers Koarmada II, there is only one position that refers to the mental development component, namely the Spiritual Section Head (Kasi). Meanwhile, the positions of the other three components of mental development have not been accommodated or duplicated by existing officials.

2) Busy operational and protocol activities. Some of the obstacles in mental development in Koarmada II, is the existence of Koarmada II Surabaya as a very busy implementing unit, where operations and protocol activities are very dense.

3) Limited Facilities and Infrastructure in the Work Unit. Not all work units have adequate room facilities to carry out the bintal lecture, so sometimes the lecture is held in the field. From the results of field observations, the author can find out that not all work units have facilities to accommodate all soldiers in the unit, which consists of members of several KRIs. 4) Uneven commitment of commanders. The presence of the Commander and officers in mental coaching activities, in addition to being a control function for subordinate members, will better know the personality of each member. So that the leaders also know in time, when the soldiers will carry out mental coaching. The factors that support the implementation of command function mental coaching at Koarmada II Surabaya include: 1) Basic Capital of a good soldier. Soldiers, which are translated as a collection of people who occupy a certain space and time, are one of the basic capital that is very decisive in carrying out a goal. The soldiers are people who have passed and tested starting from administrative selection, health, physical, mental ideology, psychology and

successfully following education, meaning that soldiers are the chosen people. 2) Facilities at the Command Headquarters are Adequate, Koarmada II Surabaya Headquarters as a place for coaching and developing individual potential, especially the development of the mental and moral potential of soldiers. In addition to the above, facilities and infrastructure are also one of the factors that support the development of soldiers. 3) Close to Kodiklatal Education Institution. The position of Koarmada II not far from the Kodiklatal Education Institute opens up opportunities for easier learning outside the Koarmada. Therefore, every cadre of mental coaches receives special education and training to be professional in their duties.

D. Description of Informants and Resource Persons.

As a reference to determine the right mental development governance model in shaping the expected soldier personality, among others: Commander of Fleet II Surabaya, Commanders of Ship Units, Heads of Service, Headquarters Detachment Commanders, KRI Commander (random) and Navy Soldiers of Koarmada II Surabaya.

E. Data Validity Test.

Test Data Credibility with Triangulation (triangulation). According to Moleong (2014: 330) Triangulation is a data validity checking technique that utilizes something other than the data. Triangulation is used to determine the validity of data from research data sources, or with the terms check, recheck & crosscheck. There are 3 (three) kinds of triangulation as a technique in checking the validity of data, namely source triangulation, method triangulation, and theory triangulation.

From the research results that have been obtained above, further comprehensive discussion is carried out as follows: Mental development of Koarmada II Surabaya soldiers is part of the Navy's personnel development. In an effort to maintain the condition of soldiers who are always physically and mentally healthy, who are ready at any time to carry out their duties, Koarmada II Surabaya has a mental coaching pattern to maintain and care for

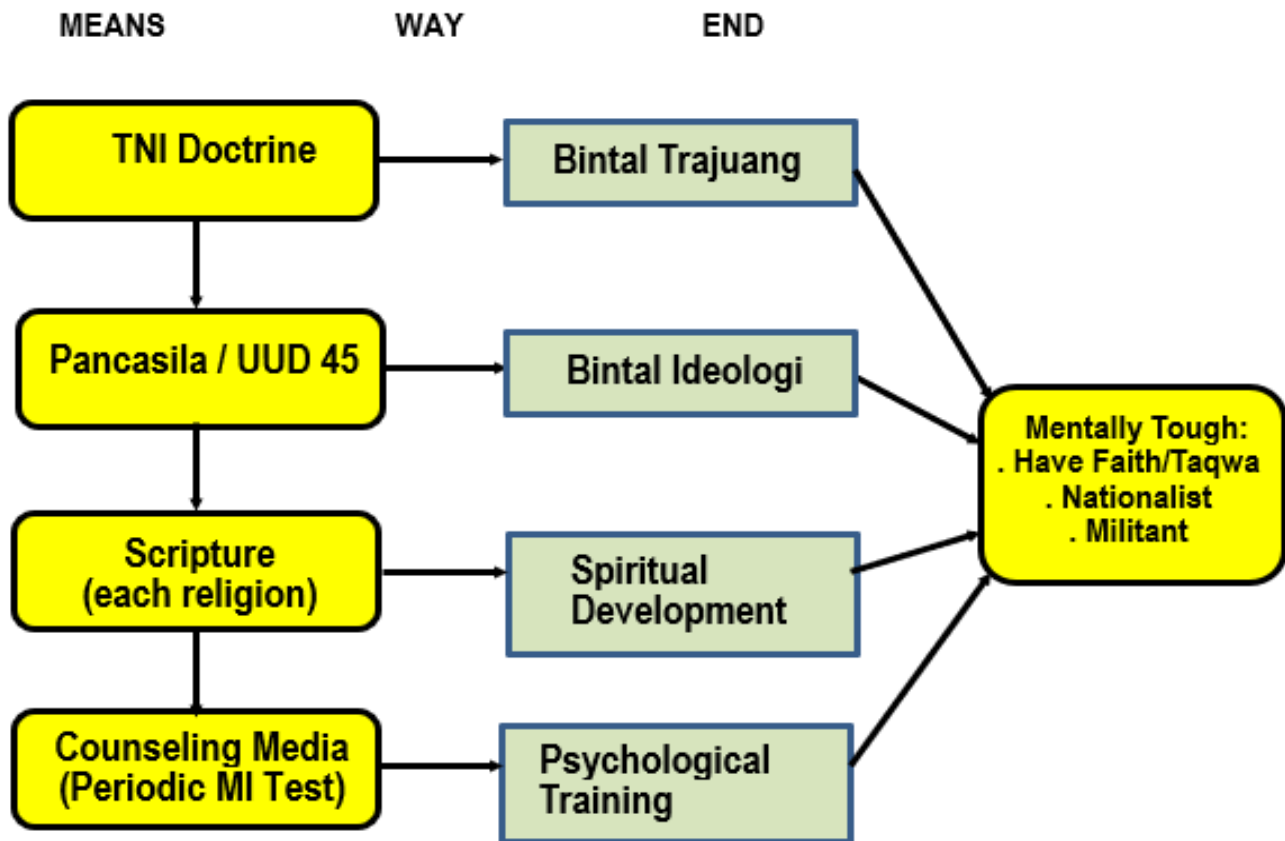
personnel systematically and continuously. Bintel Komando Function or abbreviated as BFK is the management of soldiers' mental development that has been decided by the TNI Commander, and must be followed up by all leadership elements in the ranks of the three TNI matras. The central implementing element of soldiers' mental development in Koarmada II is the Mental Development Sub-Department (Subdisbintal), part of the Koarmada II Personnel Administration Office, headed by the Head of Subdisbintal who holds the rank of Lieutenant Colonel of the Sea with a Bachelor of Religion qualification. Its duties and functions are as a facilitator in the process of fostering the mental attitude of personnel, by providing support for all efforts in order to maintain, grow, improve and strengthen the mental condition of personnel through spiritual mental development, ideological mental development, fighting mental development and psychological mental development (counseling). Thus, with the hope that the entire behavior of each soldier is in accordance with the values of Religion, Pancasila and TNI doctrines (Sapta Marga, Soldier's Oath, etc.). The implementation of mental coaching is a complex activity with so many factors or obstacles that affect its success. In analyzing this mental coaching, the author studies several theories related to implementation theory, human resource management theory, and leadership theory, thus the author presents this discussion from the perspective of several of these theories.

At this time the world community is in the era of globalization and the era of reform, so soldiers get increasingly heavy, fast, and complex task challenges. The concept of mental development of soldiers is actually correct and appropriate, however, there are still some unscrupulous soldiers who still commit violations, whose behavior is not in accordance with ethical values or religious values that have been taught. Evaluation of the implementation of mental development of soldiers in Koarmada II Surabaya in supporting the main task of the Navy, the author uses the theory of Van

Meter and Van Horn, namely by identifying factors that become supporters and obstacles. factors that become supporters and obstacles.

a. Policy Size and Objectives

Policy measures point specific statements about the procedures, and what the outputs are. Objectives refer to a desired future state that is constantly pursued in order to be realized. These standards and objectives are spelled out in policy decisions, policy maker statements, regulatory documents and guidelines. 1) The basis for the implementation of the soldiers' mental development policy is the Decree of the TNI Commander No. Kep 940/XI/2017 dated November 21, 2017 concerning the TNI Mental Development Master Manual "Pinaka Baladika. 2) The purpose of soldiers' mental development is to maintain and improve the quality of mental spirituality, ideology, and soldier's struggle. Building a strong mental condition of soldiers in order to prepare the ability and strength of soldiers in carrying out their duties as people who have faith and devotion to God Almighty, Nationalist, Militant, and have psychological maturity. The mental development program that has been implemented so far is actually according to the author a pretty good and perfect concept, but specifically not all aspects can be implemented as a whole by Koarmada II Surabaya. In spiritual mental development, soldiers need religion not just as an abstract teaching about divinity, but guidelines as a guide to life. Knowledge which is an interpretation of reality in a divine perspective and is an empirical reflection, namely a practical reflection of divine teachings in order to navigate life properly and correctly. The Art Lykke Strategy Model focuses on the key elements in achieving goals, namely objectives (ends) answering the question of what is to be achieved, the strategy concept / series of actions (ways) that answers the question of how resources will be used and resources / means (means) explaining what will be used to implement the concept. The Art Lykke Strategy can be described as follows:



Source: Lykke's Strategic Theory (1989)
Processed by researchers (2024)

Especially in spiritual mental development, it is necessary to apply moderation in development, namely by straightening out perspectives, attitudes, and practices in actual life, by embodying the essence of teachings that protect human dignity and build public benefits, based on the principles of fairness, balance, and obeying the constitution as a national agreement

b. Resources

According to Edward (1980), every policy must be supported by adequate resources, both human resources and financial resources. Both resources must be considered to support the existence of the implementor, because without the reliability of the implementor of a policy, the implementation will run slowly and seem makeshift. The results of research in the field, resources are the main factor that must be addressed, especially human resources. In Fleet II, the number of mental guidance officers is very limited (there are only 4 spiritual officers out of 9 existing positions), so they cannot reach out to work units in the

implementation of routine weekly mental coaching. The researcher believes that the command function mentoring learning program (BFK) must be further optimized and there is affirmation from the central level of the importance of the program. Subdisbintal must continuously voice the regeneration of mental coaches, because the problem of regeneration, in essence, is essential. Thus, the headquarters will be more well-developed and have a clear and precise discourse. This regeneration process is better, not depending on the length of time or not in a position, but lies in the ability to transfer new ideas in accordance with the development of the situation and the existing environment. Departing from the lack of mental coaching resources as described above, the solution can be taken by regeneration through the concept of empowerment and debriefing. 1) Empowerment Concept. The mainstream of public policy in this case can be pursued by empowering soldiers in the field (empowerment). A more human-centered approach to empowerment enables the development of self-potential. Creating a climate

that allows a community to thrive (*enabling*), this concept can be applied in Koarmada II by empowering all soldiers, whether officers, non-commissioned officers or enlisted men, even civil servants. They are selected through selection, then prepared as mental coaches in their respective work units through education and training at available educational institutions (Kodiklatal). Thus, mental coaching activities can be carried out in units or KRI at a predetermined time, namely once a week every Wednesday. 2) Concept of Debriefing. The organization of this briefing is intended so that all officers, who are future leaders, have knowledge of optimal mental development, as provision to carry out mental development. soldiers in their respective assignment environments. Thus, they will be able to organize mental coaching wherever they are on duty in order to realize the tough mental condition of soldiers so that they become Professional, Responsive, Integrative, Modern and Adaptive soldiers. Through this debriefing, all officers should gain comprehensive and integral knowledge in the implementation of Command Function Mental Health, as well as strategic ones in accordance with the growing dynamics. The output of this briefing is expected that mental development in the unit will be able to run in a planned, integrated and directed manner and involve all officers, both leadership and staff elements. Through this briefing, it is also necessary to emphasize to the officers to hold a commitment at all times, that the mental health of soldiers is the responsibility of the leaders.

c. Characteristics (Consistency) of the Implementing Agency

he important characters possessed by implementers are commitment, democracy and honesty. Implementors who have high commitment and honesty will always be enthusiastic in implementing program stages consistently. Realization of Mental Development Activities The command function, authority and responsibility for the implementation of mental development at every level of leadership within the TNI is in the hands of the command holder at each level. Subdisbintal Koarmada II Surabaya has implemented all the

policy programs that have been determined, it can be seen from the programs that have been planned to be fully implemented starting from TW I to TW IV. However, the essence of the commitment built and implemented by Subdisbintal Koarmada II Surabaya is still not aligned and cannot be followed optimally by each unit. Strong commitment is not enough from policy makers and implementing agents alone, but must be followed by all policy implementers, so that the program can run well to achieve the goals and objectives that have been set. In the aspect of commitment that must be built and communicated continuously by the implementing agent, it must pay attention to 3 important things, namely the concept of balance, the method of repetition strength and the applicability of guidance material, explained as follows: 1) Concept of Balance. The balance referred to here is the balance of physical and spiritual health, because these two things are the most basic capital in a soldier to be able to carry out his duties properly.

The results of research that has been conducted in the field, the author concludes that the development of the two components is less balanced. Thus, it is necessary to find the right way out so that bintal soldiers can be implemented optimally. One alternative is to implement the concept of empowerment, so that soldiers' mental development activities can be carried out in each work unit and can even be carried out in each KRI. 2) Concept of Repetition Strength. *The Power of Repetition* is a learning technique that involves periodically repeating certain information or skills, that the more you repeat something, the better you will remember it. A cognitive science that understands how the human mind works when learning and remembering things. A psychological concept that describes how humans tend to forget information within a certain time if we don't repeat it, so regular repetition is essential. By following good repetition, humans can beat the forgetting curve. In the mental development of soldiers, this concept is very appropriate to apply. Exploiting the power of repetition in mental development to understand the material will strengthen the knowledge in a sustainable manner. In the activity

of deepening a knowledge, repetition of that knowledge is a must. In fortifying soldiers so that they do not commit violations such as skipping class, being lazy at work, drinking alcohol, adultery and so on, it should have been anticipated from the start. The existing anticipation is to provide lessons in the spiritual mental development of soldiers through comprehensive creedal and moral education, not just emphasizing the deep ritual aspects.

d. Communication Between Implementing Agencies

The results of the study, it can be concluded that communication between implementing agents both from the Navy Headquarters level (Disbintal Headquarters) and the Surabaya Koarmada II Kotama level (Subdisbintal disminpes Koarmada II) has gone well, the goals and objectives of the policy implementation of the command function headquarters are conveyed by the head of the subdisbintal disbintal Headquarters so that does not hinder the course of implementation, with the implementation of the policy.

The issuance of telegrams (ST) related to the activities of Bintal Komando Function and coordination in the form of coordination meetings with related parties.

e. Attitude (Disposition) of the Implementers

Subdisbintal Dismimpers Koarmada II Surabaya is good, seen from the implementation of a socialization program for members or soldiers as implementers, and often sharing with target units in the form of mentoring, there is always communication with the target group, namely work units. In supporting the policy implementing agency in this case is the Subdisbintal Koarmada II Surabaya, and the running of the management of soldiers' mental development can be achieved by as follows. 1) Appointment of Field Supervisor/KRI. The appointment of field officers on ships or in certain locations outside the unit according to the results of the thoughts and decisions of the head of the Satker, based on needs, based on their commitment and consistency in overseeing mental development and continuous evaluation. 2)

Appointment of coaches in the Unit. Based on the explanations of several informants, the author concludes that it is necessary to appoint a Staff officer in the Unit who is specifically assigned as a daily coach in the work unit who will control activities in the field and as a mediator between Subdisbintal and the Work Unit. The role of the Pabinhar (daily guidance officer) of the work unit is as a program assistant who intensively provides assistance to the implementers.

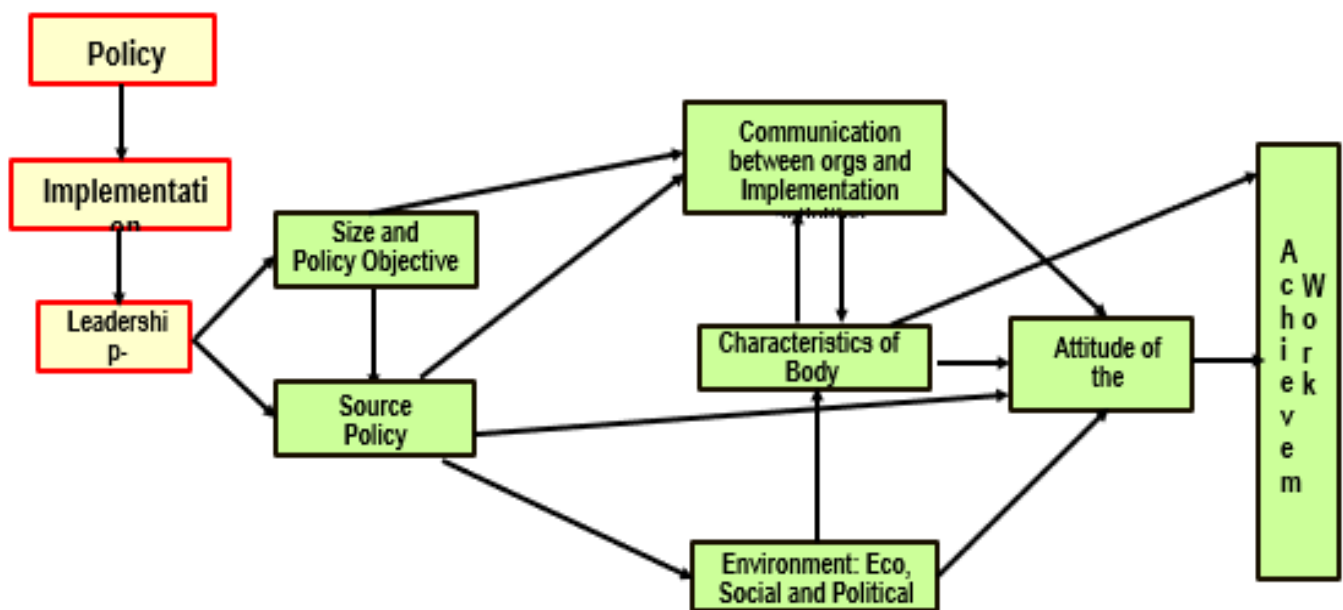
f. Economic, Social and Political Environment

In this era of globalization, one of the tasks of mental development is to form creative and productive soldiers. Therefore, in fostering mental soldiers must be taken into account and dealt with the trend of environmental developments that occur. The influence of the economic, social and political environment can be discussed as follows: 1) Influence of Economic Environment. Economic conditions have a strong impact on the performance of any body or person because they can affect the lives of those in the environment. Currently the soldiers are still in good and normal conditions, not to the extent that a condition cannot be fulfilled for basic human needs, namely food, shelter and clothing. 2) Social Environment Influence. With the provision of rigorous military education in the hope of having an attitude of discipline and resilience, they will be able to face the social conditions that develop in society. In addition to physical forging, soldiers also receive provision in terms of mental health. This is of great concern because psychological conditions will affect the quality of work, especially in terms of decision making (Syifani, 2013). 3) Influence of Political Environment. It is important for TNI soldiers, that understanding the political interests of the country does not at all mean touching practical politics, but instead the TNI in carrying out its duties as a state instrument in the field of defense clearly understands the meaning of the task of maintaining state sovereignty, maintaining territorial integrity and protecting the nation and spilled blood should be understood as soldiers carrying out the mandate to secure the political interests of the state

Formulate a model for the governance of soldier headquarters.

From the results of the research evaluation, it can be seen that the strongest inhibiting factor affecting the successful implementation of soldiers' mental development in Koarmada II is the condition of human resources and the attitude of the implementers. Departing from the above conditions, the researcher concludes that the occurrence of mental weakness, delinquency and violation of discipline is caused by the role of mental coaching that is not really optimal. The problem of limited human resources can be overcome with the concept of empowerment. Problems related to the attitude of the implementers, one more variable needs to be added, namely leadership, which acts as the spearhead in the implementation of mental

coaching in each area of assignment (work unit). Leadership is one of the important variables of the Theory of G. Shabbir Cheema and Dennis A. Rondinelli, which determines the success of the implementation of a public policy, namely the quality of the agency leader concerned. The intensity of this activity is largely determined by the concern and willingness of the leader or superior, because to carry out these activities there must be an order from the holder of the command. The organizing function is the responsibility of the Commander / Unit Leader starting from the lowest to the highest level of unity. Thus, the addition of this leadership variable becomes a new governance model which, in the author's opinion, is more appropriate for the success of mental development of soldiers in Koarmada II Surabaya. The model can be described as follows:



Koarmada II Soldier's Bintel Governance Model
 Source: Processed by researchers (2025)

The addition of the "Leadership" variable is expected to be an abstraction of policy which basically intentionally done to achieve high policy implementation performance that takes place in the relationship of various variables. This model must be managed properly, each variable is functioned and discussed thoroughly in accordance with their respective duties and responsibilities, synergizing compactly with other related variables, it will

produce better performance than the previous condition. Many factors influence the high-low mental strength of soldiers, but the most important is leadership. This factor greatly affects the formation of motivation. The successful implementation of soldiers' mental development is largely determined by leaders who are committed to these activities. Therefore, its implementation is the responsibility of the Commanders / Leaders of

each Unit.

The commander as the holder of authority and power in his respective unit, is obliged to coordinate and control all activities of the unit to achieve predetermined goals and objectives. Thus as a coach, he must master the functions of coaching which include planning, maintenance, control, supervision, always improving the results of use and usability. The implementation of a policy should not always depend on the action surrounding the implementing agent and its bureaucracy (Subdisbintal), but there is also another important factor, namely leadership. In accordance with the concept of command functions, commanders / headquarters have an obligation as implementors or policy implementers in the mental development of their soldiers.

3. Conclusions:

The mechanism of the implementation of the TNI Commander's policy on mental development of soldiers at Koarmada II Surabaya is in accordance with the objectives outlined. However, the mental development activities cannot be carried out optimally due to several obstacles that must be faced. Problems that become obstacles in the mental development of soldiers in Koarmada II include the very busy operational activities including protocol activities, limited facilities and infrastructure in several work units and the limited number of mental coaches. The role of leadership is not yet optimal, not all Kasatker or commanders really have knowledge about the management of the Command Function, while Subdisbintal is only a facilitator.

4. Recommendations:

- 1) The author suggests applying a model of mental development of soldiers based on Van Meter Van Horn Theory which is complemented by one variable of Leadership, given its very important role in mental development activities.
- 2) The problem of lack of mental development resources can be solved by empowerment Concept. Namely empowering soldiers who

have abilities in the field of spirituality (religion). Debriefing Concept. All officers should be briefed on command function mental development (BFK) management and certified.

- 3) The role of leadership at various strata should be optimized, each leader must realize and commit that BFK is the responsibility of the command, while Subdisbintal is only a facilitator.

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