COMPOSITE DEVELOPMENT STRATEGY IN THE NATUNA AREA COASTAL DEFENSE IN SUPPORTING THE MAIN TASKS OF THE INDONESIAN ARMED FORCE

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ABSTRACT

The Unitary State of the Republic of Indonesia is the largest archipelagic country in the world, where its geographical constellation which is in a cross-world position places the sea area of national jurisdiction very strategically for both Indonesia and for other countries. The State Defense Policy of 2020 set by the Minister of Defense of the Republic of Indonesia formulates that the implementation of National Defense is carried out in a directed, measurable, transparent and accountable manner, demanding the establishment of a Universal People's Security Defense System (Sishankamrata) through efforts to manage national resources which include all human resources, human resources and human resources. natural resources, artificial resources and national infrastructure throughout the territory of the Republic of Indonesia as a defense unit in overcoming threats. Composite Company capabilities can still be developed by increasing the strength and capabilities of composite companies and optimizing the degree pattern. The Composite Company development strategy can be started by first studying the potential threats that may be in the future and analyzing the condition of the Composite Company which must be improved to create national maritime security. Based on these problems, this research offers a strategy for developing a composite company in maintaining national marine security that takes into account potential threats in the future. In this study, the authors analyzed the problem using the SWOT method. The SWOT method is used to formulate the main strategy for the development of Composite Companies in the face of national maritime security threats, used to analyze the implementation of the Composite Company development strategy in the face of national maritime security threats. The AHP method is used for decision making involving a number of criteria and alternatives selected based on consideration of all related criteria are used to determine the priority scale of the strategy to be implemented for the advancement of the Navy.

Keywords: Strategy, Composite Company, SWOT Method, Analytical Hierarchy Process (AHP) Method

1. INTRODUCTION

The Unitary State of the Republic of Indonesia is the largest archipelagic country in the world, where its geographical location which is in a cross-world position places the territorial sea of national jurisdiction very strategically both for Indonesia and for other countries. In addition to Indonesia's strategic geographical position, the Indonesian navy's Hydro Oceanography Centerstates that Indonesia has 17,508 islands, 6.40 million km² of Indonesian waters, 0.29 million km² of territorial waters, 3.11 million km² of archipelagic waters, and the exclusive economic zone. 3.00 million km², Indonesia's land area 1.90 million km², Indonesia's area of 8.30 million km², Indonesia's coastline length of 108.000 km (Pushidrosal, 2018).

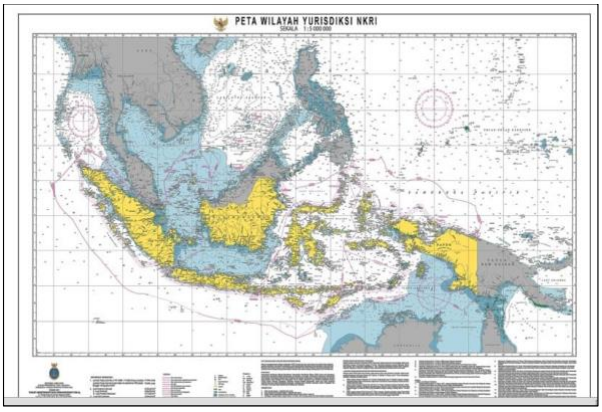


Figure 1. Indonesian Teritorial

Indonesia is the largest archipelagic country in the world which is located between two oceans and two continents which makes its waters become one of the arteries of international trade.In the development of the strategic environment, this has an impact on military threats from outside. As a

sovereign state, it must prepare a strong national defense system in order to maintain the integrity and sovereignty of the Unitary State of the Republic of Indonesia (NKRI). The development of the national defense system is faced with the vastness of the territorial waters leaving many vulnerabilities that can be a threat to the Unitary State of the Republic of Indonesia. In addition to the change in the national defense paradigm, there are vulnerabilities in strategic areas which, if not immediately fully controlled, can be exploited for the benefit of other countries.

Figure 2. Nine Dash Line Map

The State Defense Policy of 2020 set by the Minister of Defense of the Republic of Indonesia formulates that the implementation of National Defense is carried out in a directed, measurable, transparent and accountable manner, demanding the establishment of a Universal People's Security Defense System (Sishankamrata) through efforts to manage national resources which include all human resources, human resources and human resources. natural resources, man-made resources and national infrastructurethe territory of the Republic of Indonesia as a defense unit in overcoming threats. on national defense policy. In particular, the South China Sea (LCS) conflict has not yet shown a peaceful settlement in the medium term. The South China Sea conflict involves Southeast Asian countries such as the Philippines, Vietnam, Malaysia and Brunei Darussalam including Indonesia, this maritime boundary conflict is an issue that the Indonesian government pays attention to.

The South China Sea is a semi-enclosed sea area or a semi-enclosed area, if usually the land is surrounded by the sea in the South China Sea, the opposite is the sea surrounded by land. According to the international law of the sea, UNCLOS (United Convention on the Law Of the Sea) in 1982, states have the right to the sea, namely the territorial sea measured from the coastline as far as 12 miles, an additional zone of 24 miles and then there is an EEZ (Exclusive Economic Zone) as far as 200 miles. (Marsetio, 2014). To be able to realize security conditions at sea, there needs to be efforts to enforce sovereignty and law enforcement. In addition, there is a need for security control in the form of a pattern for the operation of the Navy's forces. So that the problem of law enforcement at sea becomes one of the very important national issues, Indonesia's strategic role and awareness of

the importance of the sea to improve the economy is an urgent need for Indonesia so that it requires a maritime concept that will bring a strong Indonesian economy. Maritime itself is a system that connects the global pulse of countries in the world and becomes the most important path in the continuity of the global economy. The meaning of the sea for the Indonesian people has four strategic meanings, namely: 1) As a natural resource and a medium for the national economy; 2) As a means of unifying the nation; 3) As a defense medium; 4) As a medium of communication. Indonesian waters are strategic for commercial activities, such as fishing, laying submarine cables and pipelines, exploiting oil and gas and conducting scientific research. However,

Several maritime security issues are quite prominent, and the concerns of the world community are: (a) High threats of violence, such as piracy, sabotage, and terror of vital objects; (b) navigational threats, such as shortages and theft of navigational aids; (c) resource threats, such as damage and pollution of the sea and its ecosystems; and (d) sovereign and legal threats, such as illegal fishing, illegal immigrants, illegal treasure hunting, illegal exploration and exploitation of natural resources, and smuggling of goods, people and weapons (Poerwowidagdo, 2015).

The South China Sea (LCS) is an international shipping lane that is quite dense and strategic and directly borders with countries in the Southeast Asian region with a high level of economic activity so that it has the potential for conflicts over natural resources. Faced with the development of the strategic environment, the possible threats faced in the region are maritime border issues, various forms of security disturbances and violations of law at sea, problems with Sea Line of Communication (SLOC) users and problems with ALKI I users as well as the influence of superpowers who feel competent in the area. the area. Viewed from the economic aspect, the use of marine areas and the use of marine resources around the border are factors that trigger conflicts between nations. this will have an impact on security and legal factors related to violations at sea, especially in border areas. As an archipelagic country, the potential of marine resources is very abundant and has strategic value for the sustainability of national development. In addition, the strategic position of the Indonesian state places Indonesian waters in a very important position and determines the smooth distribution of goods and services that are needed to support regional economic growth, thus providing realistic expectations to accelerate the process of national economic growth.

Indonesia as a country that has very rich marine natural resources, it can lure certain parties to exploit them illegally. This not only disturbs the stability of security at sea, the factual and actual challenges and demands following the development of science and technology encourage the advancement of weapons technology and changes in military tactics and strategies. It is estimated that threats and disturbances to Indonesia's defense interests in the future are classified into three types, namely military threats, both armed and unarmed, non-military threats and hydride threats. These threats are categorized in the form of real and non-real threats. Real threats can be 1) International terrorism, 2) Separatist movements, 3) Radicalism, 4) Communal conflicts, 5) Transnational crimes, 6) illegal immigration, 7) maritime security disturbances, 8) Air security disturbances, 9) Disease outbreaks , 10) Cyber attacks and espionage, 11) Drug trafficking and abuse. Meanwhile, the unreal threat itself is a form of threat in the form of open conflict or conventional war, with the presence of armed forces between countries. But the threat is still a small possibility (Kemhan, 2015).

A number of maritime security threats in non-military contexts that often occur in Indonesia include: 1) Illegal fishing and related crimes, namely fraud, tax evasion of illegal fuel transactions; 2) Smuggling activities in maritime circles, namely drug smuggling, people smuggling, weapons smuggling, illegal goods smuggling, smuggling of agricultural products and similar commodities, technology smuggling; 3) Illegal immigrants; 4) Piracy and armed crime; 5) Terrorism; 6) Threats of technological developments, information systems; 7) Human rights violations, namely underage work, labor inequality, poor living conditions (Morris and Paoli, 2018).

In accordance with Article 9 of Law Number 34 of 2004 concerning the TNI, the duties of the Navy are as follows: 1) Carry out the duties of the Marine Corps in the defense sector; 2) Enforce the law and maintain security in the marine area of national jurisdiction in accordance with the provisions of national law, international law that has been ratified; 3) Carry out the task of Navy diplomacy in the context of supporting foreign policy policies set by the government; 4) Carry out the duties of the TNI in the development and development of the Marine Matra power; 5) Implementing the empowerment of marine defense areas.

This requires the Navy Composite Company to improve the professionalism of soldiers according to the function of their positions, supported by increased knowledge and modernization of defense equipment. Based on the consideration of future task challenges as a necessity in adapting to the development of science and technology and the strategic environment to achieve organizational goals. In the organizational structure of the TNI, it consists of units/organizations directly under the guidance of the Indonesian Armed Force Headquarters and units/organizations under the Army Headquarters up to the level of the TNI Naval Main Base. Changes in the strategic environment globally and regionally, following the development of global defense technology which is growing rapidly as it is today,

Faced with existing problems and vulnerabilities, there needs to be a change with the development of the coastal defense system through the formation of coastal defense units by theComposite CompanyNavy(Sekmilpres, 2019) which functions as a unitanti-access/buffer area (anti-access/area denial) to prevent, confront and thwart military operations or enemy attacks carried out by sea at several strategic choke points located in the Waters of the Indonesian National Jurisdiction,can provide fire reinforcement and protection to Kogasgabhantai in the context of the implementation of Opshantai and provide reinforcement for other military operations.

Indonesian Presidential Regulation Number 66 of 2019 concerning the Organizational Structure of the TNI and emphasized through the Regulation of the Commander of the TNI Number 49 of 2019 concerning the Organizational Principles and Procedures of the Navy Headquarters which states that the Marine Corps of the Indonesian navy is the TNI Operations Municipality as the main organizer of amphibious operations. , coastal defense operations and security operations for strategic outer islands within the framework of OMP and OMSP as well as other operations in accordance with the policy of the TNI Commander.

With the ratification of Presidential Decree No. 66 of 2019 concerning the Organizational Structure of the TNI, there is clarity on Duties and AuthoritiesThe Indonesian navy Composite Company in the implementation of coastal defense requires regulation, adjustment and development of the coastal defense system according to the development of existing threat factors, as well as adjustments to the concept of national defense, namely the implementation of the management of

defense areas through the realization of defense strengthening at choke points or strategic straits. . In line with this, the form of coastal defense is divided into two, namely coastal defense as a form of defense operation that is carried out continuously through supervision and control of water areas and coastal defense as a form of combined coastal defense operations.

This aims to maintain sovereignty and wealth as well as a form of government responsibility in maintaining shipping safety and maritime security. The Unitary State of the Republic of Indonesia as the largest archipelagic country in the world that has abundant natural resources that can actually make this country a super power country as well as preparing coastal defense operations on the outermost/strategic islands that are prone to threats from within and outside the country. Implementation of defense operations for the Navy base in accordance with situational developments. Develop a combat force plan in order to meet the needs of combat operations forces. Develop an action plan to deal with contingency situations based on the Kasal policy. Coordinate and cooperate with relevant agencies and agencies inside and outside the Navy for the smooth implementation of main tasks. Submitting considerations and suggestions to Kasal regarding matters related to his field of duty. In order to carry out the basic objectives and military strategy of the Indonesian navy.

The strategy of developing an organization requires strategic steps that can be applied in the strategic policies of the Navy. Strategic policy is the determination of the direction of an organization to achieve future goals. The SWOT concept is used as a determination of the Intensity value score possessed by the sub-components in each component carried out by*Stakeholders*, in this case the researcher determines the Composite Company Commander as*expert*In determining the priority scale, the SWOT analysis is used as a strategy formulation to obtain alternative strategies from Internal and External factors.

The Analytical Hierarchy Process (AHP) method is a decision-making method that involves a number of criteria and alternatives that are selected based on the consideration of all related criteria used to determine the priority scale of the strategy to be implemented first to improve the technological components of concern to be improved.(saaty, 2004). It is hoped that this method is able to provide development recommendations so that the right strategy stages can be obtained for the development of composite companies in the Natuna area. From the results of the selected strategic priorities, it will be able to formulate a*Roadmap*within a period of 5 (five) years which will be used as a guideline in the development of a Composite Company in the Natuna area to support the main tasks of the TNI in the South China Sea. From the results of this study, it is hoped that it can help provide advice and input to the leadership of the Indonesian navy in the development, development of the Natuna Composite Company in the future.

2. RESEARCH METHODOLOGY

The model design of this research can be presented in the form of input, process and output diagrams that describe the research process starting from obtaining data, processing data, analyzing and evaluating the results / outputs of research data. At the initial stage, input and identification of data variables are carried out that affect the optimization of the composite company's ability in the Natuna area, then in the process stage an analysis and strategy of optimizing the composite company's ability in the Natuna area is carried out in the face of marine security threats. In this process, all variables as a system are included as variables that interact with one another. The integration of several theoretical concepts and

methods is applied to the assessment of threat criteria,

2.1 SWOT METHOD

In this study, the SWOT or Strength (S), Weakness (W), Opportunity (O) and Threat (T) analysis methods were used to identify and formulate several main strategies for developing posture capabilities in the face of national maritime security threats. This SWOT stage consists of several steps, namely: (1) identifying/determining Internal factors consisting of strengths and weaknesses of the composite company; (2) identify/determine External factors consisting of opportunities and threats for the development of a composite company. Illustration of the identification of external factors and internal factors

The variable identification process is carried out by conducting open interviews with experts to identify internal factors and identify external factors, then the data is processed to obtain the Strength (S), Weakness (W), Opportunity (O) and Threat (T) factors. After obtaining the Strength (S), Weakness (W), Opportunity (O) and Threat (T) factors, the SO (Strength-Opportunity) strategy matrix was prepared; determination of WO (Weakness Opportunity) Strategy; determination of ST Strategy (Strength-Threat); determination of WT (Weakness-Threat) Strategy. Illustration of matrix arrangement

After the Strategy Matrix is formed, it is followed by compiling the compilation of the main strategies and mapping the main strategies to be able to sort out the main strategies based on the category of capability development strategy, strength development strategy and degree pattern development strategy. Main Strategy Compilation and Mapping Illustrations.

SWOT analysis, after obtaining several sub-strategies, a model and hierarchical level were formed to determine priorities for the selected sub-strategies using an approach to optimizing the ability of composite companies in the Natuna area. The results of the SWOT analysis were carried out by a questionnaire to determine the relationship or interest between one sub-strategy and another sub-strategy using the AHP method approach to determine strategic priorities and a strategic road map.

2.2. RESEARCH FLOWCHART

In this study there are several stages to achieve the expected goals. Starting with the problem identification stage and collecting data taken from books, journals, field studies, as well as questionnaires onexpertchoice. Then proceed with the identification and formulation of strategies. In this research.

3. RESULT AND DISSCUSSION

This chapter will discuss the results of data analysis and interpretation based on the results of questionnaires and interviews from experts regarding internal factors containing strengths and weaknesses, as well as external factors containing opportunities and threats that most influence the posture development strategy in supporting the main tasks of the Indonesian navy. The first step in this research is to use a SWOT analysis to identify and formulate several composite company development strategies. Next, the AHP method is used to determine strategic priorities and a composite company strategy road map to support the TNI's main tasks

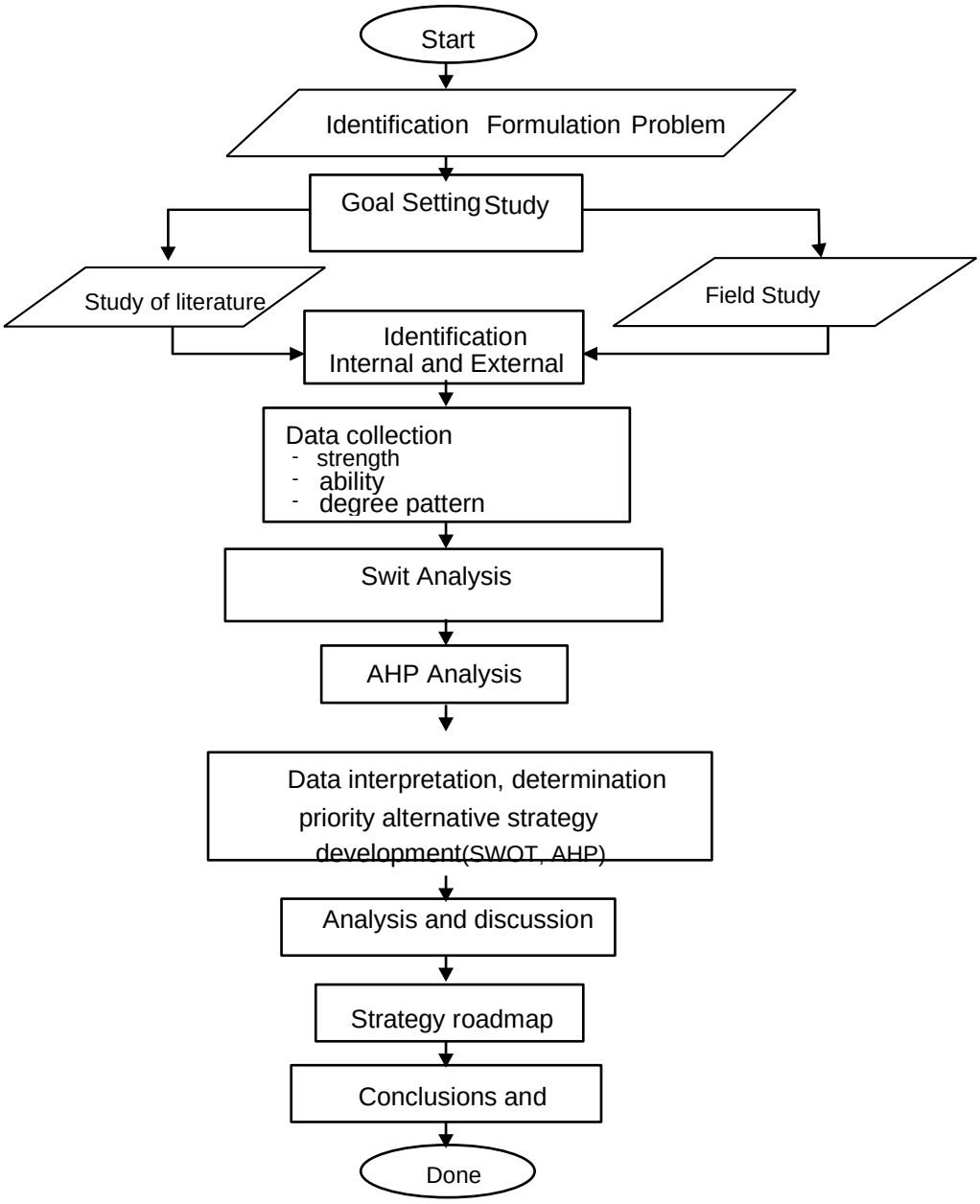


Figure 2. Research Methodology

3.1 IDENTIFICATION OF RESEARCH VARIABLES

The variable in this research is the development model of this Composite Company, which consists of: the level of strength, ability and pattern of the Navy's strength**.**

Table 1. Identification Research

No.	Variable	Description
1	Navy Strength	The main tool of the Navy weapon system used to achieve task performance and achievement
2	Naval Ability	Navy performance in using strength in a professional manner to carry out tasks
3	Navy Degree Pattern	Placement and assignment of elements of the Navy

Based on Table 1. it can be seen that internal and external factors in influencing the Composite Company development strategy in supporting the main tasks of the TNI. Identification of internal factors that influence the development of posture in support of the TNI's main tasks, including: strengths

marked with the symbol "S", and weaknesses with the symbol "W". Identification of external factors that influence the development of marine posture in supporting the TNI's main tasks, these include: Opportunities marked with the symbol "O", and threats with the symbol "T".

3.2 Analysis of Internal Factors Identification

Organizational internal factorsNavyis an activity within the Composite Company development management environment, which consists of the strengths and weaknesses of the CompanyNavy. The aspects used to identify the internal strengths and weaknesses of the Composite Company, which include the Composite Company's strengths, the Composite Company's capabilities, and the Composite Company's degree pattern. The detailed identification of the strength factor (S) is measured from the aspect of the strength of the Composite Company which consists of: (1) Minimum essential force (MEF) policy to makeNavyworld class through modernizing the main weapon system/defense equipment; (2) The condition of defense equipment that is always ready to meet needsNavyto carry out the function as a landing force in the form of power projection from the sea; and (3)Navyhas complete equipment for coastal defense, such as field artillery (Armed), coastal radar, including facing electronic and cyber warfare. Furthermore, the identification of strength (S) as measured from the aspect of the ability of the Composite Company, namely: (4) Intelligence abilityNavyto deal with irregular warfare & special Ops information technology; (5) The ability of soldiers to serve in OMP and OMSP in units; and (6)Navyhave good diplomatic skills to get to a reliable Expeditionary and Multirole. And the Strength Factor (S) measured from the aspect of the Composite Company degree pattern, namely: (7)Navyincreasing the professionalism of soldiers by training in accordance with the cycle of training, courses, and specialization education; (8)Navycurrently has a Natuna composite company to make it easier to carry out tasks; and (9) Lantamal Class A is projected to have 1 battalion in strength to assist with base defense. For Lanal type B, it will be filled by one company plus. While Lanal type C will be filled with one minus company so that the power is spread throughout Indonesia and participates in accelerating regional development.

The detailed identification of the weakness factor (W) is measured from the aspect of the Composite Company's strength which consists of: (10). Limitations of meeting the needs of defense equipment against the APBN; (11). Limitations of the information system in presenting data on the condition of defense equipment to the leadership elements; (12) Limited number of coastal defense equipment, such as field artillery (Armed), coastal radar, etc. Furthermore, the weakness factor of the Composite Company (W) is measured from the aspect of the ability of the Composite Company which consists of: (13). Limitations of meeting the needs of defense equipment against the APBN; (14). The technical capabilities of soldiers in the field are not evenly distributed and need to be improved; (15) The diplomatic ability of soldiers to go to Expeditionary and Multirole is not evenly distributed; and Furthermore, this weakness factor (W) is measured from the aspect of the Composite Company degree pattern which consists of: (16). The different professional abilities of individual soldiers; (17). The formation of a battalion depends on certain policies and conditions; and (18) The pattern of filling in personnel at the level of lantamal type A, lanal type B, and C is still not fulfilled.

Table 2 Identification of Internal Factors

No.	Internal factors	
	Strength Factor	**Weakness Factor**
Strength Composite Company		
1	Minimum essential force (MEF) policy to make the navy a world class through modernizing the main weapons system/defense equipment	Limitations of meeting the needs of defense equipment against the state budget
2	The condition of defense equipment that is always ready to meet the needs of the navy to carry out its function as a landing force is a form of power projection from the sea	Limitations of information systems in presenting data about the condition of defense equipment to the leadership elements
3	the navy has complete equipment for coastal defense, such as field artillery (Armed), coastal radar, including facing electronic and cyber warfare	Limited number of coastal defense equipment, such as field artillery (Armed), coastal radar, etc
Ability Composite Company		
4	Intelligence capability to deal with irregular warfare & special Ops information technology.	Intelligence to deal with irregular warfare & special Ops information technology that is not yet optimal
5	The ability of soldiers to serve in OMP and OMSP with units	The technical ability of soldiers in the field is not evenly distributed and needs to be improved
6	have good diplomatic skills to get to a reliable Expeditionary and Multirole	The diplomatic ability of soldiers to go to Expeditionary and Multirole is not evenly distributed
Degree Pattern Composite Company		
7	improve the professionalism of soldiers by training according to the Kormar training cycle, courses, and specialization education	The different professional abilities of individual soldiers
8	currently has a Natuna composite company to make it easier to carry out tasks	The formation of the market depends on certain policies and conditions
9	Lantamal Class A is projected to have a strength of 1 battalion to help defend the base. For Lanal type B, it will be filled by one company plus. Meanwhile, Lanal type C will be filled with one minus company so that the power is spread throughout Indonesia and participates in accelerating regional development	The pattern of filling in personnel at the level of lantamal type A, lanal type B, and C is still not fulfilled

(Source: Data Processed, 2022)

3.3 IFE Matrix Analysis (Internal Factor Evaluation)

The results of identification, data tabulation and weighting score calculations according to expert answers to the questionnaire on Internal Factors in the form of strengths and weaknesses that have been weighted and rated have obtained a score on the IFE matrix of 3.26, the IFE value indicates that the current posture is in a strong position (3.00). – 4.00), which means that currently the posture has a strong internal condition in utilizing the strengths and overcoming the weaknesses of the existing postures.

Table 3. IFE Matrix

No.	Internal factors	Weight	Rating	Weighted Score
STRENGTH				
Posture Strength				
1	Minimum essential force (MEF) policy to make it world class through modernizing the main weapons system/defense equipment	0.05	3	0.14
2	The condition of defense equipment that is always ready to fulfill the need to carry out its function as a landing force is a form of power projection from the sea	0.05	3	0.15
3	has complete equipment for coastal defense, such as field artillery (Armed), coastal radar, including facing electronic and cyber warfare	0.06	3	0.18
Posture Ability				
4	Intelligence capability to deal with irregular warfare & special Ops information technology.	0.07	4	0.27
5	The ability of soldiers to serve in OMP and OMSP with units	0.06	3	0.18
6	have good diplomatic skills to get to a reliable Expeditionary and Multirole	0.05	3	0.16
Posture Degree Pattern				
7	improve the professionalism of soldiers by training in accordance with the cycle of training, courses, and specialization education	0.06	4	0.24
8	currently has a Natuna composite company to make it easier to carry out tasks	0.06	3	0.17

No.	Internal factors	Weight	Rating	Weighted Score
9	Lantamal Class A is projected to have a strength of 1 battalion to help defend the base. For Lanal type B, it will be filled by one company plus. Meanwhile, Lanal type C will be filled with one minus company so that the power is spread throughout Indonesia and participates in accelerating regional development	0.05	3	0.14
			Total Strength Score (S)	**1.64**
WEAKNESS				
Posture Strength				
1	Limitations of meeting the needs of defense equipment against the state budget	0.06	4	0.24
2	Limitations of information systems in presenting data about the condition of defense equipment to the leadership elements	0.05	3	0.15
3	Limited number of coastal defense equipment, such as field artillery (Armed), coastal radar, etc	0.05	3	0.14
Posture Ability				
4	Intelligence to deal with irregular warfare & special Ops information technology that is not yet optimal	0.05	3	0.14
5	The technical ability of soldiers in the field is not evenly distributed and needs to be improved	0.05	3	0.14
6	The diplomatic ability of soldiers to go to Expeditionary and Multirole is not evenly distributed	0.06	3	0.18
Posture Degree Pattern				
7	The different professional abilities of individual soldiers	0.06	3	0.18
8	Formation depends on certain policies and conditions	0.05	3	0.15
9	The pattern of filling in personnel at the level of lantamal type A, lanal type B, and C is still not fulfilled	0.08	4	0.31
			Total Weakness Score (W)	**1.62**
			Total Score S+W	**3.26**

(Source: Data processed, 2022)

The data shows that the IFE matrix has the main strength of posture, which lies in the aspect of posture ability, namely: "intelligence ability to deal with irregular warfare & special Ops information technology" with the highest score of 0.27. then the second strength lies in the strength of the degree pattern posture, namely: "improving the professionalism of soldiers by training in accordance with the cycle of training, courses, and specialization education". Then in the third rank of posture strength and posture ability, namely: "having complete equipment for coastal defense, such as field artillery (Armed), coastal radar, including facing electronic and cyber warfare" and "The ability of soldiers to serve in OMP and OMSP with units" .

The main weakness faced by students lies in the pattern of posture degrees, namely: "The pattern of filling in personnel at the level of type A, type B, and C floors is still not fulfilled". And the second weakness to facelies in the strength of the posture, namely: "Limits on the fulfillment of defense equipment needs to the state budget".

3.4 Analysis of Identification of External Factors Posture

Organizational external factors are activities in the external environment of posture development management, which consist of opportunities and threats they have. These aspects are used to identify external opportunities and threats of posture, which include posture strength, posture ability, and posture degree patterns.

The detailed identification of the opportunity factor (O) is measured from the aspect of posture strength which consists of: (1) having a positive image so that it can be well received by the local community, when in the assignment service. Furthermore, identification of Opportunities (O) which is measured from the aspect of posture ability, namely: (2) Ability in law enforcement at sea; and (3) The ability to establish bilateral relations and share technology with developed countries. And the Opportunity Factor (O) which is measured from the aspect of the degree pattern, namely: (4) Geographically, Indonesia is a maritime country in the world's traffic lane; and (5) The level of military resources that are not limited by population demographics.

The detailed identification of the threat factor (T) is measured from the aspect of posture strength which consists of: (1). People easily panic, when there is a global issue. Furthermore, the threat factor (T) is measured from the aspect of posture ability which consists of: (2). There is no information system that can present an accurate description of the tactical situation; and (3). The risk is very high, because the defense industry is still dependent on foreign technology. And then the threat factor (T) is measured from the aspect of the posture degree pattern which consists of: (4). Geographical risk that marine areas require extra supervision; and (5). The level of soldier resource is not limited by population demographics. Based on the description above, the Opportunities and Threats factors possessed by Posture in supporting the main tasks of the TNI.

Table 4. Identify External Factors

No.	External Factors	
	Opportunity Factor	**Threat Factor**
Posture Strength		
1	have a positive image so that it can be well received by the local community, when in the assignment service.	People easily panic, when there is a global issue

No.	External Factors	
	Opportunity Factor	Threat Factor
Posture Ability		
2	Ability in law enforcement at sea	There is no information system that can present a picture of the tactical situation in real time.
3	Ability to establish bilateral relations and share technology with developed countries	The risk is very high, because the defense industry is still dependent on foreign technology
Posture Degree Pattern		
4	Geographically, Indonesia is a maritime country in the world's traffic lane	Geographical risk so that marine areas require extra supervision
5	Unlimited soldier resource levels by population demographics	Unlimited soldier resource levels by population demographics

(Source: Data processed, 2022)

3.5 EFE Matrix Analysis (External Factor Evaluation)

The results of identification, data tabulation and weighting score calculations according to expert answers to the questionnaire on External Factors in the form of strengths and weaknesses that have been weighted and rated have obtained a score on the EFE matrix of 3.21, the EFE value indicates that the current posture is in a strong position (3.00 – 4.00), which means that currently the posture has a strong external condition to take advantage of the opportunities and threats of the existing posture.

Table 5. EFE Matrix

No.	External Factors	Weight	Rating	Weighted Score
OPPORTUNITY				
Posture Strength				
1	have a positive image so that it can be well received by the local community, when in the assignment service.	0.10	4	0.42
Posture Ability				
2	Ability in law enforcement at sea	0.10	3	0.31
3	Ability to establish bilateral relations and share technology with developed countries	0.10	3	0.29
			Total Odds Score (O)	**1.55**

No.	External Factors	Weight	Rating	Weighted Score
Posture Degree Pattern				
4	Geographically, Indonesia is a maritime country in the world's traffic lane	0.09	3	0.27
5	Unlimited soldier resource levels by population demographics	0.09	3	0.26
			Total Odds Score (O)	**1.55**
THREAT				
Posture Strength				
1	People easily panic, when there is a global issue	0.10	3	0.29
Posture Ability				
2	There is no information system that can present an accurate description of the tactical situation.	0.11	4	0.44
3	The risk is very high, because the defense industry is still dependent on foreign technology	0.10	3	0.31
Posture Degree Pattern				
4	Geographical risk so that marine areas require extra supervision	0.11	3	0.34
5	Unlimited soldier resource levels by population demographics	0.10	3	0.29
			Total Threat Score (T)	**1.66**
			Total Score (O+T)	**3.21**

(Source: Data processed, 2022)

Table 5. shows that the EFE matrix has the main opportunity factor (O) as measured from the aspect of posture strength which consists of: "having a positive image so that it can be well received by the local community, when in the assignment service" with the highest score of 0.42. Then the probability (O) of the second rank posture is measured from the aspect of posture ability, namely: "Ability in law enforcement at sea" with a score of 0.31. And then the third (O) opportunity rank, measured by posture ability, namely "The ability to establish bilateral relations and share technology with developed countries" with a score of 0.29.

The main threat faced lies in the ability of posture, namely: "There is no information system that can present an accurate description of the tactical situation" with the highest score of 0.44. And the second rank threat that must be faced lies in the postu title pattern, namely: "Geographical risk so that the sea area requires extra supervision" with a score of 0.34. Furthermore, the third rank threat that must be faced by the marines lies in the ability of posture, namely: "The risk is very high, because the defense industry is still dependent on foreign technology" with a score of 0.31.

4. RESULT AND DISCUSSION

4.1. Internal – External Matrix Analysis

Internal-external matrix (IE) analysis is obtained from the total weighted score of the IFE and EFE matrices, then the resulting weighted score is entered into the IE matrix to map the company's current position, it is known that the IFE value is 3.26 and the EFE is 3.21. This means the

position of the posture strategy in Cell I, namely: Growth and Build.

4.2. Strategy Development

The SWOT matrix is used to formulate strategies based on a combination of internal and external environmental analysis. There are four main strategies used, namely;

a. SO strategy, namely: a strategy that uses strengths to take advantage of opportunities. Strategies that use strengths to take advantage of existing opportunities. The findings of alternative SO strategies in the field, namely:

1) Improving the HR of Soldiers by continuing to learn the technology of developed countries and managing the quality and quantity of defense equipment
2) Improving the brand image in the community and the world's traffic lanes through professionalism

b. ST strategy, namely: a strategy that utilizes strengths to overcome threats, Strategies that utilize strengths to overcome threats. The findings of alternative ST strategies in the field, namely:

1) Improving the modernization of quality defense equipment and human resources of soldiers to convince the public and provide the right information
2) Developing battalions to improve the welfare of soldiers' resources

c. WO strategy, namely: a strategy that minimizes weaknesses by taking advantage of opportunities. Strategies that minimize weaknesses by taking advantage of opportunities. Findings of alternative WO strategies in the field, namely:

1) improve a positive image by increasing modernization defense equipment
2) Establish bilateral relations with developed countries to increase the human resources of soldiers and determine battalion development strategies

d. WT strategy, namely: a strategy that minimizes weaknesses, and at the same time anticipates threats. Strategies that minimize weaknesses, and at the same time anticipate threats. The findings of alternative WT strategies in the field, namely:

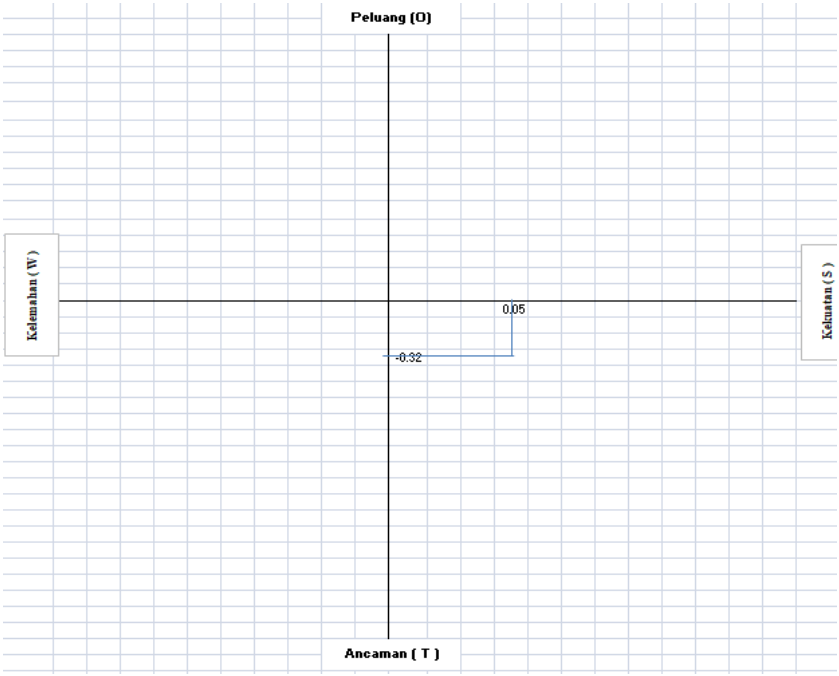
1) Improving the modernization of quality defense equipment and human resources of soldiers to convince the public and provide the right information
2) Develop defense equipment technology by increasing the knowledge of human resources of soldiers

Shows that SWOT (Strengths, Weaknesses, Opportunities and Threals) which are arranged in a systematic and structured manner that forms four matrix strategies, namely: SO, ST, WO and WT strategies. The results of the calculation of the IFAS – EFAS score for the SWOT matrix strategy can be seen in Table 6.

Table 6. IFAS and EFAS Scores SWOT Matrix

IFAS		EFAS	
Category	Sub-Total	Category	Sub-Total
Strength (S)	2.15	Opportunity (O)	2.05
Weakness (W)	2.09	Threat (T)	2.37
Total (SW)	0.05	Total (OT)	-0.32

Based on Table 6, the results of IFAS and EFAS are then presented in a SWOT quadrant graph or Cartesian diagram. The point on the X axis shows the internal factor (IFAS) while the point on the Y axis shows the value of the external factor. Then a line is drawn between the two. This graph shows the position or position of the current posture, can be seen in Picture 3.



Picure 3. Position Strategy Posture

Based on Figure 3, it is known that the quadrant of the EFAS and EFAS calculations is the ST quadrant (Strength and Threal quadrant). The value obtained from IFAS is (-0.16) which is located on the axis of the SWOT quadrant. The value of EFAS is (-0.6) which is located on the ordinate axis of the SWOT quadrant. The posture position is located in quadrant III with coordinates (0.05; -0.32) which shows the ST strategy, namely the posture of utilizing strength to overcome threats. What postures can do:

a. Increasing the modernization of quality defense equipment and human resources of soldiers to convince the public and provide constant information.

b. Develop battalions to improve the welfare of soldiers' resources.

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