

**Coaching Personnel Soldiers Army**  
**(Study Policy Implementation Coaching Personnel Soldiers Army Military Area,**  
**Kodam V / Brawijaya Based Perkasad No. 81 / XII / 2008, About Handbook**  
**Coaching Personnel)**

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**Abstract:** The purpose of this study to describe and analyze the implementation of the coaching personnel Army, especially in Kodam V / Brawijaya 2015 and Describe and analyze internal and external factors that exist in the Guidance personnel at the Military of the Army Kodam V / Brawijaya Year 2015. Implementation of the provision of personnel soldier Army is open by observing campaign and a selection acceptance as part of the starting point of personnel development, education is part of the cycle of personnel development soldier carried out by observing various aspects in order to generate output soldiers were professional, use of soldiers which include career coaching, coaching assignment, coaching ranks and coaching services aimed at obtaining military personnel fostering optimal efficiency in the utilization of personnel, soldiers Skincare is a form of welfare provision warrior members and impact on the professionalism of soldiers and warriors Separation is the final process of personnel development which aims to prepare the personnel back to the community. Factors that affect the cycle of coaching personnel of the Army is made up of the internal factor in the formation of soldiers in the form of welfare, moral, mental, discipline and skills of soldiers and External Factors in the formation of soldiers in the form of welfare, moral, mental, discipline and skills of soldiers in coaching personnel Military Area Kodam V / Brawijaya.

**Keywords:** Coaching Personnel, Army Soldier.

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**INTRODUCTION**

Army personnel are an essential element of the military institution itself. He is a human resources should always be prepared and nurtured continuously. With the continuous development, the military organization will be able to run optimally. No matter how sophisticated combat equipment owned by the military, then it has no meaning if it is not accompanied by qualified personnel. Therefore, the military put forward the transformation to achieve the effectiveness of structuring the organization, with the aim of establishing minimum essential force. Indonesian military institutions in the form of a container TNI, have a shared view of the exalted and diprimordialkan. The shared view is known as the professionalism of the TNI. Implicitly meaning for the professional soldiers are well-trained army, well-educated, well-equipped, not practical politics, not business, and guaranteed welfare. While the universal nature of military professionalism is a degree of quality human resources individual soldiers or by Institutional in carrying out the tasks according to their role.

To carry out basic tasks faced with situations and threats are now a necessity that TNI transformation or change to get better and progress with environmental progress, especially in the current era of globalization. An organization must have a goal to be achieved or can be said to be a vision. If the organization can not execute his vision is well certainly needs to be improved. Army transformation is not only focused on changing the paradigm, doctrine, strategy, technology and so on. The transformation also advanced aspects of personnel, because personnel are the key to transformation. Without preparation of personnel in accordance with the needs of the transformation, the transformation of the Army will not achieve its intended purpose. Transformation of the Army one of the principal on the personnel aspects. The substance of the personnel aspect is the man behind the gun and the right man on the right place. From there illustrated that the transformation of the Army in the field of personnel ultimately intended to strengthen the organization, because organizations would do well to Great manned by personnel including personnel who will be manning the great modern Alutsista [1].

In order to achieve this goal would require support in the implementation of the main task of the army has a vision of the army is professional, transparent, honest and fair and accountable based on good morals. This vision is so precious that are expected to be guided and implemented in personnel training activities by all levels of officials who have authority in the Army coaching personnel it plays a role in providing an understanding of coaching personnel of the Army to all the Soldiers of the army.

Their coaching personnel in the organization of the army was organized in order to realize a state defense force on the ground to be able to carry out their main tasks. Personnel function as an organic function of the military is an important part of the guidance system of the army as a whole including but not limited manpower development and training of personnel. Pembinaan manpower is geared to meet the target strength of the Army quantitatively accordance TOP / DSPP, while coaching personnel are directed to obtain the quality of human resources is appropriate and sufficient in manning the organization of the Army. As an organization manned the main elements of the Army, each soldier is required to have the ability to carry out tasks and to always follow the development of science and technology, so it is always ready and capable of carrying out a duty.

Guidance personnel need not be separated by the application of the policy of Zero Growth of Personnel (ZGP) and Right Sizing within the framework of the Minimum Essential Force (MEF), which increase the ability of the defense budget is prioritized to increase Alutsista. The country's defense budget is not only absorbed to the regular budget, but can be utilized for the addition and maintenance Alutsista accordance with the nature of the threat. In line with the policy of achieving the Minimum Essential Force (MEF), the necessary coaching personnel who are providing guidance to each person individually to obtain optimum efficiency in the utilization of personnel so as to carry out the tasks assigned to him. Personnel is an important part in the organization because of the human factor plays a role determining in the achievement of the basic tasks that coaching personnel is the responsibility of every leader units ranging from the lowest to the highest with the target level sufficient force capable of ensuring strategic interests, it requires the transformation of field personnel appropriate and in accordance with the goals and objectives of coaching personnel. Transformation of field personnel is essentially the concept of coaching personnel changes, but still within the framework of the legislation in force in the field of personnel. Development of Army personnel had been run in accordance with the objectives set, however, these activities need to be improved optimally to obtain the expected quality of the soldier. Faced with the development of strategic

institutions and the challenges of the task ahead, the Army needs to carry out the transformation in coaching personnel, so as to facilitate the task.

In order to improve the professionalism, training of personnel is carried out through human resource development starts from reception recruits through skill enhancement. At the reception activities soldier applied standard rise of academic value, kesamaptaan physical, and psychological health. By having a good source then professionalism will be easily obtained and improved. For soldiers who are already active, professional improvement implemented by providing debriefing skills, education, training, courses / upgrading and assignments. In order to improve the welfare of soldiers continually strive to meet the needs and improving the welfare of morale by empowering primers cooperative managed well, giving performance benefits, Tunsus Award and honors the soldiers who served in the outer islands and border areas. In the field of housing, working with the Army in the development Kemenpera Flats Welfare Rental System for servicemen, civil servants, warakawuri and widows / widowers of civil servants were very helpful soldier to get a place to stay cheaply, making the system self-managed housing. Procurement nondinas housing through self-managed TWP mortgage program for Army personnel.

This study aims to describe and analyze the implementation of the Development of Army personnel, especially in Kodam V / Brawijaya 2015 and describe and analyze internal and external factors underlying the formation pelaksanaan Army personnel at the Military Kodam V / Brawijaya 2015.

## **RESEARCH METHODOLOGY**

### **Research design**

The method used in this research is qualitative research. In this context in a row will be described; research approach. The focus of research; determine the location of the study; establish research instruments; collect data, and analyze data. The study used the strategy of grounded theory and inductive which means the theory is built from data or fundamental (grounded) in the data, which the researchers plunge spaciousness to the scope of entities from various branching in Kodam V / Brawijaya, without bringing the conceptual design, theory, and some hypothesis. In this case the conditions will be interpreted Personnel Development To Create a Professional Army Soldiers in the neighborhood Kodam V Brawijaya to find out things we do not know can offer surprises and expectations of our previous research sites.

### **Research focus**

In this aspect of the study observed:

1. Implementation mechanism coaching coaching personnel with indicators
  - a. Procedure Provision of Personnel

- b. Procedure Education Personnel
- c. Procedure Using Personnel
- d. Procedure Care Personnel
- e. Personnel Separation Procedure

2. Internal and external factors in the implementation of coaching personnel with indicators

- a. Internal Soldiers in the form of welfare, morale, mental discipline and warrior prowess.
- b. External form of policy and budget mechanisms in coaching personnel.

### Data Analysis Technique

According Moleong [2], the data analysis process starts with examining all available data from various sources, from interviews, observations that have been written in the field notes, personal documents, official documents, images, photographs, and so on. The data are so many, after being read, studied, and analyzed, the next step is data reduction is done by way of abstraction. Abstraction is an attempt to make a summary of the core, processes and statements that need to be maintained so as to remain in it. The next step is arranged in units. The units were then categorized in the next step. The categories are made while coding. The final stage of the analysis of this data is to make a survey the state of the data. After completion of this stage, begin this stage, start now step in processing the data interpretation results whilst being substantive theory by using some specific methods.

## RESULTS AND DISCUSSION

### Implementation of coaching personnel

Implementation of Personnel Development soldier held in Kodam V / Brawijaya not be separated from an understanding of coaching personnel of the Army, coaching personnel is essentially a systematic effort, which includes the planned structures and processes that produce the soldier is in accordance with the needs of the organization. In implementation of Coaching Personnel of the Army in the Military Regional Command V / Brawijaya relevant to the theory of Van Horn as quoted Agustino [3], provides a definition of policy implementation as actions performed by individuals or officials or government groups aimed at achieving the objectives outlined in the policy decision in this regard set forth in Law 34 of the Army, government Regulation No. 39 Year 2010 on the Indonesian National Armed Forces Administration [4] and Perkasad No. 81 / XII / 2008 About Handbook Coaching Personnel has been implemented on any military personnel development with the aim that the implementation of the tasks assigned to personnel can be accomplished with the support of the implementation of policy [5].

In the personnel policy implementation guidance is also relevant to Agustino [3] concluded that the

implementation of policies related to three things: 1. The purpose or objective of the policy 2. The activity or activity goal achievement 3. Where the existence of activity results in policies created in coaching personnel are their objectives or policy goals realized by the implementation of the object personnel are nurtured in order to carry out the tasks assigned to them, their activities or the activities of the achievement of objectives contained in the cycle start recruitment to separation, and the results of activities of the personnel of the army who have the ability to task and always follow the development of science and technology, so it is always ready and capable of carrying out a duty

Likewise, the phenomenon of Coaching Personnel soldier held in Kodam V / Brawijaya not be separated from the relationship with the relevance of management, the Organization has implemented a management function that is actuating, in this case according to the data of research on military organization Kodam V / Brawijaya carry out activities in implementing the Career Coaching in organization and implement control functions (controlling), the results that have been achieved. In this context, in accordance with the opinion of Terry in Pamudji [6] about the functions of management consisting of: planning, organizing, actuating and controlling, then that's the actuating functions that contain the implementation of personnel for members organizations which then penetrate into other functions.

Professionalism expected by the coaching personnel of the Army is in line with the views Muhaimin stated for their objective and subjective factors are essentially the military believes the task holy to save the nation and to identify himself for the sake of national interest [7, 8], More clearly Betts put forward a concept of the division of functions of public organizations, especially in the classical administration theory. The emphasis is focused on efficiency, adherence to the command and political behavior that is neutral priority given to efficiency, as well as adherence to the command of political behavior is neutral [9]. In theory revisionist administration, the priority given to political control, the administration process is deliberative and political behavior shows a high level of engagement. The basic concept is based on the assumption that military professionalism to keep soldiers out of politics. This tradition was built on an assumption that is separate from the political administration of the country, where public policy is the responsibility of political officials elected by the people, separated from policy implementers [10]. But in theory the new state administration is fusionis; this theory recognizes that bureaucracy and politicians all combine in symbiosis with each other. Hierarchical system of state authority (including organizations / military organizations) in the countries pretorian has pushed the military into a political organization. But in countries

pretorian non- renewal of bureaucrats with military groups forced the military groups involved in public policy making [11].

### **Provision Soldiers**

Provision or Acceptance soldiers as part of the coaching personnel is essentially an effort, work and activities to get the Army soldiers with the quality and quantity needed to meet the needs of the Army organization in the implementation of the basic tasks of the army. In order to realize the reception soldiers that are effective, efficient and targeted both qualitatively and quantitatively, it must refer to the manual reception Army soldiers who have been there. In this case the Army personnel staffs are required to provide qualified personnel and are ready to carry out duties as a soldier of the army.

Findings Supply Soldier On Kodam V / Brawijaya are as follows:

- Delay recruitment campaign and a short time to make the selection process of the supply of soldiers did not meet the target of quality and quantity of personnel is expected.
- In the career development pamen assignment policy found good "tour of duty" or "tour of the area".
- Provision of Service personnel carried out as instructed in the Law No. 34 of 2004 on the TNI.
- Recruitment of soldiers is the starting point of the cycle Army personnel development.

### **Education Soldiers**

One effort to improve the professionalism of the soldiers can be achieved through the development of personnel in the form of education and training. Education as one of the pillars of the soldiers set up a professional and reliable, have an identity as a soldier. Efforts to establish a professional soldier must start from the stage of supplying power to choose candidates for soldiers who have quality in Tri archetypal aspect of education.

Findings of Education Soldiers In Kodam V / Brawijaya in order to realize the professional Army soldiers are as follows:

- Education is carried out in the environment Kodam V / Brawijaya meet the criteria and conditions apply
- Every soldier compulsory education to determine the duties to be entrusted
- Qualifying Resource educator affect the output of learners
- Standards in education that includes Cognitive (Knowledge), Psychomotor (Skills) and Affective (attitude) considered in an integrated

and balanced in shaping a person's competence.

### **Use of Soldiers**

The use of Army personnel can not be separated from a management perspective fields of coaching, human resources occupy a key position in the organization manning the army. As well as any material which is owned, as well as any system that is created, and any of the allocated budget, without the use of the right personnel, the organization of the Army will fail carrying out a duty. Nevertheless, the material elements, the budget, and the system is supporting elements / supporting / complementary actually also important in supporting organizational performance Army

Findings Use of Soldier on Kodam V / Brawijaya to realize that a professional army soldiers will be presented the following findings:

- The use of soldiers in structuring the organization and tasks tailored ranks and positions
- The experience, knowledge and insight for soldiers who are concerned with their skills and vocational
- In the use of their personnel assignment from one office to another position or from one region to another aims to add to the experience
- In the long term, the use of personnel is used to print the Army Personnel Cadres future has sufficient experience

### **Maintainability Soldier on Kodam V / Brawijaya Army soldiers in order to realize the professional**

Guidance of maintenance personnel is a part that can not be separated from the formation of soldiers must ensure every soldier to be always ready to carry out the tasks assigned to them as well as possible. Especially with globalization go hand in hand with the speed of currents clattering democratic reforms and the process of enlightenment impact inclination shift values.

The research found the facts and data presented the following findings:

- Maintainability official is a form of welfare provision in accordance with the demands of life.
- Maintainability soldier is a soldier demands professionalism.
- Figures violations of law and discipline Army soldiers lead the public trust and legitimacy of the army declined.
- The prohibition Army soldiers to improve their business professionalism.

### **Separation Soldier on Kodam V / Brawijaya Army soldiers in order to realize the professional**

Guidance personnel in the form of separation is an inseparable part of the coaching separation soldier aims aim to maintain the balance of the composition of the Soldiers of both quality and quantity, so that the Army is able to carry out its duties and functions, either as a force or strength Hankamneg Sospol. Separation of these soldiers is a process for soldiers who will put an end to the Department of soldiering because of age / natural processes or other causes, which brought as a result of their rights and obligations for Soldiers concerned.

From the research results presented the following findings:

- Separation Soldiers maintain a balanced posture of the organization of the army.
- Separation of soldiers gives to soldiers preparing to go back to the middle of the community.
- Implementations of retirement for noncommissioned officers or enlisted men are not the maximum impact on the availability of office space.
- Separation which was not carried maximum impact on the regeneration process of the TNI.

### **Internal and external factors in the implementation of coaching personnel**

#### **Internal Soldiers in the form of welfare, morale, mental discipline and skill soldier**

In terms of internal factors of morale, mental discipline and skill of soldiers shows that fostering personnel consist of changes in values, attitudes, and motivation that occurs because of getting older. It is a career that is subjective. Both of these perspectives, objective and subjective, focused on the individual, both perspectives assume that people who have some degree of control over their fate can manipulate in order to maximize the chances of success and satisfaction that comes from their career. The perspective of further considers that the activities of human resource activities should recognize the career stage, and help employees with development tasks that they face in every career. Career planning is important because the consequences of success or failure of a career is closely linked to the concept of self, identity and satisfaction of each individual to his career and his life [12].

From the research results presented the following findings:

- The lack of a budget for the welfare of the soldiers
- Morale is a form of self-control warriors
- The fulfillment of minimum standards of physical kesempataan not materialize maximum

- Violation of discipline or criminal acts committed by a few rogue soldiers.

### **External factors such as policy and budget mechanisms in coaching personnel**

Development of manpower is the main resource development collectively; the guidance system of the army was organized in order to realize the national defense force on the ground to be able to carry out their main tasks. Personnel function as an organic function of the military is an important part of the guidance system of the army as a whole, which covers development of human resources and personnel through the provision of guidance, education, use, treatment and separation. Development of human labor is geared to meet the target strength of the Army qualitatively and quantitatively consistent with the provisions, while coaching personnel are more geared to prepare the army personnel are capable and able to optimally carry out each task execution [13].

From the research results obtained are found as follows:

- The mechanism of formation of personnel in the field of personnel policy determination starts from the procurement until the separation of soldiers.
- The source of financing in the form of defense army Budgets are not balanced in the appeal other units.
- Sources of financing for small result in the welfare of members of the army and the professionalism of the soldiers can not be implemented optimally.

### **CONCLUSION**

Implementation guidance implemented in Kodam V / Brawijaya appropriate research results can be summarized as follows: a) Implementation of the provision of Service personnel, the Army is open by observing campaign and a selection acceptance; b) Education is part of the personnel development cycle soldier were carried out by observing various aspects in order to produce output that professional soldiers; c) Use of warriors that includes career coaching, coaching assignments, coaching and coaching ranks duty military personnel coaching aimed at achieving optimal efficiency in the utilization of personnel; d) Maintainability soldier is a member Soldiers Welfare Award form and give effect to the professionalism of the soldiers; e) Separation of the soldier is the final process of personnel development which aims to prepare the personnel back to the community.

Factors that affect the cycle of coaching personnel of the Army is made up of the internal factor in the formation of soldiers in the form of welfare, moral, mental, discipline and skills of soldiers and External Factors in the formation of soldiers in the form of welfare, moral, mental, discipline and skills of



soldiers in coaching personnel Kodam V / Brawijaya. On Internal factors in the formation of soldiers in the form of welfare, moral, mental, discipline and skills of soldiers are internal factors within TNI AD influential general in coaching personnel are lacking in knowledge and capabilities and do not meet the minimum standards kesemampuan physical and persistence of disciplinary action of soldiers. External factors in the formation of soldiers in the form of welfare, morale, mental discipline and warrior prowess in coaching personnel at the Kodam V / Brawijaya that barriers in realizing coaching Army personnel in general is the lack of existing defense budget.

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