



**DEVELOPMENT OF 1ST ENGINEER BATTALION OF MARINE CORPS
PERSONNEL IN ORDER TO FOLLOW THE UNITED NATIONS
MISSIONS PEACEKEEPING OPERATIONS**

Samsul Arif

Defense University Ground Defense Strategy Study Program,
Indonesi Defense University
samarip@yahoo.co.id

***Abstract** – Indonesia consistently sends TNI troops to the UN Peacekeeping Mission as a Garuda Contingent. The 1st Engineer Battalion of the Marine Corps needs to increase its unit's readiness to support the TNI's tasks in every world peacekeeping operation. Each unit personnel is expected to have readiness in following each assignment mission so that they are able to meet the specified requirements. However, unit personnel still did not pass the assignment selection at the recruitment stage. This study will analyze the formation of 1st Engineer Battalion of Marine Corps personnel to follow the assignment, especially at the recruitment stage using qualitative methods. From the results of the study, it can be seen that the personnel training carried out by the unit is still unable to increase its personnel's readiness in following assignments optimally. Therefore we need an effort to foster personnel comprehensively.*

Keywords: development, motivation, personnel readiness, The United Nations Peacekeeping Operations.

Introduction

United Nations Peacekeeping Operations is a United Nations "flagship enterprise" established as a United Nations tool to maintain international peace and security. Indonesia's commitment to implement a world order based on independence, eternal peace, and social justice is the mandate of paragraph IV of the 1945 Constitution, which is realized through Indonesia's active participation and contribution in the UN MPP.

Currently, the number of Indonesian personnel on duty in various UN Peacekeeping Missions (according to combined data as of November



30, 2018) is 3,544 personnel (including 94 female personnel) , placing Indonesia in 7th place out of 124 *Troops/Police Contributing Countries*. (T/PCC) .¹

In order to carry out one of its main tasks in Military Operations Other Than War (OMSP) as mandated by Law no. 34 of 2004 concerning the Indonesian National Armed Forces (TNI), namely carrying out the task of world peace in accordance with foreign policy policies, the TNI Commander stipulates the TNI Regulation No. OPPD has been determined in a series of activity stages, namely: recruitment, training, assignment, and retirement, which will be carried out by the World Peacekeeping Mission Center (PMPP) on the instructions of the TNI Commander.

The 1st Marine Engineer Battalion (Yonzeni March 1) as part of the TNI routinely contributes by sending its personnel in each OPPD. Until now, all personnel in the unit have been dispatched to participate in the OPPD mission and are able to complete the assignment mission properly without any problems or violations.

However, professionalism and basic military capabilities do not guarantee that the unit's personnel can participate in assignments in the OPPD. The recruitment stage requires that each person be able to pass and meet the materials requirements in implementing the OPPD personnel selection. Although the selection materials are general in nature and known to all personnel, without a good preparation in dealing with them, the results certainly obtained will not be optimal or even below the standard of graduation norms. The fact that occurred in the field was that

¹Anonymous, "Indonesia and the United Nations Peacekeeping Mission", in https://kemlu.go.id/portal/i/read/91_list_lain/Indonesia-dan-misi-misi-kemlu.go.id-un, accessed on July 25, 2019 .



not all unit personnel sent by the unit could pass the recruitment stage and participate in the OPPD assignment because they did not meet the requirements and failed in the assignment selection. This condition is an interesting phenomenon to be able to find out more about how to develop Yonzeni personnel on March 1, especially in the context of dealing with the UN Peacekeeping Mission.

Based on the description above, a problem formulation is obtained in the research. Namely how to develop the personnel of the March 1 Yonzeni in order to participate in the United Nations Peacekeeping Mission and what factors influence the development of the March 1 Yonzeni personnel to participate in the United Nations Peacekeeping Mission.

Research methodology

This study uses a qualitative method that aims to determine the depth of the problems that occur. Going through qualitative research am expected to be able to present the data descriptively.²

The research was carried out at the 1st Marine Engineer Battalion, Cilandak Marine Hospital (RSMC), TNI Peacekeeping Mission Center (PMPP TNI), Kormar Labs and Menbanpur

from March 2, 2019 to August 13, 2019 . The initial planning of the research was carried out from February to early March 2019. Furthermore, the research was continued until early September 2019 in order to complete the required data.

The research subject is 1st Marine Engineer Battalion which will make competent people to be used as a source of data or a source of

²Poerwandari, K., Qualitative Approach to Human Behavior Research. (Jakarta: LPSP3 , 2011) .



information . The selection of informants was carried out using *purposive sampling technique* .

The object of this research is the coaching program by Yonzeni March 1 to prepare its personnel to take part in the United Nations Peacekeeping Mission.

Data collection techniques used by the authors in this study using; observation, interviews, and documentation.

The validity of the data is carried out to prove whether the research carried out is really a scientific research as well as to test the data obtained.

"Test the validity of the data in qualitative research includes: *credibility, transferability, dependability, and confirmability* ".³

In data analysis, the author uses three data analysis techniques in qualitative research according to *Miles and Huberman 's opinion* , namely: data condensation, data presentation and verification and conclusion drawing which are carried out continuously starting from before, during and after the research is completed.⁴

Furthermore, in answering the problem formulation , several theories will be used which were chosen to be used as instruments in building a framework of thinking and discussing the results of the research as follows :

a . Coaching Theory.

According to Musanef "Coaching is all business actions that are directly related to planning, building, developing, directing, using, and controlling everything in an efficient and effective manner".⁵From this

³Sugiyono, *Qualitative Quantitative Research Methods and R&D*. (Bandung: Efabeta ,2007), p.270.

⁴Miles, MB, Huberman, AM, and Saldana, J. , *Qualitative Data Analysis, A Methods Sourcebook*, Edition 3. (USA: Sage Publications. Tjetjep Rohindi Rohidi Translation, UI-Press , 2014)

⁵Musanef, *Personnel Management* (Bandung: CV Mandar Maju , 1992), p.11.



definition, it can be understood that in coaching, there are elements of goals, materials, processes, methods, renewal, and coaching actions. In this study, the coaching in question will focus more on planning, organizing (implementation), and controlling (monitoring and evaluation) activities.

Planning is the process of determining the goals or objectives to be achieved and determining the paths and resources needed to achieve those goals as efficiently and effectively as possible. In each plan there are three activities: Formulation of goals to be achieved, selecting programs to achieve these goals and identifying and mobilizing resources.⁶

Implementation according to Westa is an activity or effort carried out to carry out all plans and policies that have been formulated and determined, equipped with all the needs, the necessary tools, who will carry it out, where the implementation will be and how it should be implemented.⁷

Control is a supervisory action accompanied by corrective actions.⁸ This activity is carried out through monitoring and evaluation activities. Monitoring is an activity carried out to check the appearance of the activity being carried out. While evaluation is a process of planning, obtaining and providing information that is needed to make alternative decisions.

⁶ Nanang Fattah, *Foundations of Educational Management* (Bandung: PT Remaja Rosdakarya , 2008), p.49.

⁷ Westa, *Implementation of Industrial Work Practices* (Jakarta: Rajawali Pres , 1985), p . 17.

⁸ Wrihatnolo, Randy R. and Riant Nugroho, 2006, *Indonesian Development Management* (Jakarta: PT Elex Media Komputindo)



b . Motivation Theory.

According to Hasibuan " Motivation is " things that cause, channel and support human behavior, so that they are willing to work hard and enthusiastically to achieve optimal results.⁹

process of motivation as a behavior guide, can be said as a cycle and is a system consisting of three elements: Needs , Drives and Goals.¹⁰

Everyone tends to develop certain patterns of motivation as a result of the cultural environment in which that person lives. According to Davis , this motivation pattern includes: *Achievement Motivation* , *Affiliation Motivation* , *Competence Motivation* and *Power Motivation* .¹¹

In addition, there is a Needs Theory proposed by *Abraham Maslow* or *Maslow's Hierarchy of Needs Theory* which explains that human needs consist of five parts and are arranged in a hierarchy as follows: Physiological needs (physiological needs), safety and security needs (*safety needs*). and security needs), *social needs* , esteem needs and self-actualization needs.¹²

c . TNI War No. 60 Year 2017 .

In the TNI Commander Regulation Number 60 of 2017 it is stated that the TNI participates in OPPD whose types of assignments have been determined by the United Nations. As a first step, Recruitment will be carried out to obtain TNI personnel who meet the requirements from aspects of psychology, academics, mental ideology, foreign or English

⁹Hasibuan, Malay SP, Human Resource Management (Jakarta : Bumi Aksara, 2011), pp. 141.

¹⁰Sumatra, Suryana. Organizational Behavior (Bandung: Padjadjaran University, 2004)

¹¹Davis, Behavior In Organization, (Jakarta: Erlangga , 1993) p. 123.

¹²A A. Anwar Prabu Mangkunegara, Corporate Human Resource Management (Bandung: Rosda , 2017), p.94



language skills, health and physical in accordance with the demands of the assignment position.

d . TNI Commander Decree No. Kep/1000/XII/2015 .

In the Decree of the Commander of the Indonesian National Armed Forces Number Kep/1000/XII/2015 concerning Technical Guidelines for the Selection of OPPD , it is stated that the norms for passing the selection are as follows:

- 1) Health Status. Minimum Stakes II.
- 2) Mental Health Status. at least Still Eligible (MMS).
- 3) English.
 - a) ADFELP minimum flat 5
 - b) ALCPT of at least 50.
- 4) Computer.
 - a) Operators. Basic knowledge of computers, MS. Word, Excel, PowerPoint and internet with a minimum average score of 61.
 - b) Non-Operators. Basic knowledge of computers, MS. Word and internet average score of at least 61.
- 5) Driving.
 - a) Drivers. The basic theoretical material is driving, parking, on the road and incline with a minimum average score of 61.
 - b) Non-Drivers. The basic theory of driving and back and forth with a minimum average score of 61.

Research Results and Discussion



Research Object Overview

The research and discussion in this section is the result of research activities that have been carried out in order to reveal various facts as research findings. Furthermore, the research findings are analyzed in the discussion using various theories that have been put forward in the previous chapter so that it is expected to be able to answer the formulation of the problem in this study.

United Nations Peacekeeping Mission

Since its inception, the United Nations (UN) was founded in San Francisco in 1945, the member states of the United Nations continued to be committed to maintaining international peace and security, developing friendly relations between countries, promoting social development , improving decent living standards, and human rights. With its unique character, the United Nations can take a stand and take action on various problems in the international world. As well as provide a forum for 192 member states to express their views through the General Assembly, Security Council, Economic and Social Council, Human Rights Council, and agencies and committees within the United Nations.¹³

United Nations Peacekeeping Operations is a United Nations "*flagship enterprise*" established to maintain international peace and security. Based on UN DPKO data as of October 31, 2018, more than 100 thousand personnel from 124 countries, both from the military, police, and civilian elements, were deployed (deployed) in 14 UN MPPs.¹⁴

¹³Anonymous, "Indonesia and the United Nations Peacekeeping Mission," in https://kemlu.go.id/portal/i/read/91_list_lain/Indonesia-dan-misi-misi-kemlu.go.id-un, accessed on July 25, 2019.

¹⁴ Ibid.



Indonesia's commitment to participate in implementing a world order based on independence, eternal peace and social justice is the mandate of paragraph IV of the Preamble to the 1945 Constitution. This commitment is realized through Indonesia's active participation and contribution in the UN MPP. In the international context, such participation is an important and concrete indicator of the role of a country in contributing to maintaining international peace and security. Meanwhile, in the national context, such involvement is a means of increasing the professionalism of individuals and organizations that are directly involved in the deployment of international operations. Strategically and economically, Indonesia's participation in peacekeeping missions can also be used to encourage the development of national strategic industries in the defense sector.¹⁵

Currently, the number of Indonesian personnel on duty in various UN MPPs (according to combined data as of November 30, 2018) is 3,544 personnel (including 94 female personnel), placing Indonesia in 7th place out of 124 Troops/Police Contributing Countries (T /PCC). The Garuda Contingent personnel and troops served in 8 (eight) UN MPPs, namely UNIFIL (Lebanon), UNAMID (Darfur, Sudan), MINUSCA (Central African Republic), MONUSCO (Democratic Republic of Congo), MINUSMA (Mali), MINURSO (Sahara). West), UNMISS (South Sudan) and UNISFA (Abyei, Sudan).¹⁶

1st Marine Engineer Battalion

¹⁵ Ibid.

¹⁶ Ibid.



As stated in the Decree of the Chief of Staff Number Skep/1844/V/1990 dated May 15, 1990 concerning the Tactical Manual for the Marine Corps Combat Engineer Battalion. It is explained that the Marine Engineer Battalion is one of the weapons of the Marine Corps and is an implementing unit of the Marine Combat Assistance Regiment. The main point is fostering and providing strength and increasing the ability of the Engineer's elements to carry out the tasks of the Engineer's assistance. All to support the implementation of Amphibious Landing Operations, Navy Task Force Operations, or other Defense and Security Operations tasks.

Engineer's Assistance in World Peacekeeping Operations are as follows:

a. Military Observer (Observer). In general, engineer assistance is carried out to ensure the smooth running of military observers' duties, which include:

- 1) Preparation of accommodation facilities for Military observer troops.
- 2) Construction of observation posts and control towers.
- 3) Construction of approach roads and supply routes.
- 4) Installation of protective barriers.
- 5) Provision of clean water and provision of electricity sources.
- 6) Cleaning/security against landmines.
- 7) Reconstruction of damaged facilities in the area.

b. Peace Keeping. Tasks that can be carried out include:

- 1) Preparation of approach roads and routes.
- 2) Preparation of observation/inspection posts.
- 3) Provide facilities for the evacuation of residents.



- 4) Provision of clean water supplies and temporary electricity sources.
- 5) Construction of Command posts and their installations.
- 6) Increase the effectiveness of protection from obstacles by laying densely and closing each other / helping.
- 7) Carry out Regional Rehabilitation Operations, by utilizing Jihandak (landmine clearance) capabilities for technical functions of construction, crossing, supply of water and electricity.

The experiences of overseas assignments carried out by the 1st Marine Engineer Battalion in UN Peacekeeping Operations are as follows:

- a. 1992 UN Peacekeeping Operation GARUDA in Cambodia.
- b. UN Peacekeeping Operation GARUDA in Bosnia 1993-1995.
- c. Congo MONUC Task Force in Congo 2003-2010.
- d. Konga MINUSTAH Task Force in Haiti 2014-2017.
- e. Konga DARFUR Task Force in Sudan 2012-2017.
- f. UNIFIL Konga Task Force in Lebanon 2006-present.
- g. Congo MONUSCO Task Force in Congo 2010-present.
- h. Konga MINUSCA Task Force in Central African Republic 2014-present.

Personnel Development

In general, in the TNI Commander Regulation Number: Perpang/45/VII/2008 concerning the Master Guidelines for the Development of TNI Personnel and Human Resources, it is stated that within the framework of the TNI's main tasks, a coaching system is needed for structuring facilities and guidelines for the development and use of TNI forces.



The targets of the Marine Corps personnel development program in dealing with OMSP assignments in the UN MPP are:

- a. Implementing a physical fitness program by carrying out routine physical arrangements periodically per semester in each Kolak Kormar.
- b. Carry out health checks (Urikes) for soldiers on a regular basis to detect the health of soldiers early so that treatment/treatment can be carried out quickly and precisely.
- c. Carry out training, education, and courses both at home and abroad to improve the professionalism, competence, and qualifications of personnel such as: In-Service Training (LDD) English, LDD driving Ranmor and LDD computer.

The implementation of personnel development in units is expected to be able to increase the readiness of soldiers so that they have the conditions and abilities in accordance with the graduation norms in the OPPD selection as follows:

- a. General Health. Minimum health status Stakes II.
- b. Mental Health. Minimum mental health status Still Eligible (MMS).
- c. English.
 - 1) ADFELPS minimum flat 5 (for officers).
 - 2) Minimum ALCPT of 50 (for Ba/Ta).
- d. Computer.
 - 1) Operators. Basic knowledge of computers, Microsoft word, excel, power point and internet with a minimum average score of 61.
 - 2) Non-Operators. The material for basic knowledge of computers, Microsoft Word and the internet, an average score of at least 61.
- e. driving.



- 1) Drivers. The basic theory material is driving, parking, on the road and incline with a minimum average score of 61.
- 2) Non-Drivers. The basic theory of driving and going back and forth a vehicle with a minimum average score of 61.
- f. Physical freshness. Garjas A and B materials have a minimum average score of 61.

However, based on the results of the selection of personnel assigned to the 1st Marine Engineer Battalion at the Garuda Contingent Recruitment stage in 2019, it can be concluded that currently the 1st Marine Corps still needs to increase the readiness of its personnel in dealing with the UN MPP assignment. The indication is that of the 30 people who were sent to carry out the assignment selection, only 3 people were declared to have passed the selection and could join the Task Force.

Discussion

From the research results, further discussion will be carried out to obtain a comprehensive picture using the conclusions of the research results obtained with the theory of coaching, motivation, and regulations as well as applicable instructions to produce an objective picture.

coaching

The guidance in question includes: planning, implementation and supervision by related units with the readiness of their personnel to carry out MPP PBB assignments.

- a. Planning.



In general, it is known that the selection materials for the UN MPP assignment are still not fully accommodated in unit planning in personnel development .

This condition is not appropriate when it is associated with planning theory according to Nanang Fattah that in every planning there are three activities, namely:

- 1) Formulation of goals to be achieved.
- 2) Selection of programs to achieve that goal.
- 3) Identification and deployment of resources.¹⁷

The formulation of objectives and the selection of programs in the development of Yonzeni March 1 personnel to deal with the assignment of the PBB MPP must be adjusted so that a synchronization between the goals to be achieved and the planned development program is achieved. The most important thing in the coaching program is that it can be realized by adjusting to the dynamics of the activities in the unit.

In addition, at this time the unit has not carried out the identification and mobilization of sources that can be utilized. Therefore, in planning for unit development, it is necessary to intensify the role of the commando in order to further optimize the function of competent elements/sections to improve the condition of personnel capabilities in dealing with the assignment of MPP PBB.

However, planning plays the most important role in personnel development. For this reason, it is necessary to establish a coaching goal in this case in order to increase the readiness of Yonzeni March 1 personnel in facing the assignment of the PBB MPP. Furthermore, the coaching program must accommodate assignment selection materials in the OPPD

¹⁷ Nanang Fattah, loc. cit.



recruitment stage. In order to be more optimal in planning the coaching program, it is also necessary to have coordination and assistance from competent elements/sections in accordance with their respective fields such as the closest health facilities, language laboratories, officers/non-commissioned officers, physical trainers and officers in units and non-military units that can support development. computer skills and vehicle driving.

b. Implementation.

Currently, the implementation of training for Yonzeni March 1 personnel has been running in accordance with the provisions. However, it has not been able to accommodate the readiness of soldiers to face the selection of OPPD assignments. This condition is not appropriate when faced with the implementation theory according to Westa, which is an activity or effort carried out to carry out all the plans and policies that have been formulated and determined, equipped with all the needs, the necessary tools, who will carry it out, where is the place of implementation and how to do it .¹⁸

The following is the implementation of personnel development in the current unit:

1) Health.

Health checks of unit personnel are carried out routinely and as needed. This is an opportunity for the unit to be able to know the condition and health condition of its personnel periodically. Based on the results of the health examination, personnel whose health status is below the standard immediately carry out consultation and health care.

¹⁸ Westa, loc. cit.



There is a need for a unit command function support through coordination with competent parties to achieve the expected conditions.

2) Physical freshness.

The implementation of physical fitness development in the unit runs in a normative manner. The coaching materials include: running, *pull ups*, *sit ups*, *push ups* and swimming. The implementation of physical fitness tests by the unit is carried out periodically every 6 months. In general, the personnel in the unit have good abilities. However, it is necessary to have data on the physical fitness of personnel in the unit that is continuously *updated* so that it can be used as an indicator of the readiness of its personnel to face each PBB MPP. Then, for personnel who have sub-standard physical abilities, and additional coaching effort that aims to improve their abilities can be taken.

3) Computer Skills.

Until now, the implementation of the unit personnel's computer capability development is still limited. Therefore, the unit needs to consider this in order to be able to take the initiative of coaching independently by the unit by utilizing human resources, advice and infrastructure owned by the unit as well as non-service references that can support its implementation. This is the most likely to be carried out by the unit in overcoming the limited allocation of participants for computer courses organized by the office .

4) Driving a Motorized Vehicle .

Until now, the ability to drive vehicles in the unit is still limited, in particular only owned by personnel who have the position as a driver. Therefore, the unit needs to consider the implementation of vehicle



driving coaching for its personnel by utilizing its human resources and materials.

c) Control.

The control of personnel development in the unit is carried out directly and indirectly in accordance with the unit's activity plan. Battalion staff have carried out their respective functions in controlling which includes monitoring and evaluation in accordance with their respective duties based on the instructions of the Unit Commander and coordinating with upper and secondary units.

However, if it is related to the context of increasing the readiness of personnel to face the assignment of the PBB MPP, there are still parts that have not led to the targets to be achieved and need more attention.

According to Randy R Wrihatnolo and Riant Nugroho Dwijowijoto "Control is a supervisory action accompanied by corrective actions". This definition implies that the control of these activities can be carried out through monitoring and evaluation activities.¹⁹

According to Crawford , the purpose and or function of evaluation are:

- a. To find out whether the goals that have been set have been achieved in the activity.
- b. To provide objectivity of observations on the behavior of the results.
- c. To determine capabilities and determine eligibility.
- d. to provide feedback on the activities carried out.²⁰

¹⁹Wrihatnolo, Randy R. and Riant Nugroho, loc. cit.

²⁰Crawford, John , Evaluation of Libraries and Information Services. (London : , the association for information management and information management international, 2nd Edition, 2002). p.m. _ 30.



Basically, the ultimate goal of evaluation is to provide material for consideration to determine/make certain policies, which begins with a systematic data collection process. Based on this, it is hoped that personnel development in the context of participating in the PBB MPP will be more focused.

Monitoring the implementation of activities in units needs to pay attention to a *track record* of the conditions and capabilities of each which is always *updated* . This activity can provide an overview of the implementation of coaching that produces *feedback* for planning further personnel coaching activities.

However, control is an important stage, especially for the success of future development planning. In this case, it is necessary to have an initiative from the unit on the selection materials for the UN MPP assignment as the focus of development.

Influencing Factors

In this discussion consists of the factors that support and factors that hinder the development of personnel Yonzeni March 1.

a. Supporting Factors.

In developing its personnel, the unit is currently still not optimizing the potential of factors that can support personnel development, such as: human resources, facilities and infrastructure as well as service facilities in the Cilandak Marine Knights area and its surroundings. The human resources in question are those who have the capability and competence to support personnel development, namely: RSMC medical personnel to support health development, language laboratory officers and non-commissioned officers to support improving English language skills,



officers and non-commissioned officers in units to support increasing physical fitness abilities as well as officers and a non-commissioned officer in the unit who can provide lessons and training to all personnel to improve English language skills and skills, driving motor vehicles and computers.

In addition, the Cilandak Marine Corps also has facilities and infrastructure as well as service facilities, namely: language laboratory, sports stadium, swimming pool, jogging track as well as computers and official vehicles owned by the unit.

This condition is not in accordance with the theory of coaching according to Miftah Thoha "coaching is a process, action result or a statement to be better". In this case, it shows the willingness, increase, growth, evolution of various possibilities, development or improvement of something.²¹

Therefore, Yonzeni March 1 requires the existence of a mechanism and synchronization that combines all existing potentials to be utilized by the unit in supporting the success of its personnel development in a coordinated and synchronized manner.

As a tangible manifestation, the unit implements it into a creative initiative to be able to realize all potentials and everything that can be utilized in personnel development. In this case, the factors that support the development are considered broadly and integrally covering all aspects and potentials that exist to be utilized in supporting the success of coaching personnel in the unit.

2. Inhibiting Factors.

²¹Miftah Thoha, *Basic Concepts of Organizational Behavior and Its Applications*, (Jakarta: PT. Raja Grafindo Persada, 2003), p. 7.



Several factors hindered the implementation of the coaching carried out , namely: related to the dynamics of unit operational activities, personnel motivation, limited allocation of courses/LDD as well as facilities and infrastructure in the unit in fostering English language skills, computers and driving vehicles.

will directly/indirectly affect personnel coaching activities so that it needs to be a consideration and attention so that personnel development can still be carried out properly.

For this reason, the motivation of personnel is the main thing for the unit to be able to bring up an initiative, awareness and need to be able to develop their respective conditions and abilities.

In addition, the limited allocation of courses/LDD available is something that needs to be found a solution by utilizing all the potentials possessed by the unit itself or other units that can support unit development.

In service, the operational dynamics of the unit need to be considered so that all unit duties and responsibilities can be properly accommodated. According to Munir (2001:16), dynamics is a bonding system that is interconnected and influences each other between these elements. ²²If one element of the system changes, it will also bring changes to the other elements.

Therefore, Yonzeni March 1 needs to balance between personnel development and unit operational activities so that the consistency of personnel development in the unit can be maintained by adjusting the dynamics of unit operating activities.

²²Munir, Group Dynamics, Application in Behavioral Science Laboratory, (Palembang: Sriwijaya University , 2001) p. 16 .



Furthermore, to be able to maintain and increase the motivation of personnel in the unit, the unit needs to understand the process and the elements in the motivation itself to find out how the right method is to increase the motivation of personnel in the unit in improving their conditions, abilities and skills.

The pattern of motivation ²³is as follows:

a . Achievement Motivation

The drive-in humans to overcome all challenges and obstacles in an effort to achieve goals. In this case, personnel will try to be able to carry out MPP assignments as well as possible as a form of responsibility and pride to the unit.

b. Affiliate Motivation

The urge to relate to people on a social basis. In this case, it is the motivation to be able to join and participate in MPP assignments in order to gain confidence in socializing within the service environment .

c . Competence Motivation

Drive to achieve work excellence, improve problem solving skills and strive for innovation. This means that every personnel in the unit has dedication and work experience in the unit according to their respective positions so that they want to show that the assignment of MPP PBB is a means to prove their competence.

d. Power Motivation

The drive to influence people and change situations. This motivation can be constructive with success in carrying out the assignment. UN MPP will try to encourage other colleagues to succeed like him.

²³Davis, loc. cit.



In addition, the motivation process also needs to be considered to direct behavior as a cycle and is a system consisting of three elements according to Luthans in Sumantri ²⁴, namely:

a. Needs

Need is a deficiency. This is related to the shortcomings they have. The unit needs to increase the awareness of its personnel about the importance of improving conditions and capabilities.

b. Drives

An encouragement can be formulated simply as a deficiency accompanied by direction. In this case, units can take the initiative to encourage the interest of personnel to improve their respective qualities.

c. Goals

A goal of the motivation cycle is anything that relieves a need and reduces a drive. In this case, the assignment of MPP is an opportunity that can be utilized in improving the quality of human resources in the unit by making it the goal of coaching.

In addition, there is also *Maslow's Hierarchy of Needs Theory* ²⁵ which explains motivation is an effort made by individuals to fulfill their needs. The five needs are defined as follows:

a. Physiological needs (*physiological needs*) . In the organization/unit, this need can be in the form of service experience , pride, service marks, material welfare and awards in retirement.

b. *Safety and security needs*. It can be in the form of a safe work environment, additional benefits, insurance coverage and termination programs.

²⁴Sumatra, Suryana. , *Organizational Behavior*, (Bandung: Padjadjaran University , 2004) p. 54 .

²⁵A A. Anwar Prabu Mangkunegara, loc. cit.



- c. The need for a sense of belonging (*social needs*) . It can be in the form of appreciation for dedication, recognition of competence and the feeling of sharing the same fate and sharing with the UN MPP.
- d. The need for self -esteem (*esteem needs*) . Namely needs can be in the form of self-reputation, recognition, titles, status symbols, responsibilities, promotions and appreciation.
- e. *Self-actualization needs* . namely the need to realize or actualize oneself by maximizing the use of the potential, abilities and expertise possessed to be actualized, especially in the PBB MPP.

The last inhibiting factor is the limited facilities and infrastructure in the unit, especially those related to improving English, computer and driving skills. This condition has not been addressed by Yonzeni March 1 so far so that the personnel's ability on these materials is still minimal.

According to Santrock, creativity is the ability to think about things in new and unusual ways and to come up with unique solutions.²⁶

Based on the foregoing, in order to overcome all the limitations of existing facilities and infrastructure, Yonzeni March 1 needs to further explore creativity in coaching so that existing limitations can be overcome through adaptive solutions that are oriented to the goals to be achieved. in relation to this, it may be possible to face conditions that are not ideal in coaching but remain effective, namely by optimizing the facilities and infrastructure owned so that they can be empowered to support the development of personnel capabilities in the unit.

²⁶Muradriarini, "The Relationship Between Visual Imagery Ability and Creativity", *Provitae Journal*. Vol. 2. No. 02. November 2006.



Conclusions and Recommendations

Conclusion

Based on the results of the research above, a conclusion is obtained as follows:

a. Personnel development carried out in units still needs to be further improved through a directed and consistent coaching program. MPP PBB is a source of pride and well-being for soldiers, so it requires dedication and increased motivation of all personnel by using the right approach and methods .

b. Factors influencing the development of Yonzeni March 1 personnel include:

1) Factors that support the development of Yonzeni personnel on March 1 include: the potential of human resources for units and related agencies, facilities and infrastructure in the work environment and office facilities that have not been optimally and comprehensively utilized by the unit.

2) The factors that hinder the development of Yonzeni March 1 personnel, solutions for which have not been found include: motivation, limited allocation of training seats held by the agency , the potential of unit human resources as material coaches whose functions have not been optimized and the limitations of facilities and infrastructure owned by the unit.

Recommendation

The following are some recommendations for developing Yonzeni personnel on March 1 in order to participate in the UN MPP :



a. In developing Yonzeni March 1 personnel, it is necessary to pay attention to several stages as follows : First, determine the targets to be achieved, namely the readiness of personnel in order to participate in the UN MPP mission in particular to face the assignment selection Second, create a *database* the conditions and capabilities of personnel are *updated* continuously. Third, the division of coaching groups based on ability. Fourth, determine the target value in coaching which is higher than the norm for passing the UN MPP selection. Fifth, the appointment of personnel based on readiness in accordance with predetermined requirements.

b. The factors that influence the development of Yonzeni March 1 personnel include:

1) Optimizing the utilization of existing potentials, opportunities, and resources to be utilized in supporting personnel development through an initiative, coordination and creativity of unit command functions .

2) It needs creativity from units that are more constructive as a concrete solution in overcoming all existing limitations by utilizing all existing potentials and opportunities to be able to support the success of coaching, namely by utilizing the potential of unit human resources who have the expertise to provide training in English language skills, computers and skills. driving to all personnel in the unit .



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