Optimizing State Defense: The Role of Strategic Communication Models in Support Organizations

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Abstract. This article examines the transformation of Indonesia's national defense concept in the post-reform era. The organization navigates the evolving landscape, focusing on national defense support organizations. This study examines the organizational complexity of the national defense support system and highlights the unclear role and contribution. The legal framework governing national defense groups these organizations into Main, Reserve, and Support Components. Potential underutilization of supporting components, including human resources, natural and artificial resources, and national infrastructure, is also assessed. This research culminates in the presentation of a comprehensive strategic communication model. This model aligns national defense efforts between three important supporting organizations: Student Regiments, Youth Organizations, and Community Organizations. This underscores the importance of setting goals, organizing internal and external communication channels, ongoing evaluation, and emergency response strategies. Strategic communication is the central pillar in realizing the goal of defending the country together and instilling a spirit of active involvement among youth and society. In conclusion, this strategic communication model helps realize common goals in national defense activities and is a versatile tool for continuous assessment, conflict resolution, and adaptation to continually evolving circumstances

Keywords: national defense, organizational complexity, strategic communication

1 Introduction

During the era of reform, the very essence of national defense has undergone a profound transformation. This evolution is characterized by the demilitarization of organizations that once played pivotal roles within the nation's defense and security framework. These changes are especially evident in youth organizations, regardless of their affiliations with political entities or their independent operations. Over time, they have shed the vestiges of the New Order era. Even the Student Regiment, which was previously a vibrant and integral component of campus life, has experienced significant downsizing, evolving into a more modest platform primarily focused on nurturing individual interests and talents. However, it's worth noting that certain remnants of the former New Order regime still linger, albeit in different capacities. These remnants frequently find themselves involved in government operations or function under the auspices of other governmental bodies, marking a complex and nuanced transition period.

In the post-reform era, the understanding of national defense has undergone a notable dichotomy, separating into broader and narrower interpretations. Concurrently, this concept has encountered mounting challenges stemming from disruptions and the forces of globalization, primarily driven by rapid technological advancements. Additionally, there's a generational shift, marked by an increasing detachment from the spirit of patriotism and a diminishing connection

to homeland and historical values. Of particular concern is the transformation of national defense into what can be described as a mere "project," employed primarily as a vehicle for resource allocation to benefit specific groups or individuals. The once-cohesive organizations that formed the backbone of national defense have evolved into distinct entities, each emphasizing its unique identity. This shift has frequently triggered conflicts and competition among these organizations, presenting a complex and multifaceted landscape in the realm of national defense.

Another dichotomy in the supporting system for national defense organizations is reflected in the Republic of Indonesia Law No. 23 of 2007 [1] on the Management of National Resources for National Defense, which divides the national defense supporting system into Reserve Components and Support Components. Although the Reserve Components (Komcad) have been established, their implementation in national defense activities has not appeared to be optimal, and they are sometimes considered mere projects. On the other hand, the Support Components consist of citizens, natural resources, artificial resources, and national infrastructure that can directly or indirectly enhance the strength and capabilities of the main and reserve components, but their activities have not yet been fully realized, and their activities seem largely normative.

Thus, it can be said that the supporting system organizations in the context of national defense are not yet fully organized in national defense activities. They still largely function as policies that are not well-defined, and their contributions to national defense activities in the broader sense are not clearly measured. The issue raised in this research presents a new challenge in terms of policy solutions to optimize the supporting system organizations for national defense, free from the influence of interest groups and politics.

This research also complements prior studies, such as Umra's research [2], which critiqued the implementation of national defense principles in the realm of education, Bela Negara in both military and non-military contexts. Additionally, Manihuru's work (2020) focused on the policy issues surrounding national defense within the national security system, while Magfiroh's research (2022) delved into national defense strategies for religious organizations [3]. The research question in this study is formulated as follows: "What is the Strategic Communication Model for National Defense within Civil Supporting System Organizations?"

2 Literature Review

2.1 Strategic communication

Strategic communication, in its literal sense, is defined as an organization's communication objectives aimed at advancing its mission [4]. Strategic communication is a combination of efforts to understand the cultural influences on all aspects of communication. Strategic communication can involve the communication of concepts, processes, or data that fulfill the long-term strategic objectives of an organization, enabling further planning. Strategic communication refers to the creation of policies and guidelines for consistent information activities within an organization and among organizations.

In general, strategic communication is a continuous and systematic series of activities conducted at strategic, operational, and tactical levels, aiming to facilitate the understanding of the target audience, identify effective channels, and develop and promote ideas and opinions through these channels to encourage and sustain specific behaviors [5]. In the context of national

defense, strategic communication is defined as a focused effort to understand and engage the primary audience to create, strengthen, or maintain favorable conditions for the advancement of the government's interests, policies, and objectives through the use of coordinated programs, plans, themes, messages, and products synchronized with the actions of all instruments of national power [6]

Steve Tatham (2017) argues that, although it is desired to bind and coordinate communication, strategic communication should be considered more fundamental than just a process. The information effect should be placed at the command center, and all actions should be calibrated against that effect, including the evaluation of second and third-order effects. Strategic communication encompasses target audience analysis, channel evaluation, effect measurement, and more. Strategic communication is a means to change behavior, which is the desired outcome. Strategic communication employs various means in this process [5].

Another crucial aspect is recognizing external factors that can influence the delivery and reception of messages. In effective communication training, ensuring message reception is imperative. As previously mentioned, communication is a two-way street; the receiver is as important as the sender, as ensuring that athletes receive the conveyed messages and instructions is a necessity. Additionally, coaches provide encouragement, motivation, and a space for feedback from athletes to prevent misunderstandings. Coaches must adapt to athletes because they generally receive messages differently based on their backgrounds, experiences, social, cultural, and educational conditions, as well as their psychological state [7].

Strategic communication, as a process, can be approached from various perspectives that are typically divided into three processes and a framework or structure that can be analyzed using different theories and methods. These three processes include the actor structure, influence structure, and effect structure [8].

First, there is a structure that can be seen as obstacles or places that, to varying degrees, affect, prevent, or control the influence of actors and the effects of strategic communication. This structure includes laws and regulations, ethical norms and limitations, resources (both financial and cognitive constraints), and cultural constraints. From a critical perspective, structural factors are linked to resource assets and create imbalances of power for actors. However, the structure does not always define the use and effect of strategic communication. Strategic communication can reproduce structural constraints, but it may also change the current structure.

Second, there are various actors. Actor focus places individuals (e.g., leaders, colleagues, communication professionals, influencers, and activists), organized social actors (e.g., companies, public organizations, and non-governmental organizations), or unorganized social actors (e.g., public opinions). Therefore, strategic communication is not only focused on organizations but on entities, which is a broader concept [9].

Third, there is influence, which constitutes the means through which strategic communication is carried out, involving the dissemination of information through various channels, argumentation, discussions, dialogue, branding campaigns, propaganda, or other methods. Focusing on influence means placing content—text, images, visuals, sounds, speech, appearance, discourse—at the center of the analysis. Finally, there is an effect or result of the influence of strategic communication by actors, depending on the structure. The effect is equivalent to the overall outcome, which can include both intentional and unintentional effects. Moreover, many organizational activities may not achieve the desired effect but still have strategic outcomes. This implies that micro-level strategic communication processes may have effects at the macro level.

3   Research Methods

This study employs a qualitative approach with a descriptive type, characterized by its detailed and in-depth nature, given the research's focus on quality. The research findings can provide a realistic insight into the social world as experienced by participants, which cannot be measured numerically. This approach was chosen to delve deeply into the strategic communication and communication patterns among organizations that support national defense. It aligns with what [10]. describe as qualitative research methodology, a research procedure that yields descriptive data in the form of words and notes related to meaning, values, and understanding. Furthermore, qualitative methods are inherently holistic, involving the interpretation of data from various possible aspects.

4   Results and Discussion

Interpreting the supporting system organizations for national defense reveals various dimensions, viewed through legal, normative, and social perspectives. As a result, organizations supporting national defense are fragmented into various components. However, legally, organizations or human resources for national defense are stipulated in Law Number 23 of 2019 concerning the Management of National Resources for National Defense, followed by Presidential Regulation of the Republic of Indonesia Number 3 of 2021 dated January 12, 2021, concerning the Implementation of Law Number 23 of 2019 concerning the Management of National Resources for National Defense. This law was issued on October 24, 2019 [11].

The 2002 Law on National Defense mandates efforts for national defense, reserve components, and support components to be regulated by law. This mandate was fulfilled with the enactment of Law Number 23 of 2019 concerning the Management of National Resources for National Defense. President Joko Widodo endorsed Law Number 23 of 2019 concerning the Management of National Resources for National Defense on October 24, 2019, in Jakarta. The law was enacted by the Minister of Law and Human Rights, Yasonna H. Laoly, in Jakarta on October 24, 2019. Law Number 23 of 2019 concerning the Management of National Resources for National Defense was published in the State Gazette of the Republic of Indonesia for the year 2019 Number 211. The Explanation of Law Number 23 of 2019 concerning the Management of National Resources for National Defense was published in the Supplementary State Gazette of the Republic of Indonesia Number 6314.

Defending the nation is both a right and an obligation of every citizen. This statement is in line with the 1945 Constitution of the Republic of Indonesia, specifically Article 27 Paragraph 3, which states, "Every citizen has the right and obligation to participate in the national defense effort." There are three components involved in the national defense effort, and these components are explained in Law Number 23 of 2019 concerning the Management of National Resources for National Defense. Here is an overview of these components:

4.1   Main component:

The main component in national defense is the Indonesian National Army (TNI). Every TNI member, either voluntarily or through mandatory service, participates in national defense as a commitment to their profession. The TNI must always be ready to fulfill defense duties.

Article 30 Paragraph 2 of the 1945 Constitution of the State of the Republic of Indonesia mentions that the TNI and the National Police are essential elements in the efforts to defend the people's security and sovereignty. The TNI and the National Police are the implementers and primary forces in national security and defense efforts. Every citizen has the right to serve as a TNI or National Police member through specific requirements[12].

4.2   Reserve component:

The reserve component in national defense is national resources prepared for mobilization through voluntary commitment to reinforce the Main Component. Every citizen has the right to register as a prospective member of the Reserve Component. Prospective Reserve Component members who meet the requirements must undergo basic military training. The Reserve Component consists of citizens, natural resources, artificial resources, and national infrastructure. The Reserve Component not only comprises citizens but also includes natural, artificial, and national infrastructure resources that have been prepared for mobilization to strengthen the Main Component. The Reserve Component includes military reserve forces or a military organization prepared to be mobilized to help increase the strength and capabilities of the Main Component in safeguarding the integrity and sovereignty of the Republic of Indonesia, including all Human Resources (HR), Artificial Resources (AR), Artificial Natural Resources (ANR), and national infrastructure. The formation of the Reserve Component is governed by the Ministry of Defense of the Republic of Indonesia, as stipulated in Article 27 Paragraph 3 and Article 30 Paragraph 1 of the 1945 Constitution of the Republic of Indonesia, Law of the Republic of Indonesia No. 56 of 1999 concerning Trained People, and Law No. 3 of 2002, Article 7 Paragraph 2 concerning National Defense.

The Reserve Component can be divided into three main parts: the Land Component Reserve, the Sea Component Reserve, and the Air Component Reserve. Not everyone qualifies to be part of the Reserve Component [13]. Four stages must be completed: registration, selection, basic military training, and appointment. Stringent selection, including administrative and competency assessments, is conducted to produce competent graduates.

4.3   Support component:

The support component in national defense consists of national resources that can be used to enhance the strength and capabilities of the Main and Reserve Components. "National resources" consist of human resources, natural resources, and artificial resources. Mobilizable and demobilizable national resources include natural resources, artificial resources, and national infrastructure, which encompass various strategic material reserves, geographical and environmental factors, land, water, air infrastructure, and their entire complement, with or without modifications [14]. Citizens have the right to register as prospective members of the Support Component voluntarily. The Support Component consists of National Police members, trained citizens, experts, and other citizens, as well as infrastructure. The Support Component receives guidance from the respective Ministry/Agency and local governments. This guidance includes socialization, technical guidance, and simulation. The support component of human resources is composed of citizens who can be mentally and physically developed and prepared to support the defense and security capabilities of the state. Additionally, human resources

Strategic Management of Student Regiment, Youth Organizations (PP), and Community Organizations (FKJR) in the context of national defense activities necessitates comprehensive

coordination from planning to execution. The steps that can be taken in strategic management among these supporting organizations for national defense include:

Firstly, it is essential to establish a Joint Task Force through collaborative efforts among the three organizations in a coordinated manner. The formation of this joint task force aims to define the roles and responsibilities of each team member, including program implementation, communication, monitoring, and reporting. The formation of this task force also ensures that the national defense programs conducted by the three types of organizations are well-integrated, avoiding overlap and utilizing resources efficiently.

Following this, the next step involves creating a Strategic Plan designed to identify shared objectives for national defense programs and activities. These programs encompass citizenship development, skills training, and participation in social and humanitarian activities. During this phase, the three organizations analyze the strengths and weaknesses of their respective resources. Each organization brings distinct expertise; for example, student regiments possess military and intellectual skills, youth organizations excel in mobilizing masses and workforce, and community organizations usually have social and cultural ties with the local community. Identifying strengths to enhance and weaknesses to overcome ultimately leads to synergizing goals and building national defense activities.

After planning, the collaboration of the three supporting national defense organizations can identify opportunities and threats related to current and future defense and security conditions while drawing upon past experiences. A review of the external environment that influences national defense activities, such as government policies, social changes, and security situations, is essential. Identifying opportunities and threats that may affect national defense efforts is a critical aspect of this stage[15].

The implementation phase involves various national defense activities, such as national commemoration ceremonies or participation in social campaigns, to boost the spirit of national defense and active citizenship. For national defense training activities, they should align with the characteristics of each organization. Student regiments are responsible for military training and skills related to national defense, youth organizations provide citizenship and social skills training, and community organizations are involved in humanitarian projects and social activities[8]. Monitoring and evaluating all activities involving the three supporting national defense organizations is crucial. Regular evaluations are conducted to assess the effectiveness and efficiency of national defense activities and serve as a basis for future initiatives.

All these strategic management activities require a form of strategic communication to ensure continued coordination and alignment of efforts to support national defense. This is achieved through both internal and external communication. Internal communication ensures effective communication among student regiment members, youth organizations, and community organizations to ensure a shared understanding of goals and collaborative plans[16]. External communication is performed to increase public awareness of the organizations' roles in supporting national defense through information campaigns, social media, and public events.

Over time, the three supporting national defense organizations periodically review and evaluate the outcomes and impacts of their national defense efforts. This ongoing evaluation is crucial, as it is used for forecasting and adjusting plans and programs as necessary based on the evaluation results and changing external circumstances.

All these strategic management steps are important to ensure that national defense efforts are conducted legally, peacefully, in line with democratic values, and respecting human rights. The synergy between student regiments, youth organizations, and community organizations can strengthen the spirit of national defense and active citizenship among Indonesian youth [17].

In terms of strategic communication among student regiment members, youth organizations, and community organizations in national defense activities, it is crucial to ensure goal clarity, actions, and shared understanding. Some aspects that should be considered and implemented in strategic communication among supporting national defense organizations are related to the clarity of shared objectives in support of national defense activities [18]. It is essential to ensure that all parties understand and agree on these shared objectives in national defense activities, which should be clearly stated in planning documents or written agreements.

Clarity of shared objectives supports internal communication that includes regular meetings or discussion forums among student regiment members, youth organizations, and community organizations. Internal communication helps share information, discuss program progress, and address potential issues. Effective internal communication can be achieved by establishing a communication team or committee responsible for facilitating internal communication among the three types of organizations. This team ensures that critical information is effectively communicated. This phase also requires coordination of schedules and program implementation among student regiments, youth organizations, and community organizations. It ensures there is no overlap or conflicts in activity schedules and a clear division of roles and responsibilities so that each party knows what is expected of them in each program. Therefore, this internal communication requires a culture of collaboration and mutual support among student regiment members, youth organizations, and community organizations. This can create a conducive environment for collaboration.

For planned and internalized program activities, external communication support involves campaigning to raise public awareness of the three types of organizations' roles in supporting national defense. This can include publishing articles, social media posts, and contributions to various community events. Additionally, maintaining regular and transparent communication with authorities such as the government and relevant institutions involved in national defense activities is essential. This can help establish strong partnerships with external stakeholders.

At the end of the activities, the three supporting national defense organizations report their progress and program results to relevant parties systematically and periodically. Ensuring that the information provided is accurate and relevant while conducting routine evaluations of program implementation and results is crucial.

Another essential aspect for the supporting national defense organizations is crisis and emergency management. Preparing emergency communication protocols for situations requiring rapid action is necessary. Ensuring that all parties know what to do and how to address such situations is crucial. In this context, technology utilization, such as email, group chats, or online collaboration platforms, can facilitate communication and information exchange among members who may be in different locations.

Effective strategic communication helps ensure that all involved parties have a shared understanding of their goals and roles in supporting national defense. It also improves coordination, efficiency, and the positive impact of these joint efforts in safeguarding national defense and society. This strategic communication can be structured into the following model:
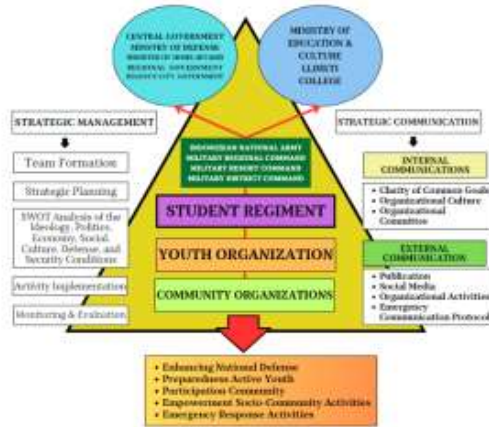
Fig. 1. Model of strategic management and strategic communication of the three supporting national defense organizations.

5   Conclusions

Effective communication is the primary key to achieving common goals in supporting national defense activities. Collaboration between the Student Regiment, Youth Organizations, and Community Organizations requires good communication to coordinate efforts and ensure a proper understanding of each party's role. The Student Regiment can play a vital role as a crucial link between Youth Organizations and Community Organizations in strategic communication. They can provide the necessary training and guidance to effectively communicate the messages and objectives of national defense.

The model of strategic communication can result in better coordination between the Student Regiment, Youth Organizations, and Community Organizations in the context of national defense activities. Improved collaboration can help achieve common goals more efficiently. This model can empower young people and community components within the organization context and enhance their involvement in national defense activities. Clear messages and strong motivation can inspire young people to actively participate in national defense and community welfare.

The model of strategic communication facilitates efficient information management, especially in emergency or crisis situations. Timely messages and clear instructions can enhance quick and responsive responses. Through this model, an increase in public awareness and understanding of the importance of national defense can also be achieved. This can help promote national defense values among young people and the general public.

Another important conclusion is the need for ongoing evaluation of this strategic communication model. This allows continuous improvement in communication strategies and adaptation to changing conditions. The model can also help manage conflicts and challenges that may arise in this cooperation. Effective communication enables the involved parties to better resolve differences of opinion.

The final point is that the strategic communication model not only plays a crucial role in achieving common goals in national defense activities involving the Student Regiment, Youth Organizations, and Community Organizations but can also serve as ongoing evaluation and monitoring. Active participation of all parties will help maintain the success of this communication model in the context of national defense.

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