
HUMAN RESOURCES COMPETENCE IN THE INDONESIAN NATIONAL ARMED FORCES AND MINISTRY/ NON-MINISTRY GOVERNMENT INSTITUTIONS

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ABSTRACT

KEYWORDS

Indonesian National Armed Forces, human resource, competence, organizations

This study aims to identify policies and practices for developing human resource competencies in TNI (Indonesian National Armed Forces) organizations and Ministries/Non-Ministerial Government Agencies. This study uses a qualitative approach with a multiple case study design. The research subjects were two organizations, namely the TNI and Ministries/Non-Ministerial Government Agencies. Data collection was carried out through literature studies. The collected data were then analyzed using thematic analysis techniques. The results of the analysis show that the TNI organization and the Ministries/Non-Ministry Government Agencies show ideas about the concept of career planning that can solve the problem of stagnation of positions in order to make the TNI Transformation successful in the future. Therefore, TNI organizations and Ministries/Non-ministerial Government Agencies need to continue to develop appropriate policies and practices in developing human resource competencies, as well as considering the constraints that occur. In the context of globalization and increasingly fierce competition, developing human resource competencies in government organizations is very important to support the achievement of organizational goals and improve the quality of public services.

INTRODUCTION

The global impact of world politics is felt in every country, including in Indonesia, the political changes that occurred in 1998 had a major influence on the transformation of the TNI and had a particular impact on the career development (binkar) of the TNI (Basuki, 2013). The military, which previously held positions in executive and legislative agencies, had to return to the TNI. The extension of the soldier's retirement age has added to the TNI's binkar problem, causing a buildup of personnel that cannot be accommodated by the existing office space. Against this background, this paper seeks to formulate the concept of career planning in the face of the problem of stagnation of positions in the framework of the successful transformation of the TNI. To answer this problem, this paper analyzes how the background of military personnel can occupy positions in legislative and executive institutions, as well as the effects that occur on the binkar of TNI personnel after these military personnel have to return to the TNI organization after the 1998 Reform and after the policy retirement age extension. It was concluded that job stagnation is related to the career planning system. Furthermore, this paper recommends the concept of career planning which is expected to support the transformation of the TNI, which includes binkar patterns, education, including alternatives to early retirement.

The description above illustrates how important planning is in all matters, including careers. "Planning" or planning can be interpreted as a process in making or implementing a

plan. While "career" or career is development and progress in life, work, position, and so on or the general pattern of progress of an employee which is a series of developments from his experience while working (Supardi, 2016). From this definition, career planning can be interpreted as the process of making or implementing the career plan itself. The word process here implies that the activity is carried out through a series of stages and is continuous. Career by design (CBD) is a concept that provides insight to explore current and future career patterns, build positive relationships, and overcome challenges in the workplace (Hanna, 2005). By understanding the concept of CBD, individuals in organizations can predict and plan their own careers based on existing career patterns. Meanwhile, career planning requires object involvement in the creation, management and implementation of career plans from the start. Career planning is also related to how to manage a career throughout the assignment/devotion in order to achieve the expected goals/ desires (Latif et al., 2017). Therefore, career planning, career by design and career management are interrelated concepts. Discussion of these three career concepts has become an interesting topic, especially in the last decade within the TNI. It is interesting when it is understood that this discussion began to surface after the 1998 Reformation. The reforms have succeeded in bringing about significant changes in TNI policies at that time. Furthermore, the influence of reform was even able to force ABRI (now TNI) officials at that time to reformulate the ABRI Dual Function doctrine and other fundamental policies that had been implemented decades earlier. Outline, implementation of the above policy changes is carried out through two concepts known as TNI Internal Reform and TNI New Paradigm. Basically, internal TNI reform aims to create a professional, efficient, effective and modern TNI as an instrument of national defense in a democratic and modern Indonesia. This is intended so that the TNI together with other components can encourage the reform process so that it can run well.

The TNI's New Paradigm is a paradigm that is based on an analytical and prospective way of thinking into the future based on a comprehensive approach that views the TNI as part of the national system (Wirasaputri, 2017). The Internal Reform of the TNI summarized several fundamental policy changes, including the separation of the Police from the TNI, the change of the ABRI Social Political Staff to the TNI Territorial Staff, the abolition of the Social Political Councils at the Central and Regional levels, the liquidation of the ABRI Employment Staff and the return of active TNI members outside the organization TNI (Basuki, 2013). This policy changes indirectly affected the personnel career development system in the TNI. The main problem that arises is the accumulation of personnel caused by the return of active soldiers from political institutions outside the TNI organizational structure, but cannot be accommodated by the existing office space. In addition, changes in the retirement age for officers from the original 55 years to 58 years and for non-commissioned officers from 48 years to 53 years are believed to have exacerbated the problem of the accumulation of personnel. The soldiers, who had all been projected to retire on time, were instead extended three to five years back according to the mandate of the law. The accumulation of personnel that cannot be accommodated by the existing office space ultimately contributes to the stagnation of positions within the TNI. In relation to the Transformation of the TNI, the transformation is the answer to the dynamics of developments in the global and regional strategic environment. As a result, defense organizations and armed forces around the world are actively seeking new methods to increase their capabilities in dealing with these forms of war. In the case of Indonesia, it is also required to immediately make system changes in the development of its military capabilities so that it can be relied upon in facing various forms of threats to its national strategic interests. transformation is the answer to the dynamics of developments in the global and regional strategic environment. As a result, defense organizations and armed forces around the world

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RESEARCH METHOD

The method used in this research is qualitative (Creswell & Creswell, 2017). This study uses a qualitative approach. The research subjects were two organizations, namely the TNI and Ministries/Non-Ministerial Government Agencies. Data collection was carried out through case studies regarding structural officials, staff, and organizational members involved in developing human resource competencies. The collected data were then analyzed using thematic analysis techniques. The results of this analysis are then used to identify policies and practices related to the development of human resource competencies in TNI organizations and Ministries/Non-ministerial Government Agencies. This research was conducted with due observance of research ethics, such as obtaining consent from research subjects and maintaining the confidentiality of information. By using qualitative methods, This, research is expected to provide a deeper understanding of the policies and practices of human resource competency development in TNI organizations and Ministries/Non-Ministerial Government Agencies. In addition, this research can also provide input for organizational management in planning and implementing effective human resource competency development programs.

RESULT AND DISCUSSION

Correlation Between Career Planning and TNI Transformation

Including the personnel sector, including the personnel development system, is one of the Support Aspects in the TNI's Support Capability. TNI support capabilities include intelligence support, operations and training, personnel, logistics, budget, research and development support, cyber, KBRN (chemistry, biology, radiology and nuclear), topography, law, psychology, military and inspectorate cooperation (Al-Fadhat & Effendi, 2019). The meaning of support itself is a system that consists of the areas of support for combat and territorial development (Binter) as well as support for building the strength and capabilities of the TNI. The career planning is part of one of the personnel development cycles, namely the use. Thus, career planning is a subsystem of TNI Transformation which also contributes to the success of this transformation. Regarding career planning in TNI Transformation, at the beginning it was mentioned about the problem of the accumulation of personnel which resulted in stagnation of positions within the TNI. Reflecting on these problems, a main problem can be formulated, namely "how is the concept of career planning when faced with the problem of stagnation of positions in the context of the success of the TNI Transformation in the future". The main issues related are as follows: 1) Active soldiers returning from political institutions outside the TNI's organizational structure cannot be accommodated by the existing office space; 2) The change in the retirement age limit for soldiers according to the law on the TNI has extended the soldier's service period; 3) There are still many active military personnel whose status is out of formation. Before discussing further about the concept of career planning, briefly the theory of career development (career development theory) put forward by

Donald E. Super. In his theory, he emphasizes the importance of the development of self-concept. According to him, self-concept changes all the time and will develop along with the results of personal experience (Masela, 2019). In other words, work maturity and self-concept are two related developmental processes. Thus, career development is a lifelong process. Self-concept development theory divides career development in one's life into 5 stages, namely: growth (age 0-14 years), exploration (age 15-24 years), consolidation (age 25-44 years), maintenance (age 45-64 years) and decline (age 65 years and over). In the context of career development in the military, the age range of 25-44 years or the consolidation stage is the most productive period. Not only related to productivity, but also regarding physical abilities considering the characteristics of work as a military man requires excellent physical conditions for field tasks. Therefore, a career planning concept should ideally be more focused on this consolidation stage.

Return of Active Warriors from Political Institutions Excepts The TNI Structure

The discussion of the first main issue, namely the return of active soldiers from political institutions outside the TNI organizational structure but cannot be accommodated by the existing office space. One of the consequences of this problem is that in a relatively short time, the number of active personnel in the TNI's organizational structure has "swelled". The accumulation of personnel occurred massively, especially in the Officer class. From some of the existing literature, in the late 1970s, government policy in this case ABRI had placed military personnel in approximately half of the cabinet members and one third of governor positions held by the military. The domination of officials from the military also occurs at the level of the director general, ministerial secretary, regents and mayors (Sutrisno, 2022). Then MacDougall's research stated that from 1982 to 1985, the percentage of military officials was more dominant than civilians in the highest ranks of the central bureaucracy with the highest personnel anatomy for all existing departments from the Coordinating Minister to the Director General. In the context of the legislature, the existence of the ABRI faction in the legislature began between 1965-1969 until 2004 through an appointment mechanism. In the 1990-1998 decade the number decreased until the F-ABRI was officially abolished in the DPR and finally it also took effect in the MPR. At the regional level, since the 1971 elections ABRI has also had representatives at the DPRD I or II levels with varying numbers. The Golkar structure also includes military domination. Golkar was seen as a military-formed party created to take part in elections in order to gain people's legitimacy for the New Order government. The chairman of the Golkar Secretariat in Dati I is generally a retired ABRI officer and many are still active. Almost all of the chairmen of Sekber Dati II are active members of ABRI.

The domination of the military began to fade at the October 1998 Munaslub and then the relationship between ABRI and Golkar was cut off with the issuance of 17 points of steps to change the basis of ABRI in 1999. In point 11 it was emphasized that the organizational relationship with the Golkar party was terminated and taking the same distance with all existing political parties. The above problem occurred almost a decade ago even though the effect is still being felt today, but it must be honestly admitted that gradually the effect is starting to diminish. The reduced effect is the result of personnel separation both naturally (retirement, death, etc.) or non-natural (early retirement, dishonorable discharge, etc.). In fact, at the start of the return of active soldiers to the TNI structure, they are given the option to choose retirement or transfer status or return to the TNI without a position so that there is no double standard in serving. However, this solution was not enough to overcome the problem of personnel buildup that occurred at that time. Even the third clause "returning to the TNI without a position so that there is no double standard in duty" has explicitly created a new problem,

namely stagnation of positions due to more qualified personnel queuing up to get structural positions. So, why does the echo of the issue of the return of active soldiers continue to be echoed until now? The problem of personnel accumulation does exist, both past and present. However, this does not necessarily mean that this problem becomes a trend so that it seems as if it has become a scourge in every problem of personnel buildup or stagnation of positions (temporary issue). The current problem of personnel buildup is caused more by mismanagement in the formulation or management of the existing TNI personnel development system. Many factors are involved here, including all personnel functions involving recruitment, education, use and separation/ deployment.

Changes in The Limit of Soldier Retirement Age

Law of the Republic of Indonesia number 34 of 2004 concerning the Indonesian National Armed Forces in article 53 states that soldiers carry out military service until the maximum age is 58 (fifty eight) years for Officers, and 53 (fifty three) years for Non-commissioned Officers and Tamtama (Asbullah et al., 2022). Then in article 71 it is again explained about the provisions of the retirement age. This is further confirmed through the Government Regulation concerning the Administration of the Separation of TNI Soldiers and the Regulation of the Commander of the TNI concerning the Administration Guidelines for the Separation of TNI Soldiers which states: That TNI Soldiers are honorably discharged from military service, when their service bond period has ended and is determined as follows: 1) Limits The minimum retirement age for officers is 48 years and the highest is 58 years. 2) The minimum retirement age for non-commissioned officers and privates is 42 years and the maximum is 53 years. 3) The minimum age for pension benefits for Officers is 45 years and the maximum is 47 years. 4) The minimum age for pension benefits for non-commissioned officers and enlisted men is 38 years and the maximum is 41 years (Ismail et al., 2022). The determination of the retirement age is the result of changing the retirement age for officers from the original 55 years to 58 years and for non-commissioned officers from 48 years to 53 years. It is believed that this determination has exacerbated the problem of stagnation in positions that had previously been triggered by the elimination of ABRI's Sospol (Dwi Function) function which resulted in the return of active soldiers from political institutions outside the TNI's organizational structure. The extension of the retirement age resulted in the retirement age of soldiers being pushed back three to five years from what was originally planned to retire on time. As a result, personnel regeneration slows down and automatically there is stagnation of positions accompanied by a domino effect that reaches the bottom layer.

This relatively long retirement age limit is still interpreted by some soldiers to remain in the military service until they reach retirement age, even under any circumstances (Pradasari, 2020). Any condition clause here includes conditions that are not conducive or unfavorable to both the soldier and the organization. For example, a soldier who has been out of position for a long time (non-job) due to one reason or another, including violation of law, illness, organizational needs, and others. At one time, difficulties arose for the person concerned to be reinstated into a structural position because the available office space was very limited and the level of competition was quite competitive. Even though he was aware of the unfavorable conditions, he still chose to stay in the military service until his retirement. This choice ultimately has unfavorable implications for the country and the TNI organization in the future. The state is required to continue paying the soldier's salary and benefits until his retirement age, considering his status as still in active service. After retirement, the state is still required to pay pension benefits along with post-service care according to applicable regulations. Similar to the first issue, the extension of the retirement age is a temporary issue. Over time,

the effects of this problem will also gradually decrease, mainly due to the separation of personnel, both natural and non-natural. Therefore, making this problem a trend in every problem of personnel accumulation or stagnation of positions needs to be avoided. the state is still required to pay pension benefits along with post-service care in accordance with applicable regulations. Similar to the first issue, the extension of the retirement age is a temporary issue. Over time, the effects of this problem will also gradually decrease, mainly due to the separation of personnel, both natural and non-natural. Therefore, making this problem a trend in every problem of personnel accumulation or stagnation of positions needs to be avoided. the state is still required to pay pension benefits along with post-service care in accordance with applicable regulations. Similar to the first issue, the extension of the retirement age is a temporary issue. Over time, the effects of this problem will also gradually decrease, mainly due to the separation of personnel, both natural and non-natural. Therefore, making this problem a trend in every problem of personnel accumulation or stagnation of positions needs to be avoided.

There Are Still Many Active Military Personnel out of Formation Status

In the context of stagnation of positions, there are still many active military personnel, especially officers who are non-job status or out of formation are also accused of being one of the causes. What is meant by Out of Formation status (LF) are Soldiers or TNI Civil Servants who are in the organic ranks of the unit but do not hold positions/jobs according to the TOP/DSP, released from positions/jobs in order to transfer tasks to units, members of military observers (Milobs), UN peacekeepers, awaiting/undergoing legal proceedings and chronically ill which cannot be employed anymore. In fact, this problem is not only a cause, but also an excess of the stagnation of the position itself. Many factors are interrelated, including planning the recruitment (provision) of soldiers, the limitations of the office space itself, educational output, especially general development education (Dikbangum), distribution interest, and others. The stagnation of this position is enough to put psychological pressure on personnel who are directly affected and are forced to be out of formation. Problems related to the large number of personnel whose status is out of formation also have a negative effect on the organization where the balance of personnel composition becomes difficult to maintain.

Suggested Solutions

As previously mentioned, the problem of job stagnation and the main issues above are related to the career planning system. If an appropriate solution can be formulated, it will be able to help unravel the problem of job stagnation, which in turn will be able to perfect the existing career planning system. To realize this, a solution is provided related to the return of active soldiers from political institutions outside the TNI organizational structure as well as extending the soldier's retirement age, so the most appropriate solution is early retirement. To stimulate the interest of soldiers in taking early retirement, it is necessary to make some improvements related to the system or culture. Improvements related to the system include through a special program for preparing early retirement for candidates. The special program must be designed in such a way as to make it easier for candidates to face the challenges of working in a new environment in the future. In order to accommodate the increased interest in deploying soldiers in the future, this special program also needs to be expanded by not only cooperating with ministries or BUMN/BUMD, but also collaborating with private companies both nationally and regionally. If necessary, a special team can be formed whose task is to carry out assessments as well as evaluate selected companies to open up the possibility of cooperation (MoU) in the distribution of former TNI soldiers. this special program also needs to be expanded by not only working with ministries or BUMN/ BUMD, but also holding private

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Not only exploring and assessing, the team is also expected to be able to become a negotiator as well as "sell" the ex-soldiers' added value. This is done to provide wider opportunities for candidates considering that currently not all soldiers can be accommodated due to the limited seats available at the intended company/institution. In relation to culture, the syndrome of "culture shock" in the process of assimilation from military to civilian needs to be eradicated. Therefore, every soldier needs to get enough information about the rules and mechanisms of early retirement from the start. Early retirement socialization should be carried out since the soldier attends first education (Dikma), including through the inclusion of socialization in the curriculum. If inclusion is not possible, socialization can be carried out through a separate program using extra-curricular hours. The point is that special time needs to be allocated to provide a thorough understanding of the early retirement program to every soldier. Socialization materials should also provide an overview of the situation to be faced by a former soldier when he is assimilated into civilian life. In addition, information about this program must also be conveyed through online information media so that it can be easily accessed by all soldiers at any time. Thus, each soldier has sufficient information to be able to plan his own retirement going forward. Besides that, the view (mindset) that develops in most societies that being a soldier is a "way of life" needs to be eradicated. In short, successful or not, productive or not, you still have to be a soldier/soldier until you retire. Especially when it is associated with the longer retirement age of soldiers who experience an addition of three years. Whether we realize it or not, this view actually actually burdens the TNI organization. It is necessary to provide an understanding through TNI educational institutions about the nature of service as a soldier. That until old age and death picks up, a soldier will remain a soldier, as his heart says so. It doesn't matter whether he still has active military status or has even turned into a civilian worker, the soul and spirit of service as a military to the nation and state must not be lost.

Furthermore, when it comes to early retirement, there should be no need to worry about a reduction in morale or respect for the soldier's profession. Service to the nation and state can be done anywhere and in any profession as long as one's determination remains to serve (Edi, 2019). The state and the TNI also benefit from placing ex-soldiers in outside agencies. In a compelling situation where the state needs people who have an educational background in defending the state, they can be used as pioneers in defending the country in their respective environments. Although an understanding of the importance of eradicating this culture still seems "anti-mainstream" to some people, it needs to be conveyed to every soldier considering the dynamic demands of the times. The TNI organization needs people who have the quality and capacity to man and develop the organization, and not people who are "just passing by and maintaining the status quo" in order to maintain their military status.

In the elucidation of the Law of the Republic of Indonesia number 34 of 2004 concerning the Indonesian national army article 55 paragraph (1) letter h that soldiers are honorably discharged from the military service due to special considerations for the interests of the service (Ichwan, 2019). That what is meant by special considerations for the interests of the service is if: 1. The service requires a reduction in the number of soldiers due to excess manpower caused

by the partial or complete elimination of their divisions or units due to changes in the organizational structure of the TNI. 2. Not occupying a structural or functional position for at least one consecutive year because they do not meet the administrative requirements and the ability to hold a position, unless currently attending education. The explanation in point 2 clearly allows for the dismissal of non-job status soldiers with certain requirements. If this is implemented strictly, the problem of stagnation of positions and personnel outside the formation will more or less be unraveled.

Career Planning Concepts

In addition to the solutions suggested above, personal ideas or ideas can be suggested that are outlined in a concept. Progress must be in line with change, that we cannot prevent the flow of change instead it must be utilized in the following ways: 1. The service requires a reduction in the number of soldiers due to excess manpower caused by partial or complete removal from its part or unit due to changes in the organizational structure of the TNI. 2. Not occupying a structural or functional position for at least one consecutive year because it does not meet the administrative requirements and ability to occupy a position, unless currently attending education. The explanation in point 2 clearly allows the dismissal of soldiers who have non-job status with certain conditions. If this is strictly implemented, the problem of stagnation of positions and personnel outside the formation will be more or less unraveled. We cannot prevent the flow of change, instead it must be utilized or managed so that it can provide benefits for us. As Charles Darwin said of the Theory of Change, it is not the strongest or the smartest who will survive, but those who are able to manage change well (who will survive). When referring to the theory of career development (career development theory) mentioned earlier, in the context of career development in the military, the age span of 25-44 years or the stage of stabilization is the most productive period in addition to physical condition is still excellent.

Therefore, the concept of career planning formulated is more focused on this stage of solidification and is intended for middle and high-ranking officers. As the basis of this concept of career planning used parameters of general development education (Dikbangum). Why Dikbangum? Education in the TNI including Dikbangum is closely related to the pattern of career coaching of officers starting from the time of appointment until the end of their service period. Dikbangum is a tiered and continuous education to develop general abilities that have been obtained from the cycle of education, training and previous assignments in order to project the use of the next soldier. Although not explicitly stated in the existing guidelines, Dikbangum in practice runs linearly by affecting the rank and position of Officers. The ideal career pattern requires the fulfillment of the requirements of the Dikbangum which is equivalent or at the same level. TNI Dikbangum includes Officer Advanced Education (Diklapa) and Regular Education of the Force Command and Staff College (Dikreg Sesko), TNI Command and Staff College (Dikreg Sesko TNI). The rules that apply so far Diklapa II and Sesko forces are used as prerequisites for promotion with a minimum MDP. Similarly, the Dikreg Sesko TNI is mandatory for Pamen abituren Dikmapa PK and Akmil. The difference is that a maximum of 3 (three) times are given the opportunity to participate in the Dikreg Sesko selection and if they do not pass, they are given the option to choose to end their military service or retire early with the help of distribution from the top command. Both Diklapa and Dikreg Sesko TNI must be designed to be able to provide the widest possible opportunity for every officer. The allocation of education (including branch allocation) must be calculated carefully and realistically by taking into account the conditions of the available office space in the future (up to the office space of High Ranking Officers). The maximum age limit for the TNI Dikreg Sesko also needs

to be reviewed considering that the graduation age of each officer's dikma is different. If the allocation of education and the allocation of branches have been applied appropriately and proportionally, the separation of the types of education above is no longer needed, The following idea in the concept of career planning is the need for stimulation or encouragement to each individual officer to choose the option of early retirement if career conditions are considered less conducive for him.

To support this concept, it is necessary to determine the ideal time or age for officers to choose the early retirement option. When referring to the theory of career development (career development theory), the age range of workers that can be maximally empowered by the organization is when employees or workers are at the age of 25-44 years or the consolidation stage. According to this theory, the idea of service period and ideal age for choosing the early retirement option is when the service period reaches 20 years and the age is still around 40 years. Why must the MDP be at least 20 years? Some of the arguments that can be presented are: first, according to the regulations explained earlier that in Article 55 paragraph 2 of the Republic of Indonesia Law number 34 of 2004 it states that soldiers who have had military service for at least 20 (twenty) years,(Kamil, 2022). In more detail it is explained in the Technical Instructions for Termination of the TNI Soldier Service which states that pensions are given to career soldiers who are honorably discharged who have not reached the retirement age limit (the minimum retirement age for Officers is 48 (forty eight) years and for Bintara/Tamtama 42 (forty two)) years), but has undergone military service for at least 20 (twenty) years³⁰. The implementation is that soldiers who apply for early retirement after reaching a 20-year service period are entitled to receive a pension (not pension benefits) and post-service treatment. Still in the same technical guidelines, for post-service treatment in the form of a pension given to the former volunteer soldier (who has reached 20 years of service) for the duration of his life, and if the person concerned dies, the wife/husband and their children are entitled to receive a warakawuri/widower pension and orphan/orphan benefits or orphan benefits. The second argument is that when the service period reaches 20 years, the soldier's age is still around 40 years old with the assumption that the soldier entered military service at the age of 18-22 years.

According to the theory above, this age range is still classified as a productive age, in addition to being physically fit enough to do jobs that require certain physical abilities. There are still approximately 15 to 20 years before he actually retires. At that age, it is still possible for the receiving agency/company as the user to develop the potential of the former soldier in accordance with the prevailing career development pattern. Potential development in question includes increasing the skills or abilities of employees through education or courses both internal and external organized by the agency/company. The user will not feel at a loss for investing in aspects of improving human resources (HR) considering that the service life of employees is still quite long. The third argument is that the remaining approximately 15 years before actually entering retirement, is enough time to excel and show existence in a new workplace. Compare that to those who moved at the age of retirement because they were affected by the "forced solution" above. With the generally accepted career system in agencies/companies outside the military, it is very rare for top positions to be given to new people with non-professional backgrounds, except for political positions. The third argument is that the remaining approximately 15 years before actually entering retirement, is enough time to excel and show existence in a new workplace. Compare that to those who moved at the age of retirement because they were affected by the "forced solution" above. With the generally accepted career system in agencies/companies outside the military, it is very rare for top positions to be given to new people with non-professional backgrounds, except for political

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CONCLUSION

It is hoped that this paper will provide benefits to TNI organizations and readers. Who can contribute ideas about the concept of career planning that can unravel the problem of stagnation of positions in the context of the success of the TNI Transformation going forward. Besides that, it is also to suggest several solutions in order to overcome the main issues related to the stagnation of positions that have existed so far in the TNI environment.

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