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Resiliensi pada Karir Prajurit Perwira di Markas Besar Tentara Nasional Indonesia

Resilience On Career Soldier Officer In Indonesian National Armed Forces Headquarters

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Abstrak

Perwira prajurit karir mengalami *adversity* selama proses Pendidikan. Mereka yang mampu bangkit dapat dikatakan memiliki resiliensi. Penelitian ini bertujuan untuk mengetahui gambaran resiliensi pada Perwira prajurit karir TNI di lingkungan Markas Besar Tentara Nasional Indonesia. Penelitian dirancang menggunakan metode deskriptif kuantitatif; Pemilihan subjek menggunakan teknik purposive dengan jumlah subjek sebanyak empat puluh orang. Pengumpulan data menggunakan skala Likert. Teknik analisis data menggunakan uji statistik Product Moment dari Pearson dengan taraf signifikansi sebesar 5%, $r_{hitung} > r_{tabel}$ (0,312), item valid 89 dari 144 item. Berdasarkan analisis data diperoleh hasil (a) secara keseluruhan resiliensi pada Perwira prajurit karir TNI sumber sarjana di lingkungan Mabes TNI berada pada kategori resilien. (b) Perwira yang menjalani masa dinas sepuluh sampai enam belas tahun tidak lebih resilien dari yang menjalani masa dinas kurang dari sepuluh tahun namun lebih resilien dari yang menjalani masa dinas lebih dari enam belas tahun. (c) *Internal protective factors* sedikit lebih tinggi dibandingkan dengan *environmental protective factors* dengan selisih nilai 0,047.

Kata Kunci: Resiliensi, Karir Prajurit Perwira, Masa Kerja, *Protective Factors*

Abstract

Career Soldier Officer Undergraduate Resources experience adversity during the educational process. When they can rise from difficulty, they can be said to have resiliency. This study aims to reveal the resiliency among career soldier Officer Undergraduate Resources within the Indonesian National Armed Forces Headquarters. The design of this research is descriptive quantitative research. Forty officers participated in this research through a purposive sampling technique. Data were collected by using a Likert scale. Product Moment statistical test from Pearson showed a significance level of 5%, $r > r_{table}$ (0.312), valid items 89 out of 144 items. Based on the data analysis, the results (a) Career Soldier Officer Undergraduate Resources overall showed resiliency (b) The officer who has served ten to sixteen years is no more resilient than those who have served less than ten years but is more resilient than those undergoing the service period is more than sixteen years. (c) Internal protective factors were slightly higher than environmental protective factors with a difference in the value of 0.047

Keywords: Resilience, Career Soldier Officer, Years of Service, *Protective Factors*

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INTRODUCTION

Every person has different experiences and paths in life. Some are born with different physical conditions, intelligence, personality characteristics, and even different genders; some grow up in a comfortable life and some need more effort to get what they want. There are also the physical abilities that shape the special characteristics of each person. On the other side, life is inseparable from various experiences filled with suffering (Grothberg, 1999). Suffering can come from external situations such as pandemics, dry season tsunamis, political conflicts, wars, violence, or various other negative situations. Some of them come from within the family environment such as divorce, persecution, or the loss of people who depend on life. Meanwhile, according to Schoon (2006), suffering can also come from the person itself, for example, fear of rejection, loss of love, guilt, fail or illness. The process of avoiding adverse outcomes or doing better than expected when confronted with major assaults on the developmental process is called resilience (Schoon, 2012). Benard (in Krovetz, 1999) defines resilience as the ability to rise and successfully undergo a situation full of extraordinary risks.

In the case of downturn or prolonged stress, human beings need a force that can push it up; this force is inherent resilience. Early research on resilience conceptualized the construction of resilience as personality traits that support positive outcomes under extreme adversity (Graber, Pichon & Carabine, 2015). People can not only confront and manage difficulties with the help of psychological resources like these. They also assist children in recovering from negative experiences and adapting to the ever-changing demands of stressful situations (Fredrickson, Tugade, Waugh, & Larkin in Taylor, 2018). In adults, they are mostly able to continue with their lives and do not suffer from serious depression after the trauma. Even though they face difficulties, they can take advantage of positive emotions and find meaning from the experience (Ong, et al.; Tugade & Fredrickson in Sarafino & Smith, 2011). Hence, they are referred to as resilient people. In a study conducted by Nasution (2011), participants discover strength in God as they deal with the challenge. This research supports Grothberg's (1999) assertion that faith in God is one of the key factors in establishing resilience. Spirituality appears to be an element of resiliency at the individual level, according to Hechanova's (2019) research, in both dealing with calamities and recovering from drug use.

During its development, every people take formal education from elementary to advanced levels and then moves on to higher education, in Diploma and Undergraduate programs. After completing their education in tertiary institutions, scholars are facing reality, with higher demands and responsibilities as well as tougher life demands. In this phase, scholars received many job options, which include different recruitment processes and challenges. Some choose to become private employees, entrepreneurs, or become civil servants. Among the available job options, there is the choice of jobs to become civil servants or state servants and more specifically the admission to become Indonesian National Armed Forces Career Soldier Officers.

Taking this process is not easy. Because, as a scholar, they will follow the registration process first completing various admission criteria, then proceeding to a rigorous selection process (physical, psychological, physical, and health), all of which the

undergraduate can have a prospective career and enter the educational process to become Career Soldier Officer (Pa-PK. In admitting Prospective Soldier Career Sources, the Indonesian Navy so determines the admission deadline and admission quota before finally entering the education process as a Career Soldier Officer Undergraduates Resources candidate, as data in 2016 were about 151 people with details of the Army (49 people), Indonesian Navy (43 people), and the Indonesian Air Force (59 people). Data in 2017 shows that 270 people passed the central level that consists of undergraduates from various regions throughout Indonesia. They have opportunities when they passed the selection process, basic education, and graduate from the vocational education of each dimension taken (Kedinasan.com, 2018). A few of them experienced adversity during the education process and they were able to bounce back and become resilient.

Individuals undergoing military training must be prepared to go into harm's path and accomplish physically and psychologically demanding duties at the highest levels possible. This requirement may be the defining characteristic of military training. It can mean the difference between life and death. Military soldiers who abandon their jobs, break, and flee under the pressures of combat, according to tactical analysts and military historians, suffer the greatest injury (e.g., du Picq; Keegan; Gabriel and Metz in Fletcher, & Chatelier, 2000). As the Australian Army recruits are required to meet the incumbent baseline physical employment standards (PES) during basic military training, it must be hard for the trainee to meet the required standard (Drain et al., 2015). A study shows that high volumes of low-intensity endurance training during initial military training phases lead to compromised training adaptations and in the worst cases, musculoskeletal injuries (Kyröläinen, Pihlainen, Vaara, Ojanen, Santtila, 2018).

In the education environment, whoever follows the education process will have the same experience; however, the achievement in their career is different. Some people can be successful in achieving their life goals, but others do not show significant success. Some even failed and gave up facing pressure during the education process because they could not continue their career in the military world. It is known that every person who undergoes an educational process to become a career soldier officer in the Indonesian National Armed Forces as a Bachelor source faces the same process. However, the style of each person to deal with the pressures of the educational process and the results achieved by everyone is different. Since they meet stressed situations during the education program, some of Career Soldier Officers Undergraduate Resources is assumed to have adversity during the process. Lazarus and Susan Folkman (in Brannon, Updegraff, and Feist 2018) defined psychological stress as a particular relationship between the person and the environment that is appraised by the person as taxing or exceeding his or her resources and endangering his or her well-being. When they were able to rise from adversity, it is because they have resilience. Therefore, researchers were interested in describing "How Resilience the Career Soldier Officers Undergraduate Resources of the Indonesian National Armed Forces at the Indonesian National Armed Forces Headquarters". Career Soldier Officers are soldiers with the rank of officers who come from the Career Soldier Officer School (Blog Prajurit, 2018). One of the

requirements is an undergraduate (S1) or Diploma (D3). After graduating from education in Magelang they will hold the rank of Second Lieutenant (Rekrutmen-TNI.mil.id, 2018).

Pa-PK undergraduate resources are one of the preferred occupational professions available in Indonesia. However, in recruiting undergraduate graduates or commonly called Pa-PK candidates, they face several recruitment processes provided by Indonesian National Armed Forces. Among them are the requirements for the admission process, the selection process that PK-PK candidates must face, the educational process that they undergo during their education at the Career Soldier Officer School (SEPa-PK) at the Military Academy, and extra education according to the vocational pursued, are their adversity, facing every student who experiences the educational process to become Pa-PK Indonesian National Armed Forces faces the same process. However, the style of each student to deal with the pressures of the educational process and the results achieved by everyone is different. It is also determined by the interest factor. A distinction has been made between individual interest, which is thought to be relatively stable, and situational interest, which is believed to be generated by specific aspects of task activity (Santrock, 2018). The researchers assumed that the Pa-PKs experienced adversity during the education process so that when they can rise from the adversity that is because they have resilience. Therefore, in this research, the researcher wanted to see a picture of resilience with categories high resilience, moderate resilience, and low resilience.

This study aims to find out the picture of resilience on Career Soldier Officers Undergraduate Resources of the Indonesian National Armed Forces at the Indonesian National Armed Forces Headquarters after completing the education process. Meanwhile, the purpose of this study was to get data and an overview of resilience on Career Soldier Officers Undergraduate Resources in the Indonesian National Armed Forces. The results of this study will be useful for researchers in the military world and give a new understanding of resilience capabilities for Career Soldier Officers Undergraduates Resources at the Indonesian National Armed Forces Headquarters, thus motivating them to develop their respective resilience abilities.

RESEARCH METHOD

This research uses a quantitative descriptive approach (survey method). The descriptive method is a research method to create a description of a situation or event so that this method intends to carry out the mere accumulation of basic data. (Nasir, 2014). In a survey design, researchers describe quantitatively (numbers) the trends, behaviors, or opinions of a population by examining a sample of that population. From this sample, researchers generalize or make claims or decisions about that population (Wibawa, Mahdiyah, Afgani, 2016). Social scientists such as political scientists, psychologists, and sociologists use surveys in their research to meet the more pragmatic needs of the media. Political candidates, public health officials, professional organizations, and advertising and marketing directors (Shaughnessy, Zechmeister, Zechmeister, 2006). In this research, the use of surveys is to meet the professional organizations needs namely *Career Soldier Officers*.

The Variable examined in this study is Resilience. The researchers measured Resilience through Internal Protective Factors and Environmental Protective Factors. The higher the score on the Resilience Questionnaire means that the more resilience the research respondents, the lower the score obtained on the Resilience Questionnaire means the resilience of the research respondents.

The population of this study is career soldier officers of the Indonesian National Armed Forces in the Indonesian National Armed Forces Headquarters in Cilangkap Jakarta, with the following limitations; 1. Indonesian National Armed Forces members graduated from SEPa-PK; 2. Career Soldier Officer with a degree in the Indonesian National Armed Forces; 3. Men and women are aged 28-58 years (according to the mandatory service bond 10 years, until the end of the retirement period).

The sampling technique used the purposive sampling technique. Purposive sampling refers to sampling techniques used by the researcher if there are certain considerations in taking the sample (Idrus, 2009). The researchers took samples at the Indonesian National Armed Forces Headquarters at Cilangkap DKI Jakarta, totaling 40 people. The sampling of 40 people is the total number of subjects who meet the criteria at the sampling location.

The instrument used to collect data was the Likert Scale Resilience Model to measure attitudes, opinions, and perceptions of the subject (as Sugiyono says, 2011) about phenomena measured. The answer choices use a Likert model with four answer choices: Very Suitable (SS), Suitable (S), and Not Suitable (TS) Very Not Suitable (STS). The statements are also divided into groups of favorable statements and unfavorable groups. The items in this measuring tool present personal qualities that contribute to resilience consisting of Internal Protective Factors (personal characteristics that ease resilience) and Environmental Protective Factors (characteristics of families, school communities, and peer groups that promote resilience).

After the items were possible in appearance, researchers further analyzed logical validity for assessing the appropriateness of the item contents through a qualitative assessment by a panel of experts. Furthermore, researchers determined construct validity by measuring the coefficient of validity using Pearson's Product Moment correlation technique. Construct validity refers to the adequacy of the operational definitions of the variables (Cozby, 2001). Reliability testing on the measuring instrument used the Alpha-Cronbach formula, with the help of the SPSS 21.0 program.

The study obtained an overview of resilience by looking for mode as a measure of data concentration for qualitative data on the ordinal scale. This formula does not need standard deviation as it is only suitable for interval/ratio scales for quantitative data. The modes are then compared by classifying Internal Protection Factors and Environmental Protection Factors. The mode values for the data presented in the grouped frequency distribution cannot be completely precise but are only rough values.

RESULT & DISCUSSIONS

This study conducted an item analysis to find out whether the measuring instrument has good items, and the research subject can understand the instrument. Correlations between each item score and the total scores on 144 items ($r = 5\%$ and $r\text{-table} = 0.312$) on the resilience scale from 40 subjects ($n = 40$), shows that there are 55 items which are not valid with $r < 0.312$ (the correlation is less than 0.312) and 89 items are valid with $r > 0.312$ (the correlation is more than 0.312).

The reliability test as cited in table 1 shows that the resilience scale is strongly reliable. Using the formula of Cronbach Alpha, the value is 0.949, so we conclude that all items are reliable in measuring the resilience variable.

Table 1
Reliability of the Resilience Scale

Reliability Statistics	
Cronbach's Alpha	N of Items
.949	89

Description of questioner result is as follows:

Table 2
Distribution of responses on 89 valid items in the questioner

Dimensions		Count	Respondent's Answers				Total
			Disagree	Disagree	Agree	Agree	
Environmental Protective Factors	Count		117	554	704	145	1520
	% Within dimension		7.7%	36.4%	46.3%	9.5%	100.0%
Internal Protective Factors	Count		105	729	1017	189	2040
	% Within dimension		5.1%	35.7%	49.9%	9.3%	100.0%
Total	Count		222	1283	1721	334	3560
	% Within dimension		6.2%	36.0%	48.3%	9.4%	100.0%

Figure 1
Graph of Distributional patterns of item responses

Resilient Career Soldier Officers are those who when experienced adversity had Internal Protective Factors (ease resilience, such as life skills; assertiveness, impulse

control, good decision-making, problem-solving, positive sociability, sense of humor, autonomy/independence, positive outlook on the future, flexibility, self-motivation, self-esteem and self-confidence, personal competence, has an internal locus of control, willing to give help to others and have a high social attitude) and Environmental Protective Factors (promote resilience, such as characteristics of families, school communities and peer groups that promote resilience), as Henderson and Milstein (2003) state that those two factors influence and support subjects to become resilience.

Career Soldier Officers Undergraduate Resources who have resilience are proven by indicators of Internal Protective Factors and environmental protective factors which include: promotes close bonds, has value and encourages education, uses a warm interaction style and is low in criticism, set and enforce clear boundaries (rules, norms, and laws), promote supportive relationships with many people who care, increase the sharing of responsibilities with others “assistance as needed”, provide access to basic housing needs, re-record work, health care, and recreation, expressing high and realistic expectations for success, encouraging goal-setting and mastery, encouraging pro-social values (such as tourism) and life skills (such as coöperation), having leadership skills, decision-making and other opportunities for meaningful participation and appreciate the unique talents. The two factors show that the officer in the Indonesian National Armed Forces Headquarters has resilience. In research conducted by Nasution (2020), research participants received support from various sources ranging from family, friends, to legal system help when they struggle to make resilience. Participants received support in the form of emotional, tangible, and informational support.

The resilience of Career Soldier Officers Undergraduate Resources in the Indonesian National Armed Forces Headquarters showed that internal protective factors were slightly higher than environmental protective factors with a difference in the value of 0.047. This shows that the two dimensions are very closely related, but in this case, the subject has more internal protective factors (factors that facilitate resilience) than environmental protective factors (factors that encourage resilience). A balance in the scores of these two protective factors according to Werner (in Henderson and Milstein, 2003) is quite beneficial because successful adaptations are likely to occur and even lead people to their best success.

Furthermore, the level of resilience in this study is divided into three categories, namely: high resilience, moderate resilience, and low resilience. Data analysis based on the service period shows the results as follows:

Table 3
Frequency Distribution and Resilience Level Graph:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	low	7	17.5	17.5	17.5
	moderate	16	40.0	40.0	57.5
	High	17	42.5	42.5	100.0
	Total	40	100.0	100.0	

Figure 2
Graph of Resilience Level

The grouping of resilience levels is determined based on the respondent's answer mode. The level of resilience is said to be low (low) if the respondent's answer is dominated by a low score, and high (high) if it is dominated by a high score. Meanwhile, the level of moderate (moderate) resilience is determined if the difference between low and high score answers does not exceed 30 items which are the average.

Table 4
Level of resilience based on the period of service

			Level of Resilience			Total
			Low	Moderate	High	
Service Years	< 10 years	count	3	3	4	10
		% Within service yo	30	30	40	100
	10 to 16 Yo	count	2	1	5	8
		% Within service yo	25	12.5	62.5	100
	> 16 yo	count	21	12	8	22
		% Within service years	9.1	54.5	36.4	100
Total	count	7	16	17	40	
	% Within service years	17.5	40	42.5	100	

Figure 3:
Graph of Resilience Level Based on Period of Service

According to the figure 3, we can see that 10 subjects have less than ten years (<10 years) service period, 8 subjects who have ten to sixteen years (10-16 years) service period, and 22 subjects who have more than sixteen years (> 16 years) service period. The result shows that from 10 subjects who have less than ten years (<10 years) service period, 3 subjects had low resilience, 3 subjects had moderate resilience, and 4 subjects had high resilience. From 8 subjects who have ten to sixteen years (10-16 years) service period, 2 subjects had low resilience, 1 subject had moderate resilience, and 5 subjects had high resilience. From 22 subjects who have more than sixteen years (> 16 years) service period, 2 subjects had low resilience, 12 subjects had moderate resilience, and 8 subjects had high resilience.

Table 5
Mean Rank Level of Resilience based on the period of service

	Years of Service	N	Mean Rank
Level of Resilience	< 10 Years	10	18.65
	10 to 16 Years	8	22.94
	> 16 Years	22	20.45
	Total	40	

Statistics Test ^{ab}

Table 6
Kruskall-Wallis Level of resilience

	Kruskal-Wallis H Level of Resilience
Kruskal Wallis H.	.705
df	2
Asymp Sg.	.704

a. Kruskal Wallis Test; b. Grouping Variable: Service Years

Interpretation: Asymp. Sig = 0.704 > α = 0.05 so that the test results do not reject H_0 which states that there is no significant difference in the level of resilience between the three groups of service tenure.

According to Henderson and Milstein (2003), through the work period that has been passed, the subject gets more support from the two resilience-building factors, namely internal protective factors, and environmental protective factors, because every human being can rise from negative experiences (Reivich and Shatte, 2002). The Officer is even stronger during a process toward resilience. Meanwhile, resilience has characteristics that vary between people and can grow or decrease over time. That adversity does not automatically lead to dysfunction but can lead to several good outcomes for the person who experiences it and even the first dysfunction reaction to adversity can increase in a positive direction (Henderson and Milstein, 2003). In this case, a longer service period can be interpreted as a downward trend, because the longer service period makes the subject more adaptive and becomes accustomed to the thing, he faces in the work environment. Meanwhile, for subjects who have served under ten years of service, the subject is not too far from the adversity condition. According to Henderson and Milstein (2003), several challenges that the subject passed before the ten-year service period led him to bounce back in a positive direction or in this case success to rise and reach the best potential.

The results of the researchers' interviews with several subjects revealed that the differences they faced before and after being at the Indonesian National Armed Forces Headquarters were different from the situation during their education. Work challenges and the work environment change to become more relaxed and cause them to feel less enthusiastic at work, often feeling bored. This affects the role of the environment that supports the subject in building resilience. They mostly empower their internal protective factors to survive and keep them moving towards resilience. According to Nindl, et al. (2018), the interrelations of the layers of resilience indicate there is no singular or even binary approach that is most advantageous for building resilience to enhance military preparedness. Rather, a hybrid approach may be superior. Combining strategies may promote optimal readiness in the face of unanticipated, adverse stressors allowing service members to be equipped for a variety of scenarios. In doing so, the military can optimize performance in soldiers that are both mentally and physically resilient and equipped with behavioral adaptations to overcome the forces of nature, including physiological predispositions and extreme environmental conditions.

The use of standardized resilience measuring tools that have been adapted for the Indonesian context can be used for further research on resilience, especially in Career Soldier Officers Undergraduate Resources. So far, the resilience measurements (for children) that have adapted to the Indonesian context is the CYRM-R (Child and Youth Resilience Measure-Revised), based on research by Borualogo and Jefferies (2019).

CONCLUSIONS

The research concludes that Career Soldier Officers Undergraduate Resources from the Indonesian National Armed Forces Scholarship at the Indonesian National Armed Forces Headquarters are resilient. Resilient Career Soldier Officers are those who when

experienced adversity had Internal Protective Factors (ease resilience, such as life skills; assertiveness, impulse control, good decision-making, problem-solving, positive sociability, sense of humor, autonomy/independence, positive outlook on the future, flexibility, self-motivation, self-esteem and self-confidence, personal competence, has an internal locus of control, willing to give help to others and have a high social attitude) and Environmental Protective Factors (promote resilience, such as characteristics of families, school communities and peer groups that promote resilience). There is no significant difference in the level of resilience between the three groups of service tenure. For further research, it is advisable to conduct further research on Career Soldier Officers by correcting the questionnaire using more detailed dimensions and indicators. Besides, it is better to take a sample of more than 100 people to get better results.

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