

The Strategy Development of Marine Posture in Supporting the Main Task of Navy Using Swot and Borda Method

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Abstract

The Unitary State of the Republic of Indonesia is the largest archipelago country in the world. Its geological constellations which is the world cross position, place the marine territory of the national jurisdiction very strategically for Indonesia as well as for other countries. The marine posture capability can still be developed by enhancing the power and ability of the marines and optimizing the degree patterns. The marine posture development strategy can be done by learning the potential possible threats in the future and analyzing the marine posture conditions that must be improved to enhance national marine security. In this research, the strategy was analyzed with SWOT and BORDA methods. The result of this research is IFE value is 3.26 (3.00- 4.00) and the EFE value of 3.21 (3.00 – 4.00) which indicates that the marine posture is currently in a strong position. The position of marine posture strategy located at coordinates (3.26; 3.21) is Growth and Build. The marine posture development strategy lies in the position of quadrant III with coordinates (0.02;-0.11) that indicate st (strength threat) strategy, i.e. marine posture utilizes force to overcome threats.

Keywords: Strategy, Marine posture, SWOT approach, and BORDA method

1. Introduction

Indonesia as an island nation has a potential security problem. The problem is not only about the conventional aggression with other countries, but also seizing the natural resources. The security of natural resources, especially energy security should be watched carefully (Kennedy, 2017). Some of the most prominent maritime security issues that concern the world community are: (a) High threats of violence, such as piracy, sabotage, and terror of vital objects; (b) navigational threats, such as deficiencies and theft of navigation aids; (c) the threat of resources, such as damage and pollution of the sea and its eco site; and (d) sovereignty and legal threats, such as illegal fishing, illegal immigrants, illegal treasure hunting, unauthorized exploration and exploitation of natural resources, and smuggling of goods, people and weapons.

Marine posture capability development consists of ability level, strength, and degree pattern. Currently, in carrying out the task, Maninir is faced with limited posture capabilities, on the other hand, the rapid change of the strategic environment will add to the increasing complexity of marine problems in carrying out the task of the Navy to safeguard the sovereignty of the Republic of Indonesia and ensure the creation of maritime security in the Territorial Sea, Islands Waters, Exclusive Economic Zones including border areas, leading small islands and the Indonesian Archipelago Sea Channel.

Marine posture capabilities can still be developed by increasing marine strength and capabilities and optimizing degree patterns. Marine posture development strategies can be initiated by first studying potential possible threats in the future and analyzing the posture conditions of Marines that must be improved to create national maritime security. Based on these issues, this study offers a strategy to develop a marine posture in maintaining national marine security that pays attention to potential future threats.

2. Research Methods

This research uses a quantitative approach. A quantitative approach is used in providing assessment and determining alternative strategies in the form of figures from research observations followed by determining strategic priorities on the results of questionnaires in the SWOT Method and BORDA Method and their development strategies. The study was held in Marine Force One. The main data source of this study was collected from interviews and questionnaires obtained from five selected subjects which are experts. These subjects were chosen because the task force is strongly related to marine posture capabilities and threats. The internal and external factors then were identified from the data. The SWOT analysis method was used to identify and formulate several marine posture development strategies. Furthermore, the Borda method was used for weighting strategy that has been obtained from marine posture development strategy in support of the Navy main task.

3. Results And Discussion

Identification of variables that influence the system was needed for conceptualizing the marine posture development strategy in supporting the main task of the Navy. The variables in this research are displayed in table 1.

Table 1. Marine Posture variable

No.	Variables	Description
1	Strength of Marine	The main tool of the Marine Navy's weapons system that used to achieve performance and achievement tasks
2	Capabilities of Marine	Performance of Marine Navy in using force professionally to carry out the duties of the Navy
3	Degree Pattern of Marine	Placement and assignment of elements of the Marines Navy

3.1. Internal Factor

Internal factors of the marine organization are an activity in the marine posture development management environment, which consists of strength (S) and weakness (W) owned by marines (See Table 2).

Table 2. Identification of Internal Factors

No.	Internal Factors	
	Strength Factor	Weakness Factor
<u>Marine Posture Strength</u>		
1	Minimum essential force (MEF) policy to make the marine corps world-class through modernizing the main tools of weapons systems (S1).	Limitations of fulfilling the needs of military tools to the State Budget (W1).
2	Alutsista conditions are always ready to meet the needs of the marine corps to carry out the function as a landing force in the form of projected forces from the sea (S2).	Limitations of information systems in presenting data about the condition of marine military tools to the leadership element (W2).
3	The Marine Corps has equipped military tools for coastal defense, such as field artillery (Armed), coastal radar, including facing electronic and cyber warfare (S3)	A limited number of coastal defense equipment, such as field artillery (Armed), coastal radar (W3)
<u>Marine Posture Capabilities</u>		
4	Marine Corps intelligence capabilities to	Marine Corps intelligence to deal with

	deal with information technology irregular warfare & ops special (S4).	information technology irregular warfare & Ops specifically that is not yet optimal (W4).
5	The ability of soldiers to serve in OMP and OMSP with units (S5).	The technical capabilities of soldiers in the field have not been evenly distributed and need to be improved (W5).
6	Marine Corps have good diplomacy skills to go to the reliable Ekspedisioner and Multirole (S6).	The ability of warrior diplomacy to go to the Expeditionary and Multirole is uneven (W6).
Marine Posture of Degree Pattern		
7	The Marine Corps increased the professionalism of soldiers with exercises following Kormar's training cycle, courses, and specialization education (S7).	Individual professionalism capabilities of different soldiers (S7).
8	The marine corps currently has 3 Marine divisions that were originally 2 Marine divisions (Surabaya and Jakarta) and Marine 3 in Sorong to make it easier to carry out their duties (S8).	The formation of a Marine depends on certain policies and conditions (W8).
9	The Class A Lantamal is projected to have the strength of the 1st battalion of marines to assist the defense of the base. For Naval Base type B, it will be filled by one marine company plus. While Naval Base type C will be filled with one company of Marines minus so that the strength of marines scattered throughout Indonesia and contribute to accelerating the development of the territory (S9).	The pattern of filling personnel at the level of Naval Base type A, Naval Base type B, and C is still not met (W9).

Internal factors were then analyzed with internal factor evaluation (IFE) matrices (Table 3). The results of identification, tabulation of data, and calculation of weighting scores according to the answers of the exhibitors in the questionnaire on internal Marine Factors in the form of strengths and weaknesses that have been weighted and ratings have obtained a score on the IFE matrix of 3.26, the IFE value indicates that the marine posture is currently in a strong position (3.00 – 4.00), which means that the current posture has a strong internal condition in utilizing strengths and overcoming weaknesses of existing marine postures.

Table 3. Internal Factor Evaluation (IFE) matrices

No	STRENGTH				WEAKNESS			
	Factors	Weights	Rating	Score	Factors	Weights	Rating	Score
Marine Posture Strength								
1	S1	0.05	3	0.14	W1	0.06	4	0.24
2	S2	0.05	3	0.15	W2	0.05	3	0.15
3	S3	0.06	3	0.18	W3	0.05	3	0.14
Marine Posture Capabilities								
4	S4	0.07	4	0.27	W4	0.05	3	0.14
5	S5	0.06	3	0.18	W5	0.05	3	0.14
6	S6	0.05	3	0.16	W6	0.06	3	0.18

Marine Posture of Degree Pattern								
7	S7	0.06	4	0.24	W7	0.06	3	0.18
8	S8	0.06	3	0.17	W8	0.05	3	0.15
9	S9	0.05	3	0.14	W9	0.08	4	0.31
Total Strength Score (S)				1,64	Total Weakness Score (W)	1.62		
Total score (S+W)								3.26

Table 3 shows that the IFE matrix has the main strength that the marine posture has, lies the aspect of marine posture capability, namely: "Marine corps intelligence capability to deal with information technology irregular warfare and Ops special (S4)" with the highest score of 0.27. Furthermore, the second strength is in the strength of the degree pattern posture, namely: "The Marine Corps enhances the professionalism of soldiers with exercises under marine corps training cycles, courses, and specialization education (S7)". Then in the third rank of posture strength and posture capability, namely: "The Marine Corps has the completeness of military tools for coastal defense, such as field artillery (Armed), coastal radar, including facing electronic and cyber warfare (S3)" and "Ability of soldiers to serve in OMP and OMSP with units (S5)".

The main weakness faced by marines lies in the pattern of the marines posture title with the highest score of 0.31. namely: "The pattern of filling personnel at the level of naval Base type A, naval Base type B, and C is still not met (W9)". And the second weakness that must be faced by marines lies in the strength of the marine posture, namely: "Limitations of the fulfillment of military tools needs to the State Budget (W1)".

3.2. External Factor

External factors of marine organizations are activities in the external environment of marine posture development management, consisting of Opportunities (O) and Threats (T) owned by marines.

Table 4. Identification of External Factors

No.	External Factors	
	Opportunity Factor	Threat Factors
Marine Posture Strength		
1	The Marine Corps has a positive image so that it can be well received by the local community when in the assignment service (O1).	Terrorism, radicalism, piracy, illegal immigrants, drug trafficking, environmental damage, and natural disasters (T1).
Marine Posture Capabilities		
2	The capability of the marine corps in law enforcement at sea (O2).	No information system can present an accurate picture of the tactical situation (T2).
3	The ability of the marine corps to establish bilateral relations and share technology with developed countries (O3).	The risk is very high because the defense industry still depends on foreign technology (T3).
Marine Posture of Degree Pattern		
4	Geographically, Indonesia is a maritime country in the world traffic lane (O4).	Geographical risk so that the sea area requires extra supervision (T4).
5	The level of soldier resources is	The level of soldier resources is not limited by the

not limited by the demographics of the population (O5).	demographics of the population (T5).
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External factors were then analyzed with external factor evaluation (EFE) matrices (Table 5).

Table 5. External Factor Evaluation (EFE) Matrix

No	OPPORTUNITY				THREAT			
	Factors	Weights	Rating	Score	Factors	Weights	Rating	Score
Marine Posture Strength								
1	O1	0.10	4	0.42	T1	0.10	3	0.29
Marine Posture Capabilities								
4	O2	0.10	3	0.31	T2	0.11	4	0.44
5	O3	0.10	3	0.29	T3	0.10	3	0.31
Marine Posture of Degree Pattern								
7	O4	0.09	3	0.27	T4	0.11	3	0.34
8	O5	0.09	3	0.26	T5	0.10	3	0.29
Total Opportunity Score (O)				1,55	Total Threat Score (T)			1.66
Total score (O+T)								3.21

Table 5 shows that the EFE matrix has the main opportunity for the main Opportunity (O) factor measured from the aspect of the strength of the marine posture which consists of: "The Marine Corps has a positive image so that it can be well received by the local community, when in the assignment (O1)" with the highest score of 0.42. Then Opportunity rank second marine posture is measured from the aspect of the ability of the marine posture, namely: "The ability of the marine corps in law enforcement at sea (O2)" with a score of 0.31. And then the third Opportunity ranking, measured by the ability of the posture of the marines, namely "The ability of the marine corps to establish bilateral relations and share technology with developed countries (O3)" with a score of 0.29.

The main threat faced by the marines lies in the posture ability of the marines, namely: "There is no information system that can present a tactical picture accurately (T2)" with the highest score of 0.44. And the second rank threat that must be faced by marines lies in the posture pattern of the marines, namely: "Geographical risk so that the sea area requires extra supervision (T4)" with a score of 0.34. Furthermore, the third rank threat that must be faced by the marines lies in the ability of the marines to posture, namely: "The risk is very high because the defense industry still depends on foreign technology (T3)" with score of 0.31.

3.3. Analysis Of Internal And External Factors

Internal-external matrix analysis (IE) is obtained from the total weighted score of the IFE and EFE matrices, then the resulting weighted scores are entered into the IE matrix. It is known that the IFE value is 3.26 and the EFE is 3.21. This means that the position of the marine posture strategy in Cell I is: Growth and Build. SWOT strategy was used to prepare a strategy then weigh it with the BORDA method.

Table 6. Internal Factor Analysis Strategy (IFAS) Score and External Factor Analysis Strategy (EFAS) Marine Posture SWOT Matrix

IFAS		EFAS	
Category	Sub-Total	Category	Sub-Total
Strength (S)	2.15	Opportunity (O)	2.05
Weakness (W)	2.09	Threat (T)	2.37
Total (SW)	0.05	Total (OT)	-0.32

Based on 6 the IFAS and EFAS results are then presented in a SWOT quadrant chart or Cartesian diagram. A point on the X-axis indicates the internal factor (IFAS) while the point on the Y-axis shows the value of

the external factor. Then draw a meeting line between the two. This graph shows the position or position of the Marine Posture now.

It is known that the quadrant of the EFAS and EFAS calculation results is the ST quadrant (the Strength and Threat quadrant). The value obtained from the IFAS is (0.02) which is located on the SWOT quadrant axis. The value of EFAS is (-0.11) which lies on the ordinate axis of the SWOT quadrant. The position of the marine posture is located in quadrant III with coordinates (0.02; -0.11) which indicates the ST strategy, namely the posture of the marines utilizing strength to overcome threats. What a marine posture can do:

- a. Improve the modernization of quality defense equipment and human resources for soldiers to convince the public and provide the right information.
- b. Developing the marine division to improve the welfare of soldiers' resources.

In the Borda method, a strategy step weighting questionnaire is carried out to the five selected expert opinions. Experts provide a priority-based assessment of the predetermined stages of the strategy steps in the SWOT analysis method. The results of the weighting questionnaire are illustrated in Table 7 and Figure 1 below.

Table 7. Borda Weighting Results

No.	Code	Weight	Rating	Weighted Score	Priority	Code	Weight	Priority
1	S1	0.059	3	0.178	8	ST1	0.614	1
2	S2	0.063	3	0.188	7			
3	S3	0.076	3	0.228	4			
4	S4	0.083	4	0.330	1			
5	S5	0.076	3	0.228	3			
6	S6	0.066	3	0.198	6			
7	S7	0.073	4	0.290	2			
8	S8	0.069	3	0.208	5	ST2	0.386	2
9	S9	0.059	3	0.178	9			
10	T1	0.069	3	0.208	4			
11	T2	0.079	4	0.317	1			
12	T3	0.076	3	0.228	3			
13	T4	0.083	3	0.248	2			
14	T5	0.069	3	0.208	5			

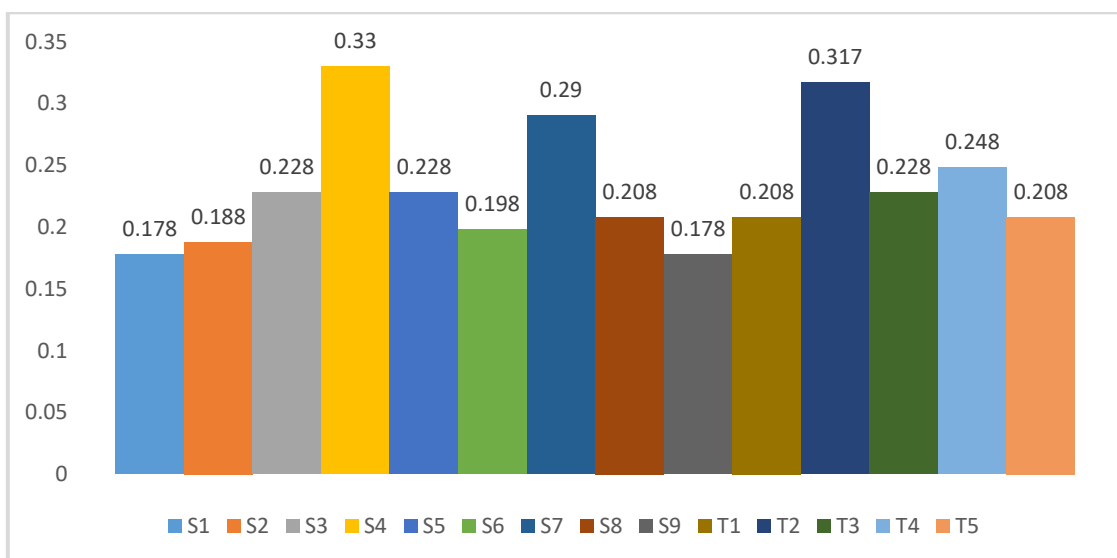


Figure 1. Borda Method Weighting Graph

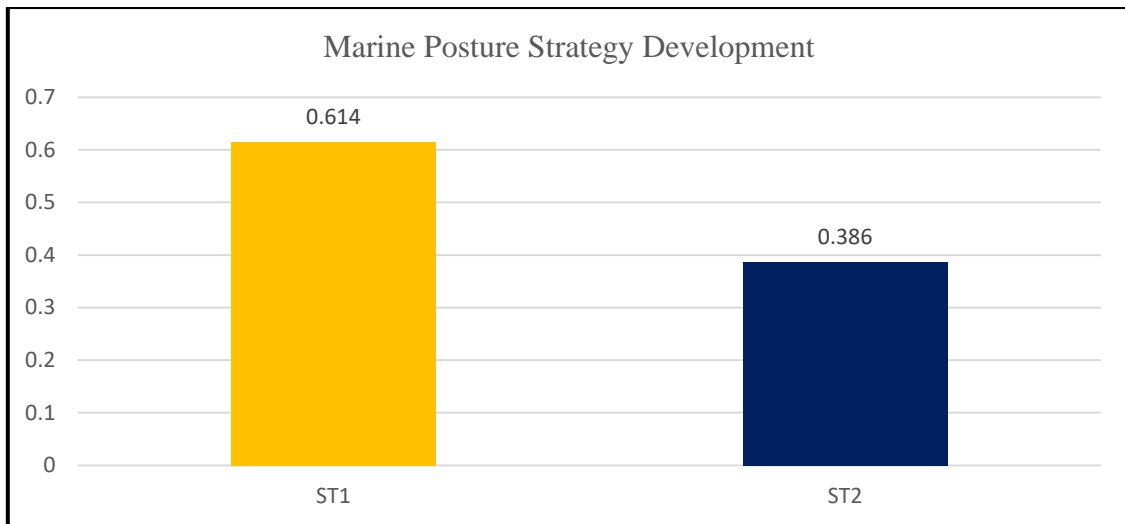


Figure 2 Weighting Graph Borda Method ST1 and ST1

Based on the analysis of the Borda method according to the figure and table above, the weights and priorities are obtained in Figure 4.4, including:

- a. Improve the modernization of quality defense equipment and human resources for soldiers to convince the public and provide accurate information with a weight of 0.614.
- b. Developing the Pasmabar division to improve the welfare of soldiers' resources weighing 0.386.

4. Conclusion

Conclusions that can be drawn from the results of analysis and discussion are as follows:

- a. The results of the identification of internal and external factors that influence the marine posture development strategy show that the IFE value is 3.26, which indicates that the marine posture is currently in a strong position (3.00 – 4.00), which means that the posture currently has a strong internal condition in utilizing strength and overcoming the weaknesses of the existing marine posture. and an EFE value of 3.21 which indicates that the marine posture is currently in a strong position (3.00 – 4.00), which means that the posture currently has a strong external condition in utilizing the opportunities and threats of existing marine postures. So the position of marine posture strategy located at coordinates (3.26; 3.21) is: Growth and Build.
- b. The formulation of marine posture development strategy in support of the main task of the Navy, according to swot method shows that the marine posture development strategy lies in the position of quadrant III with coordinates (0.02;-0.11) that indicate st strategy, i.e. marine posture utilizes force to overcome threats.
- c. The future of this reached are to improve the modernization of quality defense equipment and human resources for soldiers to convince the public and provide accurate information and improve the welfare of soldiers' resources

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