

Policy Process Model of Mental Development Sailors of Indonesian Navy's Second Fleet of Indonesian Navy

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ABSTRACT: Sailors as the main resource of the Indonesian Navy require a good level of physical and mental readiness so that the tasks they carry out can be carried out optimally. Sailors' abilities must always be developed properly and correctly, one of which is through mental development. This study began with the phenomenon that there are still many violations of discipline and law committed by certain Indonesian Navy sailors. With this indicator, it can be assumed that the implementation of sailors mental development has not been optimally implemented. This problem must be solved, so it is necessary to conduct research to analyze the implementation of sailor mental development activities at the Indonesian Navy's Second Fleet. Command Function Mental Development is part of Indonesian Navy personnel development with the function and task of developing personnel attitudes and mentality. The main problem in this study is how to implement sailor mental development at Indonesian Navy's Second Fleet. This study aims to analyze the implementation of mental development and supporting factors as well as inhibiting factors in the development of command function mental development carried out at Indonesian Navy's Second Fleet. This study uses a qualitative methodology where the primary data source is conducted through interviews with officials at the Second Fleet Command Headquarters and interviews with several sailors. Secondary data was obtained from literature studies in the form of books, journals, magazines, reports and decrees. The analysis was conducted using the implementation theory of Van Meter and Van Horn (1983). then formulate the best model for the mental development of the sailors. In this study, it was found that the mental development of sailors at the Second Fleet Command Headquarters could not be implemented optimally due to several inhibiting factors. The researcher inventoried all the inhibiting factors that existed, then faced with the chosen theory, then compiled an appropriate model in the mental development of sailors. Viewing all mental development as a whole where it must reach the development of spiritual mentality, ideological mentality, fighting tradition mentality and psychological mentality.

KEYWORDS: mental development, sailors, command function.

1. INTRODUCTION

Soldiers who have a good mentality, are effective and effective, of high quality, have a high awareness of their responsibilities as servants of the state. Departing from this, this paper will discuss something very important related to the implementation of mental development of soldiers in the Navy today. The research object that will be chosen is one of the Navy Fleets, namely Fleet II whose Command Headquarters is located at Ujung Surabaya. This research is very important to be carried out because it is closely related to the main task of the TNI, namely upholding the sovereignty of the state, maintaining the territorial integrity of the Unitary Republic of Indonesia. The successful implementation of combat tasks of TNI AL personnel is largely determined by the morale and morale and mentality of tough fighters, who do not know surrender and believe in their own strength and abilities. This is one of the factors that can be used as a measure of the success of the Navy in carrying out combat tasks. Not only *hard power* as an *instrument* to destroy enemy power, but also the existence of *soft power* and *smart power*.

The successful implementation of the tasks of an organization is inseparable from the support and quality of human resources or personnel who control it. The work unit that carries out mental development is an institution that carries out the duties and obligations to build the soldier's mentality in realizing mental excellence, which is responsive, tanggon and trengginas and is able to obey all applicable disciplinary and legal rules. The nature of the Indonesian Navy is a set of sea warriors as fighters who are equipped with weapons and prepared to man the main weaponry system. For a soldier, duty is an honor so that every soldier in carrying out the task must fight totally and never give up. If the personnel's mentality is damaged, it will have an impact on their performance and service to the nation and state. Navy soldiers who violate discipline, do not understand and carry out the norms of the rules properly and correctly. The condition of the discipline of soldiers in Fleet II Surabaya, there were

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violations of discipline during 2022 as many as 5 personnel, which increased very sharply to 57 personnel during 2023.

Table. 1 Recapitulation Of Criminal And Disciplinary Crimes/Violations According To Grade / Step Year 2022 To 2023

		INDONESIAN NAVY					
		KOARMADA II					
		PA	BA	TA	PNS	JML	
1	2	3	4	5	6	7	8
1	Sacrilegious	2	5	-		7	-
2	Suicide	-	-	-		-	-
3	Desertion/THTI	-	3	13		16	-
4	THTS defaulters	-	1	2		3	-
5	Fighting the boss	-	-	1		1	-
6	Murder	-	-	1		1	-
7	Theft	-	4	1		5	-
8	Fraud	1	3	-		4	-
9	Persecution	1	2	1		4	-
10	Embezzlement	-	-	2		2	-
11	Destruction of goods	-	-	1		1	-
12	Adultery	1	1	1		3	-
13	Objectionable conduct	-	-	1		1	-
14	Domestic violence / Family abandonment	1	1	-		2	-
15	Illicit firearms	-	2	4		6	-
16	Illegal logging	-	1	-		1	-
17	Abortion	-	1	-		1	
18	Distributing indecent photos	-	1	1		2	
19	Discipline Violations	2	-	-		2	
	AMOUNT	8	25	29		62	

Source: Military Police Service of Fleet Command II

Based on this condition, the researcher assumes that the occurrence of mental weakness and disciplinary violations committed by some of the aforementioned individuals is caused by the implementation of mental development that has not been truly optimal, so that it has not been able to maintain the mental health of soldiers significantly. The existence of soldiers is the spearhead in carrying out the main tasks of the Navy. They are the custodians of weapons, so even ultra-modern weapons do not function properly, if they have a bad character and do not carry out their responsibilities properly. The ethical values that soldiers must uphold must be realized in line with legal guidelines. The responsibility of the soldier is that everything must be completed in sync with the use of legal policies, good behavior and attitudes should be maintained by every soldier wherever on duty.

The performance of soldiers who have not been maximized is not only due to a lack of knowledge, or work skills, but because of poor behavioral attitudes in carrying out their duties. This is manifested by a lack of discipline, lack of sense of responsibility, lack of cooperation, lack of enthusiasm, lack of initiative in solving problems that arise, and lack of seriousness at work. This attitude or behavior is caused by a lack of understanding of the applicable ethics. A soldier who lacks faith in God causes him to be less able to protect himself from things that are prohibited by religion and applicable regulations, accustomed to committing acts against the law and others. Apart from internal factors that make soldiers violate discipline, there are also external factors. The external factors in question generally arise from the environment, promiscuity, such as addiction to alcoholic beverages, drunkenness will interfere with their performance. Commitment and exemplary leadership play a very important role in influencing soldier discipline. In fact, it is very dominant compared to other discipline factors because a leader becomes an example for his subordinates and subordinates will imitate the behavior or actions of their leaders every day.

The mental development of soldiers should be able to take care of their mental health so that they are always in top condition at all times. The successful implementation of coaching and human resource development programs depends on how the program can create the right conditions, and human resources who are experts in their fields are needed. Ethical values, leadership style and the running of the wheels of the organization are essential entities for the stability of the organization. Leaders who have a smart vision and strategy will create reliable organizational behavior. Mental development of soldiers is very important to be carried out

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to make soldiers have adherence and obedience to religious teachings, have very high loyalty and enthusiasm, dedication and loyalty. Organizations need soldiers who have strong ideology and nationalism, have a tradition and spirit of unyielding struggle and believe in their own strength and abilities and are able to adapt and adjust to the local environment.

Faced with increasingly complex future tasks, soldiers with a tough mentality, loyal and militant spirit and a strong hold on the ideology of the nation and state are needed. The rapid advancement of science and social media, radicalism, narrow religious views, it is very necessary to have a more comprehensive mental development strategy or model. This effort is directed at obtaining findings on what causes problems in the mental development of current Navy soldiers, then improvements are made so that better mental development can be realized. The Koarmada II Personnel Administration Service as a mental development agency for soldiers, requires the right mental development model and officers who have a managerial role in building mental, far-sighted, innovation, have adequate knowledge and technical skills. The existence of shortcomings and weaknesses really needs to be studied to find out where the problem lies. Mental development absolutely must be given to Navy soldiers so that they are always ready at any time in maintaining and defending state sovereignty at sea.

2. RESEARCH METHODOLOGY

This research uses a quasi qualitative method. This method has a natural nature so it is very effective in retrieving the data. Research on a qualitative approach is able to produce a description or description in the form of writing, words in a written and oral sentence that comes from all informants in the field that the author can observe. There is another mention in this research term which is usually called naturalistic inquiry or field study. This approach centers on how to understand, retrieve data and interpret the meaning of existing conditions, phenomena and events and can be related to people related to a problem. According to Roice Singleton, field research comes from two cultures related to anthropology and sociology, where ethnography is the study of anthropology, and ethnography is the study of sociology. Ethnography provides answers to what the culture of a group of people is, while ethnographic methodology provides answers to how people understand their daily activities so that they can behave in socially acceptable ways. The study of human behavior requires an in-depth study of intrinsic behavior from the perspective of human actors.

Van Meter and Van Horn (1983) propose a basic model that includes 6 (six) variables that form the relationship between policy and performance, which consists of: 1) Policy Measures and Objectives. Standards and objectives are outlined in policy decisions, policymaker statements, regulatory documents and guidelines. The purpose of mental development of soldiers is to maintain and improve the mental spiritual, ideological, and fighting qualities of soldiers; 2) Resources. Policy resources are the utilization of human resources, costs (finance) and infrastructure necessary for the success of a policy that has been determined; 3) Characteristics of the Implementing Agency. The implementing agency is divided into two, namely formal organizations and informal organizations that will be involved in policy implementation. Each policy implementing agency should have responsibility for the duties and obligations in the mental development of soldiers; 4) Inter-organizational Communication. Effective implementation requires that policy material is understood by those responsible for its achievement. This understanding will depend on how the standards and objectives of the policy are communicated; 5) The Attitude of the Implementers. The center of attention in this case is on the policy implementing apparatus. The role of the commander is indispensable in supporting every guidance activity in order to achieve the goals and objectives in accordance with the Command Function; 6) Economic, Social, and Political Environment. Consideration of the that can arise from the economic, social, and political environment on the jurisdiction or organization where policy implementation takes place.

The location chosen in this research is the Fleet Command II Ujung Surabaya and the units under it. In this research, all information and data obtained through resource persons and various literatures and responses about mental development in more depth through direct observation and interviews. Data is information material about something research object that emphasizes more on the material aspect. In this study, the data collection techniques used by researchers were observation (observation), interview, and documentation techniques. Data Validity Techniques, used in this research is triangulation. Moleong's opinion is that research using a triangulation technique compares or rechecks the authenticity and trust status of information that has been obtained by researchers in the form of time, place, informants and different data collection tools.

Data Analysis Technique. Using the Miles-Huberman and Saldana model analysis which is divided into 3 processes. Data Condensation, is the process of selecting, simplifying, or transforming data from written field notes, interview transcripts, documents, and other empirical materials. Data Display, which is a set of information and data that gives the possibility of drawing conclusions and taking action. Conclusion, is the process of drawing a conclusion or the last stage of the data analysis process, described as follows:

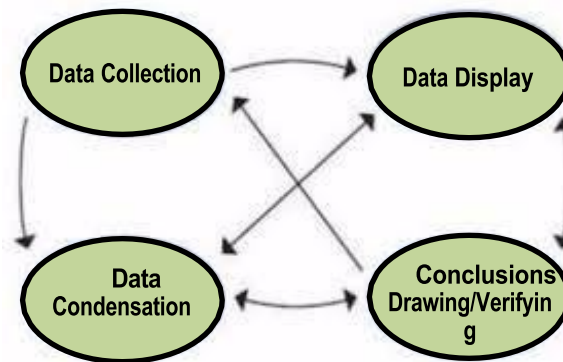


Figure 1. Miles and Huberman Qualitative Data Analysis.

Source: Miles et. Al (2018)

3. RESULTS AND DISCUSSION

This research was conducted at the Fleet II Command Headquarters Ujung Surabaya. Koarmada II is one of the Main Commands under the Indonesian Fleet Command which covers the central Indonesian sea area. Fleet II Command is headquartered in Ujung Surabaya. Fleet Command II is led by a Fleet Command Commander with the rank of Rear Admiral. Fleet Command II oversees five Major Naval Bases (Lantamal) which include Lantamal V in Surabaya, Lantamal VI in Makassar, Lantamal VII in Kupang, Lantamal VIII in Manado and Lantamal XIII in Tarakan.

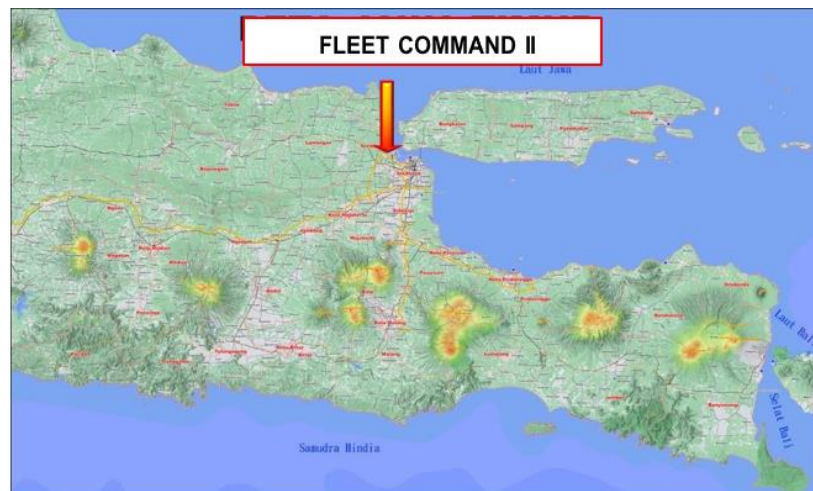


Figure 2. Java Island Map and Navy Fleet II Command Location (Koarmada II, Ujung Surabaya)

Mental Development of Soldiers.

The mental development of TNI soldiers is based on the Decree of the TNI Commander No. Kep 940 / XI / 2017 dated November 21, 2017 concerning the TNI Mental Development Master Manual "Pinaka Baladika". The development of soldiers in general is not only related to physical development, but also includes mental or psychiatric development. This is used as a standard in TNI personnel development activities. Both coaching is the right of soldiers, both must be given to them. Mental development is carried out through four aspects, namely spiritual mental development, ideology, fighting tradition and psychology. Based on the research results, the implementation of mental coaching in Koarmada II is currently emphasized more on spiritual mental coaching. This emphasis is because religion is the main life guide, through religious guidance will build strong motivation, which shapes the soul, has an impact on interactions both in organizations and in social life in society and the state. The material used as the basis for coaching, apart from being sourced from religious values, is also sourced from the ideological values of Pancasila and the doctrines of the TNI / Navy. Based on the results of interviews, researchers obtained data that mental coaching material has been determined according to leadership policy. Mental development of soldiers is a command function, so its implementation is the responsibility of the Commander / Head of the Work Unit of each Unit.

Mental coaching of soldiers is carried out at Fleet II Headquarters, in the Work Unit and at KRI. Spiritual mental coaching time on every Thursday morning before starting work, for other mental coaching according to the agenda of each Work Unit (Satker). Mental development activities of the Pancasila ideology and mental development of the Struggle Tradition are carried out at the Commander's Hour (Commander's Briefing), after the daily morning roll call at KRI or after the weekly roll call at the Ship Unit. Especially for psychological mental coaching carried out as needed, the location can be carried out at KRI, in the Unit

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or at the Subdisbintal Staff. In accordance with PHST (Daily Order of Permanent Nature), mental (spiritual) coaching activities are carried out in each unit or KRI every Thursday (a routine program, commonly called "religious kauseri") or in other predetermined places. Due to limited resources, currently Islamic spiritual mental development is carried out in the mosque on Thursdays, each unit or ship (KRI) sends 6 soldiers while for other spiritual mental development it adjusts

Profile of the Mental Development Office.

The mental development agency is the Mental Development Sub- Department, whose mission is to maintain the ethical and moral values of soldiers, to form individuals who have the nature of warriors and understand the TNI doctrine. Mental coaching material is presented through the lecture method or teaching and learning process, in a room or KRI or in an open field. In general, Subdisbintal carries out the task of maintaining, improving the mental condition of soldiers to be able to make adjustments to the demands of their duties and roles and responsibilities. The spiritual officer in charge is executor, assisted by spiritual noncommissioned officers. The main command of this body is the Head of Sub-District Intelligence of Koarmada II, as a facilitator of mental development activities for all Work Units. Kasubdisbintal is assisted by the Leadership Assistant Echelon consisting of four Section Heads, as well as service elements, namely the Head of Affairs.

Mental coaching management at the Koarmada II Command Headquarters has implemented management in accordance with the planning, organizing, implementing, and evaluating processes. The management process has not run optimally because there are still several important obstacles that must be faced. This organizational management process is needed to provide the stages of an activity in the organization so that goals can be achieved and measured. The aspects of mental development activities that have been carried out are in accordance with existing provisions which include, among others: a) Spiritual Mental Development, Spiritual mental development is carried out through fostering religious life in accordance with the religion embraced by soldiers. The more his devotion to God Almighty increases, it is expected that the mental quality of soldiers will also increase so that his morality is high, has a good attitude to life. Improving the quality of these soldiers will have a positive impact on supporting the implementation of the main task of the Navy which is efficient and effective; b) Ideological Mental Development, Ideological mental development is the second mental development organized in the development of soldiers. This coaching is all efforts, work and activities for mental development of the Pancasila ideology in the life of Soldiers as Pancasila people who have the spirit of Sapta Marga and uphold the Soldier's Oath; c) Mental Development of Struggle Tradition. Mental development of fighting tradition is all efforts, work and activities of mental development of fighting based on TNI values or doctrines such as Sapta Marga, the Soldier's Oath, and socio-culture that has become a TNI-AL tradition. The history of the fighting tradition cannot be separated from the reality of the present and the perspective of the future.

Mental Development

Psychological Mental Coaching. Mental psychological coaching or spiritual counseling, provides a spirit of motivation to be able to solve the problems faced in a good way. Spiritual officers provide spiritual guidance to soldiers who are experiencing problems so that soldiers can uphold religious and ethical values in finding solutions to the problems being faced.

Mental development cadres are unit staff who are specifically educated and trained fulfill the qualities mental development cadres Mental development cadres are resource persons for a commander, they will function to the extent necessary to fulfill their main responsibilities and positions. Basically, every officer is a cadre of mental coaches to realize the need for special efforts through education or mental coaching upgrading in stages. Mental coaching generally refers to moral values as the basic material for coaching. The structure of the material based on the components of mental coaching in the Navy, among others: a) Spiritual mental development is based on the value of religious teachings. b) Ideological mental development is based on the values of the Indonesian state ideology Pancasila. c) Mental development of a fighting tradition that is based on the cultural values and traditions of the Indonesian people.

Factors that are seen as hindering the implementation of soldiers' mental development include the following: a) Limited number of Mental Development Officers. Human resources (executors of mental coaches) are very limited, as a result some work units are unable to present them as presenters, so sometimes they have to invite presenters from outside the unit. In work units, the involvement of commanders or head of work units is required as a command function. Currently, the mental development process in the units is highly dependent on Subdisbintal. b) Dense operational activities. Busy activities of an immediate nature often interfere with the schedule of bintal activities, as well as the number of soldiers who are outside service or service elements in the field so that they cannot participate in mental development activities. Sometimes religious lecture activities that have been planned by inviting speakers from outside the unit cannot be implemented or canceled because they coincide with other activities.

Limited facilities in the Work Unit, limited facilities to accommodate a large number of personnel, not all work units have adequate room facilities, so sometimes the lecture is held in the field. There are several work units that are located far and separated from the Command Headquarters (several units and official), so the frequency of this guidance activity is also limited and some cannot even carry it out. The sensitivity and concern of the headquarters or commander will greatly affect mental development activities. The presence of the Commander and officers in mental development activities, in addition to being a

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control function for subordinate members, will better know the personality of each member. Factors that support the mental development of command functions in Koarmada II include:

The soldiers are people who have passed and tested starting from administrative, health, physical, mental and ideological selection. As soldiers, they have been bound by the Soldier's Oath, as soldiers and must not violate it, have moral and moral excellence, never give up. Soldiers have received education and understanding of the principles of doctrine, the value of struggle and its application at the level of the unit they will occupy. The existing worship facilities are a mosque with a capacity of around 800 people, this is a facility for lectures, training activities, for personnel who are Muslim. The multi-purpose building "Panti Cahaya Armada" with a capacity of about 1000 people is used for religious holiday activities. Close to Kodiklat Education Institution, education and training facilities are facilities needed in the learning process, so that education can run smoothly. The position of Koarmada II not far from the Kodiklat Education Institute opens up opportunities for learning outside the Fleet Command more easily. Informants and Resource Persons. Interviews in this study are an absolute requirement to obtain information from the sources/actors, namely the Commander of Fleet II Command, Commanders of Ship Units, Heads of Service, Headquarters Detachment Commanders, KRI Commanders and Soldiers.

From the research results that have been obtained, then discussed comprehensively with the following explanation: The purpose of mental development is to build the soldier's personality into a warrior person. Mental coaching is sought so that it can be effective and effective and can run well. So mental coaching is needed by every soldier, because it is very influential on their souls, because with lectures, warnings, advice will add insight, will increase knowledge, will remember what has been forgotten. Mental coaching is maintaining and improving the soldier's mentality so that it is always in prime condition, so that at all times it behaves well and correctly According to Hasibuan (2013), *maintenance*, which is an element of human resource management, is an activity to maintain or improve a person's physical, mental and loyalty conditions so that he remains able to work properly. The behavior of people who know the law, know the rules of discipline and other binding rules, is different from those who do not know them. Building an ideal mentality is not an easy matter. People who commit crimes are not because they do not understand that such acts are prohibited and must be avoided, but because they are unable to prevent themselves from committing such despicable acts. Certain offenses have not been committed but still commit other crimes that are no less dangerous. Evaluation of the implementation of mental development of soldiers at the Fleet II Command, the author uses the theory of Van Meter and Van Horn, namely by identifying factors that are obstacles and supporters.

A. Policy Size and Objectives

Policy measures point specific statements about procedures, and outputs. Objectives are directed at the desired future state to be realized. These standards and objectives are spelled out in a policy decision, policy maker statements, guidelines and regulatory documents. The basis of the soldier's mental development *process* is the Decree of the TNI Commander No. Kep 940/XI/2017 dated November 21, 2017 concerning the TNI Mental Development Master Manual "Pinaka Baladika". The purpose of mental training is to maintain and improve the quality of mental spirituality, ideology, and soldier's struggle. Building a stronger mentality in order to prepare the soldier's ability to carry out his duties as a person who is faithful and devoted to God Almighty, nationalist, militant, and has mental maturity. The concept that has become a guide for mental development of soldiers is quite complete, covering all aspects of life as a soldier or as a human being in general. What needs attention is that in the process of coaching in the field it is not enough just to strengthen theoretical studies, but more emphasis is placed on moral issues, which can affect the process of every action of all soldiers and their families.

Moral issues must be a topic that is always put forward. The problem that must be watched out for is that spiritual insights are taught normatively without any changes in accordance with the level of intelligence and maturity of the soldiers themselves. Therefore, renewal is needed in thinking about and teaching these insights, namely by thinking about spiritual development that reflects human responses to God's revelation, Allah SWT (Rahardjo 1983).

Koarmada II needs to pay serious attention to the implementation of spiritual mental development because there is a tendency in its implementation to still be carried out traditionally, which is only bound to oral interpretation alone. The obligation of unit commanders in the aspect of mental development of soldiers is to empower mental development institutions (Subdisbintal Disminpers Koarmada II) in synergy with those in the unit. Furthermore, by optimally empowering the personnel in the Unit or KRI as an assistant to Pabintal, or leaning on the upper command, side units or neighbors. The concept of spiritual mental development should not only introduce religion as religious education (Suprayogo 2010), but as a concept of moral or moral education.

B. Resources

The success of a policy process is highly dependent on the ability to utilize available resources. Humans are the most important resource in determining a successful policy process. According to Edward (1980), every policy must be supported by adequate resources, both human and financial resources. Both resources must be considered to support the existence of the implementor, because without the reliability of the implementor of a policy, the implementation will run slowly and seem

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makeshift. With the current limited number of mental coaches, mental coaching cannot be carried out in each work unit, but is carried out in the nearest mosque, church and temple by sending representatives of members from each work unit or KRI. According to the author's opinion, the results of this condition are not optimal, so the output of mental coaching is very lacking. Additional spiritual officers are needed to complete the vacant positions in Subdisbintal.

With this burden, either directly or indirectly, it will affect and even hinder the organization in achieving the effectiveness of its main tasks. Limited resources, both implementers and infrastructure, can be solved by regeneration through the concept of empowerment and debriefing. a) Empowerment Concept. A more human-centered approach to empowerment enables the development of self-potential. Creating a climate that allows a community to thrive. This concept can be applied by empowering all soldiers, whether officers, non-commissioned officers or enlisted men. They are selected through selection, then prepared as mental coaches in their respective work units through education and training at educational institutions (Kodiklatal). With this, the number of coaches will be sufficient, so that mental coaching activities can be carried out in units or KRI every week. b) Concept of Debriefing. Through the concept of debriefing all officers should gain comprehensive and integral knowledge in the mental development of soldiers. The output of this briefing is expected that mental development in the unit will be able to run in a planned, integrated and directed manner and involve all officers, both leadership and staff elements. Through this debriefing, it is also necessary to emphasize to the officers to hold a commitment at all times, that the mental health of soldiers is the responsibility of the leaders.

C. Characteristics (Consistency) of the Implementing Agency

Important competencies that must be possessed by the implementing agency are commitment, democracy and honesty. Implementers who have high commitment and honesty will always be enthusiastic in carrying out their obligations consistently. The realization of mental development activities, the authority, the responsibility for its implementation at each stratum level of assignment within the TNI is in the hands of the command holder As a policy implementing agency, Subdisbintal Koarmada II has implemented all the policy programs that have been determined, it can be seen from the planned programs that can be fully implemented in one fiscal year. However, the essence of what is implemented is still less aligned and cannot be followed optimally by each unit. Strong commitment is not enough from policy makers and implementing agents alone, but must be followed by all implementers, so that the program can run well to achieve the goals and objectives that have been set. There are 3 important things related to commitment that must be built and communicated continuously, namely: a) Concept of Balance. The existence of physical and spiritual balance, because these two things are the most basic capital in a soldier in order to be able to carry out his duties properly. The author concludes from the results of observations, that currently the development of the two components is less balanced, more dominant to physical development. The lack of mental coaches can be overcome by implementing the concept of empowerment, so that soldiers' mental development activities can be carried out in each work unit or KRI. b) Concept of Repetition Strength. The power of repetition is a learning technique that involves repeating certain information or skills at regular intervals, the more repetition, the better. Humans tend to forget things in a certain amount of time if they don't repeat them, so regular repetition is very important. In the mental development of soldiers, this concept is very appropriate to apply. Exploiting the power of repetition in mental coaching to understand the material will strengthen the knowledge on an ongoing basis.

D. Communication Between Implementing Agencies

Communication between implementing agents from both the Navy Headquarters level (Disbintal Headquarters) and the Koarmada II Kotama level (Subdisbintal) has gone well, the goals and objectives of the policy are conveyed by the Head of Subdisbintal Disbintal Headquarters so as not to hamper the course of coaching activities in the field, telegrams (ST) are issued relating to mental coaching activities and coordination is carried out in the form of coordination meetings

E. Disposition of Implementers

Subdisbintal will be able to carry out its functions well, if fully supported by the implementers. Implementers must share with target units, communicate with target groups. In supporting the policy implementing body, namely Subdisbintal, additional support from the implementers is needed, including Supervising Officer at KRI. Field coaches (KRI) must exist, namely on ships or in certain locations outside the unit with the decision of the local command / KRI. These executives are tasked with overseeing mental development activities and making reports to the upper command on an ongoing basis; Supervising Officer in the Unit. The author concludes that it is necessary to appoint a Staff officer in the Unit who is specifically tasked as a coach in the work unit who will control activities in the field and as a mediator with Subdisbintal. His duty is as a program assistant who intensively provides assistance to the implementers.

F. Economic, Social and Political Environment.

One of the tasks of mental development is to form creative and productive soldiers. Therefore, in fostering the soldier's mentality, it must be taken into account and dealt with the environmental development trends that occur, which can be discussed

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as follows: 1) Influence of Economic Environment. The evolving economic situation has an impact on the performance of an agency or individual. Currently the soldiers are still in good and normal condition, not to the extent that a condition cannot be fulfilled basic human needs. In general, economic conditions do not significantly affect the psychology of soldiers; 2) Social Environment Influence. The soldiers have received a rigorous military education with the expectation of having an attitude of discipline and resilience, they will be able to face the social conditions that develop in society. This is of great concern because psychological conditions will affect the quality of work; 3) Influence of Political Environment. The soldiers have understood the political interests of the country, so they will not touch practical politics, on the contrary, the TNI has understood correctly about its position in carrying out its duties as a state instrument in the field of defense. Soldiers also clearly understand the meaning of the task of maintaining state sovereignty is to carry out the mandate of securing the country's political interests.

Formulate a Soldier Mental Development Model.

Based on the results of the study, the researchers concluded that the occurrence of mental weakness, delinquency and violation of discipline at this time is caused by the role of mental coaching that is not really optimal. The strongest inhibiting factor affecting the successful implementation of soldiers' mental development is the condition of human resources and the attitude of the implementers as well as the lack of leadership role. The problem of limited human resources can be overcome with the concept of empowerment. Problems related to the attitude of the implementers, it is necessary to add one more variable, namely leadership, which acts as the spearhead in the implementation of mental coaching in each area of assignment (work unit/KRI). Leadership is one of the important variables of the Paul A. Sabatier and Daniel A. Mazmanian Theory (1983), which determines the success of the implementation of a public policy, namely the quality of the agency leader concerned. The intensity of this activity is largely determined by the concern and willingness of the leader or superior. The implementation of mental development is the responsibility of the commander/unit leader starting from the lowest to the highest level of unity. Thus, the addition of this leadership variable becomes a new governance model which, in the author's opinion, is more appropriate for the success of soldiers' mental development. The model can be described as follows:

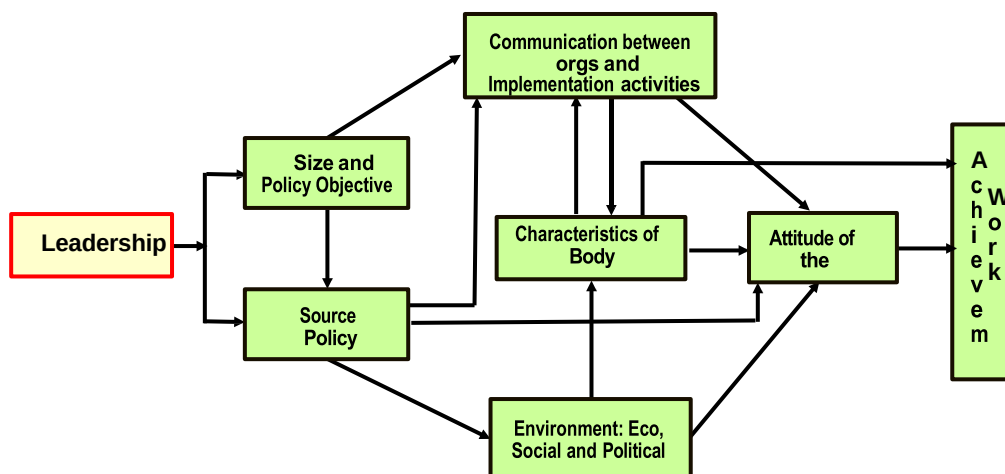


Figure 3. Policy Process Model of Soldier Mental Development Navy Fleet II Command

The successful implementation of mental development of soldiers is largely determined by leaders who are committed to these activities. Therefore, its implementation is the responsibility of the Commanders / Leaders of each Unit. The addition of the variable "Leadership" is expected to be an abstraction policy which basically intentionally done to achieve high performance of the policy process that takes place in the relationship of various variables, so leadership must be in the initial position which is the motor of other variables. This model must be managed properly, each variable is functioned and discussed thoroughly in accordance with their respective duties and responsibilities, synergizing compactly with other related variables, it will produce better performance than the previous condition. Many factors influence the high-low mental strength of soldiers, but the most important is leadership, because this factor greatly affects other performance

The commander as a coach or manager, he must master the functions of coaching which include planning, maintenance, control, supervision, always improving the results and usability. The commander as the holder of authority and power in their respective units, must coordinate and control all activities of the unit to achieve predetermined goals and objectives. In accordance with the concept of command function mental development (BFK), commanders/headquarters have an obligation as implementors or policy implementers in the mental development of their soldiers.

4. CONCLUSIONS

- 1) The concept of mental development of soldiers at the Fleet II Command, needs to be optimized by formulating the right

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model in accordance with the current condition of the soldiers.

- 2) Mental development of soldiers at the Fleet II Command has not been carried out optimally due to the limited resources of mental coaches and limited infrastructure in several work units.
- 3) The role of the commander has not been optimal in carrying out its function as the motor of mental development of soldiers, not all leaders really have knowledge about mental development management.

RECOMMENDATIONS

- a) The pattern of mental development of soldiers at the Fleet II Command should use the right policy process model by prioritizing leadership factors as the driving force for the implementation of mental development of soldiers. problem of limited mental coaches (spiritual officers) and limited infrastructure can be overcome by: Debriefing Concept. All officers as should get management briefing mental. Empowerment concept. Namely empowering soldiers who have abilities in the field of spirituality (religion). Empowering existing facilities at the Command Headquarters in supporting the implementation of mental development.
- b) The imbalance between mental (spiritual) development and physical development needs attention. Mental (spiritual) development is sought evenly for all soldiers to get the opportunity once a week

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