

Improving Human Resource Quality as a Key to Harmonizing Law Enforcement in Military Judicial Environment

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KEYWORDS:

Military Justice, Law Enforcement, Human Resources

ABSTRACT

Law enforcement in the military justice environment in Indonesia faces unique challenges, including legal gaps and inadequate quality of human resources (HR). This impacts the effectiveness of law enforcement and justice for members of the TNI. This research aims to explore the barriers to law enforcement in military courts and provide recommendations to improve the quality of human resources and the effectiveness of law enforcement. The research method used is normative legal research with statutory and conceptual approaches. Data collection was conducted through literature study and analysis of relevant legal documents. The results showed that there were several obstacles, including the lack of clear regulations, lack of qualified human resources, and disharmony between the military and general courts. Although legal procedures exist, their implementation is often hampered by lengthy bureaucracy and a lack of training for military legal personnel. This research recommends improved education and training, competency-based recruitment, and the development of an information management system for law enforcement efficiency. To improve the effectiveness of law enforcement in military courts, structural and substantial reforms need to be carried out, including improving the quality of human resources and harmonization between the military and general justice systems. These efforts are expected to create a justice system that is more responsive and accountable to the needs of society.

INTRODUCTION

Law enforcement within the military judicial environment possesses unique characteristics when compared to the general judicial system. One of the main differences is the adherence to strict military discipline, which often intertwines national security interests with the enforcement of legal rules (Barak et al., 2024; Jinping, 2017; Katzenstein, 2018; Rudenstine, 2016). In this regard, military justice faces serious challenges in maintaining the balance between strict enforcement of discipline and the protection of individual rights, especially for military personnel facing legal charges. Effective law enforcement within the military must be able to uphold rules consistently while still considering substantive justice that ensures the protection of the rights of all parties involved (Puspitasari, 2022).

However, in practice, there are several challenges that frequently arise in law enforcement within military justice. The issue of compliance with legal rules in the military environment is not always maximally enforced due to the influence of a strict military hierarchy. Sometimes, military personnel with higher ranks can have a significant impact on legal processes, leading to potential abuse of power or bias in legal decision-making. From an effectiveness standpoint, military judicial processes are often hampered by lengthy and inflexible internal bureaucracy, which decreases the timeliness of case resolution. The limited access to modern facilities or technology in case management further adds to the obstacles in enhancing the efficiency of law enforcement within the military. From a justice perspective, although there are clear legal standards, some cases raise concerns that military court proceedings may be less transparent and not entirely independent, especially when dealing with cases involving high-ranking military officials (Bagloee et al., 2016; Perez, 2024; Wager et al., 2021). This situation has sparked criticism from various quarters regarding the potential lack of accountability and equality before the law. The quality of human resources (HR) in military justice is a key aspect that affects the effectiveness and fairness of law enforcement. Currently, HR within military justice comprises military judges, military prosecutors, and other personnel with specific educational backgrounds and training. Most of them have legal education backgrounds, combined with military experience, allowing them to understand the unique characteristics of the cases adjudicated in military courts. Nevertheless, there are still gaps in technical competencies and adequate career development for these personnel.

Indonesian National Armed Forces (TNI) soldiers, as the main element in the national security and defense of the Republic of Indonesia, are part of society who are also subjects and objects of the application of the law (Haripin et al., 2020; Reza, 2017; Sungkono et al., 2024). As part of the national defense system, TNI soldiers fall under the jurisdiction of military criminal law and general criminal law. This means that every TNI soldier is required to comply with, respect, and uphold the applicable laws, both in military and civilian domains. The implementation of this obligation necessitates legal instruments that function to enforce the law and maintain discipline within the military environment. These instruments are imperative and serve as coercive tools to ensure that justice, truth, and order within the military can be realized. Military courts in Indonesia are established as entities separate from general courts. (Syawal Abdulajid, 2010) This is based on the understanding that the military community is a specialized group that requires high levels of discipline and morality. This discipline must be maintained to ensure the operational readiness of soldiers in carrying out various state tasks. The separation between military courts and general courts is also deemed necessary so that the law enforcement system within the military can be effectively implemented without compromising the morale of the soldiers. If there is interference from civil courts in the legal processes within the military, it is feared that this could diminish fighting spirit and create doubt among soldiers, which may ultimately threaten national security (Asmariah & Kusnadi, 2023; Prakasa, 2021; Riyadi et al., 2024; Sembiring et al., 2024).

Comparisons can be made with the military justice system in other countries, such as the United States, where the military is considered a very specialized community. In that country, civil courts are not allowed to interfere directly in military affairs, as this is believed to undermine the morale of soldiers and disrupt their operational readiness. In this context, the military is maintained as an entity with its own internal judicial system to protect the discipline and efficiency of the forces. Meanwhile, the military judiciary in Indonesia is established based on the provisions in Article 24 Paragraph (4) of the 1945 Constitution. This article states that judicial power is held by the Supreme Court and the judicial bodies under it, including general courts, religious courts, military courts, and administrative courts. This provision is further reinforced by amendments

through Law Number 48 of 2009 on Judicial Power, which replaced Law Number 4 of 2004. One significant change contained in Law Number 48 of 2009 is the clarification of the authority of military courts, which is to adjudicate legal violations committed by TNI soldiers.

In 2004, the government and the DPR passed Law Number 34 of 2004 concerning the Indonesian National Armed Forces (TNI), one provision of which, Article 65 Paragraph (2), states that TNI soldiers are subject to military courts for military criminal offenses, while for general criminal offenses, they are subject to general courts. This provision is a manifestation of the reform mandate reflected in MPR Decree Number VII/MPR/2000, which explicitly states that TNI soldiers who commit general criminal offenses fall under the jurisdiction of general courts, while military courts only handle offenses related to military crimes. This rule is seen as an effort for reform to strengthen civilian supremacy and separate the role of the military in civilian affairs, in line with democratic principles that strive to uphold the rule of law. Nevertheless, the emergence of Article 65 Paragraph (2) has sparked debate among the public, the government, and the DPR, as it is perceived to potentially reduce the power and authority of military courts (Bukhari & Abudan, 2019).

The military judiciary, in terms of technical, administrative, and financial aspects, is under the Supreme Court and has the authority to adjudicate criminal cases as well as disputes that occur within the military environment, specifically involving TNI soldiers. The jurisdiction of military courts is regulated by Law Number 31 of 1997 concerning Military Justice, which is specific in nature and supersedes general regulations based on the principle of *lex specialis derogat lex generalis*. According to this law, military courts have the authority to adjudicate offenses committed by TNI soldiers, including administrative disputes within the scope of the TNI. In certain cases, the jurisdiction of military courts can also be expanded in accordance with a joint decision by the Commander of the TNI and the Minister of Law and Human Rights.

A TNI soldier who commits an offense, whether a military or general criminal offense, not only faces imprisonment but also additional sanctions. These sanctions include bans on participating in military education, delays in promotions, and a cessation of job promotions for a specified period. In some cases, the guilty soldier may even be dismissed dishonorably from military service. Although general and military criminal offenses have different characteristics, to date, all offenses committed by TNI soldiers are still tried in military courts regardless of the nature of the violation. Military courts adhere to the principle of "in persona," which states that their jurisdiction is based on the status of the offender as a TNI soldier. However, the handling of general criminal offenses by military courts creates potential disharmony within the legal system. Ideally, general criminal offenses committed by TNI soldiers should be addressed by general courts in line with the principle of civilian rule of law. The current system, where TNI soldiers are always tried by military courts, is not fully in harmony with the reform spirit that calls for a clear separation between military and civilian jurisdiction. This inconsistency highlights the disharmony between the roles of military courts and general courts in addressing legal violations, thereby presenting challenges in achieving balanced justice between the two legal systems.

This research breaks new ground by identifying and analyzing in depth the challenges faced in Indonesia's military justice system, particularly in the context of law enforcement. Unlike previous studies, this research highlights the role of human resource quality and its impact on the effectiveness of law enforcement, as well as providing concrete solutions to improve the competence and integrity of military personnel. The purpose of this study is to evaluate and provide recommendations for the improvement of the military justice system in Indonesia. This research aims to identify factors that hinder effective and fair law enforcement, as well as propose

strategic steps that can be taken to improve the quality of human resources and harmonization between military and general courts.

RESEARCH METHOD

The normative juridical research method is an approach aimed at examining applicable legal norms, emphasizing written legal sources such as legislation and doctrine. In this research, a legislative approach is used to analyze relevant legal rules, particularly those related to the topic being studied, such as laws, government regulations, and court decisions. This approach allows researchers to investigate how the laws are interpreted and applied in real cases. Additionally, a conceptual approach is undertaken to examine the legal concepts underlying various existing norms or legal rules. This approach is essential in building a deep understanding of key concepts in law, such as justice, rights, obligations, and authority, which are then related to the application of applicable legal norms. The combination of these two approaches helps to systematically explore, explain, and critique legal norms while providing a more in-depth analysis of the legal issues raised in the research.

RESULTS AND DISCUSSION

Disharmony of Jurisdiction Between Military and Civil Courts in Handling Criminal Offenses Committed by TNI Soldiers

The existence of military courts is crucial for enforcing laws specific to military personnel. The unique military education pattern shapes the mindset, actions, and attitudes of soldiers to be more pragmatic and aligned with their duties as guardians of national sovereignty. Therefore, in addition to the general law that applies, special laws and courts are needed to regulate the military environment. One of the factors influencing the effectiveness of law enforcement against general criminal offenses committed by TNI soldiers in military courts is the substantive law aspect. This aspect includes the application of legislation, which is a key factor in the continuity of law enforcement.

In this context, there are several principles that need to be considered to ensure that applicable laws can provide a positive impact and achieve their objectives effectively. One such principle is that laws cannot be applied retroactively; that is, laws only apply to events that occur after the law has been enacted. Additionally, laws issued by higher authorities have a higher standing. Specific laws can also override general laws, provided they are made by the same legislative body. Furthermore, newer laws can revoke older laws. All these principles aim to ensure that laws can serve as an effective means to achieve community welfare in both spiritual and material terms.

However, there are often issues in the application of laws, particularly concerning the lack of implementing regulations to support the implementation of these laws. For instance, in Law Number 31 of 1997 concerning Military Courts, there are several articles that require implementing regulations, such as those relating to organizational structure, dismissal procedures, and compensation amounts. The lack of these implementing regulations can hinder the effectiveness of the law, resulting in military courts not achieving their objectives optimally. The absence of clear regulations can lead to confusion in legal application, impacting justice for TNI soldiers involved in criminal offenses.

Moreover, there are still gaps in regulations that have yet to be filled, such as when the

Commander of Papera or Ankum does not promptly submit evidence that is part of the inventory of the unit or service. Various reasons can obstruct the submission of such evidence, whereas quick access to evidence is crucial for investigators to expedite the investigation process. Success in resolving a criminal case often depends on how quickly evidence is handled. If evidence is not processed promptly, there is a significant risk that it may be contaminated or lost, ultimately harming law enforcement efforts. Another obstacle in concluding criminal cases is the lack of clear regulations regarding how long a case stays in Papera. This often results in Decisions on Case Submissions that must return to the Military Prosecutor taking a very long time. Such delays not only hinder the performance of the Military Prosecutor's Office and Military Courts but can also be detrimental to the suspect. According to applicable legislation, military members involved in criminal cases are not allowed to be transferred, proposed for education, or obtain positions or promotions until their legal issues are resolved. Delays in this legal process due to slow evidence submissions and inefficient procedures can disrupt the suspect's career and welfare, necessitating improvements in the regulation and implementation of legal procedures within military courts.

The provisions contained in material law, such as the Military Penal Code (KUHMP), are inherited from the legal system implemented by the Dutch East Indies Government. This code was previously enforced for the Royal Dutch East Indies Army (KNIL) and was regulated in the Wetboek van Militair Strafrecht (Stb 1934 No. 167), which later underwent changes through Law Number 39 of 1947 of the Republic of Indonesia. Consequently, several provisions within it are no longer relevant to the context and spirit of the Indonesian National Armed Forces (TNI). For example, a TNI soldier who commits an offense by deserting or abandoning their duty without permission for three days must be processed through a Military Court, even though this offense should be resolvable through disciplinary law. According to Law Number 26 of 1997 concerning Soldier Discipline, offenses punishable by disciplinary sanctions are only those threatened with a maximum prison sentence of three months. This situation indicates that the existing legal mechanism is neither effective nor efficient within a military context.

Consequently, there is an urgent need to reform the structure, substance, and culture related to military justice, allowing it to refer to the repositioning and redefinition of the TNI's role within society. Meanwhile, formal criminal law has been updated through Law Number 31 of 1997, which replaced an earlier regulation. However, problems arise as there still have been no implementing regulations to date. According to research, five Government Regulations and 19 Commander Decisions are needed to implement this Law effectively and efficiently. This situation indicates that although the law has been established, its implementation remains hindered by the lack of clear operational guidelines.

Furthermore, in terms of criminal enforcement, the provisions still in use refer to old regulations, namely Stbl. 1934 No. 169, which has been amended and supplemented by Law Number 41 of 1947 concerning Military Corps. These provisions are no longer relevant to the conditions and needs of TNI soldiers, especially when linked to the purposes of punishment and human rights. The term "military" is often interpreted negatively, giving the impression that the purpose of punishment is retributive. In this context, Law Number 12 of 1995 changed the term "prison" to "correctional facilities," reflecting a paradigm shift that emphasizes rehabilitation and reintegration rather than mere punishment.

organization of Personnel and Equipment Structure Lists (DSPP) and issues concerning the retirement age of TNI soldiers. Currently, the filling of structural positions in military courts, which include the Main Military Court, three High Military Courts, and 19 Military Courts, is only around 60 percent of the total personnel needs established. This results in a shortage of experienced personnel with adequate capabilities. Moreover, with the retirement age for officers set at 58 years, the reduction in the number of personnel holding ranks of Lieutenant Colonel and Colonel is unavoidable. The absence of experienced personnel undoubtedly impacts the performance of military courts, given that higher-ranking officers typically possess more experience and maturity in legal practice.

The factors of rank and echelon within the military also affect the performance of military law enforcement in carrying out their duties. This influence can have positive effects if superiors understand and master military law. Conversely, if the superiors do not have adequate understanding, the use of their authority and rank can lead to negative impacts on law enforcement. However, interviews with military judges indicate that they can perform their duties without being influenced by rank hierarchy. An interesting example arose when a two-star regional commander (Major General) attempted to pressure a Colonel judge to ensure that his subordinate involved in a criminal case did not receive a heavy sentence. Despite the pressure, the judge adhered to his principles and rendered a decision that was harsher than the prosecution's demands, including dismissing the defendant from military service. The judge maintained his belief that the freedom to make decisions is guaranteed by law, with accountability for his decisions only to God Almighty.

Additionally, in the military criminal justice system, there is a different personnel development pattern compared to the general judicial system, namely the zig-zag or married system. For instance, a court clerk can switch roles and be appointed as a prosecutor, while a judge must gain experience as a prosecutor, clerk, or legal advisor in each military branch before being appointed as a judge. This personnel development system offers advantages in terms of both effectiveness and efficiency while enriching the knowledge and experience of law enforcement personnel in administering justice. Moreover, the proximity of the court and prosecutor's office facilitates coordination and synchronization between law enforcement agencies.

On the other hand, the performance of the Military Court can resolve more than one case in a single day, demonstrating a high level of productivity. Military Courts are capable of concluding more than 20 cases each month, reflecting a significant achievement in terms of case resolution. However, it is important to note that the military court system operates based on command, where important decisions, particularly those relating to military interests, must be approved by the TNI Commander as the highest commanding officer. If a case is deemed detrimental to military interests, it may be closed in favor of military interests.

The provisions of military criminal procedure law, especially those stated in Article 126 of Law Number 31 of 1997, specify that in certain cases, the TNI Commander may consider closing a case if deemed necessary for the interests of the public or military interests. Before making a decision, the Commander must hear from the TNI Attorney General and other officials if necessary. Closing a case for legal or public/military interest means that the investigation or prosecution of that case is halted and not forwarded to the court. Several reasons for closure include lack of sufficient evidence, the matter not constituting a criminal offense, expiration, the death of the accused, or cases that have been settled outside of court. Thus, the closure of cases demonstrates the complex interaction between legal interests, public interests, and military interests in the context of military criminal justice.

Obstacles related to human resources (HR) in military courts often serve as determining factors in the effectiveness of law enforcement within that environment. One of the main challenges is the lack of qualified personnel with adequate experience in military law. According to recent data, the filling of structural positions in military courts remains at around 60 percent of the total required personnel. This situation is exacerbated by the retirement age limit for officers set at 58 years. The reduction in the number of experienced personnel, especially at higher ranks such as Lieutenant Colonel and Colonel, will lead to a deficiency in law enforcement capacity, given that they possess more in-depth experience and understanding regarding applicable legal practices.

Inadequacy in the number of experienced HR personnel also implies a lack of managerial and leadership skills in military courts. When senior and experienced personnel retire, it becomes difficult for the institution to find replacements with the same skills and understanding. This not only disrupts appropriate decision-making processes but also affects the morale and work spirit of the remaining personnel. Furthermore, the hierarchical nature of ranks within the military that often influences decision-making also poses a barrier. When superiors do not understand or overlook relevant legal aspects, it can result in unjust decisions or even abuse of power, ultimately eroding trust in the military justice system.

Training and education aspects also contribute to HR constraints. Although efforts are made to enhance personnel competence through education and training, not all military personnel receive equal opportunities. Inadequate training programs not tailored to specific needs in military law can result in personnel being less prepared to face existing challenges. Additionally, high personnel mobility within the zig-zag system—where a judge can switch roles to become a prosecutor or vice versa—can hinder specific expertise in certain fields, potentially lowering the quality of law enforcement. The organizational culture in military courts that tends to prioritize command can also obstruct effective HR development. In many cases, decisions to close cases for military interests may pressure personnel and render them powerless in executing their duties independently. When decision-making is more influenced by the interests of superiors or command rather than legal principles, it can diminish personnel motivation to perform their functions effectively.

Strengthening the Quality of Human Resources in Military Courts to Enhance Law Enforcement Effectiveness and Create Harmony with the General Justice System

Legal vacuums within the military justice system often pose serious challenges that hinder the effectiveness of law enforcement in the military environment, compounded by deficiencies in the quality of human resources (HR) involved. In many cases, existing regulations are inadequate to address the dynamics and complexities of emerging cases, while the implementation of laws is frequently hampered by a lack of adequately knowledgeable and skilled personnel. Many regulations have not been well implemented, creating legal gaps that can be exploited and diminishing public trust in military courts. Furthermore, the lack of proper training and experience among military legal personnel can lead to errors in law enforcement, ultimately harming the accused and worsening the existing legal situations.

Comprehensive military legal education is essential for enhancing the quality of human resources within military courts. By providing an in-depth understanding of applicable laws, procedures, and ethics, this education not only equips judges, prosecutors, and military legal staff with the necessary knowledge but also helps shape the professional attitudes required in law enforcement. Continuous training programs are crucial in keeping military legal officers updated

on the latest developments in law, including frequently changing regulations and policies. Additionally, collaboration with higher education institutions can serve as a solution to enhance the competencies of military legal personnel. Through this cooperation, seminars, workshops, and relevant internship programs can be organized, which in turn can enrich the insights and practical skills of legal personnel.

The recruitment and selection of quality personnel are fundamental steps in creating an effective military justice system. Clear and stringent selection criteria are essential to ensure that the selected personnel possess adequate qualifications in terms of education and experience. Competency- and integrity-oriented recruitment policies will not only bring in individuals with expertise but also those with attitudes and ethics aligned with military values. Moreover, diversifying educational backgrounds will create broader perspectives in decision-making and case handling. With a variety of perspectives, it is hoped that more innovative and effective solutions can be developed to address complex legal issues within the military environment.

Career development and job mobility within the military justice system need to be managed through a clear and transparent system. A structured career development system will provide opportunities for personnel to improve their competencies and positions without neglecting the efficiency of task execution. Proper placement of positions according to expertise and experience is crucial to ensure that each personnel can contribute optimally. Furthermore, mobility policies that support knowledge and experience enhancement will help create a dynamic work environment that is responsive to existing challenges. Consequently, effective career development will positively impact not only individuals but also the overall performance of military courts, ultimately contributing to better and fairer law enforcement.

The welfare and motivation of personnel are important aspects that directly influence performance in military justice. To support the mental and physical health of personnel, comprehensive welfare programs need to be implemented. These programs can include health facilities, access to psychological counseling, and physical activities that promote healthy lifestyles. By ensuring that personnel feel healthy and prosperous, it is expected that they can carry out their duties with greater focus and efficiency. Additionally, attractive incentives should be provided to enhance the motivation and performance of personnel. These incentives could take the form of additional allowances, bonuses, or opportunities for further education that enrich their competencies. Providing recognition for outstanding achievements in law enforcement is also a way to motivate personnel, honoring their hard work and fostering a spirit of healthy competition within the workplace.

In today's digital era, enhancing technology and information systems in military courts is crucial for improving the efficiency and effectiveness of law enforcement. Implementing a judicial management information system will facilitate access to data and information for all involved personnel. This system will not only reduce the time required to access information but also improve accuracy and transparency in data management. The use of technology in court processes, such as audio-visual systems for recording hearings, can expedite proceedings and minimize errors. Furthermore, training on technology for personnel is also very important. By providing the right knowledge and skills, personnel will be better prepared to utilize technology in their daily tasks, enhancing performance and facilitating law enforcement processes.

Harmonizing military and general courts is a strategic step toward creating alignment between the two legal systems. The differing legal procedures between military and civil courts often lead to difficulties in coordination and understanding. Therefore, it is important to develop a

clear strategy to achieve this alignment. Information exchange and best practices between the two judicial systems should be enhanced to mutually support and strengthen one another. Developing communication forums between military and civil courts is also essential for facilitating dialogue and collaboration. This forum can serve as a platform to discuss issues faced by both systems and seek solutions that can be implemented jointly. With effective harmonization, it is hoped that law enforcement in the military environment can be more effective and fair, in accordance with the legal principles applicable in the general society.

CONCLUSION

Legal vacuums and barriers to law enforcement in Indonesia's military judiciary present serious challenges that need to be addressed promptly. Various obstacles, such as unclear regulations, a lack of qualified human resources, and a system that is not harmonized with the general judiciary, result in an ineffective and inefficient law enforcement process. These deficiencies not only hinder the resolution of cases but also potentially infringe upon individual rights, including those of military members involved in criminal cases. Without clear regulations and adequate human resources, the military judiciary struggles to function effectively, ultimately leading to negative implications for the integrity and public trust in the judicial system itself.

To address these issues, various efforts must be undertaken to strengthen the quality of human resources and enhance the effectiveness of law enforcement in military courts. Comprehensive education and training, competency-oriented recruitment, and welfare programs that support the mental and physical health of personnel are strategic steps that must be implemented. Additionally, improving information technology systems and harmonizing military and general courts are key to creating alignment and efficiency in law enforcement. By consistently implementing these efforts, it is hoped that the military judiciary can operate more effectively, accountably, and responsively to societal needs, while also contributing to a broader justice framework in the context of law in Indonesia.

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