



Personnel Development Strategy in Improving the Performance of Territorial Personnel: A Qualitative Study at Kodim 0803 Madiun

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ABSTRACT: Human resources constitute a strategic asset that determines organizational effectiveness, particularly within military institutions that perform territorial functions. The increasing complexity of territorial duties requires personnel to possess not only technical military competence but also leadership, communication, discipline, and community empowerment capabilities. This study aims to analyze the personnel development strategies implemented by Kodim 0803 Madiun in improving the performance of territorial personnel. A qualitative descriptive approach was employed to explore personnel development practices within the organization. Data were collected through in-depth interviews, observation, and document analysis involving key informants consisting of the Commander of Kodim, territorial officers, personnel officers, intelligence officers, Koramil commanders, and Babinsa. The findings indicate that personnel development is implemented through six integrated strategic dimensions: competency development, mental and disciplinary development, leadership development, career development, strengthening territorial functions, and continuous performance evaluation. Competency development is conducted through education, training, and technical exercises, while mental and disciplinary development strengthens integrity, professionalism, and organizational commitment. Leadership strategies emphasize coaching, mentoring, supervision, and exemplary leadership. Career development supports motivation through education opportunities, promotion, and competency-based placement. Territorial capability is strengthened through social communication, territorial resilience development, community empowerment, and collaboration with local stakeholders. Finally, systematic performance evaluation enables organizational learning and continuous improvement. The study concludes that integrated personnel development strategies significantly contribute to enhancing the professionalism and effectiveness of territorial personnel in carrying out territorial development functions. The findings provide practical implications for strengthening human resource management within territorial military organizations and contribute to the broader literature on strategic public sector human resource development.

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INTRODUCTION

Human resources represent one of the most valuable organizational assets in achieving institutional objectives effectively and sustainably. The quality of organizational performance depends not only on organizational structures and technological resources but also on the competence, discipline, professionalism, and commitment of personnel. Within military organizations, human

resource development becomes even more critical because personnel directly determine operational readiness, territorial stability, and organizational effectiveness.

The Indonesian Army (Tentara Nasional Indonesia Angkatan Darat/TNI AD) performs a strategic role not only in national defense but also in territorial development through the Territorial Command System. District Military Commands (Komando Distrik Militer/Kodim) function as territorial organizations responsible for implementing territorial development programs, strengthening civil–military relations, maintaining regional stability, and supporting national development. Territorial officers, particularly Babinsa, serve as the primary interface between the military and local communities. Consequently, improving the competence and professionalism of territorial personnel has become increasingly important amid evolving security challenges and growing public expectations.

Contemporary territorial environments require military personnel to perform multidimensional responsibilities extending beyond conventional defense activities. Territorial officers are expected to possess communication skills, leadership capability, conflict management competence, community empowerment capacity, and adaptive decision-making abilities. Such responsibilities require comprehensive personnel development strategies integrating education, training, leadership development, character building, career management, territorial capability enhancement, and systematic performance evaluation.

Strategic management literature consistently emphasizes that organizational competitiveness depends on effective long-term planning and optimal allocation of organizational resources. Likewise, human resource management scholars argue that personnel development through education, competency improvement, motivation, discipline, and objective performance appraisal significantly enhances organizational effectiveness. In military organizations, these principles are complemented by institutional values emphasizing discipline, loyalty, integrity, and leadership as essential foundations of professional military performance.

Although previous studies have demonstrated positive relationships between human resource development and organizational performance, empirical research focusing specifically on personnel development within territorial military organizations remains limited. Most existing studies examine government agencies, educational institutions, or private organizations, while relatively little attention has been devoted to military territorial commands operating directly within communities. This research gap indicates the need for empirical studies exploring how personnel development strategies are implemented within territorial organizations and how these strategies contribute to improving personnel performance.

Kodim 0803 Madiun provides an appropriate setting for examining this issue because it represents a territorial command responsible for implementing integrated personnel development while simultaneously conducting territorial operations throughout its jurisdiction. Personnel development within the organization encompasses competency enhancement, mental and disciplinary guidance, leadership development, career management, strengthening territorial functions, and continuous performance evaluation. These integrated strategies are expected to improve both individual competence and organizational effectiveness.

Accordingly, this study aims to analyze personnel development strategies implemented by Kodim 0803 Madiun in improving the performance of territorial personnel. The study contributes theoretically by enriching the literature on strategic human resource management within military organizations and contributes practically by providing recommendations for strengthening personnel development policies within territorial commands.

METHODOLOGY

This study employed a qualitative research design using a descriptive approach to obtain an in-depth understanding of personnel development strategies implemented by Kodim 0803 Madiun in improving the performance of territorial personnel. A qualitative approach was selected because the study sought to explore organizational practices, leadership strategies, and personnel development processes within their natural setting. This approach enables researchers to interpret participants' experiences, perceptions, and organizational behaviors comprehensively while considering the contextual characteristics of military organizations.

The research was conducted at Kodim 0803 Madiun, East Java, Indonesia, one of the Indonesian Army's territorial commands responsible for implementing territorial development and personnel management. The research site was selected purposively because the organization actively conducts personnel development programs involving territorial officers, particularly Babinsa, in supporting territorial operations and community development.

The study focused on six dimensions of personnel development strategy: (1) competency development, (2) mental, disciplinary, and character development, (3) leadership strategy, (4) career development, (5) strengthening territorial development functions, and (6) performance evaluation and supervision. These dimensions were selected because they represent the principal components of personnel development within the Indonesian Army's territorial command system.

Informants were selected using purposive sampling based on their responsibilities and direct involvement in personnel development activities. The participants consisted of the Commander of Kodim 0803 Madiun, Territorial Staff Officer (Pasiter), Personnel Staff Officer (Pasi Pers), Intelligence Staff Officer (Pasi Intel), several Koramil Commanders (Danramil), and Village Supervisory Non-Commissioned Officers (Babinsa). These informants were considered capable of providing comprehensive information regarding personnel development policies, implementation processes, leadership practices, and organizational performance.

Data were collected using three complementary techniques. First, in-depth interviews were conducted to obtain detailed information regarding personnel development strategies, organizational challenges, leadership practices, and performance improvement efforts. Second, participant observation was carried out to examine personnel activities, leadership interactions, disciplinary practices, and territorial development programs within the organizational setting. Third, document analysis was conducted by reviewing organizational documents, personnel development guidelines, training reports, performance evaluation records, and relevant military regulations to strengthen data triangulation.

Data analysis followed the interactive model proposed by Miles, Huberman, and Saldaña, consisting of four interrelated stages: data collection, data condensation, data display, and conclusion drawing/verification. During the analysis process, interview transcripts, observation notes, and documentary evidence were systematically coded and categorized according to the six strategic dimensions investigated. Themes emerging from multiple data sources were compared continuously to identify consistent patterns and relationships explaining how personnel development strategies contributed to improving territorial personnel performance.

To ensure the trustworthiness of the findings, the study employed several validation techniques, including source triangulation, method triangulation, prolonged engagement, member checking, and peer discussion. Source triangulation was achieved by comparing information obtained from different categories of informants, while method triangulation involved integrating interview, observation, and documentary evidence. Member checking was conducted by confirming preliminary interpretations with selected participants to ensure the credibility and accuracy of the findings. These procedures enhanced the credibility, dependability, confirmability, and transferability of the research results.

Overall, the methodological framework enabled a comprehensive understanding of personnel development strategies implemented within Kodim 0803 Madiun and provided empirical evidence regarding their contribution to enhancing the competence, professionalism, discipline, and operational performance of territorial personnel.

RESULTS AND DISCUSSION

1. Competency Development Strategy

The findings indicate that competency development constitutes the primary strategy implemented by Kodim 0803 Madiun to enhance the performance of territorial personnel. Competency development is not limited to improving military technical skills but also encompasses strengthening communication abilities, territorial analysis, leadership capacity, problem-solving skills, and adaptability in responding to increasingly dynamic community conditions. Considering that territorial personnel interact directly with local communities and government institutions, comprehensive competency development has become an essential prerequisite for effective territorial operations.

The implementation of competency development at Kodim 0803 Madiun is conducted through continuous education, military training, technical exercises, professional development programs, and regular evaluations of personnel capabilities. Routine territorial exercises are organized to improve the operational readiness of Babinsa and other territorial officers in executing territorial development functions. In addition, commanders encourage personnel to participate in specialized military courses, professional education programs, and technical guidance activities designed to strengthen both operational competence and managerial capacity. This systematic approach demonstrates that personnel development is integrated into the overall organizational strategy rather than being treated as an isolated administrative activity.

The research also reveals that competency development extends beyond formal training activities. Leadership mentoring, coaching, field supervision, and knowledge sharing among senior and junior personnel represent important mechanisms for transferring practical knowledge and organizational experience. Such approaches enable territorial personnel to continuously improve their capability in conducting social communication, identifying emerging security issues, resolving community conflicts, and supporting local government development programs. Consequently, competency development becomes an ongoing learning process that strengthens both individual capability and organizational effectiveness.

These findings support the competency theory proposed by Spencer and Spencer, who argue that competency represents an underlying characteristic of individuals that significantly influences superior job performance. Competency consists not only of knowledge and technical skills but also includes motives, self-concept, values, and behavioral characteristics that determine successful performance. Therefore, organizations capable of systematically developing employee competencies are more likely to achieve higher organizational effectiveness and sustainable performance improvements.

The results are also consistent with strategic human resource management theory, which emphasizes that continuous investment in education and training contributes directly to organizational competitiveness. Hasibuan argues that personnel development should focus on enhancing technical, conceptual, and moral competencies through systematic education and training programs. Similarly, Siagian emphasizes that competency development represents a continuous organizational process designed to improve employee knowledge, skills, attitudes, and professionalism. These theoretical perspectives reinforce the importance of implementing structured competency development programs within military organizations to achieve long-term organizational objectives.

Furthermore, the findings correspond with recent empirical studies demonstrating that competency-based human resource development significantly improves employee productivity and organizational performance. Previous studies have shown that

organizations implementing continuous education, professional training, competency mapping, and performance-based development programs experience higher levels of employee effectiveness, service quality, and institutional performance. These findings indicate that competency development should be viewed as a strategic organizational investment rather than merely fulfilling administrative training requirements.

Within the context of territorial military organizations, competency development possesses unique characteristics compared with civilian organizations. Territorial personnel are expected to master military operational competencies while simultaneously developing interpersonal communication, community engagement, conflict prevention, territorial intelligence, and collaborative governance capabilities. Such multidimensional competencies enable territorial personnel to perform effectively as facilitators, coordinators, and partners of local communities in maintaining regional stability and supporting national development.

The study therefore concludes that competency development constitutes the foundation of personnel development strategies implemented by Kodim 0803 Madiun. Continuous education, professional military training, leadership mentoring, competency evaluation, and practical learning experiences collectively strengthen the professionalism, adaptability, and operational readiness of territorial personnel. These integrated competency development initiatives ultimately contribute to improving organizational performance, enhancing territorial effectiveness, and strengthening civil–military relations within the territorial command system.

2. MENTAL, DISCIPLINE, AND CHARACTER DEVELOPMENT STRATEGY

The findings reveal that mental, disciplinary, and character development represents one of the most fundamental components of personnel development within Kodim 0803 Madiun. Unlike civilian organizations that primarily emphasize technical competence, military organizations require personnel to demonstrate integrity, discipline, loyalty, responsibility, and moral commitment as essential elements of professional performance. Consequently, personnel development at Kodim 0803 Madiun is designed not only to improve operational capability but also to strengthen military values and ethical behavior that support the successful implementation of territorial duties.

The study found that mental and disciplinary development is implemented through several integrated activities, including daily morning assemblies, command briefings (*Jam Komandan*), periodic mental guidance, religious and ideological development, enforcement of military discipline, and continuous supervision by commanding officers. These activities are conducted regularly to reinforce organizational values, strengthen soldiers' commitment to military regulations, and cultivate professional attitudes when interacting with communities. Such routines also function as organizational communication mechanisms through which commanders provide guidance, evaluate personnel readiness, and motivate soldiers to improve their performance.

One important finding of this study is that exemplary leadership plays a crucial role in shaping personnel discipline and character. Informants consistently emphasized that commanders who demonstrate professionalism, fairness, consistency, and personal integrity significantly influence subordinate behavior. Rather than relying solely on disciplinary sanctions, leaders at Kodim 0803 Madiun prioritize preventive approaches through coaching, counseling, motivation, and personal example. This leadership approach encourages personnel to internalize organizational values voluntarily, thereby creating stronger commitment and self-discipline in carrying out territorial responsibilities.

The research further indicates that character development contributes directly to improving public trust. Territorial personnel frequently interact with local communities through social communication programs, territorial resilience activities, disaster response, and community empowerment initiatives. Therefore, courteous behavior, effective communication, empathy, and professional ethics become critical competencies alongside military capability. Personnel who demonstrate integrity and professionalism are more capable of establishing constructive relationships with community leaders, local governments, and other stakeholders, thereby strengthening civil–military cooperation within the territorial command system.

These findings are consistent with Siagian's perspective that discipline represents a determining factor of organizational effectiveness because disciplined employees demonstrate greater responsibility, productivity, and commitment toward organizational objectives. Similarly, Hasibuan argues that personnel development should integrate technical competence with moral development and work discipline to produce professional human resources capable of supporting organizational performance. Within military institutions, these principles are reinforced through systematic character education, ideological guidance, and organizational traditions designed to preserve institutional values and military professionalism.

The findings also support contemporary human resource management theories emphasizing the importance of organizational culture in improving employee performance. Organizations possessing strong institutional values, ethical leadership, and consistent disciplinary systems generally achieve higher levels of organizational commitment, employee satisfaction, and operational effectiveness. In military organizations, organizational culture becomes even more significant because operational success often depends on personnel readiness, obedience to command structures, teamwork, and mutual trust among unit members.

Recent empirical studies similarly demonstrate that employee discipline and organizational commitment positively influence organizational performance. Human resource development programs integrating leadership support, ethical development, continuous mentoring, and performance supervision are associated with higher employee motivation, lower disciplinary violations, and stronger organizational effectiveness. These findings reinforce the argument that sustainable organizational performance cannot

be achieved solely through technical training but requires simultaneous development of behavioral, ethical, and psychological dimensions of personnel.

Within the context of Kodim 0803 Madiun, mental and character development also functions as an adaptive strategy for responding to increasingly complex territorial challenges. Territorial personnel frequently encounter diverse social issues requiring patience, emotional intelligence, negotiation skills, and ethical judgment. Therefore, strengthening character enables personnel to perform their duties professionally while maintaining positive relationships with communities and local institutions. This capability ultimately enhances the effectiveness of territorial development programs and contributes to maintaining regional stability.

Overall, this study concludes that mental, disciplinary, and character development constitutes an indispensable pillar of personnel development strategy within Kodim 0803 Madiun. Continuous mental guidance, disciplined organizational culture, exemplary leadership, ethical development, and consistent supervision collectively strengthen personnel professionalism and operational readiness. The integration of these elements not only improves individual performance but also reinforces organizational credibility, enhances public trust, and supports the successful implementation of territorial development functions in accordance with the mission of the Indonesian Army.

3. LEADERSHIP STRATEGY

The findings demonstrate that leadership constitutes one of the most influential factors in determining the effectiveness of personnel development at Kodim 0803 Madiun. Within the territorial command system, leadership extends beyond administrative authority and operational command; it also functions as a mechanism for developing human resources capable of responding to increasingly complex territorial challenges. The effectiveness of personnel development is largely determined by the commander's ability to motivate, supervise, guide, and empower subordinates while fostering a professional organizational culture.

The study found that leadership practices at Kodim 0803 Madiun emphasize participatory supervision and continuous coaching rather than relying solely on hierarchical command. Commanders regularly conduct *Jam Komandan*, routine evaluations, field supervision, mentoring sessions, and individual counseling to ensure that personnel understand organizational objectives and perform their duties effectively. These activities provide opportunities for commanders to communicate organizational expectations, identify operational challenges, and provide constructive feedback that supports continuous professional improvement.

An important finding emerging from this research is that exemplary leadership significantly influences subordinate motivation and organizational commitment. Informants consistently emphasized that commanders who demonstrate discipline, professionalism, integrity, and responsibility establish stronger credibility among personnel. Such credibility encourages soldiers to internalize organizational values voluntarily rather than merely complying with formal regulations. Consequently, leadership based on personal example creates stronger organizational commitment and enhances overall personnel performance.

The research also indicates that leadership contributes substantially to organizational learning. Senior officers encourage junior personnel to share operational experiences, discuss field challenges, and exchange practical solutions during routine meetings and mentoring activities. This collaborative learning environment facilitates knowledge transfer across different organizational levels and enables personnel to improve their decision-making capability when dealing with territorial issues. Such organizational learning strengthens institutional adaptability and supports continuous performance improvement.

These findings support Rival's leadership theory, which defines leadership as the ability to influence others to achieve organizational objectives effectively. Effective leaders not only direct organizational activities but also inspire employees, build commitment, facilitate professional development, and create organizational environments that encourage innovation and collaboration. Within military organizations, leadership assumes even greater importance because operational effectiveness depends heavily on discipline, coordination, mutual trust, and unity of command.

The findings are also consistent with Bryson's strategic management perspective, which emphasizes that leadership plays a central role in translating organizational strategy into operational implementation. Leaders determine organizational priorities, allocate resources, coordinate personnel development, and establish performance standards that support institutional objectives. In territorial military organizations, commanders simultaneously function as decision-makers, educators, supervisors, motivators, and role models responsible for maintaining organizational effectiveness under dynamic operational conditions.

Recent studies in public sector human resource management further support these findings by demonstrating that transformational and participative leadership significantly improve employee performance, organizational commitment, and service quality. Organizations whose leaders actively engage in coaching, mentoring, communication, and performance feedback generally experience higher levels of employee motivation, stronger teamwork, and greater organizational resilience. These empirical findings reinforce the argument that leadership should be regarded as a strategic organizational capability rather than merely an administrative function.

Within the territorial context, leadership also facilitates stronger collaboration between military personnel and external stakeholders. Territorial officers routinely cooperate with local governments, community leaders, religious organizations, educational institutions, and civil society groups in implementing territorial development programs. Effective leadership therefore requires not only military professionalism but also interpersonal communication, negotiation, and collaborative governance capabilities. Commanders who

successfully establish partnerships with external stakeholders enhance the effectiveness of territorial development while strengthening public confidence in the Indonesian Army.

Furthermore, adaptive leadership has become increasingly important in responding to rapidly changing security environments. Territorial personnel frequently encounter non-military challenges, including social conflicts, natural disasters, public health emergencies, and socioeconomic issues. The research indicates that commanders encourage flexible decision-making while maintaining adherence to military regulations and organizational values. This balance between operational discipline and adaptive leadership enables personnel to respond effectively to emerging challenges without compromising institutional professionalism.

Overall, the findings indicate that leadership serves as the driving force behind successful personnel development at Kodim 0803 Madiun. Through exemplary behavior, continuous coaching, systematic supervision, effective communication, and collaborative decision-making, commanders create organizational conditions that encourage continuous learning and professional development. Consequently, leadership contributes not only to improving individual performance but also to strengthening organizational capability, enhancing territorial effectiveness, and ensuring the successful implementation of territorial development programs in support of national defense objectives.

4. CAREER DEVELOPMENT STRATEGY

The findings indicate that career development constitutes a strategic component of personnel development implemented by Kodim 0803 Madiun to improve the professionalism, motivation, and long-term performance of territorial personnel. Career development is viewed not merely as a mechanism for promotion but as a systematic process designed to prepare personnel for higher responsibilities through competency enhancement, educational opportunities, job rotation, and merit-based placement. Such an approach enables the organization to ensure that every soldier possesses the necessary qualifications to perform increasingly complex territorial duties while simultaneously maintaining organizational sustainability.

The research found that career development programs at Kodim 0803 Madiun are implemented through several interconnected activities. These include recommending personnel for military education and specialized training, assigning officers according to their competencies, conducting periodic job rotations, evaluating individual performance, and providing opportunities for promotion based on achievement and organizational requirements. Rather than emphasizing seniority alone, commanders increasingly consider personnel competence, work performance, leadership potential, and professional commitment in determining career advancement. This competency-oriented approach contributes to creating a more objective and transparent personnel management system.

An important finding of this study is that career development significantly influences personnel motivation. Informants explained that opportunities to participate in advanced education, leadership courses, and specialized military training encourage soldiers to continuously improve their professional capabilities. Personnel perceive career development not only as recognition of past achievements but also as an investment in their future professional growth. Consequently, individuals become more committed to improving work quality, maintaining discipline, and achieving higher performance standards because they recognize that organizational appreciation is closely linked to measurable competence and performance.

The study also demonstrates that appropriate personnel placement enhances organizational effectiveness. Assigning soldiers according to their educational background, technical expertise, operational experience, and leadership capability enables the organization to optimize available human resources. Competency-based placement minimizes performance mismatches while increasing operational efficiency because personnel are assigned responsibilities that correspond with their professional qualifications. Such practices support more effective territorial operations and facilitate the achievement of organizational objectives.

These findings are consistent with Hasibuan's human resource management theory, which emphasizes that career development should integrate education, promotion, transfer, performance appraisal, and reward systems within a comprehensive personnel management framework. According to this perspective, systematic career development strengthens employee competence, increases work motivation, and prepares organizations to respond to future challenges by developing highly qualified human resources. Career management therefore functions not only as an administrative activity but also as a strategic investment that enhances organizational competitiveness and sustainability.

The findings are further supported by the Indonesian Army Personnel Doctrine, which explains that personnel development encompasses the entire human resource life cycle, including recruitment, education, assignment, career management, maintenance, and retirement. Within this framework, career development is implemented systematically and continuously to ensure that military personnel remain professionally competent throughout their service. Educational opportunities, professional military training, competency certification, and structured promotion systems are designed to strengthen institutional readiness while maintaining the quality of territorial personnel.

Recent studies on strategic human resource management also reinforce these findings. Contemporary research demonstrates that organizations implementing competency-based career management generally experience higher employee engagement, stronger organizational commitment, improved job satisfaction, and lower turnover intentions. Transparent promotion systems supported by objective performance evaluations create a perception of organizational fairness, which in turn motivates employees to invest greater

effort in achieving organizational goals. These empirical findings indicate that career development contributes not only to individual professional growth but also to overall organizational performance.

Within the territorial command environment, career development possesses additional strategic significance because territorial personnel frequently operate under rapidly changing social and security conditions. Officers who participate in continuous education and professional development programs become better equipped to understand evolving territorial dynamics, apply innovative approaches to community engagement, and coordinate effectively with local government institutions. Consequently, career development strengthens organizational adaptability while improving the quality of territorial services delivered to society.

The research further reveals that career development contributes to succession planning within Kodim 0803 Madiun. Through systematic identification of high-performing personnel, leadership mentoring, and competency-based development programs, the organization prepares future leaders capable of assuming greater responsibilities. This succession planning process ensures organizational continuity, preserves institutional knowledge, and minimizes leadership gaps that could affect operational effectiveness. Developing future leaders is therefore considered an integral part of long-term personnel development strategy.

Overall, the findings indicate that career development serves as a strategic instrument for strengthening organizational capability within Kodim 0803 Madiun. Integrated implementation of competency-based education, professional training, transparent promotion, objective performance evaluation, and appropriate personnel placement enhances both individual professionalism and institutional effectiveness. By aligning career opportunities with organizational objectives and competency standards, Kodim 0803 Madiun successfully promotes continuous professional growth while improving the operational performance of territorial personnel. The study therefore confirms that sustainable career development represents a fundamental pillar of strategic human resource management within territorial military organizations.

5. STRENGTHENING TERRITORIAL DEVELOPMENT STRATEGY

The findings demonstrate that strengthening territorial development functions represents one of the most strategic personnel development initiatives implemented by Kodim 0803 Madiun. As a territorial military command, the organization's primary responsibility extends beyond maintaining military readiness to fostering territorial resilience through close cooperation with local governments, community leaders, and society. Consequently, territorial personnel are required to possess not only military operational capabilities but also social competence, communication skills, collaborative leadership, and a comprehensive understanding of regional dynamics. Strengthening territorial development therefore becomes an essential strategy for improving both personnel performance and organizational effectiveness.

The study found that Kodim 0803 Madiun implements territorial development through several integrated programs, including Social Communication (Komunikasi Sosial/Komsos), Territorial Resilience Development (Pembinaan Ketahanan Wilayah/Bintahwil), TNI Civic Action Programs (Bakti TNI), assistance to government development programs, and early detection of potential social conflicts. These programs are conducted continuously to strengthen relationships between the Indonesian Army and local communities while supporting sustainable regional development. The integration of these activities enables territorial personnel to understand community needs, identify emerging security challenges, and formulate appropriate responses in cooperation with relevant stakeholders.

One important finding of this study is that social communication serves as the foundation of successful territorial development. Informants emphasized that regular interaction between Babinsa and community members facilitates mutual trust, enhances information exchange, and improves the effectiveness of territorial programs. Through routine meetings, public consultations, and community outreach activities, territorial personnel establish productive partnerships with village governments, religious leaders, youth organizations, educational institutions, and local community groups. These relationships contribute significantly to conflict prevention and strengthen public participation in maintaining regional security and stability.

The research further indicates that territorial resilience development plays an essential role in enhancing community preparedness against both military and non-military threats. Territorial officers actively support disaster preparedness, food security initiatives, environmental conservation, public health campaigns, and socioeconomic development programs organized by local governments. Such collaborative activities demonstrate that territorial development is no longer confined to conventional defense functions but has evolved into a comprehensive approach to strengthening national resilience through community empowerment and interagency cooperation.

Another significant finding concerns the implementation of Bakti TNI as an instrument for strengthening civil-military relations. Community service programs, infrastructure development, humanitarian assistance, and social welfare activities provide opportunities for territorial personnel to interact directly with citizens while demonstrating the Army's commitment to public service. Informants explained that these activities enhance the positive image of the Indonesian Army and increase community confidence in territorial institutions. As public trust grows, cooperation between military personnel and local communities becomes more effective in addressing regional challenges.

The study also found that early detection and early prevention constitute strategic competencies that distinguish territorial personnel from other military units. Babinsa continuously monitor social, economic, political, and cultural developments within their assigned

villages to identify potential conflicts before they escalate into broader security disturbances. Effective implementation of early warning mechanisms requires not only military intelligence capabilities but also interpersonal communication, negotiation skills, cultural sensitivity, and strong community networks. Consequently, competency development and territorial capability strengthening become mutually reinforcing components of personnel development strategy.

These findings are consistent with the Territorial Development Doctrine of the Indonesian Army, which positions territorial development as one of the Army's primary operational functions supporting the Universal Defense System (*Sistem Pertahanan Semesta*). The doctrine emphasizes the preparation of territorial resources, strengthening of national resilience, and establishment of favorable defense conditions through sustainable partnerships between military institutions and society. Within this framework, territorial personnel function as facilitators, coordinators, educators, and motivators responsible for empowering communities while safeguarding national interests.

The results are further supported by contemporary theories of collaborative governance, which argue that complex public challenges cannot be addressed effectively by a single institution acting independently. Instead, successful governance requires active collaboration among government agencies, security institutions, civil society organizations, and local communities. The findings indicate that Kodim 0803 Madiun has adopted this collaborative approach by integrating territorial programs with local government development priorities, thereby enhancing policy effectiveness and strengthening institutional legitimacy.

Furthermore, recent empirical studies concerning territorial development indicate that successful implementation of territorial programs depends largely on communication effectiveness, organizational coordination, availability of competent human resources, and adaptive leadership. Organizations capable of maintaining strong community engagement while continuously improving personnel competencies generally demonstrate greater effectiveness in preventing social conflict, strengthening community resilience, and supporting sustainable regional development. These findings are consistent with the present study, which highlights that integrated personnel development significantly improves the capacity of territorial personnel to perform multidimensional operational responsibilities.

From a strategic human resource management perspective, strengthening territorial development also contributes to experiential learning among personnel. Direct engagement with communities enables territorial officers to develop practical competencies that cannot be acquired solely through formal military education. Continuous interaction with diverse social groups enhances communication skills, negotiation capability, cultural awareness, conflict resolution competence, and adaptive leadership. These experiential learning processes significantly enrich professional competence while preparing personnel to respond effectively to increasingly dynamic operational environments.

Overall, this study concludes that strengthening territorial development functions represents a comprehensive strategy for improving the performance of territorial personnel at Kodim 0803 Madiun. Through integrated implementation of social communication, territorial resilience development, community empowerment, government partnership, humanitarian programs, and early conflict detection, the organization successfully enhances personnel professionalism while strengthening civil–military cooperation. The integration of territorial capability development with strategic human resource management not only improves organizational effectiveness but also reinforces the Indonesian Army's role in supporting national resilience and sustainable regional development.

6. PERFORMANCE EVALUATION AND SUPERVISION STRATEGY

The findings indicate that performance evaluation and supervision constitute the final but equally important component of the personnel development strategy implemented by Kodim 0803 Madiun. While competency development, leadership, career management, and territorial capability enhancement provide the foundation for professional growth, systematic evaluation ensures that these development initiatives achieve their intended objectives. Performance evaluation therefore functions not only as a control mechanism but also as a continuous learning process that supports organizational improvement, accountability, and long-term personnel development.

The study found that performance evaluation at Kodim 0803 Madiun is conducted through a structured and continuous process involving routine performance assessments, direct supervision by commanders, field inspections, activity monitoring, operational reporting, and periodic performance reviews. These evaluation mechanisms enable organizational leaders to assess the achievement of individual and organizational targets while identifying strengths, weaknesses, and areas requiring further development. Rather than focusing solely on administrative compliance, evaluation activities are designed to provide constructive feedback that encourages continuous professional improvement among territorial personnel.

One important finding of this research is that direct supervision by commanders plays a decisive role in maintaining personnel discipline and operational effectiveness. Commanders routinely conduct supervisory visits to monitor the implementation of territorial activities, evaluate operational performance, and provide immediate guidance whenever deficiencies are identified. Informants emphasized that this supervisory approach strengthens communication between leaders and subordinates while facilitating timely problem-solving during field operations. Consequently, supervision becomes an integral component of organizational learning rather than merely an inspection process.

The research also reveals that performance evaluation is closely linked to personnel development planning. Evaluation results are utilized as important considerations in determining training requirements, educational opportunities, career advancement, job rotation, and leadership development programs. Personnel demonstrating outstanding performance are recommended for advanced military education or promotion, whereas individuals requiring improvement receive additional coaching, mentoring, and technical guidance. This competency-based evaluation system ensures that personnel development activities are aligned with organizational needs and individual performance outcomes.

Another significant finding concerns the implementation of monitoring and reporting systems within territorial operations. Babinsa and other territorial personnel regularly submit operational reports documenting community engagement activities, territorial development programs, potential security issues, and coordination with local stakeholders. These reports provide organizational leaders with comprehensive information regarding field conditions while facilitating evidence-based decision-making. Systematic documentation also enables commanders to evaluate program effectiveness, identify operational trends, and formulate appropriate strategic responses to emerging territorial challenges.

The findings are consistent with Dunn's policy evaluation framework, which defines evaluation as a systematic process of assessing policy effectiveness based on predetermined objectives and measurable outcomes. According to Dunn, evaluation should generate information that supports organizational learning, improves policy implementation, and facilitates better decision-making in the future. Within the context of territorial military organizations, this perspective suggests that evaluation should be viewed as an instrument for continuous organizational improvement rather than solely as an administrative accountability mechanism.

The results are also supported by strategic performance management theory, which emphasizes that organizational effectiveness depends on continuous cycles of planning, implementation, monitoring, evaluation, and improvement. Effective performance management integrates measurable performance indicators with regular feedback, coaching, and organizational learning. This integrated approach enables organizations to respond proactively to environmental changes while maintaining operational excellence. The evaluation practices observed at Kodim 0803 Madiun reflect these principles by combining supervision, performance measurement, and personnel development into a unified management system.

Recent empirical studies on public sector performance management further reinforce these findings. Previous research demonstrates that organizations implementing transparent evaluation systems, objective performance indicators, and continuous supervisory mechanisms generally achieve higher levels of employee productivity, organizational accountability, and service quality. Moreover, performance feedback has been shown to enhance employee motivation because personnel receive clear information regarding organizational expectations and opportunities for professional development. These findings suggest that effective evaluation contributes not only to improved individual performance but also to broader organizational transformation.

Within the territorial command environment, performance evaluation possesses unique operational significance because personnel frequently perform duties independently across geographically dispersed areas. Consequently, effective monitoring systems ensure that territorial programs remain aligned with organizational objectives while maintaining consistency in service delivery and operational standards. The combination of field supervision, activity reporting, and periodic evaluation enables commanders to maintain organizational control despite the decentralized nature of territorial operations.

The study further indicates that the integration of evaluation with reward and corrective action contributes to strengthening organizational discipline and professionalism. Personnel demonstrating excellent performance receive formal recognition, recommendations for career advancement, and opportunities to participate in advanced education or specialized training. Conversely, personnel experiencing performance deficiencies receive constructive guidance, additional mentoring, and corrective measures intended to improve future performance rather than impose punitive sanctions alone. Such a developmental approach promotes a culture of continuous improvement while maintaining fairness and organizational integrity.

Overall, the findings confirm that performance evaluation and supervision represent indispensable components of the integrated personnel development strategy implemented by Kodim 0803 Madiun. Systematic monitoring, objective performance assessment, direct supervisory practices, evidence-based reporting, and continuous feedback collectively strengthen personnel competence, organizational accountability, and institutional effectiveness. By integrating evaluation outcomes with competency development, leadership improvement, career management, and territorial capability enhancement, Kodim 0803 Madiun has established a sustainable personnel development framework that supports professional military performance and strengthens the implementation of territorial development functions. The integration of these six strategic dimensions demonstrates that effective personnel development is a holistic process in which continuous evaluation serves as the mechanism for ensuring organizational learning, adaptive improvement, and long-term operational excellence.

CONCLUSIONS

This study examined the personnel development strategies implemented by Komando Distrik Militer 0803 Madiun in improving the performance of territorial personnel through a qualitative approach. The findings demonstrate that personnel development is a comprehensive and integrated process in which competency enhancement, mental and character development, leadership, career management, strengthening of territorial functions, and continuous performance evaluation mutually reinforce one another to

improve organizational effectiveness. These six strategic dimensions collectively establish a sustainable human resource development system that supports both individual professionalism and institutional performance.

Competency development emerged as the fundamental pillar of personnel development because continuous education, military training, technical exercises, and professional mentoring significantly improve the operational readiness and adaptability of territorial personnel. Simultaneously, mental, disciplinary, and character development strengthen integrity, responsibility, organizational commitment, and ethical behavior, which are essential for maintaining military professionalism and public trust. Leadership was also identified as a critical determinant of organizational success, with commanders functioning not only as decision-makers but also as coaches, mentors, motivators, and role models who facilitate organizational learning and continuous personnel improvement.

Furthermore, competency-based career development contributes substantially to personnel motivation and organizational sustainability by integrating education, promotion, job rotation, and objective performance appraisal within a transparent human resource management system. Strengthening territorial development functions through social communication, territorial resilience programs, community empowerment, and collaboration with local stakeholders further enhances the effectiveness of territorial personnel in supporting regional stability and strengthening civil–military relations. Finally, systematic performance evaluation and supervision provide organizational feedback that enables continuous improvement while ensuring accountability, discipline, and organizational learning.

Theoretically, this study enriches the literature on strategic human resource management by demonstrating that personnel development within territorial military organizations requires a multidimensional framework that integrates competency, leadership, organizational culture, career management, territorial capability, and performance management. Unlike conventional human resource development models primarily applied in civilian organizations, personnel development within territorial military institutions emphasizes the integration of military professionalism with community-oriented responsibilities and collaborative governance.

Practically, the findings provide valuable implications for military leaders and policymakers responsible for personnel management within territorial commands. Sustainable personnel development should continue to prioritize competency-based education and training, strengthen leadership capacity, improve merit-based career management, reinforce territorial capability through community engagement, and institutionalize objective performance evaluation systems. Such integrated strategies are expected to improve organizational effectiveness while supporting the Indonesian Army's role in maintaining national resilience and strengthening partnerships with local communities.

Future studies are encouraged to expand this research by involving multiple territorial commands across different regions of Indonesia and by employing comparative or mixed-method approaches to examine the relationship between personnel development strategies, organizational culture, leadership effectiveness, and operational performance. Such research would contribute to a broader understanding of strategic human resource management within military organizations and support evidence-based policy development for territorial personnel management.

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