OPEN ACCESS

Original Research Article

The Role of Indonesian National Armed Forces Intelligence Malang Region in Engaging Community Leaders to Achieve National Resilience

Refi Yudha Pramana[1*], Bambang Satriya[1], Supriyadi[1]

[1]Master of Law, Universitas Merdeka Malang

Abstract: This study examines the role of Indonesian National Armed Forces (TNI) Intelligence in mobilizing community leaders to achieve national resilience in Military Resort Command (Korem) 083/Malang region and to identify the obstacles encountered in its implementation. TNI Intelligence plays a strategic role in supporting the empowerment of defense areas through early threat detection and strengthening synergies with the community and relevant agencies. However, in practice, various obstacles exist, such as limited human resources, suboptimal inter-agency coordination, and a top-down mobilization approach, which reduces the effectiveness of relationships with community leaders. This study employed empirical methods with qualitative and quantitative approaches, involving primary data collection through interviews, observations, and questionnaires with intelligence officers and community leaders in the Korem 083/Malang region. Data analysis was conducted to uncover the actual role of TNI Intelligence and the obstacles encountered in mobilizing community leaders as part of efforts to maintain national sovereignty and resilience. The results of this study are expected to provide recommendations for improving the professionalism of intelligence officers in building more effective partnerships with the community to strengthen national resilience at the regional level.

Keywords: TNI Intelligence, National Resilience, Operational Constraints, Prevention, Threats, Intelligence Professionalism.

1. INTRODUCTION

The Indonesian National Armed Forces (TNI) is a national defence tool that plays a central role in maintaining sovereignty, territorial integrity, and national safety from various threats (Anmuni *et al.*, 2023). In the framework of national defence, the Indonesian National Armed Forces (TNI) are tasked with carrying out deterrent, repressive, and restorative functions, as regulated in Law Number 34 of 2004 concerning the Indonesian National Armed Forces and Law Number 3 of 2002 concerning National Defence (Antomarta & Mansur, 2021). In the East Java region, particularly under Korem 083/Malang, the TNI plays a strategic role because this area includes several central districts and cities such as Malang, Pasuruan, Jember, and Banyuwangi. The presence of Korem and Kodim in this area makes the tasks of security and defence area empowerment increasingly complex. One of the important elements in the TNI structure is the intelligence unit that operates under the command of Korem and Kodim. The primary function of this unit is to detect potential threats early through the collection and analysis of information, as well as carrying out intelligence operations in the field (Aulia *et al.*, 2019).

Although it plays a vital role, implementing TNI Intelligence tasks in the Korem 083/Malang region still faces significant challenges. One of the main challenges is the limited human resources (HR) with expertise in intelligence. This impacts the effectiveness of early detection tasks, data processing, and handling potential societal conflicts. Furthermore, the synergy and coordination between TNI Intelligence and other institutions such as the Indonesian National Police (Polri) and local governments are still not optimal, resulting in gaps in responses to local security issues (Huda, 2014). The Malang region's multicultural and multi-religious social conditions add complexity to the tasks of TNI Intelligence. When horizontal conflicts are likely to arise or when the spread of false information (hoaxes) increases, an approach that is not only structural-military but also communicative and

participatory is needed (Efendy, 2014). The top-down approach is less practical in building trust and community involvement in maintaining regional stability.

Therefore, the role of TNI Intelligence should not only be focused on military security tasks but also directed towards community empowerment activities through mobilizing community leaders. Community leaders are a strategic bridge between the authorities and the local community, so their involvement in the security communication process can strengthen national resilience from the grassroots level. Intelligence officers' mobilisation of community leaders becomes a key step in creating a conducive environment, enhancing national defence awareness, and building a strong social communication network (Khadafi & Zahidi, 2023). However, until now, the effectiveness of these activities has not been fully maximised due to the lack of specialised training, non-standardized strategies, and insufficient evaluation of the recruitment results.

Given the importance of this function, further studies are needed to understand the role of TNI Intelligence in mobilising community leaders to support national resilience. This study will identify the obstacles faced and formulate strategies that can be developed to enhance the professionalism and effectiveness of the intelligence unit in building synergy with community elements. The legal issue that will be analysed in this article is the role of the TNI Intelligence in conducting community leader mobilisation to achieve national resilience in the Korem 083/Malang area and the obstacles faced by the TNI Intelligence in conducting community leader mobilisation to achieve national resilience in the Korem 083/Malang area.

2. METHODOLOGY

This research uses an empirical legal method with a descriptive qualitative approach to analyse the role of TNI Intelligence in the Korem 083/Malang area in mobilising community leaders to achieve national resilience. Data were obtained through interviews with TNI intelligence officers, community leaders, and related agencies such as local government and the police, as well as documentation and field observations. The data sources consist of primary and secondary data relevant to implementing intelligence functions in the area. Data analysis techniques are conducted qualitatively through reduction, presentation, and conclusion drawing processes based on field findings linked to the legal framework, specifically Law Number 3 of 2002 and Law Number 34 of 2004.

3. RESULTS AND DISCUSSION

3.1 The Role of TNI Intelligence in Mobilising Community Leaders to Achieve National Resilience in the Region of Korem 083/Malang

This research is important to understand how the TNI Intelligence plays a role in mobilising community leaders to strengthen national resilience. National resilience is the dynamic condition of a nation that faces various threats, disturbances, obstacles, and challenges (AGHT) from both domestic and foreign sources. In this context, TNI Intelligence plays a central role in the national defence system, particularly in early detection of potential threats and building strategic communication with community leaders as partners in maintaining social stability and national security.

The TNI Intelligence provides a tangible contribution to creating a sense of security. The questionnaire results (Q3, Q12, Q13) show that most respondents feel more comfortable and at ease with the presence of the TNI. Phrases like "I feel safe with the presence of the TNI" received high scores, indicating that the role of intelligence in the field can shape a positive perception of social stability. This is in line with the primary duties of the TNI in maintaining the integrity of the Unitary State of the Republic of Indonesia (NKRI) from external and internal threats, as well as creating a safe and conducive social environment.

Data from items Q1, Q2, Q4, and Q5 indicate that the public trusts the professionalism and neutrality of the TNI. With an average score above 3.6, the TNI is viewed as a credible and impartial institution. This trust is important as a basis for social legitimacy, which strengthens the position of the TNI not only as a military institution but also as a socio-political partner of the community. This becomes a strong foundation for a humanistic and public interest-based intelligence approach. Without this social legitimacy, the mobilisation strategy risks being ineffective.

Although there is cooperation between the TNI and community leaders (Q6–Q10), this collaboration is not yet optimal. Item Q8 indicates that the active participation of community leaders is still low. The fundraising pattern that tends to be top-down places the community as an object, not an equal partner. Therefore, transforming the strategy towards a participatory and dialogical approach is necessary (Kusumawardani & Fauziah, 2020). This approach will foster a sense of community ownership and enhance the effectiveness of fundraising strategies as part of sustainable national resilience development (Mayshanda & Heniarti, 2023).

The TNI intelligence also contributes to maintaining social cohesion. Data Q11–Q15 show that the public perceives the TNI as a role in resolving conflicts and maintaining harmony between groups (Oktavia & Martini, 2016). The high score on this item shows that the TNI is perceived as a military force and a social actor capable of bridging communication between groups and responding to conflicts wisely. Expanding this role becomes part of social resilience, while also strengthening the position of the TNI as an integrative element in community life.

The territorial approach through Babinsa and Korem staff is reasonably practical in establishing social relations at the local level. However, this approach still faces challenges, such as suboptimal coordination with civil apparatus, lack of adaptation to local cultures and religions, and minimal participation from academics and youth. This indicates that the mobilisation by the TNI Intelligence needs to be more adaptive and open. The synergy between the TNI, community leaders, academics, and youth is key to strengthening national resilience inclusively (Prabawa *et al.*, 2022).

Overall, the role of TNI Intelligence in mobilising community leaders is very strategic for national resilience (Suspurwanto, 2020). The function of intelligence is not only in information gathering but also in early detection and response to threats (Turyadi, 2021). The positive perception of society towards this role strengthens the social legitimacy of the TNI, opening up opportunities for optimising non-conventional defence through a community approach (Utami & Supriyadi, 2014). With participatory communication and cross-sector social networks, TNI Intelligence can become a central pillar of national resilience responsive to contemporary threats.

The TNI intelligence at Korem 083/Malang has shown significant contributions in maintaining security and social stability through the mobilisation of community leaders. However, there is a need to improve communication patterns, expand collaboration, and enhance sensitivity to local values. The TNI can contribute maximally to a resilient and sustainable national defence with these improvements.

3.2 The Challenges Faced by TNI Intelligence in Conducting Community Leader Mobilisation to Achieve National Resilience

To gain a deep understanding of the challenges in implementing intelligence gathering by the TNI, the researcher conducted interviews with several community leaders in the Korem 083/Malang area. From these interviews, it was found that the obstacles faced by the TNI Intelligence in conducting outreach can be categorised into two main types: internal and external. Internal constraints are obstacles originating from within the TNI Intelligence itself, such as work patterns, communication approaches, and coordination systems that are less open or flexible. Some prominent internal constraints include the lack of structural coordination with local civilian governments, overly formal or militaristic communication styles, minimal involvement from the academic world, and a low understanding of local social and cultural structures.

Meanwhile, external constraints stem from the social dynamics and community environment interacting with TNI Intelligence. These external constraints include the limited availability of community leaders, residents' busy schedules, and the lack of prior information regarding activities conducted by the TNI, which results in low community participation. One example of an external constraint, as conveyed by the neighbourhood head and the community head, is that TNI activities are often conducted suddenly without adequate notification to the community, making it difficult for the residents to prepare appropriately. This certainly affects the effectiveness of fundraising activities that should be inclusive and collaborative.

From the interview results, information was obtained that reflects the structural and communication challenges between the TNI Intelligence and community leaders. The RT and RW heads conveyed that the TNI rarely provides advance information regarding activity agendas, which leads to low citizen participation. The village head stated that TNI intelligence activities are often carried out without official coordination with the village administration. In contrast, the village administration could provide stronger structural support with early involvement. Religious leaders expressed that the formal approach used by the military is less suitable for religious forums that require a relaxed and spiritual atmosphere. Traditional leaders emphasise the importance of understanding the customary structure before inviting cooperation, as a lack of sensitivity to local order can lead to social resistance. From the academic community, a lecturer from Brawijaya University stated that the openness of information and cooperation between the military and the education sector is still very limited. In contrast, strategic collaboration can strengthen intelligence functions scientifically and measurably.

These constraints show that proactive communication between TNI Intelligence and the public is still weak (Wahdaniah *et al.*, 2020). Information that comes unilaterally from the TNI to the public hinders the process of public participation and creates the impression that the public is merely an object of activities, not an equal partner. Based on the organisational communication theory by Robbins & Judge, ineffective communication in both horizontal and vertical dimensions can lead to message distortion, participatory resistance, and social alienation. Therefore, involving citizens from the early stages is crucial to fostering a sense of ownership towards the programs implemented by the TNI at the local level (Wijayaningsih *et al.*, 2024).

Furthermore, inter-agency coordination between the military and civilian government still shows structural weaknesses. The approach does not yet reflect the spirit of whole-of-government: cross-sector integration among state institutions. According to the OECD, inter-agency synergy requires a clear communication structure, political commitment, and a deep understanding of each actor's role in the national resilience system. Without good coordination, the potential support from civil government elements cannot

be maximised, resulting in suboptimal intelligence gathering activities by the TNI.

On the other hand, a cultural and religious approach that is not contextual also poses obstacles. Religious and traditional leaders conveyed that communication styles that are too formal and militaristic are not suitable for forums with spiritual or traditional nuances. Religious and local cultural forums emphasize dialogical, familial, and local wisdom approaches. Hofstede states that Indonesian culture highly values harmony and a personal approach. Therefore, the mismatch between the TNI's approach and local values can lead to social resistance, both openly and covertly. A transformation of the mobilisation approach is needed towards a more flexible, humanistic, and adaptive stance to the local cultural structure so that the relationship between the military and the community becomes closer and more productive.

One of the other significant obstacles is the lack of synergy with the academic world. According to a lecturer from Brawijaya University, the lack of a communication bridge between the military and universities hinders the development of knowledge-based intelligence. The academic world strategically provides scientific studies, training, and policy recommendations that can substantively strengthen intelligence functions. In the concept of a learning organisation, David Garvin emphasises the importance of transforming institutions to be more open to external input and collaboration. TNI Intelligence, while maintaining the principle of confidentiality, needs to open up greater collaboration with academics to develop more innovative and measurable strategies.

The dependence of TNI intelligence on formal structures is also a concern in this analysis. A fundraising approach that is too bureaucratic overlooks the strength of informal social networks such as community groups, study circles, traditional organisations, or social gatherings, which have a strong influence in shaping public opinion and social solidarity. Granovetter explains that informal or weak social ties are more effective in spreading information and encouraging collective engagement. Therefore, fundraising strategies must be expanded in structural terms and touch upon the non-formal social networks that thrive within the dynamics of Indonesian civil society.

Considering the complexity of these challenges, the obstacles faced by TNI Intelligence in recruitment are not merely technical or administrative, but also involve cultural, structural, and conceptual aspects. To address this challenge, comprehensive capacity-building efforts are needed. This improvement is insufficient through internal technical training alone, but also through cross-disciplinary learning, enhancement of social and cultural literacy, and developing collaborative networks with elements of civil society, academics, and local figures.

The TNI Intelligence needs to continue moving towards an inclusive, participatory, and sustainability-oriented approach to perform its role more effectively in maintaining social stability and strengthening national resilience amidst the increasingly complex dynamics of society.

4. CONCLUSION

Based on the first problem formulation regarding the role of the TNI in conducting community leader mobilisation to create national resilience, and the second problem formulation related to the constraints on the TNI's role in this effort, it can be concluded that, in general, the community's attitude towards the role of TNI Intelligence in mobilising community leaders varies depending on the social, cultural, and historical relationship conditions in the Korem 083/Baladhika Jaya region. In Malang, the community shows a respectful, open, and supportive attitude because they see the TNI as the protector of the people and a partner in maintaining security and order. However, in some other areas, especially in the Tapal Kuda region, there are still uncooperative attitudes caused by past traumas, misunderstandings about the role of the military, or the influence of certain groups that view the presence of the apparatus negatively. Therefore, the TNI strives to build trust through a more humanistic, persuasive, and community-oriented approach to achieve harmonious and synergistic relations for robust national resilience. The challenges faced in the implementation of outreach include technical, structural, cultural, and institutional aspects, such as the lack of proactive communication with local leaders, weak inter-agency coordination, an approach that is not yet sensitive to local religious and cultural values, and minimal synergy with educational institutions and academics. Additionally, dependence on formal structures limits TNI Intelligence's flexibility in reaching informal social networks. Therefore, strengthening socio-cultural literacy, cross-sector training, and developing inclusive cooperation with civil society have become urgent needs.

Several suggestions can be proposed to enhance the effectiveness of mobilisation and strengthen the role of TNI Intelligence in realising national resilience. First, TNI Intelligence needs to enhance cross-sector coordination intensively and structurally with local governments, community leaders, and other civil apparatus, including the active involvement of village officials, neighbourhood units (RT), community units (RW), and customary institutions in activity planning. Second, the outreach approach must be adapted to local wisdom through cross-cultural training for TNI members to become more sensitive to the local community's social structure, religious values, and customary ethics. Third, it is important to establish regular dialogue forums between the TNI and community leaders to strengthen trust, detect potential conflicts early, and counter the spread of hoaxes that could threaten national resilience. Fourth, TNI Intelligence can establish strategic

cooperation with educational institutions such as Brawijaya University to conduct joint research and community service activities and develop social technologies supporting community-based intelligence operations. Fifth, the outreach approach must also reach more dynamic informal communities such as youth groups, study circles, digital communities, and social media to ensure broader and faster information distribution. Sixth, periodic internal evaluations of the applied fundraising methods are necessary to ensure they remain relevant to the social dynamics of the community, including gathering direct feedback from community leaders. With the implementation of these recommendations, the TNI Intelligence can increasingly optimise its role as the frontline in maintaining national integrity and resilience through a humanistic, adaptive, and collaborative approach.

REFERENCES

- Anmuni, S., Asa, S., & Amalo, H. (2023). Implementasi Wewenang Intelejen Kejaksaan dalam Mengungkap Dugaan Tindak Pidana Korupsi di Kabupaten Timor Tengah Utara. *COMSERVA Jurnal Penelitian Dan Pengabdian Masyarakat*, 3(02), 498–505. https://doi.org/10.59141/comserva.v3i02.786
- Antomarta, A., & Mansur, W. R. (2021). PERAN INTELEJEN KEIMIGRASIAN DALAM UPAYA PENCEGAHAN KEJAHATAN TANSNASIONAL DI INDONESIA. *Journal of Law and Border Protection*, 3(2), 1–12. https://doi.org/10.52617/jlbp.v3i2.275
- Aulia, A., Sutanto, A., & Hidayat, A. C. (2019). Determinants of work engagement for TNI-AD (Indonesian Armed Forces - Army) personnel [Determinan keterikatan kerja personel Tentara Nasional Indonesia - Angkatan Darat (TNI-AD)]. *ANIMA Indonesian Psychological Journal*, 35(1). https://doi.org/10.24123/aipj.v35i1.2881
- Efendy, R. (2014). Kedudukan dan kewenangan tentara nasional indonesia dalam pemberantasan terorisme di indonesia. *LEX CRIMEN*, 3(1), 3114. https://www.neliti.com/publications/3114/kedudukan-dan-kewenangan-tentara-nasional-indonesia-dalam-pemberantasan-terorism
- Huda, N. (2014). Hak politik tentara nasional indonesia dan kepolisian negara republik indonesia pasca reformasi. *Jurnal hukum ius quia iustum*, 21(2), 203–226. https://doi.org/10.20885/iustum.vol21.iss2.art3
- Khadafi, N. B. R. Y., & Zahidi, M. S. (2023). Diplomasi Pertahanan: Kerjasama Intelejen di Asean Our Eyes sebagai Peningkatan Stabilitas Keamanan Asia Tenggara. *Jurnal Hubungan Internasional*, 16(1), 56–69. https://doi.org/10.20473/jhi.v16i1.40989
- Kusumawardani, C. T., & Fauziah, P. Y. (2020). Pola Asuh Orangtua Tentara Nasional Indonesia pada Anak Usia Dini. *Jurnal Obsesi Jurnal Pendidikan Anak Usia Dini*, 5(2), 1024–1034. https://doi.org/10.31004/obsesi.v5i2.620
- Mayshanda, N. D. D., & Heniarti, N. D. D. (2023). Pertanggungjawaban Pidana Pelaku Tindak Pidana Pelecehan Seksual oleh Anggota Tentara Nasional Indonesia Terhadap Anak. *Jurnal Riset Ilmu Hukum*, 81–86. https://doi.org/10.29313/jrih.v3i2.2769
- Oktavia, F., & Martini, S. (2016). Besar risiko kejadian hipertensi berdasarkan faktor perilaku pada tentara nasional indonesia (tni). *Media Kesehatan Masyarakat Indonesia Universitas Hasanuddin*, 12(3), 127–136. https://doi.org/10.30597/mkmi.v12i3.1067
- Prabawa, E., Widjayanto, J., Ali, Y., Saragih, H., Sarjito, A., & Sufa, S. A. (2022). Strategi Komunikasi Antar Budaya Tentara Nasional Indonesia (TNI) di Papua. *Jurnal Riset Komunikasi*, 5(1), 113–126. https://doi.org/10.38194/jurkom.v5i1.479
- Suspurwanto, J. (2020). Kepemimpinan strategis jenderal sudirman dalam pengabdiannya sebagai prajurit tentara nasional indonesia. *Strategi Perang Semesta*, 6(1). http://jurnalprodi.idu.ac.id/index.php/SPS/article/download/537/518
- Turyadi, I. U. (2021). Analisa Dukungan Internet of Things (IoT) terhadap Peran Intelejen dalam Pengamanan Daerah Maritim Indonesia Wilayah Timur. *Jurnal Teknologi Dan Manajemen Informatika*, 7(1), 29–39. https://doi.org/10.26905/jtmi.v7i1.6040
- Utami, N. S. B., & Supriyadi. (2014). Yurisdiksi peradilan terhadap prajurit tentara nasional indonesia sebagai pelaku tindak pidana. *Yustisia Jurnal Hukum*, 3(2). https://doi.org/10.20961/yustisia.v3i2.11102
- Wahdaniah, I., Toni, A., & Ritonga, R. (2020). Makna logo Dinas Penerangan Tentara Nasional Indonesia Angkatan Laut. *Warta ISKI*, 3(01), 67–74. https://doi.org/10.25008/wartaiski.v3i01.57
- Wijayaningsih, N. R., Andini, N. N., Lestary, N. R. I., Rahma, N. a. I. H., Ramadani, N. N. T., Prawirodinata, N. J., Fadliansyah, N. Z., & Maulana, N. Y. R. (2024). Pemanfaatan Kecerdasan Buatan dalam Transformasi Intelejen Bisnis untuk Keunggulan Kompetitif. *CEMERLANG Jurnal Manajemen Dan Ekonomi Bisnis*, 4(3), 136–141. https://doi.org/10.55606/cemerlang.v4i3.3016.