

TRANSFORMATION OF THE INDONESIAN NATIONAL ARMY'S DOCTRINE AND STRATEGY IN FACING MULTIDIMENSIONAL THREATS: TOWARDS THE VISION OF GOLDEN INDONESIA 2045

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Abstract. Indonesia's territory borders several large countries in Asia, such as China, India and Australia, making this country vulnerable to multidimensional threats. One of them is that Indonesia faces the threat of terrorism which is often related to the radicalization of extreme ideologies. Therefore, adaptive, collaborative policies and wise management of natural and human resources are needed to maintain the stability and integrity of the Unitary State of the Republic of Indonesia (NKRI), one of which is by carrying out the transformation of the doctrine and strategy of the Indonesian Army in facing multidimensional threats in order to achieve the Vision of Golden Indonesia 2045. This journal is written using a qualitative method with a descriptive analysis approach or reviewing documents by involving in-depth analysis of news, strategic or technical documents, relevant previous research and analysis of the results of sources. So that with the writing of this journal, a comprehensive analysis can be carried out on the urgency and strategy of the transformation of the Indonesian Army doctrine in facing the spectrum of multidimensional threats for the period 2024-2045 which is useful as study material in facing the dynamics of contemporary threats, the need for adaptation of doctrine and a strategic roadmap towards achieving the ideal posture of the Indonesian Army in supporting the Vision of Golden Indonesia 2045. In addition, it is also expected to realize a better, more advanced Indonesia with high global competitiveness. So to achieve this, Indonesia must be able to face major challenges in various aspects of development, ranging from economic, social, political, cultural, to environmental in order to achieve the vision of golden Indonesia 2024

Keywords: transformation; doctrine; strategy; Indonesian army; multidimensional threats; vision of golden Indonesia 2045

I. INTRODUCTION

Indonesia's territory, which is located on the border with several large countries in Asia, such as China, India, and Australia, makes this country vulnerable to multidimensional threats. One of them is that Indonesia faces the threat of terrorism which is often related to the radicalization of extreme ideologies. Indonesia's vast territory and diverse cultures allow terrorist groups to infiltrate and carry out acts of terror, as happened in several bomb attacks in big cities. So this makes the region in Indonesia, especially in remote areas, a place for the development of terrorist cells and radicalism. Given that acts of terrorism in Indonesia are often triggered by differences in ideology, ethnicity, and religion, as well as social inequality. With very diverse geographical and social conditions, Indonesia is very vulnerable to multidimensional threats. The region spread from Sabang to Merauke has its own uniqueness and challenges. These threats cover all aspects of life from the military to the economy, politics, social and environment. Therefore, adaptive, collaborative policies, as well as wise management of natural and human resources are needed to maintain the stability and integrity of the Unitary State of the Republic of Indonesia (NKRI), one of

which is by carrying out the transformation of the TNI AD doctrine and strategy in facing multidimensional threats in order to achieve the Vision of Golden Indonesia 2045. Given that this vision is a manifestation of the hope to realize a better, more advanced Indonesia with high global competitiveness. So to achieve this, Indonesia must be able to face major challenges in various aspects of development, ranging from economic, social, political, cultural, to environmental.

Approaching Indonesia's 100th independence in 2045, Indonesia is faced with increasingly complex strategic challenges, especially in facing multidimensional threats that come not only from abroad but also from within the country. To achieve the Vision of Golden Indonesia 2045, which aims to make Indonesia a developed country with political stability, economic prosperity and strong global competitiveness, the Indonesian Army (TNI AD) needs to carry out a transformation of doctrine and strategy in order to anticipate various threats that are developing rapidly. Based on data from the World Economic Forum Global Risk Report 2024, global threats are now increasingly complex and interconnected, with 60% of these threats being non-conventional. So these threats include various things that are

marked by increasing tensions in the Indo-Pacific region, the acceleration of the military technology revolution, the emergence of hybrid and asymmetric threats, in addition to changes in the characteristics of modern warfare and challenges to sovereignty in the digital domain.

Issues related to tensions in the Indo-Pacific region, geopolitics has now turned into a center of competition between major powers. The increasing tensions in the Indo-Pacific region stem from the deteriorating Australia-China relations and the increasing military activity of China in the South China Sea, this shows the reality related to the deteriorating regional security that requires a material balance both in terms of economy and military among Indo-Pacific countries, so that this not only encourages innovation and economic activity globally, but also triggers tensions and policy fragmentation that have an impact on stability in the Indo-Pacific region.

In facing these challenges, it is very important for Indonesia to build trust and implement collaborative strategies to jointly manage regional security. Therefore, Lemhannas RI recommends a framework that prioritizes dialogue and development of understanding to reduce the risk of miscalculation and de-escalation. Therefore, Indonesia must expand existing mechanisms to develop new channels for cooperation, especially in the field of intelligence and joint law enforcement, considering that this will not only increase the ability to deal with security threats, but also foster a sense of shared responsibility in protecting the region (Acting Governor of Lemhannas RI Lt. Gen. TNI Eko Margiyono when opening the Jakarta Geopolitical Forum VIII/2024 at the Ritz Carlton Hotel, Kuningan, Jakarta (25/9))

With the increasing tensions in the Indo-Pacific region, mainly driven by geopolitical competition, demographic shifts, and growing security alliances. The interaction between the United States and China, especially regarding military presence and economic influence, has increased conflict, especially in the South China Sea. This situation is further complicated by the increase in major regional players who can influence military capabilities and the strategic position of the global world. This of course gives rise to geopolitical competition between the US and China, which have been involved in a fierce competition to dominate the global world and ultimately impact trade and control of resources in the Indo-Pacific (Kennedy, 2023). Meanwhile, the AUKUS Pact formed by Australia, the UK and the US aims to counterbalance China's influence, so that there is a shift in US military strategy towards the region (Andani et al., 2024).

Related to demographic shifts, it requires a re-evaluation of the military's role in the US alliance in order to maintain a strong defense posture (Oros, 2023). Although the increasing tensions in the Indo-Pacific are evident, some argue that this dynamic could encourage greater cooperation among regional powers, as countries recognize the need for collective security measures to address common challenges. This perspective suggests that despite the competitive landscape, opportunities for collaboration may emerge.

Not only in the tensions in the Indo-Pacific region, the threat also comes from the acceleration of the military technological revolution which is marked by rapid advances in various technological domains, which fundamentally change war and military strategy. This evolution is driven by innovations in information technology, robotics and other scientific fields, which collectively increase military capabilities and operational effectiveness. The integration of advanced ICT has revolutionized command and control systems, enabling fast and precise data analysis and decision-making in the field (Adamsky & Bjerga, 2010). The current historical shift in military tactics, such as the use of precision-guided munitions and cyber warfare, illustrates the ongoing evolution of military operations (Lorber, 2020). While military technology presents significant advantages, it also poses ethical and strategic challenges, requiring careful policy considerations to address the complexities of modern warfare (Kadtke & Wells, 2014). Thus, advances in military and digital technology require the Indonesian Army to continue to innovate in utilizing technological sophistication in operational strategy and doctrine. The use of high technology, such as artificial intelligence (AI), drones, and other advanced defense systems, is important in creating tactical and strategic advantages in facing threats.

Therefore, to achieve the Vision of Golden Indonesia 2045, the transformation of the TNI AD doctrine and strategy needs to focus on strengthening operational capabilities, adapting to non-conventional threats, and increasing capacity in the fields of technology and cybersecurity. In addition, the synergy between the TNI AD, related state institutions and the community must continue to be strengthened so that Indonesia can face increasingly complex and dynamic threats, as well as to maintain national sovereignty, stability and prosperity in the future.

So with this background, this study aims to identify effective strategies in overcoming multidimensional threats and analyze the modernization of the TNI AD doctrine and defense posture. The formulation of the problem raised in this study is related to how the transformation of the TNI AD doctrine can answer the challenges of multidimensional threats and what strategies are needed to integrate the national vision with the TNI AD defense posture? So this study is expected to provide recommendations for strategic steps to create an adaptive, innovative and ready TNI AD to face the dynamics of global threats until 2045.

II. RESEARCH METHOD

This journal is written using a qualitative method with a descriptive analysis approach or reviewing documents involving in-depth analysis of news, strategic or technical documents, relevant previous research and analysis of interview results (Amir Hamzah, 2019). By taking an approach to literature review, it aims to collect and analyze data from various published sources related to the transformation of the TNI AD's doctrine and strategy in facing multidimensional threats towards the Vision of Golden Indonesia 2045. The data sources come from exploring

historical contexts and developing a comprehensive understanding of the phenomena being studied. The purpose of this journal research is to deepen understanding of the transformation of the TNI AD's doctrine and strategy in facing multidimensional threats towards the Vision of Golden Indonesia 2045. This method was chosen because of its ability to gain an in-depth understanding of topics that have been widely researched and to assess the various perspectives and arguments that have been developed in this field. This study was conducted systematically, where relevant literature was collected, evaluated and synthesized to build a comprehensive understanding of the transformation of the Indonesian Army's doctrine and strategy in facing multidimensional threats towards the Vision of Golden Indonesia 2045.

III. RESULT AND DISCUSSION

The discussion in this journal focuses on the analysis of the transformation of the Indonesian Army's doctrine and strategy in facing increasingly complex and dynamic multidimensional threats. Changes in threat characteristics, such as the emergence of hybrid, asymmetric and cyber threats, require in-depth adaptation to defense doctrine and strategy. With Indonesia's strategic position in the Indo-Pacific region which is the center of global geopolitical competition, this transformation is not only a necessity, but also a must to ensure national stability. This discussion will outline the characteristics of multidimensional threats, the Indonesian Army's strategic steps in developing adaptive doctrine, and how this transformation can support the achievement of the Vision of Golden Indonesia 2045. This analysis will provide insight into the role of modern technology, strengthening international cooperation, and increasing operational capabilities in building a resilient and responsive defense posture. This is because Indonesia is projected to become one of the world's five largest economic powers by 2045, driven by sustainable economic growth, demographic dividends and strategic policy reforms. In achieving this vision, the government will face significant challenges, including political stability and cultural cohesion. Indonesia has maintained a growth rate of 5% per annum, meaning that Indonesia can position itself as the world's fifth largest economy by 2040 and the fourth largest by 2050 (White, 2018). With a large and young population, Indonesia benefits from a growing workforce that can drive consumption and innovation (Dutt, 2013). So cultural knowledge and political ideology, especially the principles of "Pancasila," are essential to foster unity and stability, which are essential for economic progress (Abadi et al., 2022). So in the future Indonesia will face obstacles, including political instability and the need for ongoing reforms to maintain growth momentum. The interaction of these factors will ultimately determine whether Indonesia can realize its vision by 2045 or not.

The transformation of threat characteristics reflects significant changes in military strategy and technology to address the growing threat of hostility. This transformation is driven by the need for increased intelligence, surveillance and

reconnaissance (ISR) capabilities, as well as adaptation of protection mechanisms to new forms of threats, including cyber and asymmetric warfare. So that the Ministry of Defense is currently focused on facing strategies to address multidimensional threats such as terrorism and cyber warfare. So that this strategy requires the development of agile and versatile weapons systems in order to operate effectively in diverse environments, especially strategies in terms of doctrine transformation for the Indonesian Army in dealing with these threats. So that ISR capabilities are also prioritized to provide comprehensive situational awareness and support these operational methods (Chizek, 2003) (Chizek, 2002). With the existence of the Indonesian Army doctrine and strategy in dealing with multidimensional threats, it aims to create an integrated operational picture in improving the decision-making process towards the Vision of Golden Indonesia 2045.

Adaptation of the capabilities of the Indonesian Army (TNI AD) is very important to address growing challenges, especially in the context of modern warfare and non-military threats. This adaptation includes human resource development, operational readiness and technology integration to improve overall effectiveness. The Indonesian Army must reform its resource management to improve productivity and professionalism, as stated in Law Number 20 of 2023 (Subroto & Indriati, 2024).

The State Defense Doctrine is a teaching that contains fundamental principles in the context of organizing state defense, along with the development of multidimensional threats, it is necessary to modernize the defense doctrine. The state defense policy has two dimensions which are an inseparable whole, namely military defense and non-military defense. The function and role of the military have two dimensions, namely the function and role to carry out Military War Operations (OMP) and the function and role in Military Operations Other Than War (OMSP). While non-military defense has two functions, namely the function of doubling the strength of the main components in this case the TNI through mobilization. And the second function is in the role of the Ministry/Non-Ministerial Government Institution or the authority of government agencies outside the defense sector within the framework of civil defense as a form of non-military defense that is functional.

Therefore, the country needs a comprehensive defense approach in facing every threat by combining all the strengths of the nation, both military and non-military. The integration of military and non-military strength is the embodiment of the defense system adopted by the Indonesian nation, namely a universal defense system. In this context, the State Defense Doctrine then becomes one of the main tools in developing policies and strategies, as well as the State Defense Posture. With the urgency of modernizing the defense doctrine, all government officials of the Republic of Indonesia, especially state defense administrators and all Indonesian people can internalize and adhere to its contents, so that it appears in the mindset, attitude and action patterns in ensuring the continued upholding of the Unitary State of the Republic of Indonesia

(NKRI) which is based on Pancasila and the 1945 Constitution.

The Vision of Golden Indonesia 2045 can be realized with strong national integration. National integration can be realized by implementing the policy assimilation strategy and the Bhineka Tunggal Ika policy. The pillars of the Indonesia 2045 vision are built on four pillars, namely human development, sustainable economic development, equitable development and national resilience. As for the aspect of political policy and national development in the Vision of Golden Indonesia 2045, it aims to direct political policy and national development towards the status of a high-income country. As well as the development of human resources in the Vision of Golden Indonesia 2045 focuses on the development of superior human resources and sustainable and equitable development throughout the region in order to strengthen national resilience in achieving the vision of Golden Indonesia in 2045.

Many aspects of a country's defense policy are influenced by rapid evolution, this is due to the development of advances in technology and threats that also come very quickly. Dangers that were previously conventional are now more diverse and complex, including non-traditional dangers such as terrorism, cyber attacks and asymmetric conflicts. So to identify, stop and react to these threats, the defense system must immediately change and include the latest technology.

Many aspects of a country's defense policy are influenced by rapid evolution, this is due to the development of technological progress and threats that also come very quickly. Dangers that were previously conventional are now more diverse and complex, including non-traditional threats such as terrorism, cyber attacks and asymmetric conflicts. So to identify, stop and react to these threats, the defense system must immediately change and include the latest technology. In addition, advances in advanced weapons systems, combat vehicles and communication technology require changes to the military force structure, such as expanding the number of territorial battalions. This is certainly to support the dual function of the country's defense force and government development, such as infrastructure development projects or regional empowerment, considering that the more territorial battalions that are formed, the country can overcome obstacles and threats quickly and precisely.

In addition, the evolution of military doctrine that continues to change, which places strong emphasis on readiness, resilience and technological proficiency, must therefore be reflected in this force structure. Therefore, synergy between the demands of territorial expansion, national defense and technological capacity is very important. This can only be achieved by creating a force structure that supports the nation's strategic objectives in facing future difficulties and can adapt to the dynamics of threats. The problems and dynamics of threats that continue to develop in modern times must be accommodated by an effective force structure. Given the increasingly diverse threats ranging from conventional threats to terrorism, cyber attacks and information warfare, it is very important for the military organizational structure to be modified to suit the demands of

the modern world. Therefore, the military organizational structure must be modified to suit a number of demands related to the growth and stability of the country in addition to its defense. So with the addition of territorial battalions that function as defense forces and growth support systems, the government becomes stronger. This is because threats to the country are increasingly complex and national stability is becoming increasingly important. Thus, to further support their active role in maintaining regional resilience, building infrastructure and enforcing security in isolated or dangerous areas, it is necessary to increase the number of territorial battalions which are useful for showing how the military structure is more adaptive and flexible.

Characteristics of Multidimensional Threats

A threat is any effort and activity, both from within the country and abroad, which is considered to endanger the sovereignty of the country, the integrity of the country's territory and the safety of the entire nation. Threats can be classified into types (military threats and non-military threats) originating from abroad and within the country, and where the threat actors can come from state actors or non-state actors. The target of threats to national defense is implemented to maintain and protect state sovereignty, the integrity of the territory of the Republic of Indonesia and the safety of the entire nation. The escalation of threats is also adjusted to the dynamics of developing threats which are handled through levels of circumstances, both in the escalation of military threats and escalation of non-military threats. Thus, in facing such a threat in the concept of national defense, a national defense doctrine is needed as a guideline.

National defense is all efforts to maintain state sovereignty, the integrity of the territory of the country, and the safety of the entire nation from threats and disturbances to the integrity of the nation and state. The purpose of national defense is to maintain and protect state sovereignty, the integrity of the territory of the Republic of Indonesia, and the safety of the entire nation from all forms of threats.

The characteristics of the multidimensional threats faced by Indonesia reflect the complexity of security challenges in the modern era, which involve a variety of spectrums of threats, both conventional and non-conventional. These threats include geopolitical tensions in the Indo-Pacific region, the impact of the military technology revolution, and the dynamics of hybrid and asymmetric threats that are increasingly difficult to detect but have the potential to disrupt national stability. These threats include:

1. Challenges in the Indo-Pacific

The Indo-Pacific region is facing increasing geopolitical tensions, triggered by various factors such as the formation of the AUKUS pact involving Australia, the United Kingdom and the United States to balance China's power in the region. Increased military activity in the South China Sea has also become a source of conflict, with China and the United States competing to expand their influence. This tension affects regional stability and requires Indonesia to take strategic steps to maintain its territorial sovereignty (Kennedy, 2023). In addition, demographic changes in the region with an increasing productive age population in several

countries are driving an increase in regional military capacity, which can have an impact on regional security dynamics (World Economic Forum Global Risk Report 2024).

Geopolitical tensions in the Indo-Pacific region, triggered by dynamics such as the formation of the AUKUS pact and competition between the United States and China in the South China Sea, require Indonesia to take strategic steps to maintain its territorial sovereignty and stability. In addition, the military technology revolution that presents artificial intelligence (AI), drones, and cybersecurity systems is further expanding the spectrum of threats faced. Hybrid and asymmetric threats that combine physical, cyber and information attacks further add to the complexity of security challenges. In this context, the formulation of this research problem that focuses on how the transformation of the Indonesian Army doctrine can answer the challenges of multidimensional threats becomes very relevant. The ever-evolving geopolitical and technological challenges require a defense strategy that is adaptive, innovative and able to integrate the national vision with operational needs in the field. This study aims to explore effective strategies that can be adopted by the Indonesian Army, including modernization of doctrine and technological capabilities, to face contemporary threats while supporting the achievement of the Golden Indonesia Vision 2045.

With these problems, a military technology revolution has emerged that can play an important role in changing the characteristics of contemporary threats. Technologies such as artificial intelligence (AI), drones and cybersecurity systems are key elements in modern warfare. The use of AI enables rapid data analysis to support strategic decision-making, while drones can accelerate the improvement of ISR (Intelligence, Surveillance, and Reconnaissance) capabilities. However, the adoption of this technology is not free from ethical and policy challenges, such as the risk of privacy violations and the use of technology for destructive purposes (Adamsky & Bjerga, 2010). This requires strict regulation and careful integration into national defense strategies.

2. *Hybrid and Asymmetric Threats*

Hybrid threats are a form of threat that combines various elements of conventional military tactics and strategies with unconventional techniques. These threats are often difficult to detect and identify, because they involve a combination of physical, cyber, economic, and information attacks. Meanwhile, in the context of national security, asymmetric threats often come in the form of indirect, asymmetric attacks, or those that focus on the weaknesses of the stronger party. In addition, this threat also involves a combination of conventional military power and irregular tactics, including cyber warfare, misinformation and economic pressure (Romanovskiy, 2022) (Mitrović, 2017).

As for asymmetric threats, they are actions taken by a weaker entity to exploit the vulnerabilities of a stronger opponent, often through unconventional means such as terrorism or cyber attacks (Guchua & Zedelashvili, 2019) (Mitrović, 2017). Examples and implications of asymmetric threats to Indonesia are not only traditional military in nature, but also include hybrid attacks, which combine conventional

and unconventional elements, such as information warfare, disinformation, and cyber threats. So the Indonesian Army here must develop a strategy that can face threats coming from various directions, as well as strengthen its capacity to deal with terrorism, radicalization and social division.

Hybrid and asymmetric threats are complex security challenges in contemporary geopolitics, characterized by the use of unconventional tactics by state and non-state actors. These threats often blur the lines between traditional warfare and non-military forms of aggression. Thus, it can be concluded that hybrid threats involve coordinated actions targeting vulnerable points in democratic states using a variety of means, while asymmetric threats refer to unconventional tactics used by weaker actors to exploit the vulnerabilities of stronger opponents, often without crossing the threshold of armed conflict.

Essentially, the development of cyber capabilities has transformed hybrid warfare, allowing attacks to disrupt critical infrastructure without traditional military involvement (Beretas, 2020) (Guchua & Zedelashvili, 2019). Thus, terrorist organizations use hybrid tactics, by leveraging technology and social media to amplify their impact and reach in posing significant challenges to national security (Romanovskiy, 2022) (Guchua & Zedelashvili, 2019).

The interplay between hybrid and asymmetric threats is increasingly evident in international relations, where state actors can use these tactics to gain strategic advantage over competitors (Mitrović, 2017). While hybrid and asymmetric threats are often viewed as significant challenges, some argue that they can also lead to innovation in defense strategies and international cooperation, potentially fostering resilience to such threats.

Hybrid threats combine physical, cyber, and information attacks, often with the aim of exploiting weaknesses in critical infrastructure. For example, a cyberattack on a power grid or communications system can cripple a country's capabilities without direct traditional military involvement (Beretas, 2020). Asymmetric threats, on the other hand, use unconventional tactics to exploit weaknesses in a more powerful opponent, such as through terrorism or disinformation campaigns. These threats are often invisible but can have significant impacts on national stability, especially if not addressed with adaptive and responsive strategies (Mitrović, 2017).

According to statistical data collected by Yudhi Kukuh as the Founder of AwanPintar.id, the cybersecurity report in Indonesia in the first semester of 2024 stated that the National Cyber and Crypto Agency (BSSN) recorded 403 million traffic anomalies or cyber attacks on Indonesia throughout 2023. This was revealed from the total data on anomalous traffic or cyber attacks in Indonesia during 2023 which reached 403,990,813 anomalies. Meanwhile, the highest traffic anomaly occurred in August 2023. The number reached 78 million anomalies. This anomalous traffic activity can have an impact on decreasing device and network performance, theft of sensitive data, reputation damage, and decreasing trust in an organization. In today's digital era, cyber attacks are the biggest challenge for organizations in various parts of the

world. The reason is, this cyber attack can threaten the confidentiality of important data and information of a person or organization. Not only that, data and information are also vulnerable to being leaked, stolen, changed, or deleted. In addition to asymmetric threats, terrorist and radical acts can cause deep fear and cause victims without regard to humanity, this is a threat to the safety of the nation. Terrorist acts can be carried out by international terrorist networks in collaboration with domestic terrorists. In 2020-2024 according to BNPT data (Komjen Pol. Mohammed Rycko Amelza Dahniel) stated that in 2024 Indonesia was ranked 31st, up 7 ranks from 24th. Where now Indonesia is seen as a country with a low impact by terrorism, in 2023 Indonesia was also recorded as medium impacted, this is certainly a very big achievement for Indonesia in eradicating acts of terrorism and radicalism, which can reduce the death rate from these attacks by up to -29%.

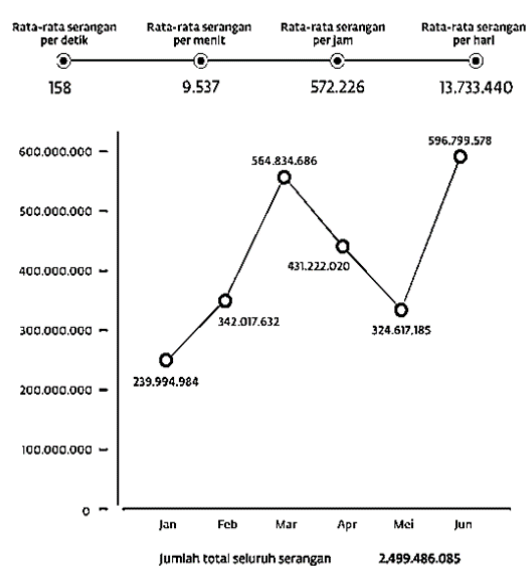


Image: Total number of cyber attacks in Indonesia during semester 1 2024. Photo: AwanPintar.id

However, behind this, it turns out that there is an increase in systematic, massive and planned ideological movements to strengthen organizations and this movement only targets women, children and adolescents. In addition, based on data from the Indonesia Knowledge Hub on CT/VE (I-KHub) BNPT Counter Terrorism and Violent Extremism Outlook 2023, there was an increase in the category of passive intolerance to active intolerance from 2.4 percent in 2016 to 5 percent in 2023, and an increase in the exposed category increased from 0.3 percent to 0.6 percent. Although this increase in migration is only 1 digit, this vulnerable group is the next generation of the nation, it can be imagined if the next generation of this nation is infiltrated by radical ideology whose main raw material is intolerance, unable to accept differences, feeling the most correct and forcing their truth on other people or groups. So that it will result in disruption to the country's defense and security system, of course this will disrupt Indonesia's process in achieving its vision in 2045.

3. Transformation of the Indonesian Army Doctrine

The Indonesian Army is one of the dimensions that is part of the Indonesian National Army (TNI) which is responsible for the defense operations of the Republic of Indonesia. According to Law Number 34 of 2004 concerning the TNI, article 8, the duties of the Indonesian Army include:

1. Carrying out the duties of the TNI land dimension in the Defense Sector;
2. Carrying out the duties of the TNI in maintaining the security of land border areas with other countries;
3. Carrying out the duties of the TNI in the Development and development of land dimension strength; and
4. Carrying out the empowerment of defense areas on land. Transformasi doktrin dan strategi TNI AD merupakan langkah strategis yang diperlukan untuk menghadapi kompleksitas ancaman modern yang semakin dinamis. Transformasi ini mencakup modernisasi doktrin, penerapan framework yang adaptif, serta implementasi strategi operasional yang inovatif.

The modernization of the Indonesian Army doctrine is focused on adaptation towards multi-domain operations that include the integration of various dimensions of warfare, both physical, cyber, and information. This approach allows for more efficient management of defense resources, increasing flexibility in dealing with hybrid and asymmetric threats. In addition, this modernization also involves the integration of high technology in the Indonesian Army's defense posture, such as the use of artificial intelligence (AI), drone systems, and digital-based defense tools to improve strategic and operational capabilities (Adamsky & Bjerga, 2010).

In addition, the transformation of the Indonesian Army doctrine in adopting an adaptive framework based on the principles of flexibility, interoperability, a human-centric approach, and sustainability has principles that aim to ensure the Indonesian Army's ability to respond to threats quickly and effectively. Within this framework, several strategic components are implemented, including the ability to face hybrid warfare (hybrid warfare capability) and cognitive domain mastery (cognitive domain mastery). These components not only strengthen tactical capabilities but also improve the mental and strategic readiness of personnel in dealing with modern threats (Chizek, 2003).

Thus, the transformation of the Indonesian Army strategy can be realized through the implementation of innovative operational strategies including strengthening Intelligence, Surveillance, and Reconnaissance (ISR) capabilities, which are key elements in providing situational awareness and supporting accurate decision-making. In addition, improving the quality of human resources (HR) through training and certification is a top priority to create professional and competent personnel. This is important to ensure operational readiness in facing an increasingly complex spectrum of threats, both in regional and global contexts (Mitrović, 2017).

The transformation of the Indonesian Army's doctrine and strategy is at the heart of efforts to realize the Vision of Golden Indonesia 2045 as stated in the title of this study. As a strategic step to face the complexity of modern threats, this transformation not only aims to update the defense approach,

but also integrates technological innovation and doctrine adaptation to create a resilient, adaptive, and responsive military posture. Doctrinal modernization that focuses on multi-domain operations and high-tech integration, such as artificial intelligence (AI) and digital-based systems, reflects the strategic need to manage hybrid and asymmetric threats more effectively. The adaptive doctrine framework with the principles of flexibility and interoperability emphasizes the importance of the TNI AD's mental and tactical readiness in facing the dynamics of contemporary threats. In addition, the implementation of strategies such as strengthening Intelligence, Surveillance, and Reconnaissance (ISR) capabilities and improving the quality of human resources through training and certification are key elements in realizing military competitiveness that can support national stability and sustainable development. With this transformation, the TNI AD is expected to play a central role in supporting Indonesia's big agenda towards becoming a stable and globally competitive developed country.

National Integration Towards the Vision of Golden Indonesia 2045

Efforts to achieve the Vision of Golden Indonesia 2045 not only require a transformation of defense doctrine, but also strong national integration through collaboration between various elements of the state. This integration involves synergy between government institutions, society, and the private sector, as well as strengthening a universal defense policy that integrates military and non-military forces. In addition, a transformation roadmap is needed that includes short, medium and long-term targets to realize the national vision, the transformation roadmap includes:

1. Multi-Stakeholder Synergy

The role of government institutions, communities and the private sector is key in creating strategic collaboration to support national stability. Government institutions are responsible for designing policies and regulations that are adaptive to modern security challenges. On the other hand, communities and the private sector play a role in strengthening local and national capacity, including through education, training and technological innovation programs. This collaboration will create a sense of shared responsibility in facing multidimensional threats and building stronger national resilience.

2. Strengthening National Resilience

A comprehensive defense policy that combines military and non-military forces is the main foundation in maintaining the country's sovereignty and stability. Military forces serve as the main line of defense, while non-military components, such as civil institutions and community organizations, support resource mobilization and recovery in crisis situations. This comprehensive approach ensures Indonesia's readiness to face complex and diverse threats, both from state and non-state actors.

3. Transformation Roadmap

Achieving the Vision of Golden Indonesia 2045 requires a clear and measurable transformation roadmap. In the short term, the focus is directed at strengthening technological capabilities and modernizing defense doctrine

to respond to current threats. In the medium term, human resource development (HRD) through training, certification, and strengthening infrastructure is a top priority. Meanwhile, in the long term, integration of advanced technology, increased international cooperation, and adaptation of strategic policies are expected to create a strong and globally competitive national defense posture.

Strong national integration is the main pillar in realizing the Vision of Golden Indonesia 2045. Through multi-stakeholder synergy, strengthening universal defense policies, and implementing a systematic transformation roadmap, Indonesia can face multidimensional challenges effectively and responsively. This step will ensure national stability and sustainable global competitiveness amidst the ever-evolving geopolitical dynamics. Therefore, with the above research, a strategic recommendation is needed. The transformation of the Indonesian Army's doctrine and strategy requires the implementation of various strategic recommendations designed to face multidimensional challenges in the modern era. These recommendations include strengthening political commitment, utilizing innovative technology, developing human resources, increasing international cooperation, and transparency and accountability in policy implementation. These recommendations include:

1. Adequate resource allocation is the main basis for supporting the transformation of the Indonesian Army. This includes budgeting for military equipment modernization, technology development, and personnel training. Strong political support is also needed to ensure the continuity of the transformation program, including alignment with national priorities towards the Vision of Golden Indonesia 2045.
2. Utilization of modern technology such as artificial intelligence (AI) and big data is an important element in strengthening national security. This technology can be used to detect threats early, improve the efficiency of decision-making and strengthen operational capabilities through data-based system integration. However, this innovation must be accompanied by strict policy regulations to ensure ethics and security in its use (Adamsky & Bjerga, 2010).
3. Strengthening strategic alliances in the Indo-Pacific region is one of the keys to maintaining regional stability. Indonesia needs to increase collaboration with neighboring countries and international organizations, especially in the field of intelligence information exchange and military training. This cooperation is also important to deal with cross-border threats such as terrorism, cyber warfare, and hybrid threats (Kennedy, 2023).
4. Competency certification for Indonesian Army personnel is a strategic step to improve professionalism and adaptability. Modern technology-based training programs must be integrated into the military curriculum, so that personnel are able to face increasingly complex operational challenges. In addition, HR development also

includes improving managerial capabilities to support effective strategy implementation.

Continuous monitoring and evaluation of the implementation of TNI AD doctrine and strategy is an important element to ensure the success of the transformation. Transparency and accountability mechanisms need to be implemented, including through public reporting and periodic audits, to build trust and ensure that resource allocation is used efficiently and on target (Mitrović, 2017)

IV. CONCLUSIONS

The transformation of the Indonesian Army's doctrine and strategy is a strategic imperative in facing the complexity of multidimensional threats that continue to grow. With challenges that include geopolitical tensions in the Indo-Pacific region, the military technology revolution, and hybrid and asymmetric threats, the Indonesian Army is required to adapt comprehensively in order to create a strong and modern defense posture. This transformation is not only important to ensure national stability but also to support the achievement of the Vision of Golden Indonesia 2045 which aims to make Indonesia a developed country with political stability, economic prosperity, and global competitiveness. So the success of this transformation depends on several key factors, including the integration of national vision, defense capabilities and global strategic dynamics, the use of modern technology, human resource development, and strengthening international cooperation as important elements in ensuring the effectiveness of strategy implementation. Thus, the Indonesian Army is expected to be able to integrate the national vision with operational needs in the field, build military competitiveness, and maintain the sovereignty and stability of the Indonesian territory amidst increasingly complex global challenges, considering that the transformation of the Indonesian Army's doctrine and strategy is a strategic imperative in facing the complexity of threats towards 2045. Through a comprehensive approach that includes modernization of capabilities, organizational transformation and strengthening cooperation, the Indonesian Army can build an adaptive and resilient posture. Considering that achieving the success of the implementation also requires political commitment and budget support, organizational mindset transformation, multi-stakeholder cooperation, sustainable technological innovation, and professional human resource development. The recommendations for writing the current journal are that the author provides recommendations related to the state, especially the Indonesian Army, in facing multidimensional threats to achieve the vision of a golden Indonesia 2045, namely by strengthening the power structure to call for adaptive and rapid organizational changes to rapidly changing dynamics by increasing flexibility in the organization, rapid use of digitalization and technology, increasing readiness and rapid reaction to all types of sudden threats, being active in institutional collaboration, striving for comprehensive cybernetic defense, increasing training and development of human resources, increasing mobility and logistics readiness and adaptive policy development, and

increasing community involvement in overcoming all types of threats.

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