

Legal Review of Defense Human Resource Management in the VUCA Era: Based on Law Number 3 of 2002

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Abstract

Defense human resources in the VUCA era (Volatility, Uncertainty, Complexity, and Ambiguity) based on Law Number 3 of 2002 concerning state defense. The VUCA era, which is characterized by rapid change, uncertainty, complexity, and ambiguity, demands changes in the strategy of managing human resources in the defense sector. This study uses a normative legal method, with a statutory approach and analysis of literature related to defense human resource policies. The results of the study indicate that Human Resource Management in the defense sector, in accordance with Law Number 3 of 2002, must adapt to the challenges of the VUCA era (Volatility, Uncertainty, Complexity, Ambiguity). The need for superior and adaptive human resources is increasingly crucial, requiring them not only to have technical skills, but also a deep understanding of information and communication technology, and the ability to deal with cyber threats. In addition, mastery and maintenance of advanced main weapons systems (*alutsista*) are indicators of the reliability of human resources. However, existing regulations are still not fully in line with VUCA dynamics, so the government needs to formulate relevant training policies, including adjusting the curriculum at military academies. In addition, it is important to regulate the legality of international training programs and provide legal protection for personnel, including guarantees of basic rights such as compensation and medical care. Comprehensive policies and regulations will strengthen risk management and enable decentralization of decision-making, so that personnel can be more flexible and effective in facing evolving challenges.

A. INTRODUCTION

Defense is one of the dynamic elements in the concept of National Resilience which plays a very strategic role, because it is directly related to the integrity of the territory, sovereignty, and survival of the nation (Risdiarto, 2017). In this context, defense does not only include military strength, but also involves all elements of the nation in an effort to maintain the stability and security of the country. Strong and

integrated defense is able to protect the country from various threats, both internal and external, including military threats, terrorism, cyber, and global geopolitical conflicts (Mardhani, 2020). The concept of effective defense also supports national development by creating a safe and conducive environment for economic, social, and political growth.

The national defense system is designed comprehensively by involving three main components: main, reserve, and supporting components (Roringkon et al., 2022). The main component includes the core military forces that are directly responsible for maintaining state sovereignty and conducting defense operations. The reserve component consists of troops prepared to support the main component in emergency or conflict situations that require additional mobilization. Meanwhile, supporting components are a very important part in strengthening the overall defense system (Nitit & Saksono, 2023). These components include human resources, natural resources, artificial resources, and national facilities and infrastructure.

Human resources are a vital asset for the success of an organization because every activity and decision taken depends on the role of the individual in it (Riniwati, 2016). Good and planned human resource management allows the organization to be more effective in achieving its goals. This includes not only the management of daily operations, but also the development of the competence and potential of each individual so that they are able to adapt to changes that occur in the business environment and technology. well-managed human resources will create stronger synergy, increase productivity, innovation, and commitment to the organization's vision (Darim, 2020). Therefore, the success of an organization depends not only on the strategy implemented, but also on the quality and management of human resources that support the implementation of the strategy (Basuki, 2023).

cooperation between various parties within the organization is also very necessary to achieve common goals. Organizations must have human resources that are able to work flexibly and responsively to changes, both internal and external, such as technological developments, regulations, and market dynamics (Afkarina et al., 2023). Human resource management plays an important role in managing employee development, ensuring their welfare, and creating a conducive work environment (Marayasa et al., 2017). In addition, human resource management must ensure that every member of the organization has a clear understanding of their role and is given the opportunity to develop through training and professional development (Hakim, 2014).

Law Number 3 of 2002 concerning National Defense explicitly emphasizes the importance of managing national resources, especially human resources, to be transformed into a defense force that is ready to be used in maintaining the sovereignty and security of the State (Aryani. 2021). In this context, all Indonesian citizens are considered as potential defense forces that can be relied on in emergency situations or threats that threaten the integrity of the nation. This law emphasizes that in national defense, there is no difference between one citizen and another—all have a responsibility to play a role in efforts to maintain national security (Puslatpur et al., 2023). However, the process of transforming human resources into a defense force is not simple, because it requires a strict selection process and meeting various special requirements, both physical, mental, and technical skills (Anwar, 2015).

Recruitment of human resources to become part of the national defense force involves a number of requirements and stages that must be met, ranging from excellent physical health requirements to mastery of technical skills relevant to military needs (Budimann et al., 2021). Not everyone will immediately qualify to become a soldier or defense personnel, because national defense requires professional and trained human resources. Therefore, the recruitment process includes strict selection, intensive training, and continuous coaching so that selected individuals are ready to carry out national defense tasks effectively (Purwantoro et al., 2022). In addition, in an effort to maintain national security, human resources are not only measured in terms of quantity, but also quality, so that human resource management must be directed to forming a defense force that is responsive, adaptive, and ready to face various complex challenges in the modern era (Susdarwono, 2020).

Defense Human Resource Management at the Ministry of Defense has a strategic role in maintaining national stability and security, because they are the main drivers in the management and implementation of the State's defense policy (Risdiarto, 2017). As an institution responsible for defense, the Ministry of Defense is filled by two main groups, namely Civil Servants and Indonesian National Army soldiers, who collaborate to ensure effective defense operations (Hutagaol et al., 2018). To achieve optimal performance, development of defense human resources is very important, including competency development, increasing technical and managerial capacity, and instilling strong leadership and discipline values. This development must be designed so that every individual, both Civil Servants and Indonesian National Army soldiers, are able to face the dynamics and challenges of increasingly complex defense in the VUCA era, including the challenges of technology and globalization (Djuyandia & Ghazianb, 2019).

The purpose of this study is to analyze the management of defense human resources in the VUCA era based on Law Number 3 of 2002 concerning National Defense, and to identify the challenges and opportunities faced in improving national defense readiness and capability. The benefits of this study are to provide deeper insight into the importance of adaptive and flexible defense human resource management in facing global dynamics, as well as to provide policy recommendations that can support the development of more effective human resources and in accordance with defense needs in the modern era. This research is also expected to be a reference for policy makers in improving the quality of defense human resources, so that they can contribute optimally to efforts to maintain state sovereignty and security.

B. METHODS

This research is a type of normative legal research which is often referred to as dogmatic study or doctrinal research. This doctrinal research focuses on legal studies developed based on doctrines that have been recognized and adopted by policy makers and developers of legal theory (Soekanto, 2007). In the context of this research, the law studied relates to the management of defense human resources as regulated in Law Number 3 of 2002 concerning National Defense. This doctrinal approach emphasizes the analysis of existing legal concepts, as well as how these rules are formulated and applied in a modern context, especially in the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) era, where global dynamics demand rapid change and flexibility in the national defense system. This study aims to understand how legal doctrines related to defense are interpreted and applied to manage human resources as part of the national defense force.

This study uses a descriptive analytical method, which aims to provide a clear picture of the management of defense human resources through an analysis of applicable laws (Soandari, 2012). This approach allows researchers to explore relevant primary and secondary data, such as laws and regulations, official documents, and legal literature related to national defense. Data analysis is carried out qualitatively, which allows for a deep understanding of the role and application of law in managing defense human resources. Thus, this study not only explains the existing legal rules, but also analyzes how these rules can be strengthened or adjusted to the challenges of the VUCA era, including how human resource management can be optimized in the national defense system. This study is expected to provide relevant recommendations for policy makers regarding the management of defense human resources in the future.

C. RESULTS AND DISCUSSION

Analysis of Defense Human Resource Management According to Law Number 03 of 2002 in the Context of Facing VUCA.

VUCA, which is an acronym for Volatility, Uncertainty, Complexity, and Ambiguity, reflects the increasingly dominant challenges in this modern era, especially in various aspects of life, including the world of defense, business, and government. Volatility refers to rapid and unpredictable changes in the environment we face. This creates challenges for individuals and organizations, as they must be ready to adapt to dynamics that are often beyond their control. Uncertainty is a condition in which the future is difficult to predict, making long-term planning more difficult and risky. Ambiguity refers to a situation in which information is not always clear, which can lead to confusion and misinterpretation in decision-making. Meanwhile, complexity describes a situation that is full of interacting variables, thus creating additional difficulties in understanding or managing the problem at hand (Taskan et al., 2022).

To survive and succeed in the VUCA era, we must develop special skills, one of which is critical thinking. Critical thinking allows us to analyze information in depth, consider multiple points of view, and make wiser decisions in uncertain situations. In addition, mathematical talent is also important because mathematics involves logical and analytical skills that are needed to solve complex problems. A deep understanding of patterns, data, and numbers can help individuals face challenges full of uncertainty and complexity in this VUCA era. By thinking critically and relying on analytical skills, we can be better prepared to deal with the volatility and ambiguity that exists, and make smarter and more strategic decisions in ever-changing situations (Bird, 2018).

VUCA is a product of technological progress that is greatly influenced by industrial developments, especially in the era of the Industrial Revolution 4.0. Before reaching this point, the world has gone through various phases of industrial revolutions that have gradually changed the way humans work, communicate, and innovate. The Industrial Revolution 1.0 began with the use of steam engines and the mechanization of production in the 18th century, which allowed for increased production and efficiency. The Industrial Revolution 2.0 in the late 19th century introduced electricity and mass production, where large factories with assembly lines began to dominate. The Industrial Revolution 3.0 in the 20th century focused on automation, computerization, and the use of information technology to support more sophisticated production and management. Now, in the era of the Industrial Revolution 4.0, the world has entered a new phase marked by the integration of the physical, digital, and biological worlds through technologies such as the Internet of

Things (IoT), artificial intelligence (AI), big data, and advanced robotics.

In the context of the Industrial Revolution 4.0, the VUCA ecosystem is experiencing rapid and significant development. The ever-evolving digital technology brings rapid changes (volatility), increases uncertainty in markets and industries, and creates more complex and ambiguous situations. Industries in this era must adapt to the demands of ever-changing technology, increasingly rapid innovation, and increasingly intense global competition. For example, automation and AI have changed the job landscape, so companies must be ready to face technological disruption and find innovative solutions to stay relevant. In addition, VUCA encourages organizations to increase their flexibility and adaptability to unexpected changes. In this ecosystem, success depends on the ability to innovate, use data effectively, and make quick but informed decisions amidst ever-changing circumstances. The Industrial Revolution 4.0 has deepened the impact of VUCA in industrial and social life, forcing actors in various sectors to always be ready to face new challenges and opportunities (Bahri, 2022).

Human Resource Management, often referred to as human resource development, plays a key role in maintaining the continuity and growth of an organization. The main function of human resource management is to carry out strategic human resource planning, starting from the recruitment process, selection, to employee career development (Amelia et al., 2022). The purpose of this planning is to ensure that the organization has the right workforce with relevant skills to face the ever-growing business challenges. A good recruitment process ensures that the selected employees have the potential needed to support the organization's productivity, while training and career development programs help employees to continuously improve their skills, adapt to technological changes, and prepare them for greater responsibilities in the future.

Human resource management also aims to optimize employee effectiveness in order to maximize overall organizational productivity. This approach focuses not only on individual performance, but also on employee well-being and quality of work life. When organizations treat their employees as valuable assets, they not only increase productivity but also create a more positive and satisfying work environment. Initiatives such as organizational development and increasing employee satisfaction contribute to increasing employee commitment to the organization (Abdullah, 2017). By paying attention to employee welfare, human resource management plays a role in creating a conducive work atmosphere and supporting a balance between work demands and employee personal needs, which ultimately drives better performance.

To achieve a balance between organizational goals and employee needs,

human resource management must focus on three main things (Ramadhani et al., 2023). First, human resource planning that is integrated with future challenges, ensuring that employees have competitive skills to compete in the global market. Second, the implementation of effective and efficient human resource management functions must be carried out while still complying with applicable employment regulations to ensure that employee rights are respected and fulfilled. Third, the importance of paying attention to employee personal and professional development, which will not only increase job satisfaction but also increase loyalty and commitment to the organization. With effective management, human resource management can help organizations and employees reach their full potential, both in terms of productivity and well-being.

Human resource management in the VUCA era must focus on creating a resilient and inclusive work culture. This can be achieved through developing leadership that can provide clear direction amidst uncertainty, as well as building effective communication throughout the organization. Organizations must strive to become more agile, allowing them to quickly adjust strategies based on changing external conditions (Wahyudi et al., 2023). In this context, human resource management also plays a vital role in maintaining and enhancing employee engagement by providing greater support for their mental and physical well-being, especially given the stress that may arise from the VUCA environment. By ensuring that employees feel valued and supported, human resource management can help create an environment that allows organizations to not only survive but also thrive in this era of uncertainty.

In supporting the Military Revolution, the reliability of defense human resources is a very crucial aspect. In the VUCA era, the need for superior and adaptive defense human resources is increasingly urgent. Reliable human resources in defense are not only required to have technical skills, but must also be technology literate and ready to face modern challenges, especially in mastering communication and information technology, controlling internet networks, and having expertise in the operation and maintenance of sophisticated equipment and defense equipment (.).

First, technology-literate defense human resources are an important foundation in the Military Revolution. Technology has now become an integral part of all aspects of military operations, from command and control systems, to reconnaissance, to logistics management. In the digital era, mastery of information and communication technology (ICT) is the key to success in dealing with cyber threats and securing national defense networks. Human resources who can utilize this technology well will be able to optimize the use of military equipment and

increase efficiency in operations. Therefore, the development of competencies in the field of ICT must be a priority in the development of defense human resources, including capabilities in cybersecurity, data management, and the operation of network-based systems.

Second, internet network control is another very important aspect in the context of defense in the VUCA era. The internet network now not only functions as a means of communication, but also becomes a new battlefield in the form of cyber warfare. The ability of defense human resources to control and protect internet network infrastructure is vital to ensure the smooth running of military operations and protect sensitive data from attacks that can damage or steal strategic information. Readiness to face cyber attacks, whether from state or non-state actors, requires human resources who not only understand internet networks technically but are also able to take proactive steps to protect and defend systems from threats.

Third, expertise in operating modern military equipment and sophisticated defense equipment is one of the main benchmarks for the reliability of defense human resources. The development of military technology continues to present various new innovations, ranging from autonomous vehicles, sophisticated air defense systems, to laser-based weapons and drones. In order to optimally utilize this sophisticated defense equipment, defense human resources must have in-depth knowledge of the system, including the ability to maintain and repair it. Not only that, skills in operational tactics and strategies that are adjusted to the capabilities of modern equipment are also very important. Without expert and skilled human resources, the potential of cutting-edge military technology cannot be maximized effectively.

Provisions regarding the management of defense human resources in the VUCA era have not been specifically regulated, although defense resource management has so far been based on Law Number 3 of 2002 concerning State Defense. The law, which is more than two decades old, was designed in a different context and is less accommodating to the dynamics of change that occur in the VUCA era. Currently, defense challenges do not only come from traditional threats, but also from non-traditional threats that continue to develop rapidly and complexly (Soepandji & Farid, 2018). Therefore, it is necessary to update policies and regulatory frameworks that are more flexible, responsive, and innovative in managing defense human resources to face increasingly unpredictable and uncertain global challenges, including the application of technology and adaptive approaches that can effectively increase national resilience.

In Law Number 3 of 2002 concerning National Defense, the term "human resources" has not been given a standard definition in the articles or explanations.

The absence of this definition may be deliberate to provide flexibility in the interpretation and implementation of implementing regulations at lower levels (Suryatni, 2020). The purpose of this is so that the implementing regulations that are made later can formulate definitions that are more specific and appropriate to the context. This allows the government and related agencies to adjust the management of defense human resources to dynamic needs and developments without being trapped in rigid and narrow understandings. Thus, the absence of this definition aims to prevent multiple interpretations that could hinder effective policy implementation.

However, on the other hand, the importance of consistency and clarity in the definition of "human resources" needs to be considered so that the regulations made do not cause uncertainty or confusion in their application. Human resource management in the defense sector has a strategic role in maintaining the sovereignty and security of the country, so it needs to be regulated precisely and clearly in more detailed regulations. Consistency in terminology will also ensure alignment between central policies and their implementation in the field, as well as encourage the development and development of adaptive human resources that are ready to face challenges in a global era full of uncertainty.

In Law Number 3 of 2002 concerning National Defense, there are two important terminologies used, namely "human resources" and "citizens," which although both refer to humans, have different contexts and emphases in their management. The term "human resources" is more often used in discussions about national resources, which include humans as one element of the overall potential possessed by the state to maintain national defense. Meanwhile, the term "citizen" is generally used in the context of organizing national defense, where citizens have a role as the main, supporting, or reserve components in the defense system. This reflects that the government has a responsibility to develop and manage Indonesian people to be ready to face various threats, both military and non-military, through various programs that ensure they meet the requirements and pass the selection to play a role in national defense.

The differences in the use of these terms show that although both concepts are human-centered, the approaches to managing them differ. Human resources in the context of defense include the development, development, and utilization of human potential as a sustainable state asset, with the aim of strengthening national resilience amidst increasingly complex global dynamics. Meanwhile, the term "citizen" emphasizes the individual role of every Indonesian in contributing to national defense, both as part of the main component, such as the TNI, and as a reserve or supporting component in an integrated national defense system. Both of

these concepts are important to ensure the nation's readiness to face contemporary threats, which can be asymmetric and unconventional.

However, current world developments, especially in the VUCA era, demand new policies that are more adaptive and responsive to changes in the times, including in the management of defense human resources. Law Number 3 of 2002, which is more than two decades old, may not be fully accommodating to the challenges that arise in this era, such as cyber threats, information warfare, and the use of technology and artificial intelligence in conflict. Therefore, new regulations are needed that are able to integrate the development of defense human resources with new skills that are relevant to the challenges in the VUCA era. These regulations must be able to accommodate the development of Indonesian people who are ready and resilient in facing modern threats, both at the military and non-military levels, and ensure that there is alignment between defense policies and global trends in dynamic, flexible, and technology-based human resource management.

The government needs to formulate policies that strengthen the defense system by preparing people who not only meet physical and mental requirements, but also have new skills that are in accordance with the demands of the times. This includes the ability to adapt to technological changes, understanding digital threats, and critical thinking skills in uncertain situations. With more progressive and targeted policies, defense human resources can be managed more effectively to become reliable main, supporting, and reserve components in a modern, strong, and ready-to-face VUCA era national defense system.

Legal Implications of Human Resource Management in the VUCA Era

The following are some legal implications for the management of defense human resources in the VUCA era based on legal and regulatory analysis, specifically referring to Law No. 3 of 2002 concerning State Defense:

1. **Regulatory Adaptation to VUCA Environmental Changes**

The VUCA era, characterized by uncertainty, volatility, complexity, and ambiguity, demands an update to defense regulations, including Law No. 3 of 2002 concerning State Defense. The law was formulated in the context of traditional threats and may not fully accommodate new challenges arising from global geopolitical changes, technological developments, and non-conventional threats such as cyber attacks and transnational terrorism. These regulatory updates must be carried out periodically so that the law is more adaptive to rapidly changing dynamics. Thus, the law must be an instrument that is responsive to strategic needs, where the state can continue to protect its sovereignty and prepare a defense force

that is ready to face modern threats. Regulatory updates should also include adjustments to military doctrine that anticipate VUCA conditions more effectively.

Rapid changes in the VUCA era also demand laws that are responsive to technological developments, especially in the military and intelligence fields. New technologies such as artificial intelligence (AI), big data and robotics are increasingly being used in defence operations, and this requires clear regulation of their use. Law No. 3 of 2002 needs to add provisions governing the application of this technology in the context of defense. For example, rules regarding the use of AI for intelligence analysis or autonomous weapons systems need to be regulated to comply with the principles of international law and human rights. Without clear rules, the use of this technology could pose serious legal and ethical risks, impacting national defense and security operations.

In addition to the main regulatory updates, more detailed supplementary regulations are also needed regarding the management of defense human resources. Human resource management in the defense sector is not only about fulfilling the number of personnel, but also increasing their competence and flexibility in facing the challenges of the VUCA era. These complementary regulations can include policies related to digital technology training, where defense personnel need to be trained in operating advanced technologies such as AI-based warfare simulations, big data management, and analytical capabilities to respond to cyber attacks in real time. Additional regulations can also cover the management of increasingly complex intelligence data, as well as risk management in modern conflicts that require high readiness in facing asymmetric threats.

Human resource resilience is also an important focus in regulatory updates. In addition to increasing competence through technology training, defense human resources also need to have high psychological and mental resilience. VUCA conditions often create tremendous stress for personnel in the field, so additional regulations that touch on aspects of well-being, mental health, and rehabilitation and reintegration programs after deployment are also very important. Regulations that support psychological training and stress management in high-risk conditions will help create more resilient and adaptable defense human resources amidst continuous change.

2. Strengthening human resources Training and Development Policy

The government's obligation in the education and training of defense human resources as regulated in Law No. 3 of 2002 places the government as the primary responsibility holder in ensuring that national defense personnel are ready to face various modern challenges. In the context of the VUCA era (volatility, uncertainty, complexity, and ambiguity), this becomes increasingly important. The government

must formulate relevant and dynamic policies to ensure that defense human resource training continues to keep pace with rapidly evolving technology, military tactics and warfare methods. This includes adjusting the training curriculum at military academies and other defense institutions, so that it focuses more on developing the adaptive capabilities of personnel. The curriculum should cover risk management, digital technology skills, and technology-based warfare strategies such as drone use, artificial intelligence, and big data management. This will provide defense personnel with the competencies needed to respond to complex and unpredictable situations and manage risk in increasingly modern military operations.

In addition, the legal implications of this obligation also require the government to ensure that training programs are not only national but also global. The legality of international training programs is a key element in the modern defense framework. In the era of globalization and increasing international defense cooperation, military personnel are often faced with threats that are cross-border and require a multinational approach. Therefore, the law must clearly regulate the legality and legal framework for defense personnel to participate in international training. This program allows defense personnel to learn from the best practices of other countries, improving their capabilities in dealing with transnational threats, such as global terrorism, cyber threats, and asymmetric warfare.

Through this international training, defense personnel can acquire new skills relevant to global challenges, as well as expand strategic cooperation networks with other countries. This program also paves the way for increasing military interoperability between countries, which is increasingly important in peacekeeping missions, joint operations, or military alliances as often occurs within the framework of the United Nations (UN) or regional defense organizations. For this reason, Law No. 3 of 2002 needs to provide a strong legal basis for the implementation of international training programs, including regulations regarding the framework of cooperation, regulations regarding the rights and obligations of personnel participating in the program, and legal protection mechanisms for personnel involved abroad. .

3. Legal Protection for Defense Personnel

Legal protection for defense personnel is a crucial aspect that must be clearly regulated in the national legal framework, especially in the VUCA (volatility, uncertainty, complexity, and ambiguity) era, where situations and conditions in the field can change quickly and unpredictably. Defense personnel, in carrying out their duties in high-risk areas, often face various challenges and threats, both from opposing parties and from unpredictable natural conditions and operating

environments. Therefore, the law must provide a guarantee that personnel carrying out state duties are legally protected from all forms of lawsuits or legal threats that may arise as a result of the actions they take in emergency or crisis situations. This protection should also include basic personnel rights, such as the right to adequate compensation, access to medical care, and psychological support to ensure their well-being during and after their period of duty.

In addition, the law must provide certainty regarding the welfare of defense personnel, including financial compensation and social security. In the context of military operations or humanitarian missions involving high risk, personnel often face physical injury, psychological trauma, and even death. Therefore, the law must regulate a fair and transparent compensation mechanism for personnel who are injured or killed in the line of duty. This includes guarantees for their families, such as death benefits and pension benefits, as well as rehabilitation programs for personnel returning from duty with impaired physical or mental health. Legal certainty regarding these rights will provide a sense of security and boost the morale of personnel, as they know that the state appreciates their sacrifices and guarantees protection of their rights.

Legal risk management for defense personnel should also be a priority in the legal framework in the VUCA era. In highly dynamic situations, where decisions must be taken quickly and often under extreme pressure, the risk of actions that may be considered controversial or in violation of international law is increased. Therefore, the government must establish clear guidelines regarding the legal responsibilities of defense personnel, especially in unforeseen situations, such as military operations abroad or in humanitarian missions. These guidelines should include protocols governing the proportional use of force, rules of engagement, and policies for reporting military actions that have potential legal consequences. With clear legal guidelines in place, personnel can act more confidently and efficiently without having to worry about potential lawsuits later on.

Furthermore, the law should also provide for special legal protection mechanisms for personnel involved in high-risk operations. This should include provisions for legal immunity in certain situations where personnel may be required to take immediate action that would be considered unlawful under normal circumstances, but is necessary to protect their own lives or those of others. In addition, legal protection should include access to legal assistance for personnel facing prosecution at home or abroad, as a result of their actions in the course of their duties. Thus, the state not only protects personnel from physical risks, but also from legal risks that may arise due to sudden changes in operations or situations in the field.

4. Establishing a Legal Framework for Risk and Conflict Management

The formulation of risk management policies in the defense sector is an important element in a future-oriented legal framework, especially in the VUCA (volatility, uncertainty, complexity, and ambiguity) era. The legal implication is that laws must be designed to accommodate risk management policies that are not only reactive to current threats, but also proactive in preparing defense human resources to face various crisis situations full of uncertainty. This includes comprehensive and ongoing training, which focuses on personnel's ability to identify potential risks, quickly analyze situations, and make appropriate decisions in emergencies. With supportive legislation, governments can ensure that defense human resources have the tools and knowledge necessary to anticipate and respond to rapid changes in the operational environment, including in the face of new threats such as cyber attacks, natural disasters, or asymmetric conflicts.

Furthermore, risk management policies should be designed to cover a wide range of potential scenarios that may occur in the VUCA era. Legislation needs to provide for defense personnel to be trained not only in technical skills, but also in strategic decision-making under high pressure. This policy should emphasize the importance of resilience and adaptability in changing situations. In this way, personnel can respond to crises more flexibly and remain effective despite uncertainty. The law must also regulate a system of periodic evaluation of existing risk management policies, to ensure that the strategies and methods used are always relevant to current conditions and potential future threats.

In terms of emergency arrangements, the existing legal framework must provide flexibility for decision-makers in the defense sector. In the VUCA era, emergency situations often arise suddenly and without warning, making quick and effective decisions critical. However, actions taken in these emergency situations must remain within the bounds of applicable law. Therefore, the law should set out clear guidelines regarding the powers and responsibilities of decision-makers in crisis situations, including the extent to which they can act without having to follow the administrative procedures normally required. This may include emergency policies that give military commanders or civilian leaders special authority to take steps necessary to protect national security, although in some cases, such actions may require deviating from standard procedures.

Same time , the law must ensure transparent accountability mechanisms for emergency decision-making. Flexibility in action must be balanced with clarity about the legal boundaries that must be respected, including human rights and international humanitarian law. Thus, while the law allows for a rapid and effective response, it should not be an excuse to violate the basic principles of applicable law,

both at the national and international levels. A well-designed legal framework can provide space for defense decision-makers to act quickly, while maintaining accountability and compliance with existing legal norms, thereby protecting personnel from potential future legal risks .

5. More Flexible Decision-Making Authority

Decentralization of decision-making in the defense environment is becoming increasingly important in the VUCA (volatility, uncertainty, complexity, and ambiguity) era. In unpredictable and frequently changing conditions, rapid and decentralized decision-making can improve operational response and effectiveness. The legal implication of this is the need to draft regulations that provide broader authority to commanders and human resource managers in the field. By giving them greater autonomy, decisions can be made more quickly and in accordance with evolving situations. It also reduces bureaucratic hurdles that often slow down the decision-making process, allowing defense personnel to better respond to emerging threats and urgent needs that must be addressed immediately.

Furthermore, decentralization of decision-making also requires clarity regarding the boundaries of authority and responsibility for leaders in the field. The law should establish clear guidelines on the authority held by commanders at various levels, including situations in which they are allowed to make decisions without waiting for instructions from superiors. This is important to ensure that decisions taken remain within the applicable legal framework and do not violate established procedures or policies. Thus, decentralization not only speeds up response, but also ensures accountability in decision-making.

In addition, legal involvement in the development of adaptive leadership must also be a focus in the preparation of regulations. Leaders in the defense environment must be equipped with the ability to act in ambiguous and complex conditions. The existing legal framework needs to ensure that training and education for defense leaders includes the development of adaptive skills needed to make decisions based on incomplete or unclear information. This includes learning how to manage risk, assess rapidly changing situations, and communicate effectively with their teams to take appropriate action in difficult situations.

Regulation also needs to provide support for the development of adaptive leadership through the development of policies and programs that encourage leaders to continue learning and adapting to change. This can be done through the implementation of training programs that focus on case studies, crisis simulations, and experiential learning that reflect the real challenges faced in defense operations. With clear legal support, leaders can be trained to improve their critical decision-making skills, so that they are better prepared to face the various challenges that

may arise in the future. This in turn will strengthen the readiness and effectiveness of defense organizations in dealing with complex global dynamics

D. CONCLUSION

Human Resource Management in the defense sector, according to Law Number 3 of 2002, must adapt to the challenges of the increasingly complex VUCA (Volatility, Uncertainty, Complexity, Ambiguity) era, where the need for superior and adaptive human resources becomes crucial. In this context, defense human resources are not only required to have solid technical skills, but also a deep understanding of information and communication technology, as well as the ability to control internet networks to deal with cyber threats. In addition, expertise in operating and maintaining advanced main weapons systems (alutsista) is the main indicator of human resource reliability. However, human resource management in the defense sector still faces challenges, especially because existing regulations are not fully in line with the current VUCA dynamics. Strengthening the policy of training and development of defense human resources in Indonesia, as regulated in Law No. 3 of 2002, places the government as the primary responsibility holder to ensure the readiness of personnel in facing modern challenges, especially in the VUCA (volatility, uncertainty, complexity, and ambiguity) era. In this context, the government needs to formulate relevant and dynamic policies, such as adjusting the training curriculum in military academies to include risk management, digital technology, and technology-based warfare strategies, so that personnel have the competence to respond to complex situations. In addition, the law must also regulate the legality of international training programs that allow personnel to learn from global best practices to improve their capabilities in dealing with transnational threats. Legal protection for defense personnel is also essential, with guarantees of basic rights such as compensation, medical care, and psychological support, as well as clear legal protection mechanisms to deal with legal risks resulting from actions taken in emergency situations. Thus, comprehensive policies and regulations will strengthen risk management and decentralize decision-making, allowing personnel to act more flexibly and effectively in the face of changing challenges.

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