

FACTORS THAT CAN DETERMINE THE PERFORMANCE OF INTELLIGENCE MEMBERS AT THE STRATEGIC INTELLIGENCE AGENCY TNI

Sony Krisnu Biantoro¹, Retno Kusumastuti²

^{1,2} Fakultas Ilmu Administrasi, Universitas Indonesia, Indonesia

Email: cristnahumarory@gmail.com

ABSTRACT

Changes in the global and national political order are influenced by the national interests of each country, which have been sharpened by the war in Ukraine. This broadens the concept of security from military dominance to information and intelligence control, and introduces new forms of threats such as asymmetric, hybrid, cyber and proxy warfare. Indonesia, with its abundant natural resources, plays a strategic role in this dynamic, but faces significant challenges in the shortage of specially qualified intelligence personnel. Of the 48 intelligence members who carry out Counterintelligence operations, only some have advanced education and experience, as well as adequate counterintelligence qualifications. This research uses SWOT and Fishbone analysis to identify the factors that determine the performance of intelligence personnel, as well as finding strategies and root causes that affect the effectiveness of intelligence operations in Indonesia. The aim is to improve the performance and management of strategic intelligence through enhancing the education, experience, and qualifications of intelligence personnel.

KEYWORDS Member Performance, Intelligence Member, Intelligence Agency, TNI.



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INTRODUCTION

The national interests of each country will affect the order of domestic and foreign political changes and have an impact on the interaction of global relations. The war in Ukraine has also affected the understanding of security so that it has a broader scope. The stages of the concept of security identical to the deployment of force or competition through military force to face threats from other countries began to shift. The dynamics of changes in the development of international interactions after the war in Ukraine, no longer focus only on the problem of

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maintaining territorial sovereignty but on the readiness of each country to obtain information from trusted sources. The issues of security problems today are increasingly widespread and complex and are not only limited to the competition of great powers, but have involved almost all countries.

The development of this problem is due to the phenomenon of globalization, where people interpret it differently. The high human need for resources continues to increase every year, resulting in the potential for relationships from non-state actors who seek to maximize their role either directly or indirectly. Competition for natural resources from non-renewable energy has changed to competition for control of renewable energy potential. In order to obtain information about natural resources in other countries, it is necessary for each country to optimize its intelligence. Countries that are geographically located on the equator such as Indonesia have abundant natural resources. While large countries today, especially China, which has the largest population in the world \pm 1.5 billion people, really need energy sources to meet the needs of the country.

In the era of globalization, the ability and intention of each country towards other countries, not directly but through third parties dominated by intelligence information. The intelligence obtained becomes an important point for each country, so that it can know clearly about the target information. Not only getting information, but also creating the desired conditions for the target. The conditions created are in the form of a peaceful and safe life, or vice versa, namely tense and full of fear from the people in the target country. Fear can be generated through war, or create citizen dissatisfaction with the government in a country. In the current conditions, companies are increasingly aware of the importance of business intelligence (BI). BI is a broad definition consisting of technologies, applications, and processes to collect, store, access, and analyze data to improve decision-making (Djerdjouri, 2019).

The growth of the world's population has changed the characteristics and nature of war, and has changed with the development of technology. The emergence of new types of warfare caused by the national interests of a nation is becoming more frequent and more dangerous. The new types of warfare are asymmetric warfare (unformed), hybrid warfare (conventional, unpredictable (irregular) warfare, cyber warfare, biology, explosive devices, improvisation, information warfare) and proxy warfare (using third parties). Asymmetric warfare is a war between countries whose military power is far different, one country with a very large force and another country with a very small military force. While hybrid or mixed warfare is a war that brings together conventional war models, with asymmetric warfare and information warfare to achieve the goal of victory over the opposing party. In a strong situation, the conventional model is generally to defeat the selected opponent, but if the conditions are adverse, different steps are used to weaken the enemy's strength. the model fully uses intelligence operations from each country against other countries. With the increase in technology, the war does not use conventional weapons. But also the latest types of weapons and the search for the latest information. If it has always relied on Humint (Human Intelligence), then now there is Sigint (Signal Intelligence), Tekint (Technology Intelligence and Geoint (Geography Intelligence).

The definition of proxy war or proxy war is a war that occurs between the two highest capabilities by using other parties to reduce the meeting of forces face to face, open war in the current situation will be avoided by every country because it has an impact on the economic crisis and the cost is expensive. So with a strong basis to try to avoid the possibility of conflict that occurs with massive destruction will be avoided by every country, intelligence operations are carried out. In the Theory of Intelligence, the other parties that replace are countries that do not have great influence, or also non-state actors in the form of community organizations in a region, institutions or social bodies, groups formed by the community or individuals. (Dony Gahral Adian, 2022)

In order to find the necessary third parties, specialized intelligence operations are required. These operations must be manned by specially qualified intelligence personnel. This specificity is a challenge for intelligence organizations or agencies everywhere, but with the limited human resources of intelligence owned by a country, the use of specially qualified intelligence personnel is finally ignored, including in Indonesia. (Philosophy of state intelligence of the Republic of Indonesia / A.M. Hendropiyono, 2013)

Based on interviews with authorized officials in the field of intelligence personnel, it is stated that out of 10 (ten) intelligence personnel, only 4 (four) have special qualifications, the rest only have basic abilities or basic intelligence education. (Rakor Intelligence TNI, 2022)

Each intelligence task force has a specific main task, so that each member in the field is expected to be able to answer the needs of the main task. But the breadth of the area covered by each member, as well as the background of intelligence education owned causes the main task to be missed. Every intelligence officer in the field at least has a basic intelligence education, so that when carrying out basic operations the education can help him. In special operations, personnel who will be assigned must have certain qualifications. For example, for Counter-Intelligence operations, the personnel involved must have attended further education Suspakontra Intel (Counter-Intelligence Officers Course). The same applies to other special operations, but the number of personnel who have this education is very limited. Finally, the appointment of personnel ignores these requirements, so that it can be predicted that when the person concerned carries out the operation the activities carried out will be hampered and even not according to the predetermined target. This condition causes the operation to be disrupted and has an impact on the main task of the organization (task force). (Rakor Intelligence TNI, 2023)

Departing from some of the problems mentioned above, it requires a reliable management and ability and experience of intelligence officers in the field to be able to conduct intelligence operations properly. It is undeniable that one of the causes of Indonesia's backwardness from ASEAN countries is due to the weak management and ability to implement intelligence operations. Although with minimal standards, the output of intelligence operations can still be used, it would be better if the standardization is maximized. The impact is that leaders/users are potentially mistaken in making decisions both in terms of management and intelligence analysis. As an illustration of how important the role of intelligence is in the nation and

state, let us look at past history by raising the Rengas Dengklok event, where the youth who are the intelligence community of Cilendek alumni led by Zulkifli Lubis managed to secure, convince and motivate Soekarno to proclaim Indonesia, besides that the success of major countries in this part of the world is also due to the trust and need for intelligence used as a basis for decision making.

With a very limited number of intelligence personnel of the Indonesian National Army, faced with such a broad task. So education, operational experience and competence in carrying out tasks are needed, this is to avoid mistakes in carrying out intelligence operations that have an impact on improper leadership decisions (Rakor Intel TNI, 2023).

The studies that have been conducted discuss various aspects related to intelligence and employee performance. Researcher 1 reviews protection strategies in the context of freedom of expression against the threat of cybercrime (M. Yusuf Samad & Pratama Dahlian Persadha, 2022). Researcher 2 analyzed BIN's authority in handling the Covid-19 pandemic (Andhi Bahtiar et al., 2021). Researcher 3 focuses on improving the competence of intelligence human resources at Pasmari Jakarta (Wahyudi Wahyudi & Agus Adriyanto, 2021). Researcher 4 discussed the effect of education, training, and job placement on employee performance at the Manado City Inspectorate office (Rori, 2014). Researcher 5 examined the effect of work experience and social competence on employee performance at PT Adira Finance Singaraja (Jennifer OK et al., 2014). Researcher 6 observed the effect of work experience and competence on employee performance at CV. Asha Graha Kediri (Suseno Hendraka & Heru Sutapa, 2022). Researchers 7 explored the influence of competence, work experience, and work discipline on employee career development at PT Dwipayana Sumber Rejeki (I Gede Arya Pradnya Diasana & I Gusti Made Suwandana, 2023). Researcher 8 discussed the performance of civil servants in Pataruman District, Banjar City (Maman Sulaeman, 2019). Researchers 9 examined the effect of education and training on employee performance at the East Kotawaringin Regency Trade and Industry Office (Muhammad Wais Alkarni & M. Thamrin Noor, 2021). Researchers 10 explored the influence of work experience, education, and training on employee performance at the Soppeng Regency Education Office (Nurfitriani Yasin et al., 2021).

This research identifies that the suboptimal results of strategic intelligence operations are caused by the lack of education, experience, and competence of Bais TNI members who carry out tasks. This is a major obstacle in achieving the objectives of the operation. Therefore, this study aims to analyze the factors that can improve the performance of Bais TNI members in intelligence operations. Academically, this research is expected to broaden insights and knowledge in the field of intelligence, especially regarding the factors that determine the performance of Bais TNI members. Practically, this research is important to improve the education, experience, and competence of intelligence members in order to increase the effectiveness of intelligence operations. In addition, the results of the study are also expected to provide valuable input to the TNI Strategic Intelligence Agency (Bais) in preparing personnel for strategic intelligence operations in the future.

RESEARCH METHOD

The research method used used a research locus centered on the Counterintelligence Task Force XXX Bais TNI, chosen because of its strategic role in gathering information for the TNI. The research adopted a postpositivism paradigm that recognizes human limitations in understanding reality. Data collection techniques include in-depth interviews, observation, and literature study. The informant criteria were members of Bais TNI who were involved in strategic intelligence and Counterintelligence operations for a minimum of three years. Data were analyzed using triangulation techniques to minimize bias, with the Miles and Huberman data analysis approach, as well as the application of SWOT Analysis to produce a comprehensive research strategy. Conclusions from the data were drawn after data reduction, presentation, and verification to ensure clarity and accuracy of the research results.

RESULT AND DISCUSSION

Data Analysis

This research was conducted by interviewing sources who have knowledge, credibility and experience in the world of intelligence. The sources interviewed are intelligence figures or observers, and intelligence practitioners as well as members of the TNI Strategic Intelligence Agency who are currently involved in the XXX Year 2024 Counterintelligence operation.

Interview Results As follows.

1. Odemus Bei witono Sj (Romo Bei), Lecturer, Director of Strada Association.
 - a. Have you had any contact with members of intelligence? Yes, I have personal experience. In general, one may come into contact with members of intelligence without realizing it, given that their work is often invisible to the public.
 - b. To what extent do you understand the ability of intelligence personnel in Indonesia to overcome threats to the nation and state? The ability of intelligence personnel in Indonesia to address threats to the nation and state is significant. They are trained to:
 - 1) Gather and analyze relevant information.
 - 2) Identify potential threats, both domestic and foreign.
 - 3) Conduct covert operations to prevent and deal with threats.
 - 4) Coordinate with other security agencies such as TNI and Polri.
 - 5) They work in a top-secret environment and use advanced technology and in-depth analytical methods to address a wide range of threats, including terrorism, espionage and cyber threats.
 - c. As an education practitioner, is general education for intelligence officers necessary? Yes, general education for intelligence officers is necessary. This education may include:
 - 1) An understanding of law and human rights to ensure that intelligence operations are conducted within the correct legal framework.

- 2) Knowledge of politics, economics and culture to enhance their analytical skills.
 - 3) Training in information and communication technology to address increasingly complex modern threats.
 - 4) With a good general education, intelligence officers will have a broader knowledge base, enabling them to make better and more informed decisions in the performance of their duties.
- d. Have you ever heard of intelligence education, if so to what extent do you understand it? Yes, I have heard of it but it is still vague. My assumption is that intelligence education is an educational program designed to train individuals in the skills and knowledge required to work in the intelligence field. This usually includes:
- 1) Information gathering techniques.
 - 2) Intelligence analysis.
 - 3) Operational security.
 - 4) Cyber threat handling.
 - 5) Covert operations and counterintelligence.
 - 6) Intelligence Education is usually organized by government agencies responsible for national security and can include both in-country and overseas training. The program aims to produce personnel capable of dealing with various threats effectively and efficiently.
2. Dr. Stepi Anriani, S.IP, M.Si, Lecturer, Papuan Researcher, Intelligence Observer, National Security.
 3. Vice Admiral Dr. WM, SH, MH, Lecturer of Defense University.
 - a. Do you know Bais TNI? Yes, I have been serving in Bais TNI since 2008, starting from Pabandya, Paban, Director to Ses Bais TNI.
 - b. Are you familiar with the capabilities of Bais TNI personnel? Yes, I am familiar with the capabilities of the personnel serving in Bais TNI.
 - c. Why is education the basis for the ability of intelligence members? Because education is the basis for an intelligence officer is able or not in carrying out the task, if it does not have a basic education then certainly he is not able to answer the assigned task.
 - d. Why is basic intelligence education a basic capital for intelligence members? Because basic intelligence education has many benefits for intelligence officers if they do not have this education, they will not be able to enter the target, will not be able to collect the information needed, and will not be able to answer the TO given.
 - e. Can education be gained from task experience? Yes, of course. Duty experience can train an intelligence officer, you can know the mechanism of making and sending reports, you can also understand how intelligence organizations run their operations. This will not be possible if you are not involved in intelligence operations.
 - f. Why is intelligence continuing education a determinant of member qualifications? Because to be able to participate in special operations must

have special qualifications, if you do not get further education then an intelligence officer may not participate in the operation. if he is still included, it is certain that he is not able to answer the TO given.

- g. Why is the lid operations experience the foundation for further operations? Because Lid operations include a variety of tasks commonly performed by intelligence officers, ranging from information gathering, varied targets, continuous TO, and additional tasks that must be answered. If all these tasks can be carried out, then intelligence officers are ready to be involved in special operations but have been equipped with special education as well.
 - h. Should members who are involved in counterintelligence operations already have operating experience? Of course, if he does not have operating experience then he cannot do anything. Even the operation will fail because of his lack of understanding of the course of counterintelligence operations, counterintelligence operations are special operations. So that every intelligence officer who will be involved must have been part of an intelligence operation, this also prevents him from being caught by the opposing party.
4. Laksma GT, has served as the Head of Geospasika Intelligence Unit of Bais TNI.
 - a. Do you know Bais TNI? It is one of the institutions in the TNI that stands for the Strategic Intelligence Agency which basically has the main task of supplying intelligence and strategic analyses to the TNI Commander and the Ministry of Defense. In addition, it is a central implementing agency under the TNI Commander with the main task of carrying out strategic intelligence activities and operations, in its implementation BAIS TNI has the ability to coordinate Intelligence Kotama and Force to support the success of its units or work units.
 - b. Do you know the extent of the ability of Bais TNI personnel? The results of observations in the field The ability of personnel in carrying out tasks both administrative, operational and coordination is not optimal, this can be seen from the unoptimal professionalism of personnel, this is made possible by the limited number of personnel, special intelligence materials that have not been well integrated and software that is not optimal, in addition, in carrying out the task still faces various obstacles and challenges such as related to personnel readiness, the provision of personnel still depends on the forces of both the Army, Navy, Air Force, and the system that has been built is not sufficient in efforts to improve the ability of BAIS TNI personnel.
 - c. Why is education the basis for the ability of intelligence members? Intelligence personnel in carrying out their duties basically require competent resources so as to be able to carry out their duties properly, so education is an important basis for every intelligence personnel to improve their abilities because each personnel is required to have readiness capabilities amid the complexity of problems that can lead to disruption of national

stability. So that the implementation of tasks can be carried out optimally and ultimately able to face the demands of the times.

- d. Why is basic intelligence education a basic capital for intelligence members? The implementation of basic intelligence education is the most important initial capital for every member of intelligence, because with the basic knowledge it is used as an initial guideline in carrying out the task. Furthermore, in order to become more professional and reliable in carrying out each task, each individual is obliged to develop themselves by combining the basic knowledge obtained with the situation in the field so that each intelligence personnel is able to make the best decisions with all the problems faced.
- e. Can education be obtained from task experience? Education can be obtained from task experience, As we all know, one of the tasks of the Intelligence unit is to maintain and improve its intelligence capabilities in order to carry out early detection and early prevention of any symptoms of vulnerability and threats that may arise in society so as not to develop into a real threat. If all Intelligence officers are able to carry out their duties professionally, then any potential security disturbances or potential conflicts will be detected early, so that early prevention efforts are achieved quickly and accurately, for that every intelligence personnel task experience is important in increasing professionalism because it can combine the basic knowledge gained with field experience, because knowledge is not only obtained from theory in education but task experience is also a real fact that must continue to be explored.
- f. Why is advanced intelligence education a determinant of member qualifications? Advanced intelligence education is a determinant of the qualifications of each member of intelligence because by following advanced education automatically the knowledge gained will be much more in-depth and very useful for intelligence personnel in the implementation of their duties because the development of the world of intelligence science continues to grow so that by following advanced intelligence education, intelligence personnel do not stutter with the problems faced.
- g. Why is the lid operation experience a foothold for further operations? Investigation in Intelligence is an activity that is an integral part of the intelligence function to search, collect, process data (information material) and present information as a sensing and early warning effort for the leadership, both in the field of guidance and operations, meaning that Lid operations are the initial process carried out before carrying out further operations, because the results of Lid operations in the form of pulldata are then processed and the results are conveyed to the leadership to be made as a decision and used as a foothold for carrying out further operations so that operations can succeed according to objectives.
- h. Should members involved in counterintelligence operations already have operations experience? Counterintelligence (CI) is information gathered and actions taken to identify and protect against enemy knowledge-gath-

ering activities or attempts to cause harm through sabotage or other actions. From the above understanding of counterintelligence becomes very important in a counter operation involving experienced personnel because with this experience it can know for sure the situation that is planned and will be carried out by the enemy, so that it easily counters its activities. If inexperienced it is possible that the situation is not obtained, but again depends on the personnel situation.

- i. Are there still intelligence personnel who cannot enter the target? In the implementation of the task there must be those who are successful and those who are not, as well as for intelligence personnel in the implementation of the task there are those who are successful and those who are not successful in achieving goals or objectives, this is influenced by various factors including the ability of personnel to differ from one another as to how the implementation of Lid is as an initial guideline in carrying out their duties, for this reason, it is necessary to increase the ability and sensitivity of the Intelligence apparatus instincts in collecting and analyzing problems in the field and being able to work systematically, effectively and optimally to answer the demands of their duties, must have sensitivity, sharpness and responsiveness, as well as analytical skills in observing every development that occurs. Continue to hone technological capabilities because the more sophisticated the technology owned by the opponent, the more sophisticated the capabilities needed to deal with it.
- j. The report made is not as expected? Reporting is the result of active Intelligence operations after going through a processing process that includes recording, assessing and interpreting as well as forecasting which is compiled in accordance with the forms that have been determined and are closely related to the tasks carried out. In the most important reporting is based on facts which means:
 - 1) A situation or event is a reality that actually exists.
 - 2) Everything that is captured by the senses or real state data that can be proven and has become a reality.
 - 3) A reality that exists in a place and experienced at that time states the truth of an event. If the reporting of intelligence does not match what is expected, it is possible that the reporting is not adhered to or principled according to the existing understanding and facts.
- k. Intelligence personnel cannot make decisions quickly? Intelligence tasks are related to the process of early sensing or better known as the early warning system. Intelligence activities are an integral part of the early warning system that enables policymakers to have fore knowledge. The general task of intelligence is to collect, analyze and provide the necessary information to policy makers in making the best decisions to achieve goals. With the above understanding, every Intelligence personnel should be able to make decisions quickly if the Lid data obtained is based on true facts so that they do not hesitate to act to make

decisions quickly, if this cannot be done, the personnel ability factor is very influential in addition to the supporting infrastructure that is inadequate to the conditions of the task at hand so that Intelligence personnel are less quick or hesitant to make decisions on what actions to take regarding the task at hand.

5. Colonel AB, Commander of the Special Operations Intelligence Unit.
 - a. Do you know Bais TNI? Yes, because I have served in Bais TNI for 22 years.
 - b. Are you familiar with the capabilities of Bais TNI personnel? Yes, I understand the abilities of my members who serve in Bais TNI.
 - c. Why is education the basis for the ability of intelligence members? Because education is the basis for an intelligence officer is able or not in carrying out the task, if it does not have a basic education then certainly he is not able to answer the assigned task.
 - d. Why is basic intelligence education a basic capital for intelligence members? Because basic intelligence education has many benefits for intelligence officers if they do not have this education, they will not be able to enter the target, will not be able to collect the information needed, and will not be able to answer the TO given.
 - e. Can education be gained from task experience? Yes, of course. Duty experience can train an intelligence officer, you can know the mechanism of making and sending reports, you can also understand how intelligence organizations run their operations. This will not be possible if you are not involved in intelligence operations.
 - f. Why is intelligence continuing education a determinant of member qualifications? Because to be able to participate in special operations must have special qualifications, if you do not get further education then an intelligence officer may not participate in the operation. if he is still included, it is certain that he is not able to answer the TO given.
 - g. Why is the lid operations experience the foundation for further operations? Because Lid operations include a variety of tasks commonly performed by intelligence officers, ranging from information gathering, varied targets, continuous TO, and additional tasks that must be answered. If all these tasks can be carried out, then intelligence officers are ready to be involved in special operations but have been equipped with special education as well.
 - h. Should members who are involved in counterintelligence operations already have operating experience? Of course, if he does not have operating experience then he cannot do anything. Even the operation will fail because of his lack of understanding of the course of counterintelligence operations, counterintelligence operations are special operations. So that every intelligence officer who will be involved must have been part of an intelligence operation, this also prevents him from being caught by the opposing party.

6. Col IW, Paban A3 Bais TNI.
 - a. Do you know Bais TNI? Get to know
 - b. Do you know the extent of the capabilities of Bais TNI personnel?
 - 1) Bais TNI personnel have the ability to process Baket, present analysis and threat estimates as outlined in the form of periodic and non-periodic reports in providing information to the leadership.
 - 2) Bais TNI personnel have limited Cyber and IT knowledge and skills.
 - 3) Bais TNI personnel have the ability to carry out deep line operations against predetermined targets.
 - 4) Bais TNI personnel have the ability to form and control factual nets/agents.
 - 5) Bais TNI personnel have the ability to control the Operational Area effectively and efficiently.
 - 6) Bais TNI personnel have the ability to be flexible in coordinating with related agencies and the Central / Regional Government to support Tupok.
 - c. Why is education the basis for the ability of intelligence members? It is true that education is the basis for the ability of intelligence members because intelligence members must have basic and advanced intelligence specialization education as the main factor to provide provisions so that every task implementation must be based on a predetermined theory as a corridor faced with the dynamics of the field in order to achieve the main task correctly and optimally.
 - d. Why is basic intelligence education a basic capital for intelligence members? Agreed, because basic intelligence education is an absolute requirement for intelligence members before carrying out their duties so it is necessary to obtain basic intelligence knowledge and skills in Lemdik so that the implementation of basic tasks is in accordance with predetermined theories and norms.
 - e. Can education be obtained from duty experience? It cannot because education is an initial factor in equipping personnel in accordance with their specialization so that it is expected that before personnel carry out their duties, they should already have the knowledge and skills obtained in carrying out education as a basic reference for carrying out their duties.
 - f. Why is advanced intelligence education a determinant of member qualifications? Intelligence further education is a stage or career path for intelligence personnel to get specialization from intelligence functions (Investigation, Security / Counter and Encouragement) and intelligence analysts, so that with further education can determine the qualifications of personnel adapted to the type, nature and method of tasks to be carried out.
 - g. Why is experience the basis for intelligence members in carrying out operations? The experience of personnel in carrying out Intelligence operation tasks is a major consideration in the selection of personnel for the

implementation of operation titles, so that at least these personnel have experience in mastering an area of operation, have carried out tactics/techniques and intelligence administration, have access and networks so that with this experience they can carry out their main duties optimally.

- h. Why is the lid operation experience a foothold for further operations? The implementation of the investigation operation is the initial stage of the implementation of Opsintelstrat, where in Opslid a complete collection of information material related to the Target Operation has been determined and then processed and analyzed to be reported to the leadership to be able to determine the type, nature and method of implementing further operations, whether Pam / Counter operations or Raising so that it is in accordance with the objectives of intelligence operations desired by the Leadership.
- i. Should members involved in counterintelligence operations have operating experience? The implementation of counterintelligence operations should involve personnel who have experience in conducting counter operations and have PCI qualifications.
- j. Are there still members of intelligence who cannot enter the target? There are still, because the planning and preparation stages of the Opslid task are not carried out properly, among others:
 - 1) Incomplete and detailed collection of information about the target, which affects the determination of targets related to RAE (Regular, Alternative and Emergency).
 - 2) Determination of officers/teams that do not have capabilities.
 - 3) Determination of Cover that does not match the biodata/antecedents of the target and its environment.
 - 4) Task execution is not based on the theory of investigation tactics and techniques.
- k. Why is the report not as expected? There are several factors that make the report not as expected, including:
 - 1) Reporting personnel have not carried out basic intelligence education so they do not know how to make intelligence reports.
 - 2) Reporting personnel do not yet have experience in intelligence operations assignments so that it is not optimal in making reports with the implementation of tasks in the field.
 - 3) Reporting personnel have basic intelligence education and experience in intelligence operations but have never made reports and prioritize Torwil duties so that the reports made are not optimal.
 - 4) The process of making and processing report products is not carried out in stages according to the position in the intelligence unit/task force organization so that the report results are not optimal.
 - 5) The process in making the report was not done in a comprehensive manner and brainstorming so that the product results were not optimal.

1. Why intelligence personnel can not make decisions quickly? Because the intelligence personnel do not understand the problem, lack of intelligence instincts, lack of confidence, obstruction of information sources, fear of being wrong or failing, lack of experience and do not have a solid team work, some of these things are the main factors so that intelligence personnel cannot make decisions quickly.
7. 48 Intelligence members who are conducting XXX Counterintelligence operations throughout Indonesia.
 - a. out of 48 people, all have a basic intelligence education.
 - b. out of 48 people, only 32 people have advanced Intelligence Education.
 - c. of the 32 people, only 20 have counterintelligence qualifications.
 - d. of 48 people, all of whom have had intelligence operations experience.
 - e. out of 48 people, only 30 people have experience of Counterintelligence operations.
 - f. of 48 people, divided into 18 teams. Of the 18 teams, there were 8 teams that did not understand the creation of the Counterintelligence report.
 - g. Of the 18 teams, there were 8 teams that were unable to enter the target and were unable to answer the TO given.

Discussion

Based on the results of interviews from the sources obtained important data, important data is discussed using SWOT analysis and Fishbone Analysis, the use of these two analyses in order to obtain strategies and root causes of what factors can determine the performance of intelligence members.

Fishbone Analysis

To describe what factors can determine the performance of members of intelligence, the author uses Fishbone Analysis. In Fishbone Analysis, it is clearly described how the primary problem or the main problem becomes the main problem so that it is found what factors can determine the performance of members of intelligence, while in secondary problems or smaller bones the description of the problem is clearly visible. What are the obstacles that cause these factors to become threats but can also be opportunities if we are able to see well.

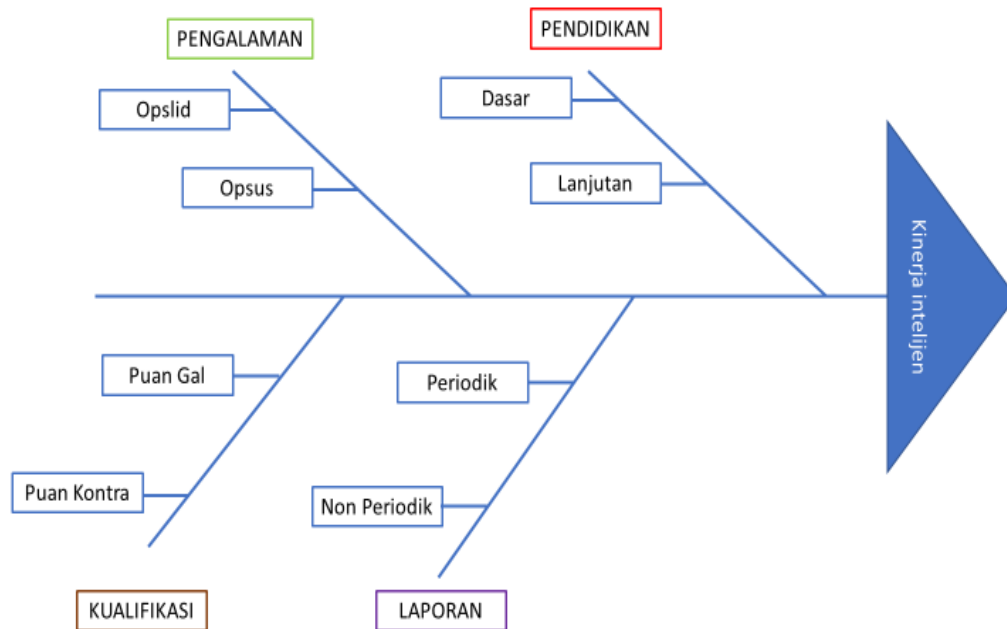


Figure 7. Fishbone Analysis Diagram Factors that can determine the performance of intelligence members.

Explanation of the Fishbone Diagram. The factors that are at the root of the problem of intelligence member performance can be described as follows:

a. Education, including:

- 1) Basic Education, there are still intelligence members who enter Bais TNI who do not have basic intelligence education. This condition causes the person concerned to not have the ability to carry out tasks, but due to limited personnel, he is involved in operational assignments. This condition greatly impacts the performance of intelligence.
- 2) Advanced Education, in special operations such as Counterintelligence operations and Rallying operations, intelligence personnel are needed who have advanced education. However, the facts are that many members involved in these special operations only have basic education.

b. Experience, including :

- 1) All members of the Counter XXX Task Force have been involved in investigative operations. This condition is very helpful for the Anev Team in the Safe House.
- 2) Not all members of the Counter XXX Task Force have experience of being involved in special operations. This condition greatly impacts the reports received, and the need to answer the orders given is not fully implemented.

c. Reports, including :

- 1) Periodically, in general, the reports given every day are able to be carried out by all members of the counter task force, but the substance reported still does not meet the wishes of the upper command.
 - 2) Non-periodic, analytical reports are rarely done. This is related to reports that have strategic value, so quantitatively it is still very minimal.
- d. Qualifications, including :
- 1) Rallying ability, this ability is needed to be able to enter the target. However, with different targets, not all members of the XXX Counterintelligence Task Force were able to enter.
 - 2) Counter Intel capability, this capability is needed to be able to detect the extent of the threat that will be faced. By having a counter qualification, anticipating threats will be easier, it can even penetrate the target and destroy the opponent from within.

SWOT Analysis

To get what strategies can be used on the performance factors of intelligence members, the author also uses SWOT Analysis. SWOT analysis clearly illustrates how problem solving can be answered, because there are elements of weaknesses, strengths, opportunities and threats both from within and from outside.

- a. Strength,
- b. Weakness,
- c. Opportunity,
- d. Treaty,

CONCLUSION

Based on the results of the study, the performance of intelligence officers in the TNI Strategic Intelligence Agency is strongly influenced by three main factors, namely education, experience, and qualifications. Basic and advanced education is an important foundation that determines the ability of intelligence members to carry out operations, especially in counter-intelligence operations that require specialized skills. However, it was found that many members involved in special operations only have basic education, which has an impact on the sub-optimal execution of tasks in the field.

Operational experience is also a crucial factor that determines the success of intelligence officers in carrying out their duties. Members with extensive experience in intelligence operations have an advantage in understanding the dynamics in the field and are better prepared to face challenges. However, there are still members who lack experience in special operations, which hampers the effectiveness of task execution.

Specialized qualifications, such as counter-intelligence capabilities and target entry skills, are decisive factors in the success of strategic operations. Unfortunately, not all members possess these qualifications, which results in the

failure to achieve operation targets and the preparation of reports that do not meet expectations.

To improve the performance of intelligence members, a development strategy is needed that focuses on enhancing advanced education, specialized training, and providing opportunities for members to gain wider experience in special operations. By strengthening these three factors, it is expected that the performance of intelligence officers in the TNI Strategic Intelligence Agency will be optimized and able to answer the increasingly complex national security challenges.

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