



---

---

## Reactualization of National Resilience: A Historical and Conceptual Study

R.Z. Panca Putra S<sup>1\*</sup>, Gusnar I<sup>2</sup>, Dadang Solihin<sup>3</sup>, Tantri S<sup>4</sup>, Andrea H.P<sup>5</sup>, Trismawan Dj<sup>6</sup>, Sugeng Santoso<sup>7</sup>  
1,2,3,4,5,6,7 Lemhannas RI, Jakarta, Indonesia

(\*) Corresponden Author: [rzpancaputras@gmail.com](mailto:rzpancaputras@gmail.com)

---

### Article Info:

### Abstract

#### Keywords:

National Resilience Concept;  
Sustainability of National Resilience;  
Historical and Contextual Factors;  
Conceptual Research;  
Application of the National Resilience Concept

#### Article History:

Received : 12-10-2023  
Revised : 23-01-2024  
Accepted : 30-03-2024

#### Article DOI :

10.55960/jlri.v12i1.558

**Purpose:** This study aims to explore the evolution and strategic importance of the concept of national resilience in Indonesia, highlighting its holistic nature and relevance to the National Lemhannas RI and the 2025-2045 RPJPN (National Long-Term Development Plan).

**Study Design/Methodology/Approach:** The research adopts a qualitative approach, utilizing semi-structured interviews to accurately assess changes in the national resilience concept since 1964. This method provides an in-depth understanding of how the concept has adapted over time.

**Findings:** The study reveals that the concept of national resilience has evolved in response to the increasing complexity and scope of strategic threats. These developments underscore the importance of continually adapting national resilience to meet current and future challenges.

#### Originality/Value:

This study offers valuable insights into the historical and contextual factors shaping Indonesia's national resilience. It emphasizes the crucial role of the National Lemhannas RI as a center of excellence, contributing to the realization of a sovereign, independent, and resilient Indonesia.

---

**How to cite** Putra, R. Z. P., Gusnar, I., Solihin, D., Tantri, S., Andrea, H. P., Dj, T., & Santoso, S. (2024). Reactualization of national resilience: A historical and conceptual study. *Jurnal LemhannasRI*, 13(1), 65-80. <https://doi.org/10.55960/jlri.v12i1.558>



This work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/). Any further distribution of this work must maintain attribution to the author(s) and the title of the work, journal citation and DOI.

Published under licence by Lemhannas Press.

## INTRODUCTION

Around the 1960s, the world experienced uncertainty with a very dynamic political intensity. Indonesia, which has just declared its independence, is immediately faced with an unfavorable condition as an impact of the strategic environmental situation that threatens Indonesia's existence as a country and affects the growth of national life. President Soekarno is well aware that in organizing the government, cooperation and integration between all components of the nation, both civilian and military, are needed. To General Nasution, who at that time headed the Ministry of Defense, Soekarno emphasized that synergy between various elements of the nation was crucial to face the development of a challenging strategic environment, as well as to maintain the existence of the Unitary State of the Republic of Indonesia.

President Soekarno underlined three strategic urgencies: first, the need for harmonious integration and cooperation between the non-military sector in government and security settlements; second, the need to prepare and develop coaching both civilian and military to achieve a harmonious unity between experience and knowledge with the spirit of mutual cooperation; third, the presence of the National Lemhannas of the Republic of Indonesia as an urgent need to save the ideals of the Proclamation and the national goal of the unitary state of the Republic of Indonesia.

The importance of the presence of the Indonesian National Institution was emphasized by President Soekarno at the inauguration of the opening of the National Institution which coincided with the commemoration of the 1st National Awakening Day on May 20, 1965 which was marked by the opening of the Regular Course-I Batch at the State Palace based on the Presidential Decree of the Republic of Indonesia Number 37 of 1964 dated November 25, 1964 concerning the Establishment of the National Defense Institution.

In his opening speech, President Soekarno emphasized the importance of the Indonesia nation having complex and multidimensional knowledge, including geopolitical knowledge, to strengthen national defense based on the characteristics of the nation itself. This is based on President Soekarno's statement,

*"...The Indonesian National Institute is a place to give lectures on knowledge about the homeland, the geography of the homeland, the constellation of the homeland, the origin of the people, the people's mentality, economy, and culture, all of which are processed into materials to compile and determine our national defense".* Even further, in his speech, President Soekarno also stated *"As a nation, we must not only know the Armed Forces and their Armaments... The Indonesian nation needs to know Multi Complex and Multidimensional knowledge, namely with Geopolitical Knowledge".*

Therefore, in order to emphasize the importance of National Resilience that must be provided by an institution, President Soekarno stated in his general lecture that:

*"... Therefore, gentlemen, I strongly agree that the institution that we are opening today is the National Defense Institute... This is the defense of the whole Fatherland, the whole Natie, the whole nation, therefore the word "National" here is also understood in the sense of using, basing our Defense really on all the constellations and characteristics of our own Natie. We can't copy this, we can't...!! We have Defense, our own way of defense".*

President Soekarno's statement became *point of things* from the background and purpose of the formation of Lemhannas. This is the philosophical basis for the importance of establishing Lemhannas as an institution that educates National Leader Cadres in realizing the National Defense of the Indonesia Nation. Soekarno emphasized that the term "Defense" should be interpreted as a condition *defense of the entire country which is truly based on all the constellations and characteristics of the Indonesia Nation by not imitating other nations*. This hints at the importance of a condition of National Defense based on the Characteristics of the Indonesia Nation in order to face various constellations of problems and problems of the nation both in the form of Threats, Disturbances, Obstacles and Challenges (Lemhannas RI, n.d.).

In Presidential Decree 37 of 1964 concerning the Establishment of National Defense Institutions, it is explained that *the atmosphere of world development requires the integration and cooperation of the Military Civil in the administration of government, especially in the field of National Defense/Security*. For this reason, it is necessary to have a scientific understanding of world problems that will be faced by the Indonesia Nation through an institution that is expected to be able to prepare Coaches/Leaders at the National level with character, emphasizing that Lemhannas is expected to be able to realize Pancasila in realizing the nation's ideals as the ideological foundation, as well as integrate national strategy and politics through close cooperation with the National Defense Function and the National Defense Function Welfare and; Defense/National Security and Science; and the military and non-military fields which are very closely related to the world dynamic situation. Lemhannas was formed with the aim of fostering and realizing the realization of harmonious integration and cooperation from all elements of the nation's strength and potential in organizing National Defense/National Resilience.

Based on this goal, the National Lemhannas has the following main tasks: 1) *preparing selected senior military and civilian human resources to have the capacity to organize coordinated National Defense*; 2) *develop the concept and doctrine of National Defense/Security*; and 3) *provide consideration materials to the President regarding the national defense/security strategy; as well as providing consultation to State and Government Institutions as well as the public on "National Defense/Security Science"* (Presidential Decree of the Republic of Indonesia Number 37, 1964).

In the spirit of bureaucratic reform, the Indonesian National Institute continues to organize and improve to become a *World Class Institution*, with a vision imbued with nationalism and internationalism. Until now, the Indonesian National Lemhannas has produced thousands of graduates from its various programs and has experienced 17 changes of governors since 1965. The enthusiasm and dedication of the *founding fathers of* the Indonesian National Lemhannas is an inspiration for the importance of this institution to continue to educate and prepare cadres of national leaders both from the civilian and military circles, and organize training to all elements of the Nation on the importance of the basic consensus values of the Indonesia Nation, as well as making the Indonesian National Lemhannas as a center of study in assessing various developments and world influences (geopolitical) both in the field of ideology, politics, economy, social, culture and defense and security that will have an impact on the sustainability of the Indonesia Nation.

The development of Information and Communication Technology (ICT) has had a significant impact on the mindset and culture of Indonesia's young generation. The development of this technology is a necessity in the development of World Civilization

(including the Indonesia Nation). In order to improve and integrate the Government Service system, the Government has established an Electronic-Based Service System as stipulated in Presidential Regulation No. 95 of 2018 and has been described in the National Architecture of the Electronic-Based Government System as stipulated in Presidential Regulation No. 132 of 2022. In this provision, it has been determined that there are 9 (nine) service sectors of the National Kindergarten Government and 46 (forty-six) government affairs. ***Of the nine government sectors, in fact, they have not yet accommodated the Government service sector in the field of National Security.***

Presidential Regulation No. 132 of 2022 concerning the SPBE National Architecture is a strategic step by the government in realizing good governance through the use of information technology. However, in the regulation, it has not explicitly accommodated "*National Resilience*" as one of the government sectors that has its own business process in the National Level Business Process Architecture Reference.

The government's vision and mission as stated in the 2025-2045 National Long-Term Development Plan (RPJPN), the Indonesian National Institute has a strategic role in achieving Indonesia's sovereignty and independence with personality and based on mutual cooperation. In line with this vision, the Indonesian National Institute is committed to developing strategic thinking and attitudes among leaders and prospective national leaders, who are able to face global challenges by prioritizing national values and strengthening national identity. Lemhannas RI is the only school/place of education for prospective national leaders which is attended by participants from various institutions, namely the TNI, POLRI, bureaucrats/ASN, religious leaders, community leaders, youth leaders and friendly countries in order to realize National Resilience. The government's mission in the 2025-2045 RPJPN, which leads to improving the quality of life and strengthening Indonesia's competitiveness in the international world, requires a very strong and solid foundation for National Resilience. This emphasizes the importance of the Indonesian National Institution as a government service sector that focuses on strengthening National Resilience through education, research, and strategic assessments on national, defense, and security issues.

In supporting the government to achieve national long-term development goals, Lemhannas RI needs to have a more structured framework in SPBE in order to create more effective integration of strategic data and information between government agencies which will also strengthen coordination and synergy in formulating policies and strategic actions oriented to increasing national resilience. Thus, the Indonesian National Lemnas not only plays a role as a guardian of national values, but also as an important pillar in electronic-based government (SPBE).

The Government of Indonesia carries out the types, duties and functions of government according to the domain of business process architecture regulated in Presidential Regulation Number 132 of 2022. The preparation of this business process domain is based on the Organization of State Ministries as stipulated in Law Number 39 of 2008 and Presidential Regulation Number 68 of 2019 which is designed through a description of the duties and functions of the ministry's government which is guided by the standard for mentioning government affairs. This aims to develop a clear and structured framework regarding the various activities and processes carried out by each ministry. (Presidential Decree of the Republic of Indonesia Number 132, 2022). However, there is a gap (*gap*) in Presidential Regulation of the Republic of Indonesia Number 132 of 2022 which has not described the position, duties and functions of the

National Lemhannas RI with several things that are problematic. This study contains the importance of National Resilience in the context of the SPBE Business Process Architecture Design and views on the importance of National Resilience in the formulation of directions and policies for national development planning documents, both in the 2025 RKP, RPJMN 2025-2029 and the realization of the Golden Indonesia Vision 2045. The preparation of this study will use a multidisciplinary approach, involving literature studies, analysis of policy documents, expert opinions formulated in the problem of how to review the history and philosophy as well as the strategic role of National Resilience in the architecture of national business processes and are described in two research questions, namely as follows: 1) How is the review of the history and philosophy of the formation of the National Resilience of the Republic of Indonesia? 2) What is the strategic position of National Resilience in the current national business process architecture?

## Literature Review

### Institutional Theory

This institutional theory reviews the sociological perspective on organizational behavior in relation to interactions between organizations and their impact on society. The main idea of this theory is about how an organization is formed by the environment around it, so the study of the organization must include the entire language, symbols and rituals that cover it (Nikmah & Apriyanti, 2016). This theory believes that organizational behavior cannot be assumed only by looking at individual behavior, but must be seen comprehensively. One of the important concepts in this theory is isomorphism, which Hawley (1968) described as cited by DiMaggio & Powell (1983) as a limiting process “*constraining process*” which encourages one unit in a population to resemble another unit when faced with similar environmental conditions. Isomorphism can be divided into 2 (two) types, namely competitive isomorphism which arises due to competition for resources or consumers, and institutional isomorphism which is more related to efforts to gain political influence, power, and legitimacy. Isomorphism in an organization can arise due to institutional pressures, such as formal and informal pressures from other organizations, internal uncertainties within the organization, or professional demands. Further explained in DiMaggio & Powell (1983), among others: a. *Coercive isomorphism* is when an organization is forced to adopt structures and rules from other organizations due to formal or informal pressure. This happens because of the dependencies between organizations and interconnected functions; b. *Mimetic processess*, occurs when an organization imitates another organization due to uncertainty, it can be caused by a lack of understanding of technology, unclear goals, or symbolically ambiguous environmental conditions; c. *Normative pressures* is when an organization changes according to professional demands, which includes establishing working conditions and methods, controlling production, and gaining legitimacy for the work performed.

### Cayian the Philosopher

The National Lemhannas of the Republic of Indonesia was designed and prepared by President Soekarno on May 20, 1965 as a center for education and the study of strategic issues related to national defense in a broad sense, including in controlling the integrity of the nation. How important and strategic is the Indonesian National Institute, because

the totality of its activities is related to realizing the ideals of the Proclamation of Indonesia's Independence, namely the efforts of the Indonesia nation to preserve, maintain and integrate all aspects of national strength based on the nation's culture, the ideals formulated in the Preamble to the 1945 Constitution of the Republic of Indonesia and in its implementation are based on the provisions contained in the 1945 Constitution of the Republic of Indonesia.

As mandated in the 4th Paragraph of the Preamble to the 1945 Constitution, one of the state's duties is to educate the nation's life. This mandate is further clarified in Article 31, namely: 1. Every citizen has the right to education and is obliged to attend basic education whose financing is borne by the government; 2. The government is responsible for developing and organizing a national education system that increases faith, piety, and noble morals in order to educate the nation's life, which is regulated by law; 3. The State must prioritize the education budget at least twenty percent of the state revenue and expenditure budget as well as the regional revenue and expenditure budget to meet the needs of the implementation of national education; and 4. The government is also obliged to advance science and technology by upholding religious values and national unity for the advancement of civilization and the welfare of mankind. (Constitution of the Republic of Indonesia, 1945).

The philosophical basis for the establishment of the National Defense Agency can also be understood through the initial basis of the Law on the Establishment of the National Defense Agency, namely Presidential Decree of the Republic of Indonesia No. 37 of 1964 dated November 25, 1964 concerning the Establishment of the National Defense Institution (currently called the National Defense Institute) in the weighing section which explains that the atmosphere of world development requires the existence of Military Civil Integration and Cooperation in the implementation of the State government, especially National Defense / Security which is expected to be able to prepare Coaches/Leaders at the National level with character (Presidential Regulation of the Republic of Indonesia Number 37, 1964). In addition, Article 2, Article 3 and Article 4 of Presidential Decree No. 37 of 1964 emphasizes that Lemhannas is expected to be able to realize and practice Pancasila in realizing the nation's ideals as the foundation of ideology. Lemhannas was formed with the aim of fostering and realizing the realization of harmonious integration and cooperation from all elements of the nation's strength and potential in organizing National Defense/National Resilience (Presidential Decree of the Republic of Indonesia Number 37, 1964).

Taking into account the philosophical foundation, based on the background and objectives of the establishment, as well as the main tasks of the National Institution as described above, the term National Defense/Security (currently called National Resilience), must be seen as a knowledge and values that provide understanding and confidence to all elements of the Indonesia Nation about the importance of a condition of the ability of the Indonesia Nation which is based on Pancasila as the foundation of ideology and basic consensus nation in order to be able to face various constellations of world development that can affect the condition of the Indonesia Nation in realizing the goals and ideals of the Indonesia Nation. The understanding of the nation's capabilities must be realized and integrated in various aspects of the life of the nation and state.

The change of the term "Defense" to "Resilience" was carried out in early 1994 along with the change in the position of the National Institution in the government system and is currently directly under the President of the Republic of Indonesia. Since its

establishment, the position of the Indonesian National Institute has undergone various changes and adaptations along with the political dynamics in each era of government. The Indonesian National Institution which was initially directly under the President/Commander-in-Chief, then changed its position under the Minister of Defense/Commander-in-Chief, and the ABRI Headquarters, then in 2001 the Indonesian National Institution became a Non-Departmental Government Institution (LPND) which was directly under the President (Lemhannas RI, n.d.)

Lemhannas RI is an institution that has certain specificities, namely focusing on the field of National Resilience with a perspective on the fields of Geography; Demographics; Natural Resources Resources; Ideology; Politics; Economics; Socio-Cultural; Defense and Security; National Vigilance; Science and Technology; Strategy; Geopolitics and Nusantara Insights; Geostrategy and National Resilience; Leadership; Law and Human Rights; International Relations and Diplomacy; and the National Management System. In addition, other specificities are in the form of the paradigm of statehood, nation and state in the form of a National Insight Perspective, namely 4 (four) Basic Consensus (1945 Constitution of the Republic of Indonesia, NKRI, Pancasila, Bhinneka Tunggal Ika).

## METHODS

The approach used for this research is a qualitative approach. Creswell (2011) explained that qualitative research is a method to explore events and problems in an in-depth way. In addition, with qualitative methods, an understanding of the background and context of a problem will be obtained. The type of research adapted by the author is analytical descriptive research to explain and analyze the data that has been obtained. The study most likely uses words and possibly images to describe the results of the study.

The qualitative approach is considered quite appropriate for this research, because the qualitative approach uses data in the form of narratives, detailed results from informants. Where the data collection technique can be in the form of in-depth interviews. To support this research, the author uses the literature study method or literature study, which is an approach to collect information and analyze it from several sources related to the topic of writing. In this study, the researcher searched for and used books, journals and literature that were in accordance with the theory and the chosen research title.

The data collection technique used in this study is to use literature from previous studies and articles that are relevant to the formulation of the problem. Then it was identified and analyzed so that it could be compared with this study. In addition, in collecting data, this study uses data obtained from in-depth observations and interviews. Observation is a data collection technique taken from an observation, and is carried out by recording a state or behavior of the intended object. The observation technique is the systematic observation and recording of the phenomena being investigated. Judging from the explanation above, this method is intended to obtain information through direct observation in the field.

The interview is a two-way conversation conducted by the parties involved in this study, namely the interviewer gives a number of questions related to the issue and the interviewee will provide information according to his capacity. The interviews conducted in writing this study used an approach with general interview instructions. The Interviewer is expected to be able to create his outline first which contains the outline of the key questions, and the questions can be done randomly without having to be

sequential. To ensure that the planned topics are thoroughly covered, the interview framework provides basic direction on how and what the interview is about.

## **RESULT AND DISCUSSION**

### **National Resilience Historical Study**

The idea of the importance of establishing institutions to strengthen National Resilience through the development of strategic conceptions emerged in 1962. The First Minister's Decree No. 149/MP/1962 dated December 6, 1962 was the basis for the initial initiative to establish the Interdepartmental Committee with the task of compiling a study and preparing for the establishment of the National Defense Institution. After conducting various meetings and studies, this Committee prepares reports and suggestions on the preparation of the National Defense Institution. The formulation of the Committee's report and suggestions dated March 7, 1963 with No. Rah/Pan/6271/63 is that the presence of the Defense/Security Institution (the term used at that time), is of national urgency with the aim of saving and preserving the ideals and national goals of Indonesia and ensuring the survival of the Indonesia nation in the midst of world politics.

The committee meeting on January 12, 1963 was an important moment in the process of formulating a paper on Lemhannas. In the meeting, the Chairman of the Committee gave several instructions that became the basis for writing the paper. One of the hints given is related to the use of the term "defense". This shows the importance of understanding the concept of defense in the context of Lemhannas activities. In addition, the form of institutional activities was also the focus of the meeting, showing the desire to comprehensively describe the activities carried out by the Lemhannas. Furthermore, the philosophy that underlies the activities of the National Institution was also a concern in the meeting. This shows the importance of understanding the values and principles that are the basis of every activity carried out by Lemhannas. The formulation presented emphasizes the importance of Lemhannas as an institution to maintain and defend the ideals of Independence and Indonesia's national goals. This also emphasizes the importance of the role of Lemhannas in ensuring the survival of the Indonesia nation in the midst of global political dynamics.

The establishment of Lemhannas is an important step in strengthening Indonesia's national defense system. The process involves the formation of an Implementation Staff and the issuance of detailed implementation instructions. Decree of the Coordinating Minister for Hankam/Kasab Number M/E/1000/1964 dated July 11, 1964 was the basis for the formation of the Lemhannas Executive Staff led by Maj. Gen. TNI Wiluyo Puspo-yudo and inaugurated by the Coordinating Minister for Hankam/Kasab A.H. Nasution on July 20, 1964. Along with the inauguration, the Implementation Guidelines on the Establishment of Lemhannas and the plan for the inauguration of Lemhannas on November 10, 1964, which is Heroes' Day, were also issued. However, the plan was then postponed until May 20, 1965, close to the commemoration of National Awakening Day. President Soekarno finally inaugurated the establishment of the National Lemhannas of the Republic of Indonesia by marking the opening of the Regular Course-I Batch at the State Palace, in accordance with Presidential Decree of the Republic of Indonesia Number 37 of 1964 dated November 25, 1964 concerning the Establishment of National Defense Institutions. This step affirms Indonesia's commitment to strengthening national defense



as an integral part of efforts to maintain the country's sovereignty and security (Lemhannas RI, n.d.).

### **The Role and Mission of the Indonesian National Institute in the Historical Perspective**

In the midst of global geopolitical and geoeconomic turmoil as well as national socio-political dynamics, the Indonesian National Institute of Religion appears and provides evidence that it is an institution that plays an important role in the progress and integrity of the Republic of Indonesia. In addition to producing strategic studies, one of the greatest contributions of the Indonesian National Institute is to produce national leadership cadres who bring Indonesia towards the establishment of the Republic of Indonesia in the international arena on the basis of solid national stability. This is in accordance with the ideals of the founder of the Indonesian National Institute, namely the 1st President of the Republic of Indonesia, Ir Soekarno. President Soekarno made the Indonesian National Institution a crater for national leadership candidates and a national think-tank.

Karno through the Indonesian National Institute wants to produce true nationalists, national patriots who excel in understanding geopolitics for the sake of national sovereignty. Likewise, the Indonesian National Lemnas as an institutional foundation in becoming Indonesia's pioneer to accelerate the realization of the ideals of independence. In the inaugural lecture of the first batch of participants of the Indonesian National Institute in 1965, President Soekarno emphasized that "National defense can only be implemented perfectly if a nation bases national defense on geopolitical knowledge." Therefore, Lemhannas RI is also known as the "school of Geopolitics" which gives birth to new ideas about the importance of managing the nation in a comprehensive geopolitical perspective which is further translated into GeoStrategy and GeoEconomics to maintain the dynamic condition of the nation which contains tenacity and resilience in facing various Threats, Disturbances, Obstacles and Challenges (AGHT) that are global and national, that is the essence of "Resilience National". In simple terms, it can be said that the Indonesian National Lemnas plays a role in creating national leaders who have a global perspective but are not uprooted from the values and character of the nation.

### **Vision and Mission of the Indonesian National Institution**

Becoming a center of excellence in National Resilience, Lemhannas RI carries out its main duties and functions as well as authority as a coach of National Resilience, with a Vision of "Becoming a Quality, Credible and World Class Institution in the field of National Resilience". This vision is manifested in the missions, including: 1) Realizing National-level Leadership Cadres who are competitive, have national character, are democratic, and are able to play a role in international world relations through education. 2) Providing Government Input in International, Regional and National Policy Making through Strategic Assessments. 3) Realizing National Components with National Character in accordance with the Four Basic Consensus of the Nation through the Strengthening of National Values. Based on the Regulation of the Governor of the Indonesian National Lemhannas Number 13 of 2021 dated October 27, 2021 concerning the Organizational Structure and Work Procedures of the National Resilience Institute of the Republic of Indonesia, the Indonesian National Lemhannas consists of: Governor and Deputy Governor; Board of Directors; Main Secretariat; Deputy for Education of National Leaders; Deputy for Strategic Studies; Deputy for the Strengthening of National Values; Inspectorate; and the Laboratory Center.

The National Lemhannas of the Republic of Indonesia is a non-ministerial government entity that is under and directly responsible to the President, through the Coordinating Ministry and the control of government administration affairs in the political, legal and security fields. The main task of the National Lemhannas RI is to provide assistance to the President in several ways, including: a) Organizing education and preparation of cadres and strengthening national level leaders with broad characteristics, ranging from comprehensive thinking to having high national morality and ethics; b) Conduct a conceptual and strategic assessment of national, regional and international issues that are important for the stability and integrity of the Unitary State of the Republic of Indonesia; c) Strengthening and improving national understanding and values in order to build a solid national character. The functions of the National Lemhannas RI include several things, including: a) Organizing education and preparation of cadres and strengthening national level leadership; b) Conduct strategic assessments on important issues both at the national, regional, and international levels; c) Maintaining and strengthening national values derived from Pancasila, the 1945 Constitution of the Republic of Indonesia, Bhinneka Tunggal Ika, and the National System; d) Evaluate and develop educational programs and assessments carried out; e) Carry out research and measurement of national resilience throughout Indonesia; f) Conduct training and assessment on national leadership; g) Building postgraduate education cooperation in the field of national resilience with national and international educational institutions; h) Coordinating the implementation of duties and providing administrative support to all elements of the organization within the Indonesian National Institute; i) Supervise the implementation of duties at the National Lemhannas RI; j) Providing substantive support to all elements of the organization within the Lemhannas RI (Presidential Decree of the Republic of Indonesia Number 2016)). Seeing the breadth of the vision, mission, duties, and functions of the Indonesian National Institute, it is necessary to establish a more autonomous, independent, and "trans-departmental" institution to ensure effectiveness and efficiency in carrying out its role and function as a strategic institution in maintaining Indonesia's national security and resilience.

### **Conceptual Dimension of National Resilience**

The essence of National Resilience reflects the tenacity and resilience of a nation, which includes the ability to develop national strength to ensure the survival of the nation and state in the midst of global dynamics. This confirms that National Resilience has a multidimensional, not only a defense dimension, but also a dimension of national welfare, sovereignty, and independence. There are sub-systems that must be managed integratively in National Resilience, namely the natural sub-system (natural determinant) and the social sub-system (social determinant). Both are managed holistically and integrally according to the Astragatra concept which consists of 8 dimensions as a focus including the Geography Dimension, Demographic Dimension, Natural Resources Dimension (Trigatra/Natural Determinant), Ideology Dimension, Economic Dimension, Political Dimension, Socio-Cultural Dimension, Defense and Security Dimension (Pancagatra/Social Determinant). By paying attention to all these dimensions holistically and integrally, a nation can build strong resilience in facing challenges and managing the dynamics that exist at home and abroad.

The conception of National Resilience is not only related to the 8 dimensions mentioned earlier, but must also pay attention to the development of the global strategic

environment. Therefore, understanding geopolitics, geoeconomics and crisis management (national vigilance) from various impacts of development is very important. In this context, education in the Indonesian National Institute has a very important role. The program was filled by national leaders both Indonesia and abroad in the form of a Presidential Lecture. This aims to provide participants with insight and deep understanding of global dynamics and how they can affect a country's national resilience. The presence of leaders from other countries provided diverse and valuable perspectives for participants, so that they could gain a broader understanding of global issues and how they can affect Indonesia's national security and resilience.

In an effort to strengthen National Resilience, the National Lemhannas of the Republic of Indonesia is not only responsible for preparing National Leadership cadres, but also has an important role in strengthening the national character of all the nation's children. Therefore, through the Deputy for Nationality, the Indonesian National Institute carries out programs to strengthen national insight aimed at all levels of society from various groups and levels. These programs are designed to increase understanding of national values, the integrity of the Republic of Indonesia, and the spirit of unity and unity among all the nation's children. Thus, the National Lemhannas of the Republic of Indonesia plays the role of an agent that forms a strong national character and has an awareness of the importance of maintaining unity and diversity. In addition to the program to strengthen national insight, the Indonesian National Institute also carried out various in-depth studies on the dimensions of National Resilience, as well as the situation and development of geopolitics and geoeconomics both at the national and global levels. This aims to gain a deep understanding of the challenges and opportunities faced by Indonesia, as well as to develop appropriate strategies and policies in strengthening the country's national resilience. Judging from this, the National Lemhannas RI should be a separate institution because it has a vision, mission, duties and functions that are multi-dimensional and cross-departmental.

According to the Governor of the Indonesian National Institution Regulation of the Governor of the National Resilience Institute of the Republic of Indonesia Concerning the Organizational Structure and Work Procedures of the National Institutions of the Republic of Indonesia, (2021), National Resilience must be maintained so that it is more resilient and resilient so that a country does not become a fragile country, let alone a failed country. The National Resilience Study studies strategic management to improve National Resilience. Just as Geopolitics has a Geostrategy, strategic management is part of National Resilience which has at least two frameworks, namely (1) Crisis Management Framework and (2) Institutional Framework. The Crisis Management Framework contains: governance, risk mitigation, crisis management, rapid response and transformation.

Crisis Management is an important part of the National Resilience Strategic Management, considering that no matter how resilient a country is, it is always vulnerable to crises, such as security crises, political crises, health crises (pandemics), economic crises, energy crises, food crises, environmental crises and defense crises. Crisis is a threat to National Resilience and therefore risk mitigation and management for crisis management must be carried out with a rapid response so that risks can be transformed to support National Resilience.

The institutional framework is designed to create adaptive regulations, effective organization, precise policies and work programs, and resource allocation including

technology adoption as needed. Adaptive regulation is a regulation that is able to adapt to crisis resolution and support risk mitigation for transformation. A good example is the Government of Indonesia's regulations in an effort to mitigate risks in the health crisis due to the Pandemic Covid-19. The regulations are designed in such a way that when implemented, they are able to quickly mitigate risks and bring Indonesia out of a devastating public health crisis (Hanita, 2021).

Misconceptions of Resilience, Security and Defense are misconceptions of concepts that are often used in the context of security and defense in Indonesia. While there is a connection, they have differences in scope and focus. First, Security refers to protection against threats, both from within and from outside, that can endanger the security and stability of a country. The main focus is on countering direct threats to national security, such as domestic military and non-military threats, terrorism, cross-border crimes, malware, and so on. Security is often related to efforts to ensure the security of the country from all kinds of threats that can disrupt political stability, security, and public order. Security is often associated with the relationship between crime and law enforcement, although it can actually have a broader meaning.

Secondly, Defense refers to a country's efforts to protect itself from armed threats and protect its national interests from military attacks or aggression from outsiders. Its main focus is on the military and strategic aspects of maintaining the country's sovereignty and protecting its territory from invasion or the threat of an opponent's attack. Defense often includes activities such as military power development, national defense planning, military operations, and defense cooperation with other countries.

Finally, third, Resilience refers to the flexibility, agility, toughness, tenacity and ability of a country to survive threats both from within and from outside, as well as to continue to function as a whole and sovereign entity. The main focus is on the existence and sustainability of the country in facing various challenges that may arise, including natural disasters, economic developments, global political dynamics, other social disturbances such as cultural influences, ideologies and technological developments, including attacks from abroad. National Resilience encompasses various aspects that are holistic, integral and comprehensive, which in Indonesia is known as Astagatra. For example, the problems of the Astagatra aspect, for example, such as economic security, energy security, food security, political security, environmental security, as well as social and cultural aspects, maritime defense, defense spatial planning, geospatial intelligence, and others both based on global, regional and national contexts.

### **Lemhannas RI as a Center of Excellence Ilmu National Resilience Knowledge**

In the context of the increasingly complex dynamics of the strategic and geopolitical environment both at the global, regional, and national levels, we should be able to realize that the challenges that will be faced by the nation and state of Indonesia in the future will be increasingly complex and difficult to predict. Therefore, it is necessary to have an ideal dynamic condition of the Indonesia nation that displays the nation's tenacity and resilience in facing all threats, disturbances, obstacles, and challenges that we know and have been taught so far at the Indonesian National Institute as "National Resilience Science".

Speaking about the Body of Knowledge of National Resilience taught at the Indonesian National Institute, it has been explained that National Resilience will be able to stand firmly if it is based on the Four Basic Consensus of the Nation which functions

as the root/foundation for the establishment of National Resilience itself, which is faced with the nation's Geopolitical and Geostrategic conditions, and will ultimately result in the realization of National Resilience, and is actualized through the National Management System (Sismenas) and carried out by the National Leader of the Indonesia Nation with all the competencies he has. This is important to continue to be able to maintain and glorify the importance of the National Resilience of the Indonesia nation, as well as to be able to cultivate and maintain the perspective of the Indonesia nation in achieving national goals through National Insight, as stated and hoped by President Soekarno when inaugurating the establishment of the Indonesian National Institution on May 20, 1965.

In line with scientific developments, the Indonesian National Institute is also a reference for various educational institutions in the development of the National Resilience Science Cluster. In collaboration with various educational institutions, the Indonesian National Institute continues to develop the science of National Resilience from a Scientific perspective. In 2012 the Indonesian National Lemhannas formed the Indonesian Inter University Network (LIUN) together with the University of Indonesia, Gajah Mada University and the Defense University. LIUN's vision and mission is to become a leading educational vehicle in the field of National Resilience studies, which is able to produce professional, reliable, and ethical National Resilience experts in accordance with the nation's identity while preserving national values.

### **The Concept of National Resilience in the Architecture of National Business Processes**

The business process domain is arranged by describing the duties and functions of the government from the functions of the ministry based on the naming standards of government affairs (Presidential Decree of the Republic of Indonesia Number 132, 2022). However, based on this, there is a gap (gap) in Presidential Regulation of the Republic of Indonesia Number 132 of 2022 which has not described the position, duties and functions of the National Institution of the Republic of Indonesia, with several things that are considered as follows: a) Classification of business process architecture with a description of government duties and functions, based on the rules on State Ministries, and has not specifically regulated State Institutions which include the National Institution of the Republic of Indonesia as a Non-Ministerial Government Institution. This causes the position, duties and functions of the National Lemhannas RI to become unclear/not visible as one of the Government Services in the National Business Process Architecture Reference or has not been accommodated in Presidential Regulation 132 of 2022; b) Based on the content in the SPBE Architectural Information System (SIA) application, Lemhannas RI is currently in the "general government" sector in the RAB Level 1 (Government Sector) at the National Level as directed by the staff of the Ministry of PANRB at the time of FGD Assistance for the Preparation of SPBE Architecture on the SPBE Architectural Information System (SIA) on February 8, 2023 at the Grand Kemang Hotel. However, based on the history of its formation, the National Lemhannas RI carries out government tasks in the field of National Resilience. For this reason, it is not appropriate for the Indonesian National Institution to be placed in the general government sector (RAB 09), the defense and foreign sector (RAB 01), and other sectors because National Resilience is one of the important pillars in maintaining the integrity, stability, and sustainability of the country, which includes various dimensions such as politics, economy, social, culture, law, defense, and security; and c) As a derivative of RAB Level

1 for the general government sector (RAB 09), RAB Level 2 (Government Affairs) of the National Lemhannas RI is currently in domestic government affairs. This is also inappropriate because in government affairs, the National Lemhannas RI is responsible for the affairs of National Resilience Development, Strengthening National Resilience and National Resilience Development so that RAB.01.01 to RAB.09.07 in Presidential Decree 132 of 2022 do not have government affairs that describe the duties of the National Lemhannas RI.

In Presidential Regulation of the Republic of Indonesia Number 132 of 2022, it is also stated that the classification of business processes is expected to accommodate every organizational function in each Central Agency and Regional Government, as well as other stakeholders related to the duties and functions of the government of government agencies (Presidential Decree of the Republic of Indonesia Number 132, 2022). Thus, to ensure that each component related to National Resilience can be systematically and well coordinated within the SPBE framework, the government service sector in the field of National Resilience needs to be accommodated in the reference of the SPBE business process architecture at the national level to support the position, duties, and functions of the Indonesian National Institution in government.

Lemhannas has given birth to many strategic policies on the evolution of Indonesia's geopolitical thinking that are tangible such as integralistic countries, archipelagic countries, archipelago insights, the doctrine of the world's maritime axis, policies to secure resource supply chains for the sustainability and sustainability of the country in the midst of world geopolitical battles that utilize technology and connectivity, policies to anticipate wars between civilizations which are a new form of power struggle dominated by friction of cultural entities, to the anticipation of an information explosion that is a catalyst in the spread of 'global fear' which has the potential to weaken state authority.

Along with the Government's Mission in the 2025-2045 RPJPN Draft which leads to improving the quality of life of Indonesia people and strengthening the nation's competitiveness in the international arena RPJPN (2024), requires the foundation of National Resilience in the form of tenacity and solid resilience from all components of the nation. This emphasizes the importance of the Indonesian National Institution as a sector "Tenth Government Service", which focuses on strengthening National Resilience through education, research, and strategic assessment of national, defense, and security issues.

Through the understanding as described above the importance of National Resilience as one of the aspects that must be maintained and maintained in carrying out Governance in realizing the National Goals, especially in all aspects of the life of the nation and state, National Resilience becomes an important "supplement" that must continue to be maintained and maintained and strengthened (as a form of "National Culture") in the management and decision-making of various aspects of governance in order to be able to bring the Indonesia Nation in realizing the National Goals and realizing what is a Government Program as described in the RPJMN. As a "Supplement to the Nation", National Resilience must be seen as a strength in itself and become the tenth sector in the field of Government Services.

By becoming the tenth government service sector, the National Lemhannas RI has an important role in supporting the realization of the National Development Program. Thus, the Indonesian National Institute not only plays a role as a guardian of national

values, but also as an important pillar in the architectural order of the electronic-based government system, supporting the government in achieving national short-term, medium-term and long-term development goals.

## CONCLUSION

Based on the findings of this research, several important conclusions are drawn regarding the history, philosophy, and strategic position of Indonesia's National Resilience concept. First, the establishment of the National Defense Institution (currently known as the National Resilience Institution) was a crucial response to global developments that demanded integration and cooperation between civil and military sectors in the governance of the state, particularly in national defense and security. The formation of this institution highlights the need for a profound and scientific understanding of global challenges that Indonesia faces, and it aims to prepare national leaders with strong character and a deep sense of responsibility.

Second, President Soekarno envisioned the Indonesian National Institution as a platform to cultivate true patriots and nationalists who excel in geopolitical knowledge to protect and advance national sovereignty. This institution, often referred to as the "school of Geopolitics," serves as the foundation for generating new ideas about managing the nation through a comprehensive geopolitical perspective. These ideas are further transformed into GeoStrategy and GeoEconomy to ensure the nation's resilience in confronting various challenges, obstacles, threats, and disturbances on both global and national scales. The concept of national resilience thus becomes a cornerstone in shaping strategies and policies to safeguard the nation's endurance and progress.

Third, the strategic position of national resilience within the current national business process architecture is evident. It is recommended that national resilience be officially recognized as the tenth sector within government services, particularly within the regulatory framework of the National Electronic-Based Government System (SPBE). This integration aims to position the Indonesian National Institution in a way that aligns its responsibilities in national resilience governance with the national development agenda. This is in line with SPBE's Vision, which is "the realization of an integrated and comprehensive electronic-based government system to achieve a high-performance bureaucracy and public services". (Presidential Regulation of the Republic of Indonesia Number 132 concerning the Architecture of the National Electronic-Based Government System, 2022). Specifically, the 2025-2029 National Medium-Term Development Plan (RPJMN) addresses key issues such as the rule of law, national stability, leadership, and social, cultural, and ecological resilience. By embedding national resilience within the SPBE architecture, Lemhannas RI can enhance its role in delivering effective, efficient, and transparent government services that are accountable and geared towards strengthening national resilience.

In conclusion, the incorporation of national resilience into the business process architecture of government services will allow for a more integrated approach to national governance. This will enable the National Resilience Institution to act as a Center of Excellence in strengthening Indonesia's national resilience, ensuring that it continues to meet the challenges of an increasingly complex strategic environment. By focusing on the development, strengthening, and sustainability of national resilience, this institution will play a key role in securing Indonesia's future in alignment with its national goals.

## REFERENCE

- Creswell, J. W. (2011). *Controversies in mixed methods research*. Sage.
- DiMaggio, P. J., & Powell, W. W. (1983). The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*, 48(2), 147–160.
- Hanita, M. (2021). *Ketahanan nasional: Teori, adaptasi dan strategi*. UI Publishing.
- Hawley, R. (1968). Solid insulators in vacuum: A review. *Vacuum*, 18(7), 383–390.
- Lemhannas RI. (1964). *Peraturan Presiden Republik Indonesia Nomor 37 tentang Pembentukan Lembaga Pertahanan Negara*. [jdih.lemhannas.go.id](http://jdih.lemhannas.go.id)
- Lemhannas RI. (2022). *Peraturan Presiden Republik Indonesia Nomor 132 tentang Arsitektur Sistem Pemerintahan Nasional Berbasis Elektronik*. [jdih.lemhannas.go.id](http://jdih.lemhannas.go.id)
- Nikmah, N., & Apriyanti, H. (2016). Pengaruh intellectual capital terhadap kinerja keuangan perusahaan manufaktur di Bursa Efek Indonesia. *Jurnal Akuntansi*, 6(1), 53–74. <https://doi.org/10.22437/jar.v2i1.17252>
- Peraturan Presiden Republik Indonesia tentang Lembaga Ketahanan Nasional Republik Indonesia, Pub. L. No. 98 (2016). <https://www.jdih.lemhannas.go.id/dokumen/view>
- Peraturan Gubernur Lembaga Ketahanan Nasional Republik Indonesia tentang Struktur Organisasi dan Tata Kerja Lembaga Nasional Republik Indonesia. (2021). [jdih.lemhannas.go.id](http://jdih.lemhannas.go.id)
- RPJPN. (2024). *RPJPN 2025-2045*. <https://indonesia2045.go.id/tentang>
- Undang-Undang Dasar Negara Republik Indonesia. (1945).