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## The Effect of HRM Strategic Planning and Budgeting and Strategic Competency on Military Border Performance Forces Mediated by Strategic Coordination

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### Research Background

Each country occupies a certain place on the face of the earth and has a certain border. State power covers the whole territory, not only land, but also the surrounding sea and also the sky above. Countries that have large territories face a variety of threat problems, one of which includes various tribes, nationalities, races and religions. Also geographical factors and also the border which is the problem. For example is whether the border is natural or whether the country has no relationship with the sea at all or other problems arising from the existence of borders.

State borders are one of the important aspects in geopolitics. History records that many wars between nations and or between nations are caused by border issues. Tangkilisan (2013) says that the term border has two meanings, namely boundaries and frontiers. In the context of boundaries, borders are the dividing lines between regions. As for the frontier context, the border refers to the path (zones) that stretch and separate the two regions of the country. Furthermore, Tangkilisan (2013) explains that the border line is a vertical plane that passes through the soil surface, underground layers, and air and limits the activities that take place within it. The area on the right and left of the border is called the border area. Morphologically, the border consists of; (a) physiography, i.e. natural physical elements in the form of mountains, rivers, waters, or open areas; (b) anthropogeography, i.e. separator based on language and ethnic entities; and (c) geometry, i.e. imaginary lines in the form of longitude and latitude (Hanita, 2002 in Tangkilisan, 2013).

State borders are the main manifestation of the territorial sovereignty of a country. Border of a country has an important role in determining the boundaries of sovereignty, utilization of natural resources, and maintaining the security and integrity of the region. State borders are in many ways determined by historical, political and national and international legal processes (Moeldoko, 2014).

The Republic of Indonesia is a country whose territory consists of land, sea and air space. Indonesia has a coastline of around 81,900 Km and has a border area of land (continental) and sea (maritime). Small islands scattered throughout the archipelago waters are estimated to be around 17,508 islands. Indonesia has a land border with three neighboring countries, namely Malaysia, Papua New Guinea and Timor Leste. While the sea

border with ten neighboring countries including Malaysia, Singapore, Vietnam, the Philippines, Papua New Guinea, Timor Leste, India, Thailand, Australia and Palau. This is indirectly related to the issue of upholding sovereignty and law both concerning borders in the context of land and sea, natural resource management and economic development of a country.

With a large number of border areas, Indonesia has an interest in maintaining sovereignty from the threat of other countries and the welfare of its people at the border. As the front porch, the face of Indonesia's borders should reflect safe and prosperous conditions. However, the paradigm of the past which views the border region as a backyard and outermost areas makes its development less noticed by the government and the community. Centralized Indonesia at that time was more concerned with the development of the central region. As a result, the development of border areas is generally lagging behind other parts of Indonesia (State Border Special Committee, 2011).

The border area is a "sexy" area, both in internal and external (international) contexts. Some of the issues that have always been the subject of discourse in border areas are; (a) Potential invasion of foreign ideology and culture; (b) The potential for transnational crimes; (c) Illegal logging (illegal logging); (d) Illegal fishing (illegal fishing); (e) Illegal exploitation of natural resources; (f) Human trafficking, especially women and children; (g) Illegal immigrants (illegal immigrants); (h) People smuggling; (i) Narcotics trafficking; (j) Access to terrorists and pirates; and (k) Socio-cultural conflicts (Marwasta, 2016).

Jones (in Sutisna, 2010) revealed a formula relating to border management. Jones divides the scope of management into four parts, namely allocation, delimitation, demarcation, and administration. If it is adjusted with Jones's opinion, the three main issues in the border area are: (1) the problem of setting boundaries (allocation, delimitation, and demarcation), both land (demarcation) and sea (delimitation); (2) the problem of securing the border region; (3) the problem of developing the border area (administration), especially in realizing the border area as a front porch which is oriented to the aspects of welfare (prosperity) and security (security).

Basically, the development of the Indonesian border region still needs to be structured and managed more intensively, integrately by involving all stakeholders, including the regional government. This border region has not yet received serious attention and treatment, it is not yet optimal and integrated and has become a tug of war for sectoral and horizontal interests. The border area is a backward area that needs serious handling and management from the central government. Infrastructure and utilities in the border area are very limited, housing and settlements are not yet feasible. These things are factors that cause problems within the border.

The determination of the territorial boundaries of Indonesia and the countries which border directly on the territory of Indonesia is not yet complete. Of all the regions that have borders, only the border areas with Australia and Papua New Guinea have been resolved. So it can be concluded that Indonesia's vast and numerous borders still contain a variety of cross-border issues that usually arise in the future, given the problem factors previously mentioned, also because the borderline cannot be established through a unilateral claim and recognition countries, but through agreements that occur between countries that border directly.

The problem of development in the border region still revolves around basic things such as infrastructure development, human resources, health, education and technology as well as communication. Various government policies related to the development and management of border areas still do not meet the needs, mainly due to the weak political will of the government in allocating funds and coordinating policy sharing between ministries or institutions related to regional governments in developing physical and non-physical border areas.

The authority to manage border areas that are still the authority of the central government is a fundamental problem that makes it difficult for regional governments to make strategic policies that can actually be more

prosperous for the people. The handling of borders is not easy to overcome by one or two institutions, but must be resolved across sectors. The state has the authority to set its own territorial boundaries. However, because the outer boundaries of an area always border with the territory or waters of the sovereignty (jurisdiction) of the authority of another country, demanding the need for cooperation between the two countries whose territories border each other. The number of rules or policies that collide with each other and overlap and not the least cause conflicts both horizontal and vertical.

National boundaries are manifestations of a country's territorial sovereignty. Territorial boundaries are determined by the historical, political and inter-state relations processes that are realized into national or international rules or regulations. Handling problems and managing borders is very important at this time to be used for a variety of interests and needs, both the government, civil society and business actors need a strategy that has the goal of increasing coordination and synergy of various state institutions (multisectoral and cross-ministerial) together to conduct management and arrangement of border areas.

Indonesia's current development paradigm is a welfare paradigm that uses a welfare approach with a focus on economic development, including border areas. Growth and development of the economic sector becomes the focal point so that the consideration put forward is merely economic considerations. Naturally, developing and prosperous regions are economically feasible areas to be developed such as cities on the island of Java whose development is more advanced compared to other regions.

Remote areas and minimal population, still not touched by development. Likewise, border areas are generally remote and have little education and have low quality human resources. With economic reasoning, of course, building border areas is very uneconomic and unattractive. This is a factor that causes border areas to become increasingly isolated and not systematically managed.

Of the various obstacles in building the country's border region as the front porch of the Republic of Indonesia, the Indonesian government needs to manage the border area in an integrated and integrated manner that involves all stakeholders involved in accordance with government policy with adequate budgeting.

### **Research Problem Formulation**

Based on the description in the background above about the effect of strategic planning and budgeting and strategic competency human resource management on the performance of military border forces mediated by Strategic Coordination, the formulation of the problem in this study are as follows: (1) Is there a positive influence on strategic planning and budgeting for strategic coordination ?; (2) Is there a positive effect on strategic competency human resource management on strategic coordination ?; (3) Is there a positive influence of strategic planning and budgeting policy on the performance of military border forces ?; (4) Is there a positive effect on strategic competency human resource management on the performance of military border forces ?; (5) Is there a positive effect of strategic coordination on the performance of border military forces?

### **Research Purposes**

Based on the background and problem formulation, the objectives of this study are as follows: (1) To analyze whether there is a positive influence of strategic planning and budgeting on strategic coordination; (2) To analyze whether there is a positive influence on strategic human resource management competency on strategic coordination; (3) To analyze whether there is a positive influence of strategic planning and budgeting policy on the performance of military border forces; (4) To analyze whether there is a positive effect on strategic human resource management competency on the performance of military border forces; (5) To analyze whether there is a positive effect of strategic coordination on the performance of military border forces.

## Benefits of Research

Benefits for developing theory, this research is expected to be able to provide benefits for academics in developing theories in the field of strategic management, especially regarding the effect of this research focusing on strategic planning and budgeting, strategic competency human resource management on strategic coordination and performance border military forces. Benefits for practice, this research is also useful as input for the Indonesian government to be able to manage and improve coordination in structuring border areas to be more effective and efficient.

## Research Limitation

This study only examines how the influence of strategic planning and budgeting influences, strategic human resource competency management on strategic coordination and performance border military forces. The study was only conducted at the Ministry of Defense with a limited number of samples using cross sectional data and data processing using AMOS graphics program version 20 and SPSS version 23 with the structural equation model (SEM) measurement method.

## Literature Review

### Strategic Planning and Budgeting Policy

Strategic Planning is the process of deciding the programs to be implemented by the organization and the estimated amount of resources that will be allocated to each program over the next few years (Yusuf, 2019). According to Deriaprianto (2018) the strategic plan is the process of deciding the programs to be implemented by the organization and the estimated amount of resources that will be allocated to each long-term program over the next few years. The result of the strategic planning process is a document called a strategic plan that contains information about the programs for the next few years.

In the process of achieving the strategies planned by the organization, the leaders must work according to the directions in the strategic planning process. The key to success in implementing strategic planning is the manufacturing capability possessed by the organization or company.

Strategic planning occurs in both government and private organizations. Because strategic planning is very important in determining the future steps. The most competent leader is the person who spends the most time thinking about what will be done in the future. Although it does not rule out the possibility of managers not working alone. The manager also needs his other staff to help him in making strategic planning.

According to Freddy (2019) the head of an organization, every day trying to find a match between the company's internal strengths and external forces (opportunities and threats) of a market. Its activities include careful observation of competition, regulations, inflation rates, business cycles, consumer desires and expectations, as well as other factors that can identify opportunities and threats.

As for the achievement of the success of the objectives achieved, it is necessary to have the following strategic planning steps;

Bryson's theory cited by Haksama (2014) regarding the preparation of strategic planning consists of the following steps; 1) Determination of the vision, mission and goals of the organization, is an act of developing and clarifying the social responsibility of the company relating to the statement of vision, mission and goals of the organization to achieve the goals of the organization 2) Analysis of the external environment, which reveals the external environment intended to identify opportunities and threats faced by companies, related to political, economic, social factors. The direction of technological development is part of external analysis activities 3) Analysis of the internal environment, is a step used to analyze into the organization itself, by assessing the organization's resources. Indicators in the internal environment analysis only focus on the strengths and weaknesses of the organization itself. 4) Identification of strategic issues related to the

organization's problems, are questions related to fundamental policies about the influence of the organization's mandate, vision, mission, cost services, funding, as well as organizational or management plans 5) Developing strategies, namely implementing actions from decisions based on strategic issues that have been identified in the previous step, to manage strategic issues and setting an effective and efficient organizational vision.

Planning theory according to John A. Pearce II, quoted by Handoko, T. Hani (2009) regarding the preparation of strategic planning consists of the following steps: 1) Determination of the mission and objectives. Formulation of mission and goals is a key responsibility for top managers. This formulation is influenced by the values brought by managers 2) Development of company profile. Company profile shows the success of the company in the past and its ability to support the implementation of activities as a strategy implementation in achieving future goals 3) Analysis of the external environment. Identifying ways in which changes in the technological, social / cultural, and political economic environment can indirectly affect the organization 4) Internal analysis of the company. This analysis is done by comparing the company profile and the external environment. 5) Development of the company's strategy. After long-term goals and strategies are chosen and determined, the organization needs to translate them into short-term (annual) goals and operational strategies. 6) Review and evaluation. The two main questions in the strategy review and evaluation process are: (1) is the strategy implemented according to plan ?; (2) can the strategy achieve the expected results? In the strategic planning process, aims for the objectives to be achieved can be in accordance with the plan.

According to Dun (1999) said that policy is a written rule that is a formal organizational decision, which is binding, which regulates behavior with the aim of creating new values in society. The policy will make the main reference members of the organization or community members in behavior. Policies in general are problem solving and proactive. In contrast to law and regulation, policies are more adaptive and interactive, although policies also regulate what is permissible and what is not permissible. Policies are also expected to be general but without eliminating specific local characteristics. Policies are also expected to be general but without eliminating specific local characteristics. Policies must provide opportunities for interpretation according to specific conditions that exist.

In general it can be understood that public policies are binding decisions for many people at the strategic or outline level made by public authority holders (Soeharto, 2008). As a decision that binds the public, public policy must be made by political authorities, that is, those who receive the mandate from the public or the public in general go through an election process to act on behalf of the people and the interests of the people.

According to Sunarto (2014) that public policy taken by the government in any part of the world, including in Indonesia is a government activity to solve problems that occur in the community, both directly and through various government institutions. Public policy in my opinion are binding decisions for the public at the strategic or outline level made by the public authority holder. As a decision that binds the public, public policy must be made by political authorities, that is, those who receive the mandate from the public or the public generally go through an election process to act on behalf of the people.

The budget is one of the most important elements in the management control system. The budget is also one of several important parts in the planning of an organization or company which will ensure the development and success of an organization or company. The budget has an important role to be a management control tool in distributing the limitations of natural resources and financial resources owned by a company or organization in order to achieve the goals set by the company (Anggita, Nur and Cholid, 2019).

According to Nafarin (2007) budgeting is a written plan regarding the activities of an organization which is stated quantitatively for a certain period of time and generally expressed in units of money. But it can also be stated in units of goods or services. Meanwhile, according to Munandar (2007), a budget is a plan prepared systematically that covers all activities expressed in monetary unity and is valid for a period of time in the future.

### **Strategic HRM Competency**

Spencer and Spencer in Uno (2007) explain that competence is a characteristic that stands out for a person and becomes ways of behaving and thinking in all situations, and lasts for a long period of time. From this opinion it can be understood that competence refers to a person's performance in a job that can be seen from thoughts, attitudes, and behaviors. Furthermore, Spencer and Spencer in Uno (2007) divided competencies into five characteristics, namely as follows; (1) Motives (Motives), namely something people think and want that causes something; (2) Traits, i.e. physical characteristics of consistent responses to situations; (3) Self Concept, which is the attitude, values and image of a person; (4) Knowledge, which is information possessed by someone in a particular field; (5) Skills (Skill), namely the ability to perform tasks related to physical and mental.

The rapid development of the global defense and security world is a formidable challenge that Indonesia must face. To that end, there must be a fulfillment of the improvement and development of the quality of Indonesia's strategic defense human resources to respond to these challenges. The quality of Indonesia's human resources in the field of defense must start from qualified leadership resources and ready to compete globally. In a dynamic military world, leaders must react quickly with sharp insights to be able to analyze the situation and encourage their men to be responsive to the challenges that arise. The independence of the defense industry (capability based planning) in Indonesia is the main concern of all stakeholders involved in this country. If a country is able to be independent in its procurement, as well as in the development of its defense industry, let alone be able to increase the use of sophisticated technology in its defense industry, the country's bargaining position is certainly higher in the international political arena. Leadership is important because talk of capability based planning cannot be decided at the decision making level. Indonesia needs technology transfer (Transfer of Technology) to improve the quality of its defense resources. Technology transfer policy is also closely related to the ability of our leaders. That is why the empowerment-based leadership factor is a key technology transfer policy. According to Jerry (2019) leadership factors based on empowerment will be interrelated with technology transfer policies as an effort to improve the quality of Indonesia's defense human resources.

### **Strategic Coordination**

According to Yusuf (2019) that in the modern era, the success of organizational management in the form of government and corporate organizations divides various tasks according to the capabilities or expertise possessed by each human resource. The division into various departments and divisions makes assignments easier but makes communication more difficult. Therefore, organizations, both government and companies must be able to understand the meaning of coordination in management to manage the resources within it. Through an understanding of the meaning of coordination in organizations, specialization of tasks in each department or division will be linked and run in synergy to achieve organizational goals.

According to Hasibuan (2017) explaining coordination is the activity of directing, integrating and coordinating the elements of management and the work of subordinates in achieving organizational goals. The form of coordination is divided into two major parts, namely vertical coordination and horizontal coordination. Both of these forms usually exist in an organization. Vertical Coordination is the uniting activities, direction carried out by superiors on the activities of units, work units that are under their authority and responsibility. Strictly speaking, superiors coordinate all officers under his responsibility directly. This vertical coordination is relatively easy to do, because superiors can impose sanctions on officials who are difficult to regulate. Horizontal coordination (Horizontal Coordinating) is coordinating actions or activities, integration, direction carried out on activities at the level of organization (apparatus) at the same level. Horizontal coordination is divided into interdisciplinary and interrelated. Interdisciplinary is a coordination in order to direct, unite actions, realize, and create discipline between one unit with another unit internally and externally in the same units of duty, while interrelated is coordination between agencies (agencies) and units a

unit whose function is different, but which agencies are interdependent or have an internal or external link which is on a level level. Horizontal coordination is relatively difficult to do, because the coordinator cannot impose sanctions on officials who are difficult to regulate because of his level of position. If the organization is coordinated effectively then there are several benefits that can be obtained.

Handoko (2003) argues that the benefits of coordination include; (1) With coordination, feelings can be avoided regardless of each other, between organizational units or between officials in the organization; (2) Avoiding an opinion or feeling that the organizational unit or official is the most important; (3) Avoiding the possibility of conflict between parts of the organization; (4) Avoiding job vacancies in activities within the organization, (5) Raising awareness among employees to help each other.

According to Chung and Pengginson (1981) coordination is a process of motivation, leading and communicating subordinates to achieve organizational goals. Sutisna (1989) defines contributions from people, materials and other sources towards the achievement of established goals. Meanwhile, according to Anonymous (2003), that coordination is a system and process of interaction to realize the integration, harmony and simplicity of various inter and inter-institutional activities in society through communication and dialogue between various individuals in using management information systems and information technology.

Umaedi (in Suryibroto, 2004: 196), the concept that offers close coordination between schools, the community and the government with their respective responsibilities develops based on a desire for the independence of the principal to be actively and dynamically involved in the framework of the quality improvement process education through the coordination of implemented school programs.

Based on the opinions of the experts above, it can be concluded that what is meant by coordination is the process of integrating, synchronizing, and simplifying the implementation of separate tasks. Continuously to achieve goals effectively and efficiently. Without coordination, individuals and sections will not be able to see the role of subordinates in an organization. Subordinates will be carried away to follow their own interests and even to the point of compromising broader organizational goals.

Coordination is an important part of the members or organizational units or schools in the development of school programs where workers are interdependent. The more work of different individuals or units that are closely related, the greater the chance of coordination problems.

### **Performance Border Military Forces**

According to Zacher (2001) state borders are an inseparable part of the history of a country, as a country's struggle to recognize its existence. Therefore the history of the border area cannot be separated from the history of the birth or end of a country. Indonesia as an archipelagic country is certainly very concerned with the country's border regions. Inter-state borders are part of the territorial markers that separate one State from another State, which in some degree can be a source of conflict between States.<sup>53</sup> Inter-State borders also reinforce that the sovereignty of a State can be reflected in how its border security is managed. The situation requires that agreements between the two countries or more related to the border become important for the management of each country's border security. Because, if no agreement is reached related to this, the problem of border claims becomes one of the biggest sources of conflict and war in the history of human civilization.

According to Muradi (2017) for good border management by: (1) Increasing supervision of natural resource theft (SDA), such as timber theft, theft of fish and marine resources, illegal exploration of energy and minerals. In many cases, theft is carried out by cooperating with the local community, which not only damages the environment, but also shifts the border markers and harms the state of billions of rupiah. In addition, integrated surveys and mapping of security for natural resources, transnational crime lines and ethnic conflict-prone areas in border areas need to be carried out as integrated data bases for securing national

borders; (2) Improve coordination between government agencies involved in securing border areas such as the TNI, Polri, Immigration Office of the Ministry of Law and Human Rights, Ministry of Forestry, Ministry of Maritime Affairs and Fisheries, Ministry of Energy and Mineral Resources, Ministry of Agriculture and Regional Governments; (3) Striving to improve the quality of supervision at cross border posts on the traffic of goods and people. Improved supervision includes the addition of surveillance posts and personnel at cross-border posts. In this context, efforts to improve the quality of cross-border posts must also be accompanied by an increase in the quality of the welfare of the security officers and the community around the border; (4) Enhancing and building integrated intelligence networks in border areas to anticipate the possibility of smuggling of goods, firearms and ammunition as well as drugs, and terrorist infiltration and the presence of individuals who can trigger conflicts between ethnic groups. The existence of the Regional Intelligence Community (Kominda), and then the structure of the National Intelligence Agency (BIN) in the regions must be a reinforcement for intelligence performance in general in order to better secure border security. In this context, actually prioritizing early detection and military approaches is very possible, because managing border security as well as in the context of law enforcement is also primarily aimed at strengthening early detection in order to minimize the threat of sovereignty at the border; (5) Promote and enhance regional development, territorial development and community development in the border region. This step is carried out to ensure effective harmonization and coordination between agencies and integrate them for border security in an integrated manner. Strengthening of defense and military potential can be carried out specifically in border areas.

One of these was responded by the leadership of the Ministry of Defense and Headquarters of the TNI by upgrading the status of the Military Resort Command from previously led by middle-ranking officers to being led by high-ranking one-star officers; (6) Building inspection roads along land borders and increasing the frequency of border patrols on land and sea Intensity and good infrastructure support are part of how to maintain commitment to every inch of Indonesia's sovereign territory; (7) Increase and increase the quantity and quality of security equipment in border areas, such as radar, navigation, alkome, jarkom, patrol vehicles, and defense equipment. Difficult terrain and minimal equipment are part of the problem of ineffective management of border security. So to make it effective and minimize it must be supported by the quantity and quality of good equipment; (8) Allocate the budget for securing border areas in an integrated manner. Not yet optimal management of border security is allegedly because budgeting related to this is still sectoral in nature. In this context the actual existence of a number of personnel from different agencies will be more effective if the budgeting is put together in one post which includes these agencies in the same rhythm integration in border security. The consequence of this is the realization of the formation of an integrated security agency or institution in the border area in order to improve supervision and control of all forms of crime and conflict that may occur in the border area; (9) In addition, building road facilities and transportation and telecommunications infrastructure along the border to open up isolated border areas. Existing facilities and infrastructure not only provide facilities for officers in border security, but also stimulate the participation of the public in securing the territory of their country. In this context the role of the Regional Government is very significant and important. (10) Integrate or revise regulations and legislation related to securing border areas, both those related to theft, smuggling, and infiltration and other transnational crimes for the realization of law enforcement and certainty in border areas as well as agreements between the two States.

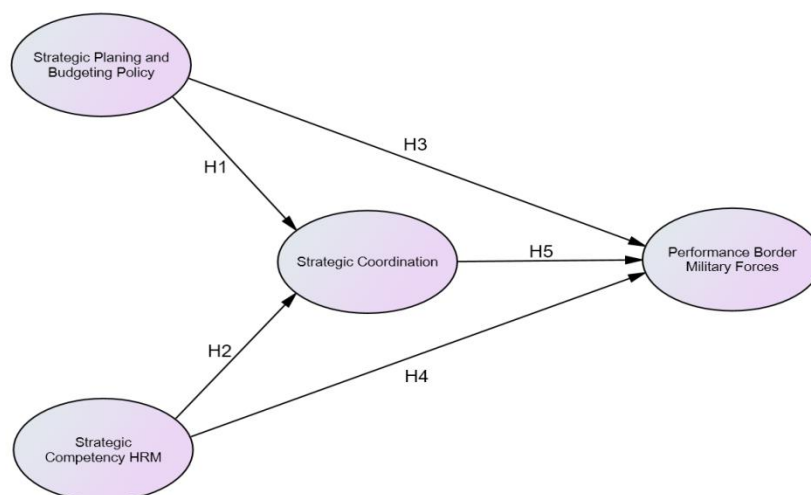
According to Jerry (2019) that to improve the performance of military borders must be based on the independence of the defense industry (capability based planning). Because if a country is able to be independent in its procurement and development of its defense industry, moreover it is able to increase the use of sophisticated technology in its defense industry then the country's bargaining position is certainly higher in the international political arena. Therefore, it is hoped that Indonesia will become a country with a strong bargaining position, based on the independence of the defense industry and its military technology. Dependence on other countries must indeed be eliminated, especially for the defense sector. Independence is a



key word. In the context of providing quality, as well as quantity of defense equipment in accordance with the characteristics of regions in Indonesia, their needs must be able to be met by national industries.

### Conceptual Framework

This study examines the effect of strategic planning and budgeting policy and strategic human resource management competency on strategic coordination and performance of border military forces. Furthermore, the framework can be seen in Figure 1 below:



**Figure 1: Conceptual Framework**

### Hypothesis Formulation

This study examines the influence of the influence of strategic planning and budgeting and strategic competency of human resource management on strategic coordination and performance of border military forces with the following hypothesis formulation:

- H1:** Strategic Planning and Budgeting Policy has a positive and significant impact on Strategic Coordination.  
**H2:** Strategic Competency HRM has a positive and significant impact on Strategic Coordination.  
**H3:** Strategic Planning and Budgeting Policy has a positive and significant influence on Performance Border Military Forces.  
**H4:** HRM's Strategic Competency has a positive and significant impact on Performance of Border Military Forces.  
**H5:** Strategic Coordination has a positive and significant influence on Performance Border Military Forces.

## RESEARCH METHODS

### Research Design

This research statistically examines the effect of Strategic Planning and Budgeting and Strategic Competency HRM on Performing Border Military Forces mediated by Strategic Coordination. This research was carried out on the object of analysis of the unit of research tasked with monitoring Indonesian borders.

This type of research uses hypothetical testing causality using cross sectional, hypothesis testing is a method of decision making based on data analysis of controlled and uncontrolled experiments.

### Data Collection Technique

This research will use a survey technique where the questionnaire is distributed evenly to all units of the analysis of 75 respondents, then the results of filling out the questionnaire are examined again to get a questionnaire that is truly valid and can be accounted for in this study.

### Validity Test and Reliability of Research Instruments

This test is conducted to test the indicators of the questions used in the study which consists of two tests, namely validity testing and reliability testing.

The dimensions of the strategy formulation of the Strategic Planning and Budgeting Policy variables are measured by eight indicators. From the eight indicators, the test results show the loading value is greater than 0.30 (Hair et al, 2016) so it can be concluded that the eight indicators are able to reflect valid measurement tools on the dimensions of strategy formulation from the Strategic Planning and Budgeting Policy variables.

The dimensions of the strategy formulation of the HRM Strategic Competency variable are measured by eighteen. Of the eighteen indicators, the test results indicate the loading value is greater than 0.30 (Hair et al, 2016) so it can be concluded that the eighteen indicators are able to reflect a valid measurement tool on the dimensions of strategy formulation from the Strategic Competency HRM variable

The dimensions of the strategy formulation of the Strategic Coordination variable are measured by six indicators. From the six indicators, the test results show the loading value is greater than 0.30 (Hair et al, 2016) so it can be concluded that the six indicators are able to reflect a valid measurement tool on the dimension of strategy formulation of the Strategic Coordination variable.

The dimensions of the strategy formulation of the Border Military Forces Performace variable are measured by eight indicators. Of the eight indicators, the test results indicate the loading value is greater than 0.30 (Hair et al, 2016) so it can be concluded that the eight indicators are able to reflect a valid measurement tool on the dimensions of the strategy formulation of the Border Military Forces Performace variable

### Reliability Test

Reliability is basically the extent to which a measurement can be trusted. Measuring instruments are said to have reliability if the instrument used several times to measure the same object, will produce the same data means that reliability is related to consistency and accuracy or accuracy. In this study an internal consistency reliability test was performed using the value of Cronbach Alpha. The reliability testing method uses Cronbach Alpha which is processed with SPSS version 19. The acceptable Cronbach Alpa program is worth 0.60 to 0.70 or more (Sekaran, 2006). There are also the results of reliability testing for each variable in this study can be seen in the following table.

**Table 1: Reliability Test Results**

<b>Variable</b>	<b>Cronbach Alpha</b>	<b>Conclusion</b>
<i>Strategic Planning and Budgeting Policy</i>	0,930	Reliable
<i>Strategic Competency HRM</i>	0,974	Reliable
<i>Strategic Coordination</i>	0,918	Reliable
<i>Performace Border Military Forces</i>	0,938	Reliable

*Source: Processed Data (SPSS 22)*

### Model of Analysis and Data Analysis Techniques

The steps taken in the data analysis process, first by doing data tabulation. Questionnaires returned by respondents were selected for completeness. Only complete questionnaires were used. The selected data is coded according to variables and variable classifications, and then tabulated using Excel software. The second is the data analysis stage, using the Stuctural Equation Model (SEM) method. The software used for structural analysis is LISREL 8.80.

## **RESEARCH RESULTS AND DISCUSSION**

### **a. Strategic Planning and Budgeting**

Based on the results of data analysis of respondents' perceptions of responses to the Strategic Planning and Budgeting variable using SPSS 25, then through 8 statements obtained the results that the average Strategic Planning and Budgeting data variable has an average score of 4.33 which is in the very good category / strongly agree. This shows that in general respondents perceive Strategic Planning and Budgeting very well. The respondent's perception in perceiving the highest Strategic Planning and Budgeting is in the SPB6 statement, namely "In this organization the Task Force coordinates in making decisions, especially in determining targets and work policies"; with an average score of 4.43. While the lowest average score perceived by respondents was in the SPB1 statement, namely, "Our aim is to realize the implementation of the duties of the border forces well"; with an average score of 4.19.

### **b. Strategic HRM Competency**

Based on the results of data analysis of respondents' perceptions of responses to the HRM Strategic Competency variable using SPSS 25, through 18 statements obtained the results that the average HRM Strategic Competency variable data has an average score of 4.39 which is in the very good category / strongly agree . This shows that in general respondents perceived HRM Strategic Competency very well. The respondent's perception in perceiving the highest HRM Strategic Competency was in the statement of CHRM5 namely "We are demanded to be able to cooperate in work according to their duties and functions"; with an average of 4.52. While the lowest average score perceived by respondents is in the CHRM statement 14 namely "Can take advantage of every opportunity to evaluate the implementation of the task"; with an average score of 4.24.

### **c. Strategic Coordination**

Based on the results of data analysis of respondents' perceptions of responses to the Strategic Coordination variable using SPSS 25, through 6 questions the results show that the average Strategic Coordination variable data has an average score of 4.38 which is in the very good / strongly agree category. This shows that in general respondents perceive Strategic Coordination well. The perception of respondents in perceiving the highest Strategic Coordination is in the statement SC2, namely "Responsible for the implementation of duties and functions carried"; with an average score of 4.45. While the lowest average score perceived by respondents was in the SC5 statement, "We must respect the opinions of others"; with an average score of 4.28.

### **d. Border Military Forces Performace**

Based on the results of data analysis of respondents' perceptions of responses to the Border Military Forces variable by using SPSS 25, through 8 statements obtained the results that the average data for the Border Military Forces variable has an average score of 4.32 which is in the very good category / strongly agree. This shows that in general respondents perceive Performace Border Military Forces very well. As for the perception of respondents in perceiving the highest Border Military Forces Performace is the PBMF8 statement that "We must maintain a high korsa soul"; with an average score of 4.38, while the lowest average score perceived by respondents was in the PBMF7 statement, namely "We are required to have high morale and motivation"; with an average score of 4.21.

## **Second Order Confirmatory Factor Analysis**

The first step that can be done in this approach is to recribe a hybrid model as a SOCFA (Second Order Confirmatory Factor Analysis) model. This SOCFA model is a measurement model that models the relationship between latent variables and observed / measured variables. The relationship is reflective, where the observed variables are a reflection of the related variables.

The final results of SOCFA are obtained through the overall model fit test, analysis of the validity and reliability of the model. One way that can be done is by trimming models, where the validity of the measurement model analysis is done by checking (a) whether the t-value of the Standardized Loading Factor ( $\lambda$ ) of the variables observed in the model is  $<1.96$ , then (b) Standardized Loading Factor ( $\lambda$ ) of the variables observed in the model  $\geq 0.70$  or  $\geq 0.50$ . If there are variables that do not meet both conditions will be removed from the model. The process of evaluating the SOCFA (Second Order Confirmatory Factor Analysis) model will be applied and explained in more detail as follows:

#### **a. Strategic Planning and Budgeting**

The latent variable Strategic Planning and Budgeting consists of 4 latent dimensions, namely: Setting Objectives, Budget Allocation, Organization Structure and Performance Review. Overall the latent variable Strategic Planning and Budgeting consists of 8 observable indicators. Based on the Standardizes Loading Factor values for all indicators, the value is above 0.50. This shows that all observable indicators of SPB1 - SPB8 can be included in the model.

#### **b. Strategic HRM Competency**

The latent variable Strategic Competency HRM consists of 9 latent dimensions, namely: Team Orientation, Communication, People Management, Customer Focus, Result Orientation, Problem Solving, Planning and Organizing, Skills and Leadership. Overall the HRM Strategic Competency latent variable consists of 18 observable indicators. Based on the Standardizes Loading Factor values for all indicators, the value is above 0.50. This shows that all observed indicators of CHRM1 - CHRM18 can be included in the model.

#### **c. Strategic Coordination**

The Strategic Coordination latent variable consists of 3 latent dimensions, namely: Mandate, System and Behavior. Overall, the Strategic Coordination latent variable consists of 6 observed indicators. Based on the Standardizes Loading Factor values for all indicators, the value is above 0.50. This shows that all observed indicators of SC1 - SC6 can be included in the model.

#### **d. Border Military Forces Performace**

The latent variable of Performace Border Military Forces consists of 4 latent dimensions, namely Creativity, Reactivity in the Face of Difficulties, Interpersonal Adaptability, and Effort Handling Work Related Stress Training. Overall the latent variable Performace Military Forces consists of 8 observable indicators. Based on the Standardizes Loading Factor value of all indicators the value is above 0.60, This shows that all indicators observed PBMF1 - PBMF8 can be included in the model.

#### **Structural Equation Model and Hypothesis**

The next will be presented a full SEM model testing parameter  $\lambda$  (loading factor / coefficient indicator) measurements on exogenous and endogenous models. This test is intended to determine the strength of the indicators of each latent variable (construct).

This analysis measures the t-value and coefficient of structural equation. By testing the t-value is greater than 1.96. In the results of data analysis using the Structural Equation Model (SEM) method and using the LISREL 8.80 application software processing tool, a summary of the model conformity index is obtained as shown in the table below:

**Table 2: Model Conformity Index**

<b>Goodness of fit index</b>	<b>Criteria (cut-off value)</b>	<b>Result</b>	<b>Conclusion</b>
X <sup>2</sup> - Chi-square	Expected to be small	2080,03	

Significance probability	< 0,05	0,000	Model not fit
RMSEA	≤ 0,10	0,083	Model fit
NFI	≥ 0,90	0,98	Model fit
CFI	≥ 0,90	0,99	Model fit
IFI	≥ 0,90	0,99	Model fit
RFI	≥ 0,90	0,98	Model fit

Source: processed data

Based on the table above, there are seven model suitability indexes obtained that have a good model suitability index (RMSEA, NFI, CFI, IFI, and RFI). Thus it can be continued in the next analysis.

Coefficient or parameter value. This value is a value that has been previously estimated which is used as a comparison of the t-value to test the hypothesis of the study. The results of this evaluation can be summarized in the table below which is accompanied by testing the hypotheses of the research model as follows:

**Table 3: Evaluation of Structural Model Coefficients**

<i>Path</i>	<b>Estimate</b>	<i>t-value</i>	<b>Conclusion</b>
<i>Strategic Planning and Budgeting → Strategic Coordination</i>	0.45	2.37	Accepted
<i>Strategic Competency HRM → Strategic Coordination</i>	0.49	3.19	Accepted
<i>Strategic Planning and Budgeting → Performace Border Military Forces</i>	0.32	2.03	Accepted
<i>Strategic Competency HRM → Performace Border Military Forces</i>	0.33	2.64	Accepted
<i>Strategic Coordination → Performace Border Military Forces</i>	0.36	4.36	Accepted

Source: Processing Results with LISREL 8.80

**Table 4: The Results of Calculation of Direct and Indirect Effects of Strategic Planning and Budgeting and HRM Strategic Competency on Border Military Forces Performance through Strategic Coordination**

<b>Variable</b>	<b>Big Influence</b>			
	<b>Direct</b>	<b>Not Direct</b>	<b>Information</b>	<b>Total</b>
<i>Strategic Planning and Budgeting</i>	0.32	0.16	Through Strategic Coordination	0,48 (t=2.14) Accepted
<i>Strategic Competency HRM</i>	0.33	0.18	Through Strategic Coordination	0,51 (t=2.55) Accepted
<i>Strategic Planning and Budgeting and Strategic Competency HRM to Strategic Coordination</i>			F <sub>Count</sub> = 31,11 Accepted	R Square 0.84
<i>Strategic Ladership, Strategic Competency HRM dan Strategic Coordination to Performace Border Military Forces</i>			F <sub>Count</sub> = 48,28 Accepted	R Square 0.92

Source: Processing Results with LISREL 8.80

F test calculation using the formula:

$$F = \frac{0.84/2}{(1 - 0.84)/(328 - 2 - 1)} = 857,14$$

$$F = \frac{0.92/3}{(1 - 0.92)/(328 - 3 - 1)} = 1226,68$$

## Research Discussion

Below, the hypothesis testing will be described in more detail in each of the previous hypotheses, as follows:

### a. Strategic Planning and Budgeting Influences Strategic Coordination

This section will test the hypothesis about the effect of Strategic Planning and Budgeting on Strategic Coordination. The results obtained using the LISREL 8.80 program for the proposed hypothesis can be seen as below.

**Table 5: The Results of Strategic Planning and Budgeting Hypothesis Tests on Strategic Coordination**

<b>Influence Between Latent Variables</b>	<b>Estimates</b>	<b>t-value</b>
<i>Strategic Planning and Budgeting → Strategic Coordination</i>	0.45	2.37

Based on the results obtained, it is known that Strategic Competency HRM directly influences Strategic Coordination with a t-value of 3.19 (t-value > 1.96), which means hypothesis 2 is accepted. The partial effect of Strategic Competency HRM on Strategic Coordination is 0.49.

The effect of HRM's Strategic Competency on Strategic Coordination is positive and significant. Meaning the higher / positive HRM Strategic Competency, the higher / positive Strategic Coordination means more respondents feel that they are trying to maintain communication and coordination according to their respective duties and functions; establish good relationships in completing tasks; and cooperate in work according to duties and functions; the more respondents feel in accordance with the functions and main tasks of each; responsible for the implementation of duties and functions carried.

### b. HRM Strategic Competency Influences Strategic Coordination

In this section, hypothesis testing will be conducted about the effect of HRM's Strategic Competency on Strategic Coordination. The results obtained using the LISREL 8.80 program for the proposed hypothesis can be seen as below.

**Table 6: HRM Strategic Competency Hypothesis Test Results Against Strategic Coordination**

<b>Influence Between Latent Variables</b>	<b>Estimates</b>	<b>t-value</b>
<i>Strategic Competency HRM → Strategic Coordination</i>	0.49	3.19

Based on the results obtained, it is known that Strategic Competency HRM directly influences Strategic Coordination with a t-value of 3.19 (t-value > 1.96), which means hypothesis 2 is accepted. The partial effect of HRM Strategic Competency on Strategic Coordination is 0.49.

The effect of HRM's Strategic Competency on Strategic Coordination is positive and significant. Meaning the higher / positive HRM Strategic Competency, the higher / positive Strategic Coordination means more respondents feel that they are trying to maintain communication and coordination according to their respective duties and functions; establish good relationships in completing tasks; and cooperate in work according to duties and functions; the more respondents feel in accordance with the functions and main tasks of each; responsible for the implementation of duties and functions carried.

### c. Strategic Planning and Budgeting Influences Border Military Forces Performance

In this section, we will test hypotheses about the effect of Strategic Planning and Budgeting on Performing Border Military Forces. The results obtained using the LISREL 8.80 program for the proposed hypothesis can be seen as below.

**Table 7: Results of the Strategic Planning and Budgeting Hypothesis Tests Against Border Military Forces Performance**

<b>Influence Between Latent Variables</b>	<i>Estimates</i>	<i>t-value</i>
<i>Strategic Planning and Budgeting → Performance Border Military Forces</i>	0.32	2.03

Based on the results obtained, it is known that Strategic Planning and Budgeting has a direct effect on the Performance of Military Border Forces with a t-value of 2.03 (t-value > 1.96), which means hypothesis 3 is accepted. The influence of Strategic Planning and Budgeting on Military Forces Border Performance is 0.32.

The effect of Strategic Planning and Budgeting on Military Forces Border Performance is positive and significant. It means that the higher / more positive Strategic Planning and Budgeting, the higher / more positive is Military Border Performance. It means that the more respondents feel that they can work well, they need budget support as needed; in the task force organization coordinate in making decisions, especially in determining targets and work policies; the more respondents feel they are trying to understand the work environment well; strive to always create a conducive atmosphere; and must maintain a high korsa soul.

### d. HRM Strategic Competency Influences Border Military Forces Performance

In this section, hypothesis testing will be conducted about the effect of HRM Strategic Competency on Military Forces Border Performance. The results obtained using the LISREL 8.80 program for the proposed hypothesis can be seen as below.

**Table 8: HRM Strategic Competency Hypothesis Test Results Against Performances for Military Border Forces**

<b>Influence Between Latent Variables</b>	<i>Estimates</i>	<i>t-value</i>
<i>Strategic Competency HRM → Performance Border Military Forces</i>	0.33	2.64

Based on the results obtained, it is known that Strategic Competency HRM directly influences the Performance of Military Border Forces with a t-value of 2.64 (t-value > 1.96) which means hypothesis 4 is accepted. The magnitude of the effect of HRM Strategic Competency on Military Forces Border Performance is 0.33.

The effect of HRM Strategic Competency on Military Forces Border Performance is positive and significant. It means that the higher / positive HRM Strategic Competency, the higher / positive Military Border Performance Performance, means that the more respondents feel that they are trying to maintain communication and coordination according to their respective duties and functions; establish good relationships in completing tasks; and cooperate in work according to duties and functions; the more respondents feel they are trying to understand the work environment well; strive to always create a conducive atmosphere; and must maintain a high korsa soul.

#### e. Strategic Coordination Influences Border Military Forces Performance

In this section, we will test hypotheses about the effect of Strategic Coordination on Performing Military Border Forces. The results obtained using the LISREL 8.80 program for the proposed hypothesis can be seen as below.

**Table 9: Strategic Coordination Hypothesis Test Results for Performing Military Border Forces**

<b>Influence Between Latent Variables</b>	<i>Estimates</i>	<i>t-value</i>
<i>Strategic Coordination → Performance Border Military Forces</i>	0.36	4.36

Based on the results obtained, it is known that Strategic Coordination directly affects the Performances of Military Border Forces with a t-value of 4.36 (t-value > 1.96), which means hypothesis 5 is accepted. The partial effect of Strategic Coordination on Military Border Performances is 0.36.

The effect of Strategic Coordination on Military Border Performance Performance is positive and significant. Means that the higher / positive Strategic Coordination, the higher / positive Performace Border Military Forces, meaning that the more respondents feel that in accordance with the functions and duties of each; responsible for the implementation of duties and functions carried out; the more respondents feel they are trying to understand the work environment well; strive to always create a conducive atmosphere; and must maintain a high korsa soul.

#### f. Strategic Planning, Budgeting and HRM Strategic Competency Together Affect the Strategic Coordination

In this section, hypothesis testing will be conducted on the effect of Strategic Planning and Budgeting and Strategic Competency HRM together on Strategic Coordination. The results obtained can be seen as below.

**Table 10: Results of the HRM Strategic Planning and Budgeting and Strategic Competency Competency Tests Together Against Strategic Coordination**

<b>Influence Between Latent Variables</b>	<b>F<sub>count</sub></b>	<b>R Square</b>
<i>Strategic Planning, Budgeting and Strategic Competency HRM → Strategic Coordination</i>	857.14	0.84

Based on the results obtained, it is known that Strategic Planning and Budgeting and Strategic Competency HRM jointly influence Strategic Coordination with an F value of 857.14 (F<sub>count</sub> > F<sub>table</sub>) which means hypothesis 6 is accepted. The magnitude of the joint effect of Strategic Planning and Budgeting and HRM Strategic Competency on Strategic Coordination is 0.84, meaning that Strategic Coordination is influenced by



Strategic Planning and Budgeting and Strategic Competency HRM by 84%, while 16% is influenced by factors other than Strategic Planning and Budgeting and Strategic Competency HRM. Partially, the more dominant factor influencing Strategic Coordination was HRM Strategic Competency, which was 0.49.

The effect of Strategic Planning and Budgeting and HRM Strategic Competency together influences Strategic Coordination is positive and significant. It means that the higher / positive HR Strategic Planning and Budgeting and Strategic Competency, the higher / more positive Strategic Coordination means more respondents feel that they can work well need budget support as needed; in the task force organization coordinate in making decisions, especially in determining targets and work policies; and strive to maintain communication and coordination in accordance with their respective duties and functions; establish good relationships in completing tasks; and cooperate in work according to duties and functions; the more respondents feel that in accordance with their respective functions and main tasks; responsible for the implementation of duties and functions carried.

**g. Strategic Planning and Budgeting, HRM Strategic Competency and Strategic Coordination Together Influence the Performance of Military Border Forces**

In this section, we will test hypotheses about the effect of Strategic Planning and Budgeting, Strategic Competency HRM and Strategic Coordination together on Performance Border Military Forces. The results obtained can be seen as below.

**Table 11: Hypothesis Test Results for Strategic Planning and Budgeting, HRM Strategic Competency and Strategic Coordination Together on Border Military Forces Performance**

Influence Between Latent Variables	F <sub>count</sub>	R Square
<i>Strategic Planning and Budgeting, Strategic Competency HRM dan Strategic Coordination → Performance Border Military Forces</i>	1226.68	0.92

Based on the results obtained, it is known that Strategic Planning and Budgeting, Strategic Competency HRM and Strategic Coordination jointly influence the Performance of Military Border Forces with an F value of 1226.68 ( $F_{count} > F_{table}$ ) which means hypothesis 7 is accepted. The magnitude of the influence of Strategic Planning and Budgeting, Strategic Competency HRM and Strategic Coordination jointly affect the Performance Border Military Forces is 0.92, meaning that the Performance Border Military Forces is influenced by Strategic Planning and Budgeting, HRM Strategic Competency and Strategic Coordination for 92%, while 8% is influenced by factors other than Strategic Planning and Budgeting, HRM Strategic Competency and Strategic Coordination. Partially the most dominant factor influencing the Performance Border Military Forces is the Strategic Coordination factor that is equal to 0.36.

The influence of Strategic Planning and Budgeting, HRM Strategic Competency and Strategic Coordination jointly influence the Performance of Military Border Forces is positive and significant. Means the higher / positive Strategic Planning and Budgeting, Strategic Competency HRM and Strategic Coordination the higher / positive Performance Military Forces means that the more respondents feel that they can work well need budget support as needed; in the task force organization coordinate in making decisions, especially in determining targets and work policies; and strive to maintain communication and coordination in accordance with their respective duties and functions; establish good relationships in completing tasks; and cooperate in work according to duties and functions; and in accordance with their respective functions and main tasks; responsible for the implementation of duties and functions carried out; the more respondents feel they are trying to understand the work environment well; strive to always create a conducive atmosphere; and must maintain a high korsa soul.

#### **h. The Mediating Effect of Strategic Coordination can Increase the Effect of Strategic Planning and Budgeting on Border Military Forces Performances.**

In this section hypothesis testing will be conducted on the mediating effect of Strategic Coordination to increase the effect of Strategic Planning and Budgeting on the Performing Border Military Forces. The results obtained using the LISREL 8.80 program for the proposed hypothesis can be seen as below.

**Table 12: The Results of Strategic Planning and Budgeting Hypothesis Tests to Border Military Forces Performance with Strategic Coordination as Mediation Variables**

Variable	Big Influence			
	Directly	Indirect	Information	Total
<i>Strategic Planning and Budgeting</i>	0.32	0.16	Through Strategic Coordination	0.48 (t=2.14) Accepted

Based on the results obtained, it is known that the indirect effect of Strategic Planning and Budgeting on the Performance of Border Military Forces through Strategic Coordination is 0.09 and the t-value is 2.51 (t-value > 1.96) which means hypothesis 8 is accepted. The mediating effect of Strategic Coordination between Strategic Planning and Budgeting and Performing Military Border Forces is positive and significant. Means that the higher / positive Strategic Coordination will further strengthen the influence of Strategic Planning and Budgeting on the Performance of Border Military Forces, meaning that more respondents feel that they are in accordance with their respective functions and main tasks; responsible for the implementation of duties and functions carried out; the more it strengthens to be able to work properly requires budget support as needed; in the task force organization coordinate in making decisions, especially in determining targets and work policies; so that in the end it seeks to understand the work environment well; strive to always create a conducive atmosphere; and must maintain a high korsa soul.

#### **i. The Mediating Effect of Strategic Coordination can Increase the Effect of HRM Strategic Competency on Border Military Forces Performances.**

In this section, hypothesis testing will be conducted on the mediating effect of Strategic Coordination to increase the effect of Strategic Competency HRM on Performace Border Military Forces. The results obtained using the LISREL 8.80 program for the proposed hypothesis can be seen as below.

**Table 13: HRM Strategic Competency Hypothesis Test Results Against Performances of Border Military Forces with Strategic Coordination as Mediation Variables**

Variable	Big Influence			
	Directly	Indirect	Information	Total
<i>Strategic Competency HRM</i>	0.33	0.18	Through Strategic Coordination	0,51 (t=2.55) Accepted

Based on the results obtained, it is known that the large indirect effect of Strategic Competency HRM on Performing Border Military Forces through Strategic Coordination is 0.15 and t-value is 3.31 (t-value > 1.96), which means hypothesis 9 is accepted. The mediating effect of Strategic Coordination between HRM

Strategic Competency and Military Forces Border Performance is positive and significant. It means that the higher / positive Strategic Coordination will further strengthen the influence of HRM Strategic Competency on the Performing Border Military Forces, meaning that the more respondents feel that they are in accordance with their respective functions and main tasks; responsible for the implementation of duties and functions carried out; the more it strengthens for trying to maintain communication and coordination according to their respective duties and functions; establish good relationships in completing tasks; and cooperate in work according to duties and functions; so that in the end it seeks to understand the work environment well; strive to always create a conducive atmosphere; and must maintain a high korsa soul.

## **CONCLUSIONS, MANAGERIAL IMPLICATIONS AND SUGGESTIONS**

### **Conclusions**

Based on the results of testing the hypothesis and the discussion in the previous chapter, it can be concluded some of the results of the study are as follows:

1. Strategic Planning and Budgeting has a positive and significant effect on Strategic Coordination.
2. Strategic Competency HRM has a positive and significant effect on Strategic Coordination.
3. Strategic Planning and Budgeting has a positive and significant effect on Military Border Performances.
4. Strategic Competency HRM has a positive and significant effect on Military Border Performances.
5. Strategic Coordination has a positive and significant effect on Performance Border Military Forces.
6. Strategic Planning and Budgeting and HRM Strategic Competency together influence the Strategic Coordination. The effect of Strategic Planning and Budgeting and Strategic Competency HRM together on Strategic Coordination is positive and significant, with the Strategic Competency HRM variable having a more dominant influence on Strategic Coordination. This shows that positively improving the effectiveness of Strategic Planning and Budgeting and Strategic Competency HRM will result in increased Strategic Coordination.
7. Strategic Planning and Budgeting, HRM Strategic Competency and Strategic Coordination jointly influence the Performance of Military Border Forces. The effect of Strategic Planning and Budgeting, HRM Strategic Competency and Strategic Coordination together on Border Military Forces Performance is positive and significant, with the Strategic Coordination variable having the most dominant influence on Border Military Forces Performance. This shows that positively improving the effectiveness of Strategic Planning and Budgeting, HRM Strategic Competency and Strategic Coordination will result in increased Military Border Performances.
8. The mediating effect of Strategic Coordination can increase the effect of Strategic Planning and Budgeting on Performing Border Military Forces. This shows that the positive improvement in the effectiveness of Strategic Coordination will result in an increase in the influence of Strategic Planning and Budgeting on Performing Military Border Forces.
9. The mediating effect of Strategic Coordination can increase the effect of Strategic Competency HRM on Performance Border Military Forces. This shows that the positive improvement in the effectiveness of Strategic Coordination will result in an increase in the influence of Strategic Competency HRM on Performance Border Military Forces.

### **Theoretical Implications**

Based on the results of research that has been done, the theoretical implications can be stated as follows:

1. The results of this study reveal that HRM Strategic Planning and Budgeting and Strategic Competency have a positive and significant effect on Strategic Coordination.
2. The results of the study also found that Strategic Planning and Budgeting and HRM Strategic Competency and Strategic Coordination had a positive and significant effect on Performance Border Military Forces. In addition to finding a positive and significant direct relationship, research also found;

3. The mediating effect of Strategic Coordination can increase the effect of Strategic Planning and Budgeting on Performing Border Military Forces.
4. The mediating effect of Strategic Coordination can increase the effect of Strategic Competency HRM on Performance Border Military Forces.

### **Managerial Implications**

After conducting this research, based on empirical findings obtained, the final part of the writing of this dissertation, the author conveys some input for managerial implications in efforts to improve Strategic Planning and Budgeting, HRM Strategic Competency by mediating Strategic Coordination on Performing Border Military Forces. Based on the results of research and discussion, suggestions can be made as follows:

1. Leaders, need to maintain things that are already good and improve things that are still lacking in an effort to increase the effectiveness of Strategic Planning and Budgeting. The things that must be maintained to improve the effectiveness of Strategic Planning and Budgeting are: to be able to work well requiring budget support as needed; in the task force organization coordinate in making decisions, especially in determining targets and work policies. Whereas the things that must be improved are as follows: the objective is the realization of the duties of border forces well; can work well requires budget support received on time.
2. Leaders, need to maintain things that are already good and improve things that are still lacking in an effort to improve the effectiveness of HRM Strategic Competency. The things that must be maintained to improve the effectiveness of HRM Strategic Competency are as follows: trying to maintain communication and coordination according to their respective duties and functions; establish good relationships in completing tasks; and cooperate in work according to their duties and functions. Whereas things that must be improved are: can take advantage of every opportunity to evaluate the implementation of the task; doing the tasks in accordance with the desired quality; and receive suggestions and input in every problem resolution.
3. Leaders, need to maintain things that are already good and improve things that are still lacking in an effort to improve Strategic Coordination. The things that must be maintained to improve Strategic Coordination are as follows: in accordance with the main functions and tasks of each; responsible for the implementation of duties and functions carried. While things that must be improved are: must respect the opinions of others; must accept suggestions and input for improvement.
4. The leadership, needs to maintain things that are already good and improve things that are still lacking in an effort to improve the Performance of Military Border Forces. The things that must be maintained to improve the Performances of Military Border Forces are such as: trying to understand the work environment well; strive to always create a conducive atmosphere; and must maintain a high korsa soul. Whereas things that must be improved are as required to have high morale and motivation; help each other in work; and in the form of always creating a cheerful and compact work environment.
5. With regard to the mediating effect of Strategic Coordination can increase the effect of Strategic Planning and Budgeting on the Performing Border Military Forces. The implication is that if it will improve the Performances of Military Border Forces, it is necessary to improve Strategic Planning and Budgeting and Strategic Coordination. Efforts to improve Strategic Planning and Budgeting and Strategic Coordination can be done with efforts: the goal is the realization of the implementation of the tasks of the border forces properly; can work well requires budget support is received on time; and must respect the opinions of others; must accept suggestions and input for improvement.
6. With regard to the mediating effect of Strategic Coordination can increase the effect of Strategic Competency HRM on Performance Border Military Forces. The implication is that if it will improve the Performing Border Military Forces, it is necessary to improve HRM Strategic Competency and Strategic Coordination. Efforts to improve HRM Strategic Competency and Strategic Coordination can be done

with efforts to: be able to take advantage of every opportunity to evaluate the implementation of tasks; doing the tasks in accordance with the desired quality; and receive advice and input in every problem resolution; and must respect the opinions of others; must accept suggestions and input for improvement.

### **Research Limitations**

In this study there are still many limitations, including:

1. Research is quantitative and the data collection process takes place in a short time with a limited number of respondents.
2. Limited research examines the relationship of four variables, namely: Strategic Planning and Budgeting, HRM Strategic Competency, Strategic Coordination and Performance Military Border Forces.

### **Recommendations for Further Research**

By considering the various limitations in this study, researchers provide suggestions for further research including:

1. Add qualitative research to deepen the conclusions obtained from quantitative research results that have been obtained.
2. Add linkages with other variables, in addition to Strategic Planning and Budgeting, HRM Strategic Competency, Strategic Coordination and Performance Military Border Forces.