

The Implementation Strategy of War Ethics Training for Indonesian National Army (TNI) Members

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INDEXING	ABSTRACT
Keywords: Keyword 1; Strategy Keyword 2; Implementation Keyword 3; Training Keyword 4; War Ethics Keyword 5; TNI	The ethics of war is a set of moral principles that govern actions in armed conflict, aiming to reduce atrocities and protect human rights. The purpose of this study is to determine the strengths, weaknesses, threats, and opportunities in the implementation of war ethics training for members of the Indonesian National Army, as well as to formulate a strategy for the implementation of war ethics training for members of the Indonesian National Army. The results of the study found that there are 5 factors of strengths, weaknesses, opportunities, and threats in the preparation of war ethics training strategies. The biggest strength factor is that war ethics have received attention from TNI members in the implementation of their duties and Indonesia has become a country that upholds humanitarian law and war ethics in a free and active foreign policy. Meanwhile, the biggest weakness factor is that war ethics are aspects of values that are abstract and difficult to implement in the field. The greatest opportunity factor is that the development of information technology allows war ethics to be prioritized in military training. Meanwhile, the biggest weakness factor is that the indicators for measuring military personnel's understanding of war ethics are still biased. This study provides recommendations in the form of 7 strategies that can be implemented to develop war ethics training for TNI members, namely (1) strengthening the study of war ethics, (2) creating avenues for cooperation with other institutions regarding the development of the war ethics training curriculum, (3) facilitating discussions with the National Human Rights Commission, (4) initiating collaborative efforts to write reference books on war ethics, (5) establishing technical policies within the military environment regarding war ethics training, (6) encouraging the Government of the Republic of Indonesia to take a strategic role as a pioneer in the implementation of war ethics. (7) develop theoretical and practical concepts about the compatibility of the implementation of military values and ethical values.

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INTRODUCTION

Ethics is a collection of principles and values that guide human behavior in various aspects of life, including social interactions, the world of work, and decision-making (Wittmer, 2019). The role of ethics is crucial in creating social balance, as it encourages individuals to act with honesty, respect the rights of others, and understand the difference between right and wrong actions (Sharma *et al*, 2023).

War ethics is a set of moral principles that govern actions in armed conflict, aiming to reduce atrocities and protect human rights, even in situations of war. This concept includes provisions on the treatment of non-combatants, the permissible use of

weapons, and a war strategy that remains in line with international law. The ethics of war are also the basis for international law humanitarian such as the Geneva Conventions, which set humanitarian standards in warfare and emphasize the importance of distinguishing between combatants and civilians (Hobbs *et al*, 2007). By applying the principles of war ethics, countries and warring parties can minimize the adverse effects of conflicts, maintain human dignity, and promote more sustainable peaceful settlements.

War ethics play an important role for TNI members because they ensure that they carry out their duties with professionalism, uphold human values, and remain based on international law (Hidayat *et al*, 2009). In conflict conditions, the application of war ethics helps soldiers distinguish between combatants and civilians, avoids unnecessary use of force, and maintains the honor of military institutions (Gross, 2021 ; Lekea *et al*, 2023).

Therefore, it is necessary to implement a strategy for war ethics training for members of the Indonesian National Army, so that the TNI is able to apply humanitarian principles in carrying out its duties. The purpose of this study is to determine the strengths, weaknesses, threats, and opportunities in the implementation of war ethics training for members of the Indonesian National Army, as well as to formulate a strategy for the implementation of war ethics training for members of the Indonesian National Army. Recommendations from this research can be given to TNI educational institutions, such as the TNI Staff and Command School, the Naval Academy, the Defense University of the Republic of Indonesia, and the Ben Mboi Defense Polytechnic.

LITERATURE REVIEW

Definition of War Ethics

Sosnina *et al* (2021), Frowe (2022), Lucas (2022), Batabyal (2024), and also Alexander (2023) stated that the ethics of war in the modern era is a collection of moral and legal principles that govern actions in armed conflict, aiming to limit atrocities and ensure the protection of human rights. As technology advances and asymmetric warfare increases, the concept of war ethics continues to evolve, encompassing regulations related to the use of automatic weapons, drones, and cyberattacks that have the potential to have a major impact on civil society. International treaties, such as the Geneva Conventions and the Additional Protocols, serve as key guidelines in ensuring that military operations continue to prioritize humanitarian values, including the protection of non-combatants, refugees, and civilian infrastructure. With the renewal of the ethics of war, countries and parties involved in the conflict are expected to reduce the adverse effects of war and encourage more responsible and sustainable dispute resolution.

The ethics of war in modern times have great benefits in maintaining a balance between military interests and humanitarian values. By applying the principles of war ethics, states and parties to conflicts can minimize civilian suffering, control the judicious use of force, and ensure the protection of non-combatants and critical infrastructure. In addition, the application of the ethics of war enhances the legitimacy of military operations in the eyes of the international community, encourages compliance with humanitarian law, and paves the way for conflict resolution through diplomacy (Andersson *et al*, 2022).

Definition of Ethics Training

Ethics training is a learning process that aims to deepen the understanding of individuals and groups about moral principles, social norms, and appropriate standards of behavior in various contexts. Typically, this training includes discussions about integrity, responsibility, and how to make ethical decisions, whether in a professional, academic, or daily life environment. Ethics training is able to encourage a person to be able to increase moral awareness, strengthen positive values, and apply ethical principles in every action and interaction, so as to create a fairer and more harmonious environment (Daradkeh, 2023).

Ethics training has an important role in shaping individuals to be able to act with integrity and responsibility in various aspects of life. Through this process, one can understand moral principles, increase awareness of the consequences of every decision made, and develop skills in handling ethical dilemmas wisely. In addition, ethics training contributes to creating a more harmonious work and social environment, where interactions between individuals are based on mutual respect, honesty, and the principles of justice (Sutamchai *et al*, 2020).

RESEARCH METHOD

This research took place from February to March 2025 with a qualitative approach, using two data analysis methods, namely Systematic Literature Review and SWOT Analysis. The Systematic Literature Review serves to collect facts related to war ethics training strategies for TNI members based on various reference sources, while SWOT Analysis is used to identify aspects of strengths, weaknesses, opportunities, and threats in designing effective war ethics training strategies for TNI members.

Fink (2019) described the Literature Review is a research method that is conducted through a systematic procedure to collect, identify, and critically analyze various research studies. Reference sources used in this approach include scientific journal articles, proceedings, conferences, books, as well as research reports. Aguinis *et al* (2023) stated that the main purpose of the application of the Literature Review is to provide a more in-depth analysis of a research topic, present a rich perspective through a theoretical review from previous studies, and develop a strategic framework to design a more structured research model.

SWOT analysis is a method used to design and implement strategies to achieve the vision, mission, and goals of an activity. This approach is necessary because a dynamic environment can affect success in achieving preset goals (Fardani *et al*, 2020). Satrianto *et al* (2023) described that in the SWOT analysis process, there are several main aspects to consider, namely:

- Internal factors, which include strengths and weaknesses, are calculated by multiplying the weights and ratings in the IFAS Matrix to obtain the total value of internal factors.
- External factors, such as opportunities and threats, are analyzed using a similar method through the EFAS Matrix to determine the total value of external factors.
- In terms of strength and opportunity, a rating of 4 indicates an excellent outcome, while a rating of 1 indicates a very low achievement.
- As for the weakness and threat factors, a rating of 4 indicates a very low level, while a rating of 1 indicates a very high value.

The weights in the IFAS and EFAS Matrix are determined using the formula that has been described by Pontonusa *et al.* (2019). The formula is the main guideline in determining the weight of each factor used in the analysis process.

$$\alpha_i = \frac{x_i}{\sum_{i=1}^n x_i}$$

Information:

α_i : Variable weight i

x_i : variable value i

i : 1,2,3,

n : Number of variables

Margaretna *et al* (2024) and Suhendri *et al* (2025) explained that the Internal and external matrices are used to evaluate the strength of internal and external factors in an analysis. This matrix consists of 9 cells formed from matching the total value of the internal factor with the total value of the external factor. This matrix is built on two main axes: the X axis which describes the position of IFAS and the Y axis which represents the position of EFAS. The position categories on both axes are described as follows :

1. A score of 4.0–3.0: Indicates that internal and external factors are in the strong category.
2. Value 2.99–2.0: Indicates that internal and external factors are at a moderate or average level.
3. Value 1.99–1.0: Indicates that internal and external factors are in the weak category.

The next step is to compile a SWOT matrix, which serves as a matching process to formulate a new strategy (Hayati *et al.*, 2023). This method is done by connecting the factors of Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T) to produce various suitable strategies (Suriyanti, 2020). The SWOT matrix produces four main types of strategies, namely (Boonpienpon and Wongwiwattana, 2019) :

1. The S-O strategy aims to maximize the use of existing strengths to seize opportunities optimally.
2. The W-O strategy focuses on utilizing the available opportunities with maximum efforts to overcome the weaknesses it has.
3. The S-T strategy uses the strength it has as a way to deal with and overcome potential threats.
4. The W-T strategy is carried out by strengthening defenses, reducing existing weaknesses, and avoiding threats effectively.

With this approach, strategy formulation can be formulated more systematically and oriented towards the right solution.

RESULT AND DISCUSSION

IFAS Matrix War Ethics Training Strategy for TNI Members

Based on the results of the analysis of the strength and weakness factors, the following IFAS matrix table has been prepared to describe the calculation and evaluation of internal factors that affect the war ethics training strategy, as follows:

Table 1. IFAS Matrix Scoring

Number	Internal Factors (Strengths)	Weight *	Rating	Score
1.	War ethics have been taught in the military education curriculum in Indonesia	0,1	3	0,3
2	The ethics of war has been understood as a method of implementing human rights values	0,1	2	0,2
3	War ethics have received attention from TNI members in carrying out their duties	0,1	4	0,4
4.	Indonesia has become a country that upholds humanitarian law and war ethics in a free and active foreign policy	0,1	4	0,4
5	The ethics of war have been widely studied by non-military colleges in Indonesia	0,1	3	0,3
Sub Total		0,5		1,6
Number	Internal Factors (Weaknesses)	Weight *	Rating	Score
1.	There are still members of the TNI who do not understand and understand War ethics	0,1	3	0,3
2	The implementation of war ethics has not been tested because Indonesia is still in a period of peace	0,1	3	0,3
3	There are still many people who do not know the ethics of war	0,1	3	0,3
4.	There is still little public discussion about the ethics of war	0,1	3	0,3
5	War ethics is an aspect of values that are abstract and difficult to implement in the field	0,1	2	0,2
Sub Total		0,5		1,4
Total IFAS		1,0		3,0

** The weight is determined by dividing the value of each factor, which is 1, by the total number of strength and weakness factors that amount to 10, so that each weight is worth 1/10.*

Source : Author's data processing (2025)

Based on table 1, information was obtained that the biggest strength factor is that war ethics have received attention from TNI members in the implementation of their duties and Indonesia has become a country that upholds humanitarian law and war ethics in a free and active foreign policy. Meanwhile, the biggest weakness factor is that war ethics are aspects of values that are abstract and difficult to implement in the field. The total IFAS score is 3.0. This indicates that internal factors are in a strong position.

EFAS Matrix War Ethics Training Strategy for TNI Members

Based on the results of the analysis of opportunities and threats, the following EFAS matrix table has been compiled to illustrate the calculation and evaluation of external factors that affect the war ethics training strategy, as follows:

Table 2. EFAS Matrix Scoring

Number	External Factors (Opportunities)	Weight *	Rating	Score
1.	The development of information technology makes war ethics a priority in military training	0,1	4	0,4
2	War ethics training can collaborate with other fields of science, such as law, economics, and social	0,1	3	0,3
3	Discussion rooms with the National Commission on Human Rights and civil society organizations can open up insights into the ethics of war	0,1	3	0,3
4.	The latest reference books on war ethics can still be written by TNI members after attending training	0,1	3	0,3
5	War ethics training is increasingly needed in line with the issues of moral crisis that are currently occurring	0,1	3	0,3
Sub Total		0,5		1,6
Number	External Factors (Threats)	Weight *	Rating	Score
1.	The ethics of war are often ignored by countries that are involved in war or armed conflict	0,1	4	0,4
2	Indicators to measure military members' understanding of war ethics are still biased	0,1	1	0,1
3	Military values and ethical values are often at odds	0,1	2	0,2
4.	War ethics training still faces challenges in the facilities aspect	0,1	4	0,4
5	War ethics training often lacks policy support	0,1	4	0,4
Sub Total		0,5		1,5
Total EFAS		1,0		3,1

** The weight is determined by dividing the value of each factor, which is 1, by the total number of strength and weakness factors that amount to 10, so that each weight is worth 1/10.*

Source : Author's data processing (2025)

Based on table 2, information was obtained that the biggest opportunity factor is the development of information technology making war ethics can be prioritized in military training. Meanwhile, the biggest weakness factor is that the indicator to

measure military members' understanding of war ethics is still biased. The total EFAS value is 3.1. This indicates that external factors are in a strong position.

External Internal Matrix

From the results of matching the total values of IFAS and EFAS, a matrix was obtained that describes the position of internal and external factors in a cell that has an important role in formulating strategies to strengthen war ethics training for TNI members. Here is a representation of the IFAS and EFAS matrices.

	Strong 4.0-3.0	Average 2.9-2.0	Weak 1.9-1.0
Strong 4.0-3.0	I	II	III
Average 2.9-2.0	IV	V	VI
Weak 1.9-1.0	VII	VIII	IX

Figure 1. External Internal Matrix
Source : Author's data processing (2025)

The position of internal and external factors is in Cell I, with a total IFAS value of 3.0, while the total EFAS value is 3.1. Cell I is a hold and maintain position, where the organization should develop for the growth and expansion of wider activities. This shows that both internal and external positions are in the position of Strong, so that war ethics training for military members can be developed in a planned and mature curriculum, which is integrated with the advancement of digital information technology such as artificial intelligence.

SWOT Matrix

Through an analysis conducted with the IFAS, EFAS, and External Internal Matrix approaches, various strategies have been designed to develop war ethics training for members of the Indonesian National Army. These strategies are summarized in Table 3 below.

Table 3. SWOT Matrix

Strengths-Opportunities Strategies
<ul style="list-style-type: none"> Strengthening the study of war ethics at the TNI Staff and Command School, the Naval Academy, the Defense University of the Republic of Indonesia, and the Ben Mboi Defense Polytechnic
Strengths-Threats Strategies
<ul style="list-style-type: none"> Opening a space for cooperation with other institutions related to the development of a war ethics training curriculum that is integrated with the advancement of digital information technology, for example creating a war ethics violation detection system. Opening a discussion room with the National Human Rights Commission on the

topic of war ethics for members of the TNI and how the civil society's perspective on the implementation of war ethics

Weaknesses-Opportunities Strategies

- Opening a collaborative space for writing reference books on war ethics to increase the literacy of TNI members about war ethics
 - Creating technical policies in the military environment on planned and mature war ethics training
-

Weaknesses-Threats Strategies

- Encourage the Government of the Republic of Indonesia to take a strategic role as a pioneer in the implementation of war ethics
 - Develop theoretical and practical concepts about the compatibility of the implementation of military values and ethical values
-

Source : Results of Researcher Data Processing (2025)

CONCLUSION

Based on the explanation presented in the previous discussion, the conclusions of this study are:

- There are 5 factors of strength, 5 factors of weakness, 5 factors of opportunity, and 5 factors of threat in the strategy of war ethics training for TNI members. The biggest strength factor is that war ethics have received attention from TNI members in the implementation of their duties and Indonesia has become a country that upholds humanitarian law and war ethics in a free and active foreign policy. Meanwhile, the biggest weakness factor is that war ethics are aspects of values that are abstract and difficult to implement in the field. The biggest opportunity factor is the development of information technology making war ethics can be prioritized in military training. Meanwhile, the biggest weakness factor is that the indicator to measure military members' understanding of war ethics is still biased.
- There are 7 strategies for war ethics training for TNI members, namely strengthening the study of war ethics, opening a space for cooperation with other institutions related to the development of a war ethics training curriculum that is integrated with the advancement of digital information technology, opening a discussion room with the National Human Rights Commission on the topic of war ethics for TNI members, opening a collaborative space for writing reference books on war ethics, make technical policies in the military environment on war ethics training, encourage the Government of the Republic of Indonesia to take a strategic role as a pioneer in the implementation of war ethics, and develop theoretical and practical concepts about the compatibility of the implementation of military values and war ethics values.

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