
**MIKR (MILITANT, INTELLECTUAL, COMPETITIVE, REGENERATIVE) THEORY IN
THE CONCEPT OF DEVELOPING A COMPANY**

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Abstract

This research study examines the MIKR theory which is an acronym for Militant, Intellectual, Competitive, and Regenerative. This theory is an important foundation in the development of quality modern human resources. This study uses a qualitative research method with a literature study approach to analyze each MIKR component in depth. The results of the study show that these four elements are interrelated and form a solid foundation in the formation of superior individual characters. This study also identifies that the implementation of MIKR requires a systematic and structured approach, taking into account contextual factors such as organizational culture, level of HR maturity, and dynamics of the external environment. The main challenges in implementation include resistance to change, the need for substantial resources, and the complexity of measuring effectiveness.

Keywords: MIKR, Militant, Intellectual, Competitive, Regenerative

INTRODUCTION

In the increasingly complex dynamics of global development, the need for quality human resources is an inevitable demand. The MIKR theory (Militant, Intellectual, Competitive, Regenerative) is present as a concept that offers a comprehensive solution in forming the character of a tough and quality individual. The paradigm of human resource development has undergone a significant transformation along with the increasingly dynamic changes of the times. Prof. Veithzal Rivai in his book "Human Resource Transformation in the Digital Era" explains: "Modern human resource development is like building a house. The foundation is basic skills, the pillars are character and leadership, while the roof is the ability to adapt to change. All of this must be built simultaneously." (Prof. Veithzal Rivai, 2024)

The development of technology and globalization has presented new challenges in the formation of human resource character. In the era of the industrial revolution 4.0, it is not enough to rely on technical skills alone. Prof. Doni Koesoema in his book "Character Formation in the Digital Era" explains: "The biggest challenge today is to prepare a generation that is not only proficient in technology, but also has a complete personality. They must be able to think critically, have empathy, and be able to work together. This is what will differentiate humans from artificial intelligence." (Prof. Doni Koesoema, 2023)

Human resource development requires a more holistic and adaptive approach. As stated by Peter Drucker, "The most important asset of a 21st century organization is its knowledge workers and their productivity." This statement emphasizes the importance of building a comprehensive HR development framework. (Drucker, PF, 1999)

The MIKR theory is present as a response to these needs, integrating four essential dimensions in the formation of superior human resources: Militant, Intellectual, Competitive, and Regenerative. According to Stephen Covey, "True excellence lies in the ability to continuously renew oneself in various dimensions of life."(Covey, SR, 2004)

METHOD

This research method uses a qualitative approach to explore the MIKR theory (Militant, Intellectual, Competitive, Regeneration). Data collection is carried out through a study of various reliable sources, including scientific articles in academic journals, e-books, and other relevant credible sources. This approach aims to explore a comprehensive understanding of the MIKR theory in various contexts. The collected data is then carefully reviewed, especially those related to the MIKR Theory. The analysis process is carried out systematically through in-depth observation to produce information that is easy for readers to understand. This study seeks to describe the reality and phenomena that occur in the field, by presenting them in a structured and meaningful form. Through this approach, researchers can reveal various important aspects related to the theme discussed, while ensuring that the research results can provide a meaningful contribution to the understanding of human resource management.

RESULTS

A. Militant

In the context of corporate development, "militant" refers to an attitude and mentality that is enthusiastic, consistent, and never gives up in achieving organizational goals. A militant attitude in a company means that employees and leaders have high commitment, discipline, and courage to face challenges and obstacles in the company's development process. They are determined to achieve the best results, even when faced with difficult situations or tight competition. Militancy here does not mean excessive aggressiveness or detrimental harsh actions, but rather a persistent and proactive spirit in supporting the company's vision and mission. A militant employee, for example, will be willing to work harder, innovate, and find creative solutions to solve problems. This attitude also reflects loyalty and a sense of belonging to the company, where each individual is ready to give their best to advance the organization. Prof. Dr. Kaswan in his book "Employee Loyalty in the Modern Era" states that "Employee militancy is not just about working hard, but more about the willingness to give their best potential for the company's progress. Our research shows that employees with a militant attitude have 40% higher productivity than ordinary employees."(Prof. Dr. Kaswan, 2023)

In the long term, this militant nature can be one of the important pillars in company development. With a militant team, the company is more adaptable to change, able to compete better, and has stronger resilience in facing dynamic business challenges. Dr. Stephen R. Covey in his book "The 7 Habits of Highly Effective People" emphasizes that "True success begins with a militant attitude in upholding positive life principles and values."(Covey, S. R, 2020)A militant attitude is important because:

- a. Building mental resilience
- b. Increase consistency in achieving goals
- c. Building a strong character
- d. Developing loyalty and dedication

B. The Importance of Militants

In the context of corporate development, militancy plays an important role in achieving long-term success. The militancy referred to here is a strong fighting spirit, determination, and high commitment to achieving the company's vision and mission. Militancy in the corporate world does not mean hard or rigid, but rather more about dedication, resilience, and courage to face challenges. As stated by Prof. Dr. Sondang P. Siagian, "Militancy is a form of unwavering commitment to values and principles that are believed to be true." (Siagian, SP, 2018) Here are some reasons why a militant attitude is crucial in company development:

1) Cultivating Dedication and Commitment

A militant attitude encourages the team to work with high dedication towards the company's goals. Militant individuals have strong determination and are reluctant to give up, even when facing great obstacles. With a solid commitment, the team can overcome various challenges and consistently strive to achieve common goals, which ultimately increases the company's competitiveness.

2) Developing a Resilient Mentality

Militancy forms a strong and flexible mentality in the midst of change. When individuals have a strong mentality, they are not easily discouraged and are more open to finding solutions when facing failure. This resilience is an important asset for companies, especially in a market that is always changing and full of competition. Gary Hamel stated, "In a rapidly changing world, only those who have strong principles are able to survive and thrive." (Hamel, G., 2012)

3) Increase Efficiency and Productivity

Militancy also has a positive impact on work productivity. With a militant attitude, employees are encouraged to work more focused and efficiently, completing tasks quickly without sacrificing quality. This attitude encourages an increase in overall company performance because each team member is more responsible for the results of their work.

4) Creating a Positive Work Culture

Employees with militant spirit often inspire their colleagues to contribute better. This attitude can create a supportive and productive work culture, where everyone feels motivated to collaborate and support each other in achieving the best results. A positive work culture is a strong foundation for the company's long-term growth.

5) Ability to Adapt Quickly

The business world is constantly evolving and presenting new challenges. Militant teams tend to be more prepared and quick to adapt to changes, whether in terms of technology, policies, or market trends. This flexibility is essential to ensure that companies can respond appropriately and maintain relevance in the market.

The militant attitude plays an important role in driving the development of the

company. Militancy helps the team stay motivated, resilient, and productive, and creates a positive and adaptive work environment. If this attitude is embedded in the company culture, the opportunity for long-term success will be wide open.

C. Intellect

Intellect in the context of corporate development refers to the ability to think critically, intelligently, and rationally that is used to make the right decisions for the progress of the company. This is not just about knowledge or formal education, but more about how someone uses their knowledge, experience, and skills to solve problems, innovate, and make strategic decisions that benefit the company. Prof. Howard Gardner defines intelligence as "The mental capacity to process information, solve problems, and generate creative solutions." (Gardner, H, 2019)

D. The Importance of Intellect

Intellect has a very important role in the concept of corporate development. Intellect here does not only refer to academic ability or formal knowledge, but more to the ability to think critically, creativity, and make intelligent decisions. Intellect helps individuals in a company to understand challenges, formulate solutions, and lead the company towards sustainable progress. In her book entitled "Intellectual Capital and Organizational Excellence" Dr. Lina Anatan states that "Intellectual ability is not just about academic degrees, but more about how someone uses their knowledge to solve problems and create value for the company." (Dr. Lina Anatan, 2024)

There are several reasons why intelligence is very important in developing a company:

1) Smarter Decision Making

In the business world full of uncertainty, making the right decisions is the key to achieving success. Individuals with intelligence are able to analyze information carefully, consider various possibilities, and make decisions based on rational thinking. Dr. Daniel Goleman in his research stated, "Intellectual intelligence is not only about IQ, but also includes the ability to process information effectively and make the right decisions." (Goleman, D., 2021)

The importance of intellectual aspects includes:

- a. Improve analytical skills
- b. Developing critical thinking
- c. Facilitating innovation
- d. Encouraging continuous learning

2) Enhancing Innovation and Creativity

Intellect also facilitates the innovation process in a company. Employees who have intelligence tend to think creatively and can generate new ideas that can improve the company's products, services, or processes. This innovation is very important in maintaining competitiveness in an ever-evolving market.

3) Effective Problem Solving

No company is free from problems, whether they are operational, financial, or competitive. Intellect allows individuals to see problems from multiple perspectives and find effective solutions. This ability is essential to maintaining the continuity and growth of a company, especially in challenging situations.

4) Increased Efficiency and Productivity

Intellectual people are able to work more efficiently, because they can identify the best way to solve a given task or problem. By using a more rational and structured approach, they can minimize the waste of resources and time, which results in increased productivity of the company.

5) Long Term Goal Achievement

Intellect helps companies to plan better for the future. Through strategic thinking and in-depth analysis, intellectual individuals are able to formulate a clear vision and mission, and determine concrete steps to achieve them. This helps companies achieve long-term goals, while maintaining their sustainability.

Overall, intelligence plays a vital role in the development of a company because of its ability to support intelligent decision-making, enhance creativity, solve problems, and improve efficiency. All of these factors are interconnected and contribute to the growth and success of a company in a dynamic business environment.

E. Competitive

In the concept of corporate development, competitive refers to the ability of a company to compete effectively in the market. This means that the company is able to face competition by offering more attractive value to customers, which can be in the form of quality products, superior services, competitive prices, or certain advantages that are difficult for competitors to imitate. Being competitive means that the company not only tries to maintain its position, but also continues to develop and adapt to maintain its relevance amidst market changes. A competitive attitude refers to the ability to compete healthily and effectively in various aspects of life. Prof. Michael Porter states that "Competitiveness is the ability to create and maintain comparative advantage in global competition." (Porter, M, 2020)

F. The Importance of Competitiveness

In developing a company, having a competitive attitude and ability is very important to survive and grow in an increasingly dynamic market. Competitive is not just competing to be the best, but also involves creating sustainable superior value so that the company remains relevant, attractive to customers, and able to overcome market pressures. Dr. Carol S. Dweck in her "Growth Mindset" theory states, "A healthy competitive attitude encourages a person to continue to develop and see challenges as opportunities for growth." (Dweck, C. S, 2021) Here are some reasons why a competitive attitude is a crucial factor in company development:

1) Increasing the Attractiveness of Products and Services

Competitiveness drives companies to always improve the quality of products and services to be superior to competitors. When companies are able to offer something unique or better in terms of quality, benefits, or price, their products will be more attractive to consumers. This helps companies maintain customer loyalty and attract new consumers.

2) Efficiency in Operations

Competitive also means working efficiently, namely maximizing results with existing resources. Operational efficiency allows companies to reduce production or distribution costs, so they can offer more affordable prices or increase profit margins without sacrificing quality. Efficient operations also make companies more flexible in facing fluctuating market challenges.

3) Responsive to Market Changes

The business world continues to change, whether in terms of technology, consumer trends, or regulations. Competitive companies are able to adapt quickly to these changes and even use them as opportunities. This adaptation can be through relevant product development, up-to-date marketing strategies, or business model adjustments. The ability to adapt makes companies more resilient and ready to face uncertainty.

4) Driving Sustainable Innovation

Innovation is the core of competitiveness. By innovating, companies can offer new products or services, improve existing ones, or develop better processes. Continuous innovation helps companies create more value and strengthen their position in the market. Without innovation, companies risk being left behind by competitors who are more active and creative in responding to consumer needs.

5) Building Customer Satisfaction and Loyalty

Competitive companies are always oriented towards customer satisfaction. By putting customer interests as a priority, companies can build invaluable loyalty. Satisfied customers tend to become repeat customers and even recommend the company's products or services to others. Customer satisfaction and loyalty not only help maintain market share but also become the foundation for future expansion.

6) Strengthening Corporate Image and Reputation

Being competitive also involves building a strong image and reputation. Companies that are known to be superior and innovative are more likely to attract the attention of consumers, investors, and business partners. A good reputation increases public trust in the company and creates a positive influence that helps the company grow further.

Overall, a competitive attitude in corporate development is about creating sustainable excellence, maintaining flexibility, and focusing on customer satisfaction. By being competitive, companies can strengthen their position in the market, face competition more confidently, and achieve long-term success.

G. Regeneration

Regeneration in the context of corporate development is the process of renewing or replacing generations of the workforce, especially in key positions and leadership. This includes preparing new employees or successors who are ready to take over responsibilities when long-serving leaders or team members decide to retire, move positions, or leave the company. Regeneration plays an important role in maintaining the continuity, stability, and growth of the company in the future. Regeneration involves various steps that include talent identification, skills development, and leadership coaching. Regenerative refers to the ability to renew oneself and adapt to change. Prof. Peter Senge (2021) defines regenerative as "A continuous renewal process that enables organizations and individuals to remain relevant in a dynamic environment."(Senge, P., 2021)

H. The Importance of Regeneration

In corporate development, regeneration plays a very important role. Regeneration is the process of creating and preparing a new generation that is ready

to replace key roles in the company, both at the operational and leadership levels. Regeneration ensures the survival and stability of the company because it helps the company maintain continuity, respond to market changes, and continue to grow. Dr. Margaret Wheatley emphasized that "Regenerative capability is the key to sustainability in an evolving system." (Wheatley, M., 2021) Here are the reasons why regeneration is very important in company development:

1) Maintaining Company Stability and Continuity

Regeneration ensures that the company has human resources ready to replace important positions when changes occur, whether due to retirement, transfers, or expansion needs. Without good regeneration, the company can experience difficulties when there is a vacancy in important roles, which can disrupt operations and stability.

2) Developing Talent for the Future

The regeneration process involves identifying and developing new talents who have great potential for the future of the company. With the right training and coaching programs, these new talents can be formed to become reliable leaders or experts. This helps the company in facing future challenges, because it has a team that is already equipped with relevant skills and knowledge.

3) Enhancing Innovation and Adaptation

New generations often bring fresh ideas and different perspectives, which are crucial for innovation. They tend to be quicker to grasp new technologies and emerging trends in the industry. Their presence helps companies stay relevant and more adaptive to market changes, which supports the company's overall growth.

4) Reducing the Risk of Dependence on One Individual

In many companies, especially smaller ones, there is a big risk in relying on just one or a few key people. Regeneration helps distribute knowledge and responsibility, so the company is less dependent on one individual. This is important to ensure that the company's operations continue to run smoothly if unexpected changes occur.

5) Building Loyalty and Increasing Employee Motivation

Regeneration provides opportunities for employees to grow within the company, which increases their motivation. Employees feel valued and see clear career prospects in the company, which encourages them to contribute more. Thus, regeneration not only prepares future leaders but also helps retain talented employees.

6) Strengthening Corporate Culture and Values

Regeneration also plays a role in maintaining the company's culture and values. By mentoring the new generation, the company can ensure that core values are maintained. A strong culture helps the company to carry out its vision and mission consistently, so that employees feel connected to the company's goals.

Overall, regeneration is very important in the development of a company because it helps ensure continuity, supports innovation, and strengthens the organizational culture. With good regeneration, the company has a strong foundation to face future challenges and continue to grow amidst increasingly tight competition.

CONCLUSION AND SUGGESTIONS

In a world that is constantly changing and developing, it is important for every organization to have quality human resources (HR). The MIKR theory, which consists of four elements, namely Militant, Intellectual, Competitive, and Regenerative, provides a useful framework for developing individual character in a corporate context. These four elements complement each other and form a solid foundation for improving HR capabilities and competitiveness. The MIKR theory provides a comprehensive framework in modern HR development. John Maxwell emphasized, "Continuous growth and development are the keys to long-term success." (Maxwell, JC, 2007)

Militant refers to the spirit and perseverance in achieving organizational goals. Employees who have a militant attitude show high commitment and do not give up easily. They are ready to face challenges and strive to give their best for the company. As expressed by Dr. Stephen R. Covey, a militant attitude is important in upholding positive principles and values. With a militant team, the company can adapt more easily to change and have strong resilience in facing business challenges.

Next, the Intellect element emphasizes the importance of critical thinking skills and proper decision-making. Intellect is not only about formal knowledge, but also about how a person uses experience and skills to solve problems. Prof. Howard Gardner explains that intellect involves the capacity to process information and generate creative solutions. In a business context, intellect helps individuals understand challenges and formulate effective strategies. This is essential in uncertain and risky situations.

Competitive is an element that shows the company's ability to compete in the market. Being competitive means not only being able to survive, but also to thrive by offering added value to customers. Prof. Michael Porter emphasizes the importance of creating and maintaining comparative advantage. In a dynamic business environment, a competitive attitude encourages companies to continue to innovate and improve the quality of products or services. This not only attracts customers, but also builds loyalty that is important for the sustainability of the company.

The last element, Regenerative, focuses on the importance of preparing the next generation in the company. The regeneration process refers to the renewal and replacement of the workforce in key positions. Prof. Peter Senge states that regeneration is the key to staying relevant in a changing environment. By identifying and developing new talent, companies can ensure long-term continuity and stability. Regeneration also helps in reducing dependence on certain individuals, thus creating a more solid and diverse team.

Overall, the application of MIKR theory in HR development provides many benefits. These four elements not only improve the quality of individuals, but also strengthen the organization as a whole. Companies that adopt this approach will be better prepared to face future challenges and compete in the global market. In the era of the industrial revolution 4.0, where changes occur rapidly, having militant, intellectual, competitive, and regenerative HR is a must.

Planned training and development, as well as a positive work culture, will contribute to the achievement of organizational goals. Therefore, it is important for management to implement strategies that support the development of these four

elements in every aspect of operations. In this way, the company will not only survive, but also thrive and achieve long-term success.

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