



Finding the Best Candidates: Innovations in Recruitment And Selection of Indonesian Army Soldiers

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Abstract

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Finding the best candidates is the key to building a strong TNI Army force. This article discusses innovations in the recruitment and selection of TNI Army soldiers to find the best candidates in the modern era. The innovation in the recruitment and selection of TNI Army soldiers is the implementation of online recruitment and selection. Prospective soldiers only need to register on the website, fill in the personal data form and wait for the validation results. After being declared to have passed validation, prospective soldiers can take various tests in the regions and if they pass, proceed to central level selection. Through online recruitment and selection, the regional reach becomes wider and opens up opportunities to recruit more competent TNI AD soldiers.

Keywords: Recruitment, Selection, Soldiers, Army, Innovation

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INTRODUCTION

The TNI (Indonesian National Army) according to Republic of Indonesia law number 34 of 2004 is the defense tool of the Unitary State of the Republic of Indonesia which is tasked with implementing national defense policies, protecting the safety of the nation, defending territorial integrity, carrying out military operations for war and other than war, as well as taking part in active in regional and international peacekeeping duties (JDIH BPK RI-Regulation Database, 2004). Prospective Indonesian National Army students or commonly called TNI chassis are prospective participants who will take part in the Indonesian National Army recruitment selection as military soldiers. Within the scope of the TNI it is divided into three dimensions, namely the Indonesian National Army Army (TNI AD), the Indonesian National Army Air Force (TNI AU), and the Indonesian National Army Navy (TNI AL). The selection process for TNI admissions is carried out in each unit according to the division in each region which has been determined with selection stages in accordance with established military regulations.

Said (2020) stated that recruitment and selection of soldiers is the *first gate* in building a strong TNI Army force. Quality soldiers will determine the effectiveness and efficiency of the organization in carrying out its duties. Widjanto (2018) mentioned several challenges in finding the best candidates in the modern era, including:

1. Demographic changes: Millennials and Gen Z have different characteristics and needs from previous generations.

2. Technological developments: Information and communication technology (ICT) is changing the way we live and work, including the recruitment and selection process.
3. Global competition: Other countries are also improving the quality of their human resources, so the Indonesian Army needs to compete to get the best talent.

According to Simamora (2019) “selection is a process of choosing from a group of applicants or people who meet the selection criteria for the available positions”. In the selection process for TNI admissions, the agency has general requirements, namely Indonesian citizens, faith and devotion to God Almighty, loyal to the Republic of Indonesia based on Pancasila and the 1945 Republic of Indonesia Constitution, maximum age 22 years and minimum 17 years 9 months at the time of opening. first education, physically and mentally healthy, including never being involved in drug use, not wearing glasses, male or female, not a member or former soldier of the TNI/Polri or PNS TNI, with a minimum of a SMA/MA/SMK diploma, either public or private, accredited as required, not yet have been married and are able to remain unmarried during their first education up to two years after completing their first education, have not lost their right to become soldiers based on a court decision that has permanent legal force, are of good character and have no criminal record issued in writing by the National Police of the Republic Indonesia, and passed the selection carried out by the team. In the TNI acceptance process, there are examinations and tests that participants must follow with a selection failure system at each stage, including administration, health, physical, literacy and psychology. Each of these tests and examinations is carried out at regional and central level selection.

Recruitment and selection is a critical stage for every military organization. They have determined the qualities of the individuals who will be responsible for realizing the organization's mission. In modern times like today, the challenges of recruitment and selection have become more complicated due to changes in the nature of warfare and the increasing need for military personnel (Greenwood, 2018).

The quality of military personnel is the key to determining organizational performance. Therefore, recruitment and selection practices are critical to ensuring that the military attracts and retains the best talent. In recent years, there has been an increased focus on the use of evidence-based practices in recruitment and selection (DeCremer, 2019). For the Korem 101 / Antasari area, the recruitment and selection process is carried out through Ajanrem 101. The TNI Army recruitment system currently and in the past several years is still the same, namely carried out openly and in a general manner, which is intended to attract personnel who are truly competent and have qualifications in accordance with those required by the Indonesian Army.

The purpose of this article is to discuss innovations in the recruitment and selection of TNI Army soldiers to find the best candidates in the modern era. It is hoped that this article can contribute to the development of a more effective and efficient recruitment and selection system.

METHODS

This research is a type of library research, namely research whose object of study uses library data in the form of books as the data source (Anwar, 2020). This research was carried out using a literature review method, namely by reviewing various references, whether in the form of books, regulations or laws relating to recruitment and selection of the Indonesian Army. The library method is research carried out by reading books or magazines with other data sources in the library. This research activity is carried out by collecting data from various literature, which is not limited to books, but can also include documentation materials, magazines, newspapers, etc. (Anwar, 2020). In this research, the author uses a qualitative research approach, namely systematic research used to study or research an object in a natural setting without any manipulation and without testing hypotheses.

RESULTS & DISCUSSION

Results

Recruitment and Selection

The need analysis is an important aspect of development research. Analysis of needs is done through interviews with education and learning experts, including Prof. Zulkardi (Sriwijaya Mathematics Education Expert), Prof. Sumaryoto (Rector of Indraprasta PGRI University), Prof. Supardi U.S. (Chief of General Officer of PGRI), Prof. Muljani A. Nurhadi (graduate lecturer of Indraprasta PGRI University), Dr. Rully Charitas Indra Prahmana (lecturer at Ahmad Dahlan University), and Dr. Somakin (Sriwijaya University lecturer). Expert information is gathered in order to establish general and specialized instructional objectives, training key concepts for teachers, materials that must be provided, and provisions on the trainees' criteria. Furthermore, everything generated in this study is based on a needs analysis in order to create a comprehensive and transparent guide. General instructional objectives, distinctive instructional objectives, and training material distribution are the findings of additional investigation. The following are significant results as a consequence of the expert needs analysis:

1. Teachers' demands in generating learning innovations are met through training activities.
2. Training approaches should be case-based and based on the experiences of each teacher in the classroom.
3. Trainees should be chosen based on specific qualities that support the use of technology, such as familiarity with computers, the Internet, and MS Word.
4. Participants should be gathered and research should be done in a collaborative manner.
5. The objective is to show real-life examples of published research articles so that implementers can get access to qualified scientific journals.
6. This training activity must provide an actual product that the learners can feel immediately, and
7. The following topics should be covered in this training: a) research concept, b) problem identification, c) search theory, d) instrument design, e) data analysis of research findings, and f) scientific paper design.

Instructional Goal (IG)

According to Said (2020), recruitment and selection of soldiers is the initial gate in building a strong TNI Army force. Quality soldiers will determine the

effectiveness and efficiency of the organization in carrying out its duties. Sackett (2018) states that “recruitment and selection are two important processes in human resource management. Recruitment is the process of attracting qualified applicants to an organization, while selection is the process of selecting the best applicants for a job. There are a number of theories developed to explain the recruitment and selection process.”

“Selection is a material part of human resource management operations, namely procurement, while procurement itself consists of: planning, recruitment, selection, placement and production. The selection process is a special stage used to decide which applicants will be accepted into the company. The process starts from when the applicant is hired and ends with the acceptance decision. The selection process is a decision for prospective applicants to be accepted or not”. Simamora (2019), “selection is the process of choosing from a group of applicants who best meet the selection criteria for available positions within the company”.

Empirical Study

Researchers conducted searches on various sources related to research that was relevant to the article raised. The results of this research found a number of relevant studies as follows:

Research Muh. Kasim and Armaid Armawi entitled *The Effectiveness of Selection for Accepting TNI AD Non-Commissioned Officer Candidates in preparing defense human resources (Study at the Jayakarta Regional Military Command Ajen)*. The aim of this research is to determine the process and mechanism of selection activities for the acceptance of TNI AD NCO candidates at Kodam Jaya, to find out the obstacles faced in implementing selection activities for the acceptance of TNI AD NCO candidates at Kodam Jaya, and to determine the effectiveness of the implementation of selection for acceptance of TNI AD NCO candidates. at Kodam Jaya, so that it can be improved. Based on research data, the problems faced in the recruitment activities for Indonesian Army Non-Commissioned Officer Candidates carried out in Ajendam Jaya include; At the level of authority in the committee organization, candidates have not received clear and detailed information about the selection system, type of selection material, length of selection and selection stages before registering. This is what causes the number of registrations for TNI AD NCO candidates to exceed the selection ratio determined by the National Committee. Furthermore, in the Plan for the implementation of recruitment activities for TNI AD NCO candidates it is not explicitly stated that the selection at Panda level uses a knockout system, in reality in the field it uses a knockout system and some selection materials are carried out more than twice using the same inspection/testing method. In order to effectively select NCO candidates, it is necessary to simplify the mechanisms/procedures for implementing the selection process for TNI AD NCO candidates, starting with optimizing policies regarding committee organization at both Panda and Panpus levels, implementing campaigns (socialization/publication), which contains explanations. about the material to be tested; minimum score that must be obtained in each selection material; the system used in the selection stage; so that candidates who register are candidates who have prepared themselves well. This will reduce the interest of applicants (candidates who register are candidates who have quality). Furthermore, it is necessary to simplify the selection procedures, the organization

is sufficient at two levels, namely Panda and Panpus, but at the Panpus level it only carries out examination of test results that have been carried out by Panda without having to be carried out physically by candidates (except for aspects that are doubtful by the Panpus, which is carried out to the extent of deepening). By simplifying the selection procedures, the time and costs for both Panda/Panpus and selection participants can be reduced (Kasim & Armawi, 2014).

The purpose of this research is to find out the organization of the committee for admitting prospective Military Cadet candidates and to find out the types and procedures for selecting prospective Military Cadet students. The research results show; Candidates before registering have not received clear and detailed information about the selection system, type of selection material, length of selection and selection stages; In the planning activities for accepting Akmil Cadet Candidates it is not explicitly stated that the selection at Subpanda/Subpandasus uses a knockout system, the reality in the field uses a knockout system; the registration ratio for prospective cadets from SMA/MA majoring in Social Sciences greatly exceeds the specified selection ratio; and there are some selection materials carried out more than twice with the same examination/testing material. The procedure for accepting prospective Military Academy Cadets at Kodam IV/Dip has currently been carried out in accordance with applicable regulations, namely based on the Implementation and Activity Plan issued by the General Staff of Army Personnel and other implementing regulations. The selection process at Kodam IV/Dip goes through two stages, namely selection at the Subpanda/Subpandasus level and the Regional Committee level. The results of the selection session at the Regional Committee Level are sent to participate in the selection process at the Central Committee Level. The selection process at the Regional Committee includes several materials that are carried out repeatedly with the same selection material. Taking into account the above and to increase efficiency, it is necessary to develop a selection procedure for accepting Military Academy Cadets, by simplifying the committee, namely eliminating Subpanda/Subpandasus. So that the selection process can be carried out more efficiently and practically without ignoring the acceptance target factors, both quality and quantity. (Efendi & Muchlas, 2019).

“Nugraha et al., (2023) in research entitled Basic Assessment of Military Academy Cadets Selected on the Basis of Merit Based on the report on the implementation of recruitment activities for prospective cadets and Military Academy Cadets in 2019 and 2020, several obstacles were found in the recruitment and selection process for Military Academy Cadets. This problem must of course be resolved by the Indonesian Army, with the aim of getting the best and most qualified Military Academy cadets. Based on this problem, researchers conducted an evaluation of the policy of Army Chief of Staff Decree Number Kep/1023/XII/2016 concerning Technical Instructions for Accepting Cadets and Military Academy Cadets based on the merit system. This research was conducted using the literature review method. Several criteria are used to identify the application of the merit system in the recruitment and selection process for Military Academy Cadets. These criteria are equality of opportunity, open and fair competition, and passing grade. The results found were that the Military Academy Cadet recruitment and selection policy had supported the implementation of the

merit system. However, problems occurred when this policy was implemented, which ultimately resulted in the criteria not being fulfilled during the recruitment and selection process for Academy Cadets.”

“The results of analysis of a number of previous studies reveal that the implementation of recruitment and selection in each unit varies depending on the policies and regulations that apply to that unit. For units, procedures for accepting prospective military cadets at Kodam IV/Dip have currently been implemented in accordance with applicable regulations, namely based on the Implementation and Activity Plan issued by the General Staff of Army Personnel and other implementing regulations. The selection process at Kodam IV/Dip goes through two stages, namely selection at the Subpanda/Subpandasus level and the Regional Committee level. The results of the selection session at the Regional Committee Level are sent to participate in the selection process at the Central Committee Level. The selection process at the Regional Committee includes several materials that are carried out repeatedly with the same selection material. Taking into account the above and to increase efficiency, it is necessary to develop selection procedures for recruiting Akmil Cadets, by simplifying the committee, namely eliminating Subpanda/Subpandasus. So that the selection process can be carried out more efficiently and practically without ignoring the acceptance target factors, both quality and quantity. Meanwhile, recruitment activities for 2019 and 2020 Military Academy cadets and cadets are based on the Decree of the Chief of Army Staff Number Kep/1023/XII/2016 concerning Technical Instructions for Accepting Military Academy Cadets and Midshipmen based on the merit system. There are a number of criteria used to identify the application of the merit system. in the recruitment and selection process for Military Academy Cadets. These criteria are equality of opportunity, open and fair competition, and passing grade. The results found were that the Military Academy Cadet recruitment and selection policy had supported the implementation of the merit system. However, problems occurred when this policy was implemented, which ultimately resulted in the criteria not being fulfilled during the recruitment and selection process for Academy Cadets.

Discussion

Innovation in recruitment and selection of TNI Army soldiers

As an efficient e-recruitment system is comprised of organizational, technological and socio-cognitive elements, article focuses on these three elements in military recruitment. Using a series of semi-structured interviews with a specialist in the military recruiting, the research was performed. The military, in particular, has difficulties in convincing young job seekers to pursue a career in the armed forces. Recruitment is also aggravated by the fact that in 2008 Lithuania suspended the mandatory initial military service thus eliminating the possibility to find necessary conscript among the ones finishing their military service. Free labour migration in the European Union also adds to the aggravated process of recruitment to the Lithuanian Armed Forces as the possibilities to study and work abroad opened up for the gifted youth able to use foreign languages. The armed forces annually demand 800-900 youth of 18-25 years of age with basic education and healthy physically and mentally. The youth of the particular age dominate the Internet (TNS 2011) and social networks (TNS 2010). Therefore, informational technologies should be used to attract more recruits. The armed forces annually

demand 800-900 youth ofThe military focuses on organizational and technological recruitment elements. The tasks allocated for the recruitment system are related to the efficient presentation of information directly to the society groups. Special attention is also devoted to organizational activities including distributing functions. Cognitive activities, its demand and requirements for them are not clearly expressed” (Smaliujiene, 2012).

Acceptance of prospective TNI AD non-commissioned officers is an activity for providing personnel (Diaga) for soldiers as part of the development of TNI AD soldiers. According to Said (2020), recruitment and selection of soldiers is the initial gate in building a strong TNI Army force. Quality soldiers will determine the effectiveness and efficiency of the organization in carrying out its duties. Sackett (2018) states that recruitment and selection are two important processes in human resource management. Recruitment is the process of attracting qualified applicants to an organization, while selection is the process of selecting the best applicants for a job. There are a number of theories developed to explain the recruitment and selection process.

The innovation in the recruitment and selection of TNI Army soldiers is the holding of online recruitment and selection via the website: <https://rekmen-tni.mil.id>. Prospective soldiers only need to register on the website, fill in the personal data form and wait for the validation results. After being declared to have passed validation, prospective soldiers can take various tests in the regions and if they pass, proceed to central level selection. Through online recruitment and selection, the regional reach becomes wider and opens up opportunities to recruit more competent TNI AD soldiers. Online recruitment has the same meaning as e-recruitment.

Online recruitment and selection is one of the implementation of human resource strategies. Online selection and recruitment is a stage that combines human resource management and the application of communication and information technology. As an effectiveness change in the form of stages from initially just direct recruitment but also becoming a means to socialize some of the organization's activities. In order to evaluate the efficiency of the selection and recruitment stages, it will be compared with the provision of online services. The majority of experts stated that online selection and recruitment as well as online services have similarities in the implementation aspect, namely that they are both carried out virtually and allow the communication system to occur 24 hours a day and with a wider reach (Furtmueller, Wilderom, van Dick 2010, Ettinger, Wilderom, Ruël 2009).

“The use of information technology at an early stage only allows infrequent decision making for certain measurement actions. For example, filling in recruitment data in an electronic database, uploading job vacancy announcements on the organization's official website or job search portal, searching for recruitment CVs in the database. The further developed electronic recruitment system covers the entire recruitment process of the organization. Starting from recruiting recruits, announcing job vacancies, inviting recruits, and ending with selection. One of the main criteria for system efficiency is information interaction (Sylva, Mol, 2009). This is related to the level of communication between the organization and recruitment. Information interactions demonstrate the ability of virtual spaces to

influence recruitment and exchange information in real time. To improve interaction information in the e-recruitment system, it is recommended that there be an appropriate mechanism to be able to provide answers to candidates' questions directly, have the possibility to apply for a job position at any time, carry out initial selection and complete the recruitment process. online job interview. The higher the level of interaction information, the more likely it is to find a recruit with the desired qualifications in the shortest possible time. An efficient electronic recruitment system consists of organizational, technological and socio-cognitive elements. Analysis of organizational elements shows that it organizes and ensures the distribution of information to various levels of human resources and organizes recruitment searches in other databases. The technology element is responsible for technical support, e. G. installation of appropriate software on the electronic recruitment system to ensure its continuous operation. Socio-cognitive elements describe the basis on which cooperation between organizations and recruits must be built. These elements include organizational ethics, trust in the organization, enforcement of cultural norms and traditions.

Impact and implications of innovation in recruitment and selection of Indonesian Army soldiers

Innovation in the recruitment and selection of TNI Army soldiers which is carried out online via the website <https://rekmen-tni.mil.id> has had a positive impact. This positive impact is in terms of more efficient time and being able to reach all corners of the region. So that the number of prospective participants who take part in the selection can be greater and the opportunity to attract competent prospective participants will be greater.

This research reveals that online selection and recruitment can be implemented in the military, but this research does not evaluate it. System evaluation allows determining the level of online selection and recruitment, the integrity of decisions and strategic decisions of the organization. Our study cannot provide such an evaluation. To further develop research on online selection and recruitment, more attention should be paid to changes in human resource management in the military. Targeted potential recruits are those who embrace innovation, are not afraid of the web space, and are able to manage it. New recruits interested in e-recruitment expect efficient use of information technology in human resource management as well as joint activities organized based on social network principles. Thus, online selection and recruitment not only determines the people who will be accepted into the service but also the management of human resources in the organization.

The implementation of online recruitment and selection must be accompanied by continuous monitoring and updating of the applications used, this avoids errors caused by damage to the network which has the potential to cause errors in the information and data of prospective soldiers.

The positive impact of online recruitment and selection is in line with Purba's (2021) research which states that the online recruitment and selection process has a positive and significant influence, especially on organizational performance. In this way, the online recruitment and selection stages can continue to be carried out because they are able to attract competent soldier candidates in a short time and reach a wider area.

Benefits and drawbacks of innovation in recruitment and selection of Indonesian Army soldiers

The progress of Zamam has changed many things, including the selection and recruitment stages of prospective TNI Army soldiers. If in the past recruitment was carried out manually, where prospective soldiers had to bring files to the intended registration location, now this stage is carried out more practically using online recruitment methods or virtual recruitment. Even though it is considered effective and saves time, this method also has a number of disadvantages that are worth considering. Online recruitment and selection provides opportunities for candidates who are far from the location, but on the other hand, this method reduces the committee's opportunity to see for themselves who is a candidate or prospective soldier from the start of registration, which may have certain effects during the selection stage.

The next drawback is the possibility of an unstable internet connection. Especially in remote or remote areas where good internet connections are rarely found, thus affecting the smoothness of the recruitment stages. Compared with direct or manual selection and recruitment, many arguments supporting the superiority of online selection and recruitment can be found in the theoretical literature. Organizations choose online recruitment for a variety of reasons: 71% of organizations use online recruitment to reduce recruitment costs, 60% to expand the selection pool, and 47% to maximize recruitment time (CIPD 2006).

Online selection and recruitment using the internet is growing and the construction industry is slow to adapt. The advantages of online selection and recruitment include lower selection and recruitment costs, faster selection and recruitment cycles, higher number of candidates, and wider audience reach. Potential barriers to online selection and recruitment include the digital divide, limited internet access, usage issues, and poor infrastructure. It is too early to judge the role of the Internet and the controversy surrounding union salting (Glover, 2001).

During the recruitment attraction process, the possibility opens up to quickly and efficiently transfer efforts from one source to another or concentrate those efforts on several different recruitment sources at the same time. Online selection and recruitment can reduce workload for recruiters (e.g. the system can automatically check completed forms and inform each candidate individually) and material resources in certain cases.

CONCLUSION

The innovation in the recruitment and selection of TNI Army soldiers is the holding of online recruitment and selection via the website: <https://rekmen-tni.mil.id>. Prospective soldiers only need to register on the website, fill in the personal data form and wait for the validation results. After being declared to have passed validation, prospective soldiers can take various tests in the regions and if they pass, proceed to central level selection. Through online recruitment and selection, the regional reach becomes wider and opens up opportunities to recruit more competent TNI AD soldiers.

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