

THE RECRUITMENT AND DEVELOPMENT OF THE INDONESIAN ARMY RESERVE PERSONNEL FOR NATIONAL DEFENSE (CASE STUDY: BATCHES 2021-2023)

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Abstract – In facing geopolitical competition within its region, Indonesia has adopted the principle of "Si vis pacem para bellum" through the implementation of Republic of Indonesia Law Number 23 of 2019 concerning the Management of National Resources for National Defense. This legal foundation is realized through the establishment of the Reserve Component as part of the defense strategy to safeguard sovereignty. This research employs a qualitative descriptive method to investigate the implementation of Defense Management in the Reserve Component of the Indonesian Army, considering personnel aspects in supporting national defense (Case Study: Recruitment Waves 2021-2023). Findings indicate that the recruitment process of the Reserve Component involves intensive communication strategies with a focus on the alignment of individual characteristics. Despite a decline in acceptance, the recruitment model successfully attracts qualified individuals. The education and training process is conducted by applying the POLC management functions through meticulous planning, resource identification, and structured curriculum. The development of the Reserve Component plays a crucial role in preparation, integration, and readiness as a force multiplier, albeit facing budgetary constraints and regulations. Optimal development is expected to create a national defense posture ready to face various challenges, in accordance with the principles of the Universal People's Defense and Security System (SISHANKAMRATA).

Keywords: Reserve Component, Defense Management, Universal People's Defense and Security System (SISHANKAMRATA).

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Introduction

According to Law No. 3 of 2002 on National Defense, the National Defense System is described as a system that has a universal scope. Participation, in this context, encompasses the involvement of all citizens, territories, and other national resources, and is actively initiated by the government. The readiness encompasses all facets and is meticulously coordinated, unified, guided, and maintained to protect the nation's autonomy, territorial boundaries, and overall security from diverse threats. The citation is from Indrawan's work in 2015. The participation of each individual in safeguarding the nation, as outlined in the provisions of the 1945 Constitution of the Republic of Indonesia. The implementation was executed by a nationwide war campaign that prioritized patriotism.

In the face of potential military threats, the Indonesian national defense has placed the National Arms Forces (TNI) as a Main Component. There are also the Reserve Components (Komcad) and the Supporting Component (Comduk) that help TNI in dealing with potential military threats. Meanwhile, in the face of potential non-military threats,

ministries and institutions outside the defense sector are placed as key elements according to the type of threat faced, and they are assisted by TNI and Polri to support the implementation of the duties of the ministry and agencies. In the face of the potential hybrid threat, Indonesia will prioritize a military defense approach, in which defensive efforts against a military threat will be supported by a non-military defense force from relevant ministries and institutions, which will act as a supporting component.

The management of national resources for national defense involves the conversion of human resources, natural resources, artificial resources, as well as the means and supplies of the nation, into a prepared defense force that can be utilized to protect the interests of the state.

According to the International Institute for Strategic Studies (IISS), the number of active Indonesian military personnel by the end of 2021 is estimated to reach around ±395,500 people. Details show that the majority come from Army, with a total of about 300.400 soldier, followed by Navy (AL) which has about 65,000 active soldiers, and Air Forces

which contributes about 30,100 active soldier. (Mahdi, 2022).

If we compare the population of Indonesia, which reaches ±270 million people, with the number of military main components (MCIs) available of about ±400,000 people, it can be inferred indirectly that one MCI staff is expected to be responsible for about 600 citizens. Such a situation is undoubtedly inadequate and poses a high risk to the national defense and territorial integrity. Therefore, there is a need for the establishment of a Reserve Component (Komcad) as an effort to support the sustainability of national defense.

The policy of forming the Reserve Component is considered by some to be the right decision in order to strengthen the defense of the country. There are two things that have been taken into consideration by the community in the Reserve Component. The first is Indonesia's highly strategic geographical location and the second is the abundant Indonesian demographic bonus. (Hidayat, 2022).

Involving a community that qualifies as a Reserve Component is a good strategy looking at Indonesia's highly strategic geographical position.

The society involved in the component of the Resolution will then form in itself a spirit of patriotism, discipline and nationalism. Similarly, with the demographic bonus Indonesia has, the vast amount of Indonesian Human Resources Management (HRM) can be managed to become a defense force that is supported by adequate technology. Hopefully, the larger the reserve component, the better the country's defense capabilities both in times of war and emergency. Otherwise, these demographic bonuses, if not properly managed, will have a wide range of social impacts, the potential for separatism. (Hidayat, 2022).

On the other hand, the presence of a reserve component also presents a potential threat, with the combat capabilities of a reserve component being highly potentially unlikely to occur.

Another potential threat when the maximum construction against the reserve component is the possibility of joining the separatist group. As an illustration of some of the apparatus that has a construction program, it's clear that there are still some who are engaged in a joint embezzlement of the separatist group. There are a number of

members of TNI/Polri who were dispersed who then joined the TPNPB (Alliance Democracy for Papua (AIDP), 2022). Therefore, the reserve component needs to be managed with good construction so as not to misuse its capabilities. The reserve component needs proper management to prevent the transformation of potential threats into actual threats, to carry out good management then needs a government policy framework. The policy must be properly implemented by the officers in the field.

In the face of the above events, human resource management in the defense context, on the reserve component, involves a number of important aspects, including the recruitment, education, training and placement process. The recruiting process for reserve personnel needs to pay attention to the selection of individuals who meet certain criteria, such as physical health, skills, and qualifications required. Education and training plays a key role in preparing reserve personnel to perform their duties and responsibilities. The education and training programmes include provision of military bases, mastery of technical skills, as well as understanding

of military tactics and strategies. It involves physical and mental training of staff, including a health check-up.

Deployment of reserve personnel involves placing them in a specific unit or unit according to their specialization and expertise. They can be placed in a variety of situations, including emergency response, military exercises, or national security operations. The deployment must take into account the operational needs and national defense strategy.

Defense management of personnel aspects in the reserve component should be carried out carefully to ensure that such personnel are ready and reliable when needed. Skill-building, periodic health evaluation, and proper deployment are essential to improve the readiness and effectiveness of the reserve troops. Moreover, managing human resources at the defense level must be in line with national security policies and objectives that may change over time.

Based on the above facts and urgency, the researchers are commissioned to conduct a study related to **“The Recruitmen and Development of The Indonesian Army Reserve Personnel for National Defense (Case Study: Batches 2021 – 2023)”**.

The research will analyze and investigate the implementation of management in designing and evaluating the Ministry of Defense's strategy for socializing and managing Komcad. This research will cover various dimensions of Management, namely Defense Management, SDM Management and Personnel Management to then produce a strategic step as a novelty of this research.

Research Methodology

This study uses a qualitative method that uses a descriptive approach to analysis that is structured on knowledge based on a constructivist paradigm, how the perspective of the researcher to study a problem is structural on the basis of facts that occur socially or historically based on the theory or viewpoint of the participant. (J.W. Creswell, 2018). The descriptive analysis approach in this study not only describes or explains the problems studied according to the facts, but is also supported by the questions by conducting interviews on behalf of the Ministry of Defense and also the public. Moreover, this research uses rational elements, which means it is done in

sensible ways, such as obtaining information based on the results of interviews, not assumptions. How the Ministry of Defense's communication strategy management in this study is a research material that can be observed by human senses so that includes meeting empirical elements.

Result and Discussion

Recruitment Process of Batches 1, 2, and 3 of Reserve Components

The Reserve Component development process is a careful and planned set of steps, from enrolment to the beginning of basic military education. In this situation, Kodam Jaya and Kodam III/Siliwangi act as initial organizers of registration activities for citizens who qualify to become candidate members of the Reserve Component. In the context of government communications management, Baker (in Indarto, 2012) identified three tactical aspects involving government communication management, namely the identification of focused issues related to government policies or programmes, communication planning that refers to those issues, and the execution of communication

planning. In the case of the Reserve Component (Komcad), the information stated that the recruiter of Komcad was TNI. The number of successful Komcad members recruited in 2021 was 2974, increased to 6075. Although this number is still a long way from the Defense Ministry's ideal target of 2044, which is 10 times the number of existing troops.

In the context of Komcad's recruitment communication, the Ministry of Defense and TNI use a variety of media, including social media, electronic media, writings, articles, pamphlets, and simultaneous registration notification banners. It is intended to provide information regarding registration mechanisms, participants' conditions, rights and obligations of Komcad members, as well as members' welfare rights.

This communication process also includes direct socialization by the Ministry of Defense officials and the use of public figures as the Komcad ambassador. Deddy Corbuzier, an Indonesian public figure and public figure, was appointed as Komcad Ambassador to increase public understanding and attention to Komcad. The use of digital media such as the official website of the Ministry of

Defense and the social media of TNI are also part of the communication strategy. Nevertheless, there is a note that information about Komcad on the official web site of the Department of Defense or TNI social media is still minimal, and it needs to be given further attention to improve transparency and accessibility of related information. Communication strategies through public figures like Deddy Corbuzier are also recognized as an attempt to make information more accessible to the public.

In communication evaluation, the quantitative aspect involves the number of followers and interactions on social media as indicators, although it should be borne in mind that these evaluations can be limited because there is no separation between individual accounts, double accounts and institutional accounts. The emphasis on social media as a communication channel shows an attempt to leverage popular platforms to reach a wider audience. Analysis of data on the number of receipts of the Reserve Component (Komcad) from 2021 to 2023 shows a significant decrease: in 2021: 3,078 members; in 2022: 2,963 members; and in 2023: 2,972 members.

This analysis highlights the importance of looking at non-technical aspects in the reserve component formation process, including attention to the compatibility between individual candidate characteristics and organizational characteristics. This conformity can be a key factor in ensuring success and consistency in building and increasing the strength of the Reserve Component. In addition, an evaluation of the budget allocation is needed to ensure the sustainability and effectiveness of the Komcad process. The importance of understanding this recruitment outcome is to evaluate the effectiveness of the recruiting strategy implemented by the Reserve Component. If the number of selected persons meets or exceeds the target, this can be considered a positive indicator of recruitment success. On the contrary, if the number selected is well below target, it is necessary to evaluate and improve the recruiting strategy to improve its effectiveness.

The registration and selection process is an early stage, followed by the opening of basic military education. Assessment during the selection process

covers several aspects, including administration, health, literacy, and physics. The compatibility between the individual characteristics of the candidate and the organization of the Reserve Component is the main focus, in line with Mark Cook's theory that emphasizes the importance of this compatibility in optimum employee selection. This process is implemented with integrity, transparency, and administrative order, as well as with a streamlining when something unwanted happens. Thus, the Reserve Component formation process involves not only the technical aspects of registration and selection, but also takes into account the compatibility between the individual characteristics of the candidate and the organizational characteristics in order to ensure success in building and increasing the strength of the reserve component.

Education and Training Process of Batches 1, 2, and 3 Reserve Components

In analyzing the educational process and training of the Reserve Component. The researchers refer to the POLC (Planning, Organizing, Leading, and Controlling) management functions of the theory of G.R. Terry and Leslie W.

Rue (2014) are highly relevant and structured.

By summarizing the management functions of this POLC, the Reserve Component education program has a solid foundation for achieving the goal of building reliable membership in the field of defense. The whole process includes mature planning, good organization, effective leadership, and strict control, making a positive contribution to the success of the program.

In the planning phase, the Reserve Component (Komcad) education program is structured on the basis of clear objective formulation, with a focus on forming prospective members with advantages in the field of defense. This process involves identifying the necessary resources, including facilities, instructors, and training materials. In addition, the planning phase also involves the establishment of various aspects of the curriculum, such as educational programmes, frameworks, educational agendas, and operational guidelines.

At the organizing stage, educational programmes are well organized, including the formation of candidates through efficient processes. It includes the formation of attitudes and

behaviour in accordance with the norms of membership of the Reserve Component. Moreover, organizing involves the setting up of curriculum aspects and the distribution of educational material between officers, scholars, and teachers.

In the leadership function, the program emphasizes the formation of attitudes and behaviors that conform to the norms of membership of the Reserve Component. Leadership is also related to setting educational goals that include attitudes, knowledge, skills, and physical condition. Instructors and leaders play a role in guiding students towards this goal.

At the control stage, educational programmes are evaluated through a variety of evaluation and assessment methods. This includes monitoring the implementation of training, assessing the effectiveness of the program, and making improvements if necessary. Control also guarantees consistency, high standards, and consistentness in the learning process, in accordance with the Minister's regulations as official guidelines.

Although in the POLC analysis, the Education and Training Process of the Reserve Component appears to be

quite effective, in reality, the program still faces a number of challenges that require improvement in order to improve its effectiveness. In its implementation, several obstacles can be identified that require special attention to ensure the overall success of the program. There are budget constraints, logistical difficulties, and aspects of instructor qualification as well as participant motivation are some aspects that need to be improved and optimized. With careful handling of these challenges, it is expected that these educational and training programmes will the objectives of building the Reserve Component more effectively. One key element that requires smart management is operational management, which can be categorized using the 5M Management concept:

a. *Man* (Tenaga Kerja): The challenges related to the qualifications and availability of instructors are a special focus. Significant steps, such as improving the qualifications and training of instructors, become imperative to ensure the successful delivery of training materials. Furthermore, strategies to enhance participant

motivation need to be implemented through an awareness-raising approach and leadership support.

b. *Money* (Uang): Budget constraints are one of the main challenges. Budget evaluation and priority adjustment are critical aspects to ensure adequate allocation of funds. Efficient financial management will support the smooth running of the entire education and training programmes.

c. *Method* (Metode): The adaptation of curricula and learning methods became an essential element. Periodic evaluations are required to keep the curriculum relevant to the latest developments in the field of defense. The use of innovative learning methods is also recognized to improve the effectiveness of training.

d. *Machine* (Mesin): The logistical aspects, including transport and accommodation, can be regarded as "machines" in this context. Better logistics management, including strategic location selection and provision of

adequate means of transport, is identified as a solution to overcome these obstacles.

- e. *Matter (Bahan)*: The fulfilment of quality training materials is considered an integral part of operational management. It is important to ensure the availability of the necessary training material to support the curriculum that has been adapted. Besides, the availability of weapons as a tool for training is also an important aspect.

Taking into account the aspects of this 5M Management, the Education and Training Process of the Reserve Component can be managed holistically. This approach is expected to minimize emerging barriers and improve the overall effectiveness of the program in order to the educational objectives and readiness of reserve component members.

Projection of Construction and Planning of Reserve Components Used to Support National Defense

According to Thomas P. Galvin (2018), Defense Management plays an important role in managing the relationship between national security policy, strategy, campaign, and strategic

leadership. The process of formulating national security policies and strategies is a crucial step in the preparation of trained troops, commanders, personnel units, and equipment. In the context of the construction and deployment projections of the Reserve Component, the linkages between defense management, national security policy, and strategy.

National security policy plays a key role in determining the strategic role of the Reserve Component. The National Defense Strategy then describes the role of the Reserve Component in supporting defense objectives, as well as the concept of their deployment and mobility in accordance with the foreseeable scenario. In strategic campaigns and leadership, the Reserve Component is involved in the implementation of combat strategies and military campaigns in accordance with national security policy guidelines. Strategic leaders are responsible for managing the reserve troops and ensuring that they contribute in accordance with their strategic vision and goals.

The construction of the Reserve Component is a key preparation in the face of national defense dynamics. This

includes a variety of activities such as training, compilation, and member data updating. At the same time, placement projections become an important element that ensures the ability of the Reserve Component to be quickly and effectively placed in accordance with evolving strategic needs. Overall, the linkages between national security policy, defense strategy, and defense management form the framework that guides the construction and projection of the deployment of the Reserve Component. It reaffirms the importance of formulating and implementing an integrated national security policy to ensure the readiness and effectiveness of the entire defense component of the country.

In this study, the author focuses on three aspects of construction, namely organization building, personnel building, and training, as problem limitations. The researchers argue that the construction of these three aspects should begin from the beginning of the post-comcad setting. Currently, the comcad does not have a unit structure, but should be formed immediately after the setting as a component to strengthen the TNI. The Reserve

Component includes the determination of individual expertise or specialization, in which each member needs to be classified by skill to ensure appropriate capabilities when mobilized.

At the moment, the membership capacity has not been determined, therefore, it is recommended to immediately establish the capacity of each member, which will also determine their responsibilities when mobilized. With skill, an attempt to set up a reserve component can be achieved.

Projection of the deployment and mobilization of the Reserve Component will be a crucial element in the face of the Hybrid Threat, in accordance with the legal framework set out in the Haneg Act Article 7 (1), the PSDN Act Article 29, and the Jakum Haneg 2020-2024. Hybrid threats are complex challenges that require preparedness and coordination between the Core Component, TNI, and supporting elements. According to the Haneg Act Article 7 (1), Sishaneg has a strategic role in dealing with military threats by placing TNIs supported by KomCad and Komduk. It shows that the Reserve Component has an important position as part of the national defense strategy.

Article 29 of the UNRWA Act further strengthens the concept of the use of the Reserve Component through mobilization, with the aim of increasing and strengthening the strengths and capabilities of the Main Components. Reserve components have an important role in supporting War Military Operations and related articles in the 2021 PSDN and PP 3 Act stipulate their use in the context of military operations involving command and control of the supreme leadership of TNI. Thus, the projection of the deployment and mobilization of the reserve component is not only related to the physical defense strategy, but also reflects the principles of democracy and strict control. Furthermore, their status as combatants or non-combatants depends on the context of use, situation, and compliance with the conditions governed by international war law. Although the principles discussed in the construction and mobilization projections appear to be effective and appropriate to the needs of the country, there are some weaknesses to be noted.

In the context (Jakhaneg, 2021), it is expected to form 25,000 Komcad members from land, sea, and air matra. To support that goal, building a unit is a

must for the Komcad to be ready and get an optimal construction. Through the implementation of the unit construction, the goal of preparing the Komcad to be the trigger force for the main component can be achieved. Successful achievement of such a goal will create an Indonesian defense posture that is ready to face potential challenges, actual threats, and potential.

The concept of the Universal People's Defense and Security System (SISHANKAMRATA) became the basis of the defense management of the State of the Republic of Indonesia. In this context, the construction of the Komcad unit is the implementation of SISHANKAMRATA. By paying special attention to the preparation, integration, and preparedness of Komcad through the building of the unit, Sishankamrata can be implemented effectively. Success in the construction of the Komcad will generate a signalling power that can magnify and strengthen the key components of military defense maintenance. Thus, the proper construction will establish the standards of strength, capability, and level of defense of the country in accordance with the principles of SISHANKAMRATA.

Conclusions, Recommendations, and Restrictions

The Reserve Component recruitment process involves registration and selection with an intensive communication strategy. Despite the decline in acceptance, the recruitment model succeeded in attracting qualified individuals. However, special attention needs to be paid to the aspects of public communication in order to be more massive and raise awareness of the associates to join. And budget management is not optimum because it is frequently allocated to other budgets, as this can affect the quantity and quality of recruitment, so it needs evaluation to ensure the recruiting process of the Reserve Component runs optimally.

The educational and training process of the Reserve component has aspects that need to be enhanced on the management function of the POLC. Planning on the curriculum of education and training that has not been adapted to the potential threat to the future. Leadership, character-building has not been tainted with military culture so there is no arrogant post-educational komcad. In terms of control, budget constraints, logistical difficulties, and the

qualifications of the instructors as well as the motivation of the participants are some of the aspects that need to be improved and optimized through consistent evaluation and assessment in building a strong foundation to the objective of forming superior Reserve Component members in the field of defense.

The construction of the Komcad unit was an urgent step as the projected Rejuvenation Exercise could be carried out for 12-90 days until now, due to budget inequality. Besides, the regulations relating to the status of the combatant on the projection of the deployment, became an important record in the mobilization of the komcad. Optimal construction will create a defense posture of a nation ready to face challenges and threats, in accordance with the principles of the Defense System and the People's Security of the Universe. (SISHANKAMRATA).

In connection with the above, there is a need for increased public communication efforts related to more persuasive socialization in order to raise public awareness. Then, it is necessary to adapt the curriculum of Education and

training reserve components to potential and actual threats. Finally, it is necessary to prioritize the construction of the compact with the elaboration of an urgent construction plan to ensure their readiness as a trigger force.

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