

# Human Resources Management in the Posture Development of the Indonesian National Armed Forces for National Defence

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**Abstract** - Human resources are the most important assets possessed by every institution, from the lowest level of institutions to the highest level such as the state. The dynamics of an uncertain and complex strategic environment have an impact on the defense posture of the TNI, which continues to be demanded to be able to balance these dynamics. In the process, the development of the TNI's posture experienced many obstacles, so that the role of human resource management (HR) was needed in developing the posture of the Indonesian National Armed Forces (TNI) for national defense purposes. Through a qualitative approach and data collection from primary and secondary sources, this study analyzes various aspects of human resource management that are relevant in the context of the TNI. The results of this study indicate that there are still problems in every process of human resource management in the development of the TNI's posture, such as welfare, health services, and social security. Based on these problems, the role of human resource management is needed according to the needs and dynamics of the existing strategic environment. The findings of this journal can provide insight into how effective human resource management can influence national defense forces and enhance TNI capabilities.

Keywords: Human Resources Management (HRM), National Armed Forces (TNI), Posture Development, National Defence

## INTRODUCTION

National defense is an important aspect in the dynamism of a nation. Indonesian National Armed Forces (TNI) as a state defense institution plays a vital role in maintaining national sovereignty and security. However, to carry out these tasks effectively, they need a strong and trusted posture. Human resource management is a key factor in building an

effective TNI posture, as it involves the process of recruiting, developing and managing TNI personnel.

Law No. 34 of 2004 article 11 paragraph (1) states that the TNI posture is built and prepared as part of the national defense posture to deal with armed threats. The posture must then be prepared in accordance with the national defense policy. What is meant by the

posture of the Indonesian National Armed Forces is the form of the appearance of the TNI which is reflected in the integration of the TNI's strength, capability and degree of strength. The development and deployment of TNI forces must pay attention to and prioritize security areas, border areas, conflict-prone areas and remote islands in accordance with geographical conditions and defense strategies.

In order to build a strong and professional TNI posture, it is necessary to analyze potential threats to the national sovereignty. Perception of the first threat to state sovereignty must be adapted to technological and ideological developments. The second threat perception is that there is a change in the international landscape which emphasizes issues related to technological and communication developments that affect changes in the nature and form of threats and changes in the character of war (Bakrie, 2007).

The dynamics of the existing strategic environment have an impact on efforts to restructure the politics and security of countries in the world, and Indonesia is no exception. The current global conditions show that threats to state sovereignty have developed and

reforms, including in the field of defense. The development and capability of defense with its various variations, including the defense human resources (HR) must continue to be in line with the demands, challenges and threats it faces.

Human resources (HR) related to military and non-military threats are inseparable from the TNI as the main component which is supported by reserve and support components that must be ready to be mobilized to carry out defense tasks (Prasetyo, T.B., 2018). Specifically, the human resources is Indonesian National Armed Forces which is perceived in the context of being a soldier. This stands inseparable from the TNI Law No. 34 of 2004 which states that soldiers are members of the TNI or what can be said as soldiers are part of military defense human resources.

## **RESEARCH METHODS**

This study utilized a qualitative approach and operated a descriptive research design. This research approach was chosen because of the issues related to the development of the TNI's posture to support national defense change according to the dynamic conditions of the strategic environment. This method is suitable to be used in this research

where the discussion will develop from time to time (Sugiyono, 2017).

The data collection technique used in this study was to collect data from secondary sources, such as literature and official documents related to the TNI. The collected data were analyzed using a descriptive method based on existing theoretical indicators, namely the theory of human resource management, to identify the factors that influence HR management in the context of the development of the TNI's posture.

### **Human Resource Management (HRM) Theory**

Human Resource Management is a field of management that specifically studies human relations and roles in organizations or institutions (Hanggraeni, D., 2012). All processes are carried out with the aim of creating productive human beings. Human resources determine the success or failure of a particular organization or institution. There are important elements that play a role in human resource management, namely employers, employees, and leaders. Entrepreneur is every person who invests his capital to obtain the results that have been

invested. In terms of developing the posture of the TNI, the Republic of Indonesia is the main user of the TNI which makes the budget for achieving the desired national defense goals. Employees are the main asset of an organization and play an active role in establishing plans, systems, processes and goals to be achieved. In this case, TNI personnel are human resources who give their thoughts and energy to support national defense through the posture to be achieved. A leader is someone who uses his authority and leadership to direct other people and is responsible for that person's work to achieve a goal.

Amongst these elements, what will be discussed in this research is TNI personnel as state assets (HR) which are important to support national defense. Given the importance of human resources, it is necessary to pay attention to the quality of human resources by conducting human resource management. HR management is also a policy and practice for managing the "human" aspect in a managerial position, including recruiting, developing (training, rewarding, and assessing HR performance), and managing.

The recruitment process is a measure made by institutions to meet the needs of human resources in filling vacancies in certain positions within the organization. This activity is followed by the HR selection process, which is the process of obtaining quality human resources to match the needs of the organization. Next is the HR placement process, where this process places selected HR according to their talents and abilities.

The development process is a process of increasing the technical, theoretical, conceptual and moral skills of human resources through education and training. In the context of developing the TNI's posture, the education and training provided should be in accordance with the needs of the challenges and threats in the dynamics of the present and future strategic environment. The scope of human resource management is divided based on the implementation period as well as development tasks into several sections. First, pre-assignment training, where training is given to new human resources who are debriefing so that they can carry out the tasks given later. Second, on-duty training, conducted for HR on duty with the aim of increasing ability to carry out

the work assigned. Third, retirement/post-assignment training, where training is conducted to assist and prepare human resources for retirement.

The management process is an activity to maintain or improve the physical, mental, and loyalty of human resources. Discipline is also an important part of management and is the key to realizing organizational goals, because without discipline it is difficult to achieve maximum goals.

## **RESULTS AND DISCUSSION**

Human resources (HR) are the most important assets owned by an institution. HR are potential workers consisting of elements of expertise, expertise, competence and organization, as well as intellectual property and information (Purwantoro, AlmuBaroq, Sutanto, 2022). Therefore, HR needs to be managed in such a way as to support optimal organizational performance. There are several important factors related to HR management in the development of the TNI's posture. These factors include:

### **1. Recruitment Process**

The recruitment process to become a candidate for TNI members takes quite a long time and is very complicated,

causing many people to take shortcuts by paying a certain amount of money to individuals who are on duty or have authority in this process so that they can join the workforce that they want (Novita Dwi Erdianto, 2014).

The non-objective selection process in the recruitment and selection of the TNI is one of the serious problems that hinder the development of a strong and reliable TNI posture for national defense purposes. These non-objective practices diminish fairness, transparency, and accountability in the selection of personnel, and can result in reduced quality and trust in the TNI. One of the main problems is the existence of subjective influence in the selection process. Selection decisions are often influenced by personal preferences, personal relationships, or non-competence factors, which ignore the qualifications and potential of more deserving individuals. This results in unequal opportunities for individuals who actually have superior abilities to contribute to the development of the TNI's posture. In addition, discriminatory practices are also a significant problem. Some groups or individuals may be given better treatment or benefited unfairly

based on factors that are irrelevant to the competence or needs of the TNI. Discrimination of this kind can be detrimental to individuals who have high potential but are ostracized for reasons not directly related to their abilities.

Unobjectiveness can also arise in the process of assessing and measuring the performance of prospective personnel. If evaluation standards are unclear, subjective, or non-standardized, it can result in an unfair and irresponsible determination of who is eligible and who is not. Such an unobjective selection process destroys public trust and creates discontent within the TNI itself.

Amid efforts to build a strong and reliable TNI posture for national defense purposes, the KKN (Corruption, Collusion, Nepotism) issue has become a serious challenge in the recruitment and selection of TNI personnel. This KKN practice undermines the integrity and objectivity of the process, as well as threatens the effectiveness and public trust in the TNI. One of the main problems is corruption. The practice of bribery or extortion in recruitment and selection ignores merit and competence as determining factors. This resulted in candidates who did not deserve strategic

positions within the TNI, while qualified individuals were marginalized. The existence of corruption also creates an unhealthy environment within the institution and undermines the morale and ethics of TNI personnel. Besides corruption, collusion is also a significant problem. Collusion occurs when supposedly independent parties work together to influence the recruitment and selection process. This results in injustice and abuse of power. In a collusive environment, recruitment and selection decisions are not based on merit and competence but are influenced by personal or group relationships and interests. Furthermore, nepotism is also a problem that must be overcome. Nepotism occurs when an advantage or preference is given to a family member or close acquaintance in the recruitment and selection process. This practice ignores individual qualifications and abilities and destroys the principle of meritocracy which should be the basis for selecting qualified TNI personnel.

To overcome KKN problems in the recruitment and selection of the TNI, firm and comprehensive action is needed. Implementation of a selection system that is transparent, competency-based and objective must be a priority. Strict

and independent oversight must be carried out to ensure the selection process runs with integrity. It is also important to engage independent external parties, such as oversight agencies or anti-corruption agencies, to objectively oversee and monitor the recruitment and selection process. In addition, there needs to be effective preventive measures. Firm policies must be established to prohibit KKN practices, including corruption, collusion and nepotism in the recruitment and selection of the TNI. The implementation of education and training programs that focus on ethics, integrity and anti-KKN must also be improved. By addressing KKN issues in the recruitment and selection of the TNI, the development of the TNI's posture for national defense purposes can run more effectively and produce qualified, loyal and professional personnel. These steps will build public trust in the TNI and ensure fairness and balance in the recruitment and selection of personnel, which are a strong foundation in maintaining national sovereignty and security.

## **2. Development Process**

Training and development are familiar in the professional world of companies, organizations, institutions or

educational institutions. Training and development itself is one of the functions of human resource management. It can be concluded that training and development are very important for the workforce to create more abilities than they have. It is also intended for these individuals to better master the field of work they will handle in the future (Sudarya, 2021).

The problem of capability training and career development for TNI members is important in the development of an effective TNI posture for national defense purposes (Dachlan M., 2017). Deficiencies or inadequacies in training and career development can harm the ability of TNI personnel to face complex challenges and demands in maintaining national sovereignty and security. Some common problems that often arise in this case are as follows:

1. Limited resources: Sometimes, the available budget for training and career development for TNI members is limited (Susdarwono, 2020). These resource limitations can affect the range, quality, and intensity of training that can be provided to personnel. Lack of budget can also hinder efforts to

update and adopt the latest technology and training methods that are relevant to defense and security developments.

2. Lack of appropriate training programs: At times, there were mismatches between the available training programs and the actual needs of TNI personnel. Inappropriate training programs can result in a mismatch between the skills possessed by personnel and the demands of the tasks at hand. Lack of emphasis on aspects such as technical, managerial, leadership, and problem solving skills can also be a barrier to holistic career development.
3. Lack of career development opportunities: In some cases, limited or unclear career development opportunities can lead to disappointment and lack of motivation among TNI personnel (Nurjanah S., 2019). If personnel feel impeded in their career advancement, this can result in potential loss of talent and lead to a lack of incentives to improve their quality and skills.

4. Lack of recognition and appreciation: Inadequate recognition of the efforts and achievements of TNI personnel in training and career development can also be a problem. When individual efforts and achievements are not properly rewarded, this can dampen enthusiasm and motivation to continue to improve quality and ability.

Training has a crucial role as a means of increasing the capability of TNI personnel in developing a strong TNI posture for national defense purposes. In this context, exercise can provide the following benefits:

1. Improvement of military skills: Through training, TNI personnel can improve their military skills, such as combat skills, maneuvers, shooting, tactics and strategy. This exercise allows them to master the techniques and operational procedures required in real combat.
2. Development of tactical intelligence: Exercises involving combat scenarios and simulations of real situations help TNI personnel to improve their

tactical intelligence. They can hone the ability to make quick and informed decisions in complex situations, as well as learn effective tactics for dealing with possible threats.

3. Improved teamwork and coordination: Exercises involving teamwork strengthen the ability of TNI personnel to work in synergy with their counterparts. Through this exercise, they can improve their communication, coordination and cooperation skills in the context of military operations. The ability to adapt to roles and responsibilities within a team is very important in building an effective TNI posture.
4. Testing of equipment and technology: The exercise provides an opportunity to test and understand military equipment and technology used by TNI personnel. This enables them to hone skills in the use of complex equipment, such as weapons, vehicles, communications, and other advanced equipment required in national defense.
5. Improving preparedness and response in emergency situations:



Through training, TNI personnel can train their skills in handling emergency or conflict situations that may occur. This exercise includes real or simulated scenarios that allow TNI personnel to practice dealing with stressful situations that require a quick and effective response.

6. Evaluation and improvement: Exercise also provides opportunities for continuous evaluation and improvement. In training, TNI personnel can receive feedback from instructors or supervisors regarding their performance. With this feedback, they can identify weaknesses and areas for improvement, and make improvements to improve their capabilities in practice and real combat.

By utilizing training as a means of increasing capacity, TNI personnel can build a strong and reliable posture in maintaining national sovereignty and security. Structured, realistic and ongoing training plays an important role in honing skills, strengthening teamwork and increasing the responsibility of TNI personnel, so that they are able to face

challenges and threats effectively in the framework of building a solid TNI posture for National Defence.

### 3. Management Process

Maintaining the physical, mental and emotional well-being of TNI personnel is important to ensure they remain focused and dedicated in carrying out their duties. Management is directed at efforts to increase the level of welfare of soldiers referring to the physical, emotional, mental and social well-being of members of the military or soldiers. Soldier welfare includes factors such as access to health care, education, adequate housing, adequate wages, sports facilities, family support, and access to welfare programs. A good level of soldier welfare is very important in maintaining combat readiness and the effectiveness of their duties (Arif Effendi, 2023).

The welfare of soldiers is something that needs attention, where currently there is a phenomenon of low and uneven welfare of TNI soldiers. As a means of national defense, guarding Indonesia's defense area is not easy. Therefore, it requires adequate defense equipment as well as the capacity of professional human resources. With a

heavy workload, it is only natural that the professionalism of the TNI must be supported by increasing the welfare of soldiers (Hidayat, 2022).

Personnel welfare is an important factor in improving the quality of human resources in the development of the TNI's posture for national defense. The problem of personnel welfare is crucial in efforts to improve the quality of human resources in the development of the TNI's posture for national defense. However, several challenges need to be overcome so that personnel welfare can run optimally, including:

1. Inequality of compensation: One of the problems that often occurs is the imbalance in compensation between TNI personnel. An imbalance in pay and benefits between personnel's level of rank, experience, and responsibility can create dissatisfaction and hurt their motivation. This can harm the quality of human resources and reduce morale in carrying out national defense duties.
2. Lack of health facilities and services: The well-being of personnel is also associated with the availability of adequate health

facilities and services. Limited quality health facilities and limited access to medical services can hinder the physical and mental well-being of TNI personnel. This condition can affect their performance in carrying out demanding military duties.

3. Limited opportunities for career development: Limited opportunities for career development can be an obstacle in improving the quality of human resources. When TNI personnel do not have adequate access to training, education and career development, their potential to develop and contribute optimally to the development of the TNI's posture is limited. This can hinder their progress up the military hierarchy and affect the quality and professionalism of TNI personnel.
4. Lack of adequate social security: Lack of adequate social security, such as pension programs and protection against unforeseen risks, can also be a problem. TNI personnel who do not have adequate social security can feel financially insecure, which can

affect their motivation and well-being. This can also affect the quality of human resources and the stability of personnel in carrying out military duties.

Personnel welfare is an important factor in improving the quality of human resources in the development of the TNI's posture for national defense. Adequate welfare has a positive impact in several aspects, as follows:

1. Motivation and loyalty: Good welfare of TNI personnel, including fair wages, adequate benefits, health facilities and social security, can increase their motivation and loyalty to the TNI institution. Personnel who feel valued and treated well tend to be more motivated to carry out their duties optimally and are committed to carrying out national defense duties.
2. Productivity and performance: Adequate welfare can also have a positive impact on the productivity and performance of TNI personnel. When personnel feel safe and secure in terms of their basic needs, such as clothing, food, and shelter, they

are better able to focus on military tasks. These conditions can improve the quality of work and increase efficiency in the implementation of national defense tasks.

3. Physical health and well-being: Personnel well-being is also included in the physical health and well-being aspect. Provision of adequate health facilities, welfare programs and medical support can maintain the health of TNI personnel. Good health contributes to the physical fitness, endurance and resilience of personnel in the face of the demanding demands of military duty.

## **CONCLUSION**

This journal concludes that good and effective human resource management plays a crucial role in the development of the TNI's posture for national defense purposes. With careful recruitment, adequate training, well-maintained welfare, good performance management, and effective communication and leadership, the TNI can build a strong posture and be ready

to face various challenges in maintaining national sovereignty and security.

The existence of dynamics in the strategic environment in the development of the TNI's posture is an encouragement to continue to carry out human resource management that is not only adaptive to threats, but also strong in maintaining national defense. Various problems that arise in every process of human resource management require a structured improvement effort from the highest level of decision making to the existing human resources, according to the actors involved in each process. This research is expected to contribute to the development of a better HR management strategy in the context of the development of the TNI's posture.

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