Connecting Strategic Environment and Recruitment Policy: A Case Study of the Indonesian National Army

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Abstract

In facing the dynamics of an ever-changing strategic environment, the Indonesian National Army (TNI AD) is required to ensure effective and adaptive recruitment policies to continue to meet the needs of qualified personnel and suit increasingly complex tasks. This review provides insight into the need for continuity in evaluation and changes in recruitment policies. This research aims to analyze and examine the effect of Suitability Recruitment, Consistency of Recruitment, The results are as follows: Suitability Recruitment has no positive effect on Credibility of Recruitment. In contrast, Consistency of Recruitment positively affects Credibility of Recruitment. Similarly, Legality of Recruitment shows positive effect on Credibility of Recruitment. This has been also shown in the context of Recruitment Transparency where it has positively affected Credibility of Recruitment. The results highlight the need for flexibility and diversification in recruitment policies. Army to continue gathering information and adapting recruitment policies as needed. Hence, this research underlines the importance of developing responsive recruitment policies and continuously innovating to ensure suitability between policies and the demands of the developing strategic environment. The result also provides a recommendation for scholars and practitioners in making better recruitment policy and development.

Keywords: *Strategic Environment, Recruitment Policy, Literature Review, Indonesian National Army*

INTRODUCTION

The Indonesian Army National Army or commonly known as TNI-AD, must immediately change and improve itself in order to enhance the overall military quality and competence of every soldier in facing uncertain environmental situations and conditions, full of global uncertainty. TNI-AD's policy in facing the disruption era needs to develop various innovations including those related to technology transfer, increasing competency through education and training, improving educational curricula, structuring personnel in the use of technology, validating the organization according to defense technology needs and revising doctrine according to technological developments and carrying out revision on combat tactics according to technological developments (Nuraeni, Kustana, & Ali, 2019).

Military reform which is intended to create military modernization can cover various aspects including the military leadership system, joint operations command structure, military force structure and composition, military education and recruitment training, integration of research and development, civil and military defense industry, and the military legal system. In addition, it also requires a breakthrough through restructuring the leadership system and joint operations command system, optimizing the scale and structure of forces, improving the policy-making system and strengthening civil-military integration (Jian, 2019). The need to develop various different military strategies and approaches as part of strengthening defense policy with the support of a good economic and security system as a means of realizing the country's vision and goals (Oteir & Al- Otaibi, 2022; Pertiwi & Perwita, 2021; Petpairote, 2023; Rabialdy, Noor, & Isa, 2023)

The idea of encouraging the TNI-AD to become part of the world-class army is a concept of developing military

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power to become world-leading and equal to the large military powers of other countries by developing modernization and meeting a series of benchmarks in assessing progress (Fravel, 2020). To become a world-class army, efforts are needed to improve military capabilities by carrying out comprehensive modernization of defense and national strength, especially in relation to theory, organizational structure, services and weapons (Campbell, 2021). Leadership and a clear vision in implementing military reform are the main forces for ongoing military transformation in developing the world class army concept (Wei, 2022). The Gulf War and geopolitical changes at the end of the Cold War encouraged military reform through military modernization so that the development of the armed forces was able to exceed expectations in achieving military superiority in order to achieve global military supremacy (Santayana, 2021). Structural reconfiguration and modernization of material and doctrine in the military are basically able to encourage the revival of doctrine and strategic thinking so that it can have an impact on future military operations (Tijerina & Baig, 2022).

Current technological developments have changed the world and the form of warfare. While previously countries relied on conventional warfare equipment to achieve strategic objectives, in the 21st century, conflict and warfare incorporate a multi-domain approach that exploits enemy vulnerabilities. Technological mastery is needed in line with the development of defense technology which is growing rapidly so that it needs to be balanced with increasing human resource expertise related to operating capabilities, production independence and technological development which needs to be supported by an adequate defense industry for the availability of effective weapons technology (Sebastian, 2015). Hybrid warfare is modern warfare with a style of warfare that combines political, economic, social and kinetic aspects in a conflict that knows no boundaries between civil and military in the form of covert or open warfare and occurs during war or peace situations (Weissmann, 2019). Hybrid warfare is non-contact warfare to achieve national goals including cyber warfare, electronic warfare, Integrated Network Electronic Warfare, information operations including psychological warfare, media warfare, and legal warfare so that armed forces are needed that are capable of carrying out counter strategies aimed at countering manifestations of hybrid warfare in any form that must take into account the external environment and security situation, technological advances and the challenges of multispectral conflict (Singh Yadav, 2019).

Lack of knowledge in current military education practices includes the processes of metacognition, self-regulation, coping, communication and mental modeling together in implementing science-based education to support the country's future cyber defense (Knox, Lugo, & Sütterlin, 2019). For this reason, military organizations need to improve military capabilities that form the conventional component in hybrid warfare according to the capabilities required in physical and virtual domains. Intelligence, Surveillance and Reconnaissance capabilities in the space and air dimensions including controlling remote sensing satellites, electronic intelligence satellites, unmanned aerial vehicles and long-range maritime patrol aircraft are capabilities that are needed today. Another capability is carrying out information warfare, namely psychological operations, electronic warfare and cyber warfare or cyber and Space warfare, as well as Anti-Satellite Defense (ASAT). Technology needs to be embraced because technology has redefined the way of war, the threats of the future, as well as being the main driver of the kinetic and non-kinetic dimensions of war fighting. Countries that are much smaller in size such as Singapore and Israel are role models in terms of optimizing technology. Supporting technological mastery in national and military affairs is an effort to survive or die.

Therefore, the military curriculum needs to be adapted to the latest theories, especially in the field of military education, and it is hoped that graduates will have the professionalism and performance expected (Tippe & Fitriati, 2021). In military training, it is necessary to have a standard military curriculum so that the soldiers being trained have basic military skills (Husein, 2015). The military curriculum needs to be improved that focuses on critical thinking, openness and diversity by military stakeholders and educators (Goode, 2019). The development of teaching methods by applying the military curriculum must be based on the construction of military curriculum teaching so as to make the learning process take place properly and be able to build a theoretical and practical system that adapts to the construction of the military curriculum and the characteristics of teaching in new situations (Luo & Su, 2017).

The military education system needs to develop capabilities in strategy, teamwork and networking and

encourage loyalty, effort and a job well done (Crecente, Sarabia, & Teresa del Val, 2021). The military education system needs to focus on training in the form of skills that have special involvement and are needed in future combat where learning can be measured by mastery of doctrine and predetermined criteria with the aim of transforming an officer from a beginner to a military specialist that includes training programs ranging from the basic curriculum of education in the service to further education (Tung, Huang, Keh, & Wai, 2009). The military education system is able to form soldiers who are ready to carry out orders through critical thinking within the scope of orders in a hierarchical manner (Santoso, Kholil, Widaningsih, & Widowati, 2022).

From the aforementioned, it is still unclear whether previous studies have tried to review recruitment policy in the Indonesian National Army. Thus, in this article, the researchers attempt to apply recruitment policy theory and give the rationale provided above. This article focuses to pinpoint the issues on the relationship between Suitability Recruitment, Consistency of Recruitment, Legality of Recruitment, and Recruitment Transparency towards Credibility of Recruitment in Indonesia.

LITERATURE REVIEW

Literature study is applied in this research which involves collecting, analyzing and interpreting information from various literature sources relevant to a particular research topic. In the context of studying the strategic environment and recruitment policy in the Indonesian National Army, the literature study method was applied with the initial steps of clearly determining the topic to be researched. Next, setting research objectives was done by identifying the latest recruitment trends, examining the impact of changes in the strategic environment on recruitment policies, and the like. The following step was searching for literature, relevant to the topic which were obtained through books, scientific journals, conference papers, government reports, and online articles related to the strategic environment and recruitment policies in the Indonesian National Army. Collecting relevant and significant literature related to the topic using academic databases, university libraries, online journals, and other trusted sources was also part of the process. Literature selection was based on quality, relevance and source credibility. Analyzing and making notes on findings relevant to the research topic was also performed subsequently. Identifying patterns, trends, differences, and similarities in the literature was also done by the researchers. Critizing and comparing the opinions of various authors to gain deeper insight, as well as synthesizing information from various sources to develop a comprehensive understanding of the strategic environment and recruitment policies in the Indonesian National Army were also conducted in the process. Lastly, identifying the implications of the findings for existing recruitment strategies, as well as potential changes that needed to be made was also implemented by the researchers.

Strategic Environment

Khatib (2016) states that in a military approach, internal or external factors are environmental conditions that are very complex, interrelated, dependent and complementary. External factors, such as economic, political, diplomatic, military, or humanitarian factors, are typically implemented in collaboration with internal agencies and apparatus. Therefore, it can be challenging to distinguish between internal and external factors as they are closely related. The line between internal and external factors may actually be less sharp because both internal and external players may have a stake in intensifying or sustaining conflict. Stojkovic & Radovic (2017) states that the strategic environment is factors that have different influences on certain subjects in an interconnected system. The strategic environment is part of the strategic planning component which is the process of always placing an organization in a strategic position so that it can always be in a profitable position (Ajibroto, Keizer, & Pringgabayu, 2018). The strategic environment becomes a preference in formulating policies by considering national will to achieve the national interests of a country (Nashir, Komeini, & Rosdiana, 2021). In facing various threats as an impact of the strategic environment that has uncertainty, complexity, and dynamics, it is expected that national defense is prepared with a layered defense strategy by combining military defense and non-military defense that supports each other and does not depend on other countries (Wijaya, Widjayanto, & Nuriada, 2022).

Halmaghi (2021) defines external factors as an organization's external components and institutions that have a long-term impact on how well it achieves its objectives and changes over time. All external aspects that eventually have a direct or indirect impact on performance, activity, and the acquisition of the resources required

to meet the established goals are considered external factors. Ward & Peppard (2013) identify the external environment i.e. Political, Economic, Social, and technological (PEST) elements as an examination of a company's external environmental elements encompassing social, political, economic, and technological domains. Legal concerns, official and informal regulations governing the environment in which a business or organization operates, and different government acts and policies that may have an impact on the firm are examples of political elements. For instance, taxation policies, labor laws, municipal ordinances, trade laws, and political stability. All elements that impact consumers' purchasing power and the enterprise's cost structure are considered economic considerations. For instance, inflation rates, interest rates, criteria for currency rates, and economic growth. Social aspects encompass all variables that have the potential to impact customers' wants and the size of the current market share. For instance, the degree of education, population growth rate, the safety and welfare of the public, and the circumstances of the workplace and social environment. Anything that can assist in overcoming obstacles in business and promoting the effectiveness of business processes is considered a technology component. (Ward & Peppard, 2013).

Every TNI operation can be sustained by changing military doctrine in the face of a variety of threats and the dynamics of the strategic environment, which can alter the way that a nation implements its national security system. (Asmoro, Zuhdi, & Putro, 2022). A manifestation framework capable of capturing the convergent and divergent evolution between organizational components whose nature can favor or hinder learning actions, as Halmaghi (2021) defines the external environment as conditions outside the organization that cannot be controlled. It also expresses a series of heterogeneous conditions that exert a direct or indirect influence on the way the organization operates. He claims that there are two major categories of the external environment that are relevant to educational activities, particularly military education: the micro and macro environments (Halmaghi, 2021). The microenvironment is an external factor that requires urgent action, which directly affects the organization. Macro-external factors are vast, complex, dynamic, unpredictable environments and, in some situations, can interfere with activities within educational institutions and have relative long-term impacts.

The microenvironment consists of suppliers who provide the necessary resources to carry out activities under optimal conditions. Intermediates are channels that convey information about an organization's activities including websites, social media and advertising agencies. Consumer customers who use the products we produce include ministries of defense, defense institutions, public officials or national security. A competitor is an organization that produces a similar product. Other public institutions such as local administrative bodies, banks, media and community associations. Macro external factors consist of demographic, economic, socio-cultural, management, policy, legal, ecological and technological aspects. Demographic conditions are all demographic elements that affect and apply in education, both military and civilian, such as the location for entrance examinations, the level of knowledge of teachers and the level of competition that teachers follow to teach at military institutions. The economic conditions are all economic elements in an environment that have direct action with universities. Socio-cultural conditions are all that include value systems, traditions, norms of coexistence, behavioral habits and demographic tendencies specific to the geographical area. Planning, organizing, coordinating, and assessing the actions completed are all integrated within management. One element that either encourages or restricts learning activities is policy. The legislative institutional system that creates a legal framework for conducting educational activities is the legal side. Ecology plays a significant role in educational activities, particularly those that rely on natural resources and are subject to legal constraints and environmental protection regulations. The availability of laboratories, the degree and caliber of technology employed, the acquisition of licenses and patents, the ability to document, the ability to innovate and be creative, and the caliber of technical-scientific research are all indicators of technology. The strategic environment of military education is impacted by both internal and external forces. Irish Defence Forces (2021) identify four internal conditions that are strategic priorities to achieve goals, namely personnel, environment, engagement and quality assurance. Maru (2015) suggests using the McKinsey 7S model to leverage internal resources in order to build a competitive environment that is sustainable and help the organization reach its goals.

An organization develops a strategy to create and preserve a sustainable competitive advantage. The goal of strategy is to help the company win the competition. To ensure that all individuals or groups within the strategy understand how to use it and help the organization achieve its goals, the strategy needs to have a firm and

obvious direction. The way an organization uses its system, as well as the way power and responsibility are delegated, communication flows, and tasks are assigned to work units, are all influenced by its organizational structure.

What the organization hopes to do in accordance with its plan is the aim. A visible aspect or element makes it easy to modify or arrange. This is known as structure. An organization's internal processes and procedures are called systems. The organization's everyday operational procedures and decision-making processes are contained in the system. If there are changes within the organization, the system becomes the management's primary concern. Abilities or competencies that exist in the organization in accordance with the expected standards are called skills or skills. With the skills of the organization, it is expected to achieve the goals it has set. Skills or skills that exist in the organization include capabilities and competencies. Human Resources (HR) is an organizational asset. Managing an organization means selecting, hiring, training according to the needs of the organization, then how they are motivated and valued by the organization. The way that upper management leads its staff can have a significant impact on the organization's success. A competent leader will increase staff loyalty and comfort levels. The degree to which an organization can meet its goals and objectives is influenced by the leadership style employed. Share values are a core aspect of the organization that will shape the work culture. Share values are standard norms that apply to everyone in behavior that will ultimately shape the company's image (Kocaoglu & Demir, 2019).

Recruitment Policy

Recruitment policy is an effort made to find or select qualified and professional candidates (Budi & Ardini, 2020). Recruitment policy requires flexibility along with various changes to be adapted to management needs and can be used to recruit various types of personnel who utilize modern recruitment methods to be more effective (Kumar & Ganesh, 2022). Recruitment policies need to be determined appropriately as they can reflect the organization's strategy (Babu & Kumar, 2022). And recruitment policies need to focus on information system openness (Hidayatullah, Noer, Kadarisman, & Satispi, 2022). Schreurs and Syed (2004) state that procedures and initiatives carried out by the company with the main goal of finding and attracting new employees are included in the recruitment process. All organizational policies and procedures that influence the quantity or quality of candidates willing to apply for or accept available positions are included in the recruitment process. Various challenges in an organization's recruitment policy can occur due to lack of adequate knowledge and skills from job applicants, a recruitment process that is still manual-based, resistance to union changes, and limited access (Ajadi, Adewumi, & Ntshangase, 2022). The effectiveness and efficiency of organizational performance is strongly influenced by the quality and competence obtained from the results of the recruitment and selection process determined based on job analysis (Ngbuelo & Ome-egeonu, 2021).

The provision or recruitment of TNI-AD soldiers is carried out through 3 (three) stages, namely acceptance, deployment and appointment. Acceptance is part of the provision process carried out by selecting citizens to be volunteer soldiers. The goal is to meet the objectives of a professional, effective, efficient and modern TNI-AD force. Acceptance activities are carried out through several stages: 1) campaigning; 2) registration; 3) requirements research; 4) calling; 5) testing; and 6) selection. After the process is complete, the appointment is carried out as a student soldier. Deployment is an activity that aims to fill the needs of Army soldiers according to the qualifications required by the organization through the process of calling, screening and selecting citizens who meet the requirements to become mandatory soldiers. Deployments are carried out by a deployment commission. Appointment as an official action to appoint someone to become a TNI-AD soldier to obtain legal certainty as a basis for completing the next soldier training administration. Appointment to the TNI-AD consists of 2 (two) types, namely the First Appointment, which is the administrative process to appoint a student soldier to become a soldier after graduating from the first phase I education (basic soldier education) and the appointment of students to become Officers / Non-commissioned Officers after graduating from their basic education. Reappointment, which is an administrative process to reappoint former volunteer soldiers and compulsory soldiers.

Officers are obtained from TNI Academy graduates who come from the community, graduates of First Education / Officer Basic Education who come from the community / soldiers, former soldiers of the officer

rank class, volunteer soldiers and compulsory soldiers who are reappointed, and non-commissioned officers who receive extraordinary promotion awards (KPLB) to become officers. The TNI Recruitment Policy based on the Regulation of the Commander of the Indonesian National Army Number Perpang/45/VII/2008 dated July 21, 2008 to carry out provision activities is determined by the following basic policies are The provision of soldiers is organized according to the needs of the organization's managing, The provision of soldiers is carried out by prioritizing quality over quantity, The composition of the provision of soldiers is drawn up according to the needs of the organization and the task environment, and The provision of soldiers is carried out through a selection process by taking into account regional and domicile factors.

The provision of soldiers is all efforts, work and activities in a planned, directed and continuous manner, to obtain and prepare soldiers, to fill the needs of a certain period, so as to achieve the required level of strength. The provision of soldiers is carried out through the acceptance of citizens into prospective volunteer soldiers, as well as the deployment of citizens to compulsory soldiers and the reappointment of former soldiers with due observance of specified requirements.

The principle of the Army Recruitment Policy (Schreurs & Syed, 2004) is equitable distribution that the provision of soldiers must be able to provide opportunities to all Indonesian citizens throughout the territory of the Republic of IndonesiaThe provision of soldiers prioritizes the results of quality provision rather than the expected quantity. And Efficiency, namely budget utilization is carried out as optimally as possible to achieve goals.

The dimensions to get a good recruitment model are knowledge of the organization and recruitment committee, suitability of applicants' perceptions, attractiveness of jobs and organizations, social influence and desire to get vacancies. Employer knowledge becomes an association of job seekers as an employer so as to create a formula for applicants to categorize, store and remember information related to employers. Employer knowledge plays a central role because what is known about an organization affects how it responds to a given employer in various phases of hiring. There are three indicators of knowledge about an employer, namely the level of familiarity, image, and reputation of the employer. The level of familiarity with the organization relates to the applicant's perception of the attractiveness of the employer organization. Familiarity with the overall organization is related to the applicant's perception of the attractiveness of the company as an employer. Familiar organizations are considered more attractive. The image of the company refers to the content of the beliefs that the applicant has about the employer organization. Employer reputation or public evaluation of an organization describes the organization in terms of subjective, abstract, and intangible attributes. The reputation of the employer conveys symbolic information of the company in the form of an image that the applicant gives to the organization.

The perceived level of match is the applicant's match with the job, and the applicant's match with the organization. An applicant's suitability for the job is determined largely by the perception of a fit between the applicant's skills, knowledge and abilities, as well as the demands, responsibilities and characteristics of the job. An applicant's fit with an organization is determined by the applicant's perception of the fit between them and the organization in terms of values, goals, needs/supplies and personality/climate.

Table 1. Operational Definition, Dimensions, and Indicators of Recruitment Policy

Recruitment policy	
Definition: Recruitment encompasses the practices and activities undertaken by an organization with the primary objective of identifying and attracting potential employees	
1.	Suitability of military needs
	Indicator
	a. Description of military competence
	b. Description of tasks by military need
2.	Consistency of Military Recruitment Criteria
	Indicator

		a. Recruitment criteria refer to the previous policy
		b. Recruitment needs advertised
		c. Military recruitment evaluation
3.	Legality of Military Recruitment	
	Indicator	
	a. Legality guarantees equal opportunities	
	b. The recruitment process is fair and non-discriminatory	
	c. Military recruitment applies a risk management process	
4.	Credibility of Military Recruitment	
	Indicator	
	a. The need to build a "Talent Pool"	
	b. Formations are advertised as needed	
	c. Good recruitment practices	
5.	Military Recruitment Transparency	
	Indicator	
	a. The procedure is carried out transparently	
	b. The process is monitored by stakeholders	
	c. Documentation of decisions at each recruitment stage	
	d. Availability of a recruitment appeals process	

Hypotheses Development

Based on the above explanation, the research has developed hypotheses as follows: Suitability Recruitment positively affects Credibility of Recruitment (H1). Consistency of Recruitment positively affects Credibility of Recruitment (H2). Legality of Recruitment positively affects Credibility of Recruitment (H3). Recruitment Transparency positively affects Credibility of Recruitment (H4). All hypotheses can be drawn as Figure 1 Conceptual Model as follows.
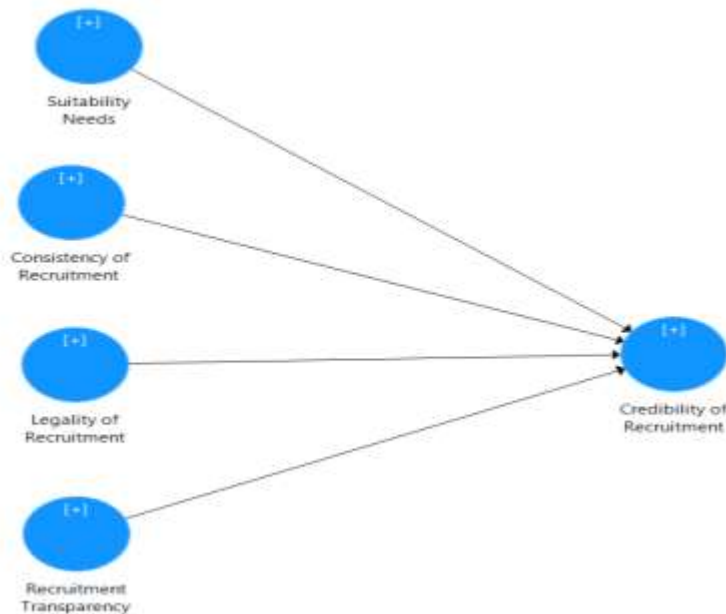

Figure 1. Conceptual Model

METHODOLOGY

The methodology is quantitative, analyzing issues as they pertain to recent data from a population. The purpose is to test theories or provide answers regarding the state of the topic being studied. The study's hypothetical-deductive methodology was used to develop a research model, which was then tested using a quantitative predictive method to forecast the relationships between the five integrated variables. Five latent variables are examined and their values are determined using indicators. A research model can be developed and illustrated as Figure 1 as follows, taking into account the development of the hypotheses and the variables measured.
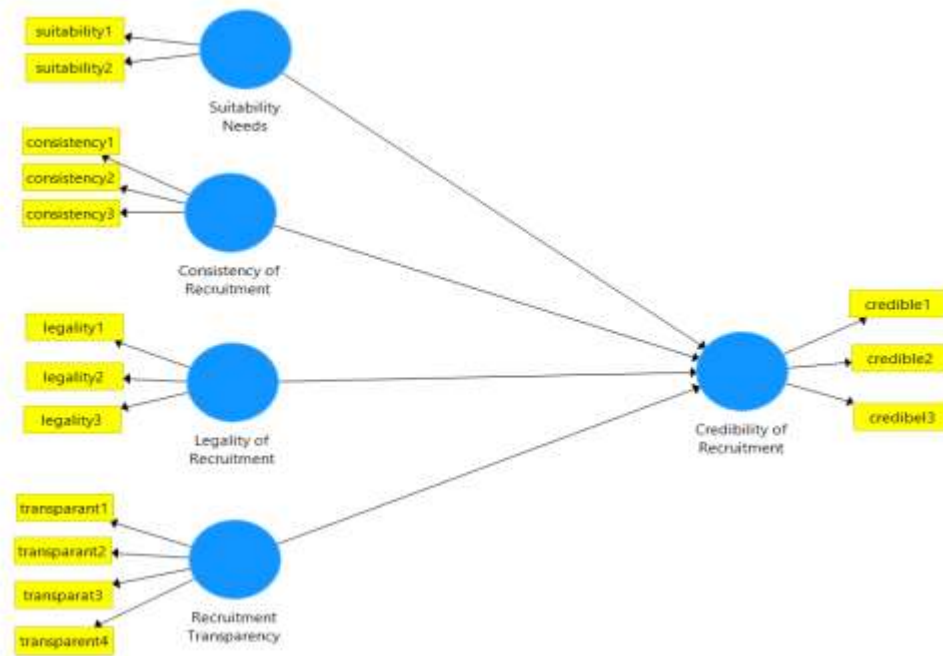
Figure 2. Research Model

A five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), was used to collect data on a short questionnaire that was constructed based on established measures for all variables. The questionnaire was electronically submitted to 500 army leaders who execute recruitment programs in Indonesia. Additionally, 100 valid responses were received, yielding a response rate of 20%, which is consistent with the study. SmartPLS version 3.0 and partial least squares (PLS) were used to analyze the data. An analysis of respondents' attributes was done using descriptive statistics. Variance-Based Structural Equation Modeling was used to perform Inductive Statistics. Partial Least Square is used in path analysis and comprises three relationships. The measurement model, or outer-model, describes how a latent variable and its indicator are related. inner model (structural model) that describes the connection between latent variables. In evaluating latent variables to be estimated, and weight relation (Ringle, Wende, & Will, 2015).

The degree to which a measuring tool's accuracy and precision can quantify a construct is referred to as its validity. Convergent validity and discriminant validity evaluate construct validity computations. Internal consistency of a construct's indicators, which reflects the extent to which each indicator points to a shared latent element, is referred to as reliability. Composite Reliability and Cronbach's Alpha are used to evaluate reliability calculations. (Ringle et al., 2015).

A hypothesis test can be conducted if all variables and indicators have been deemed valid and reliable, and the model's goodness of fit satisfies the predictive relevance.. For hypothesis testing by using a probability or alpha value of 5% and the t-statistic value is 1.96. So that the criteria for accepting the hypothesis are when the t-statistic is > 1.96 and the p-value is <0.05.

RESULT & DISCUSSION

Respondent Profile

The Indonesian army chiefs were the study's population. Purposive sampling was used to collect 100 samples with the explicit goal of conducting a recruitment program. Table 3 displays the profile of respondents involved in this study, including the following details: 80% of respondents are men and 20% are women; age ranges are 20–35 years (50%) and 36–50 years (50%); and length of work is between 2 and 5 years (50%).

Table 2 Respondents Profile

Description	Percentage	Percentage
Army Leaders	Men = 80%	Women = 20%
Age	20-35 = 50%	36-50 = 50%
Work	2 Years = 50%	5 Years = 50%

Outer Model Evaluation

Based on Figure 3, it can be evaluated for Convergent Validity as outer loading for all indicators that were declared valid due to > 0.60. Discriminant Validity as Average Variance Extracted (AVE) > 0.5 (Ringle et al., 2015). Based on Table 3, it can be evaluated the of Reliability for all variables that were declared reliable. Reliability of each variable that Composite Reliability > 0.80 (Ringle et al., 2015).

Table 3. Reliability of Variables

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Consistency of Recruitment	0.759	0.859	0.671
Credibility of Recruitment	0.850	0.909	0.768
Legality of Recruitment	0.723	0.843	0.641
Recruitment Transparency	0.739	0.832	0.554
Suitability Needs	0.589	0.829	0.709

Based on Figure 3, R-square is valued as 0.480 on Credibility of Recruitment, it means 48% can be explained by related dependent variables under study, while the remaining 52% explained by other variables outside the research model.
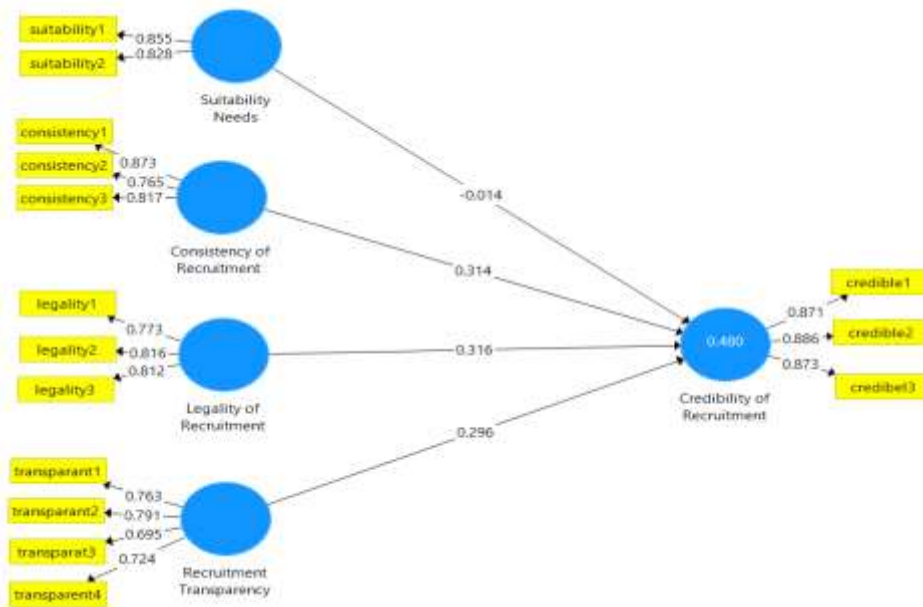
Figure 3. PLS Algorithm

Inner Model Evaluation

Q-square is performed to generate a predictive relevance (Goodness of Fit) by using a Stone-Geisser test to find out relative influence of structural model on observation measurement for endogenous latent variables. Q-square = 1 − (1−R-square). Since the value of Q-square is positive and > 0.35 it indicates that the observed value has been well reconstructed and model has a strong predictive relevance (Ringle et al., 2015). Later, it can be continued to test all hypotheses by performing PLS Bootstrapping from the smartPLS as shown in Figure 4 below:
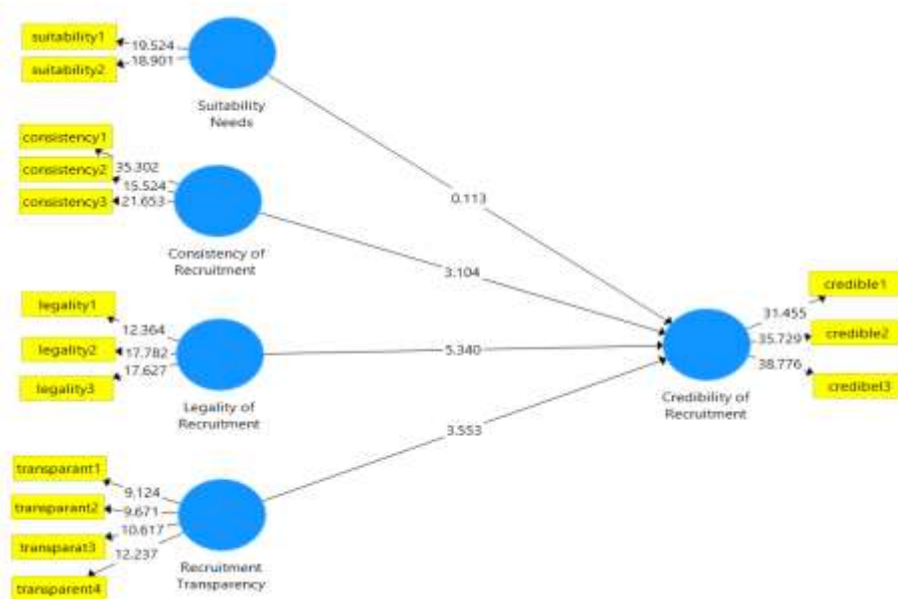
Figure 4. PLS Bootstrapping

It can be evaluated also by using significance level 5%, the value of acceptance area Ho +/- 1.96. If value of T Statistics is greater than +/- 1.96 then Ho is rejected or alternative hypothesis is accepted, as per Table 4.

Table 4. Path, T-Statistics and P Values

Hypotheses	Correlation (r)	T Statistics	P Values
Suitability Needs -> Credibility of Recruitment	-0.014	0.113	0.910
Consistency of Recruitment -> Credibility of Recruitment	0.314	3.104	0.002
Legality of Recruitment -> Credibility of Recruitment	0.316	5.340	0.000
Recruitment Transparency -> Credibility of Recruitment	0.296	3.553	0.000

The results based on calculation as follows. Suitability Recruitment not positively affect Credibility of Recruitment (H1 Not Supported). Consistency of Recruitment positively affect Credibility of Recruitment (H2 Supported). Legality of Recruitment positively affect Credibility of Recruitment (H3 Supported). Recruitment Transparency positively affect Credibility of Recruitment (H4 Supported).

DISCUSSION

Based on results above can be discussed as follows. Suitability Recruitment not affect Credibility of Recruitment. Consistency of Recruitment positively affect Credibility of Recruitment. Legality of Recruitment positively affect Credibility of Recruitment. Recruitment Transparency positively affect Credibility of Recruitment. The relationship between suitability recruitment, consistency of recruitment, legality of recruitment, and the credibility of recruitment is intricate and crucial in building a reliable and effective workforce. Suitability Recruitment. Suitability recruitment refers to the process of hiring individuals who possess the necessary skills, qualifications, and characteristics required for a particular job. When the recruitment process focuses on identifying candidates who are the best fit for the job in terms of skills, experience, and cultural alignment, it enhances the credibility of the workforce. Suitability ensures that employees can perform their roles effectively, reducing turnover and improving overall organizational performance. Consistency of Recruitment. Consistency in recruitment involves applying standardized and fair procedures throughout the hiring process, ensuring that all candidates are treated equitably. Consistency is vital for credibility. It implies that the recruitment process is transparent, fair, and free from biases. When candidates perceive fairness, it contributes to a positive employer brand and fosters trust. Moreover, consistent practices reduce the risk of legal challenges related to discrimination or unfair treatment. Legality of Recruitment. Legal recruitment involves adhering to relevant laws, regulations, and ethical standards throughout the hiring process. This includes compliance with anti-discrimination laws, labor laws, and other applicable regulations. Legal compliance is a cornerstone of credible recruitment. Unlawful or unethical practices can damage the reputation of an organization, leading to legal consequences and negative public perception. Adhering to the law ensures that the recruitment process is conducted ethically and transparently, contributing to the credibility of the organization. Suitability, consistency, and legality are interconnected. A consistent and legal recruitment process helps ensure that the right candidates are selected based on their suitability for the job. A lack of legality can compromise the overall credibility of the recruitment process, regardless of the suitability of the selected candidates. Integrating these factors mitigates the risk of hiring decisions being perceived as arbitrary or biased. It also reduces the likelihood of legal challenges, creating a recruitment process that is not only effective but also defensible. In summary, the credibility of recruitment is a holistic outcome of aligning suitability, consistency, and legality. Organizations that prioritize these elements create a transparent, fair, and legally compliant recruitment process, enhancing their reputation and building trust with both current and potential employees.

The strategic environment and recruitment policies in the Indonesian Army can be produced by summarizing the main findings from various literature sources. There is a close relationship between the strategic environment faced by the Indonesian Army and the recruitment policies implemented. The changing strategic

environment, such as political, economic, social, and technological changes, has a direct impact on the demands of required personnel and the profile of potential soldiers. Flexibility in recruitment policies is important to respond to evolving challenges and needs. The development of modern technology has resulted in the need to increase technical expertise and special skills within the Indonesian Army. Recruitment policies are directed at attracting individuals with relevant educational and training backgrounds so that the Indonesian Army has personnel who are able to adapt to changing technology and increasingly complex tasks. The dynamic strategic environment requires the Indonesian Army to adopt a flexible and diverse recruitment approach. This involves reviewing the admissions criteria, selection process, and recruitment sources to ensure that various levels of society can be accommodated within the Army's range of soldiers. Human resources that are diverse in terms of age, gender and social background are an important asset in facing strategic environmental challenges. Recruitment policies should reflect a commitment to inclusivity and equality, and take into account the different needs and potential contributions of various groups. Recruitment policies need to be considered in the context of cooperation between TNI branches and other agencies. Apart from recruiting potential new soldiers, it is also important to consider internal career development opportunities to maximize the potential of existing personnel. The literature review shows that the strategic environment is not static, and recruitment policies must also be dynamic in responding to these changes. It is important to adopt a continuous approach in gathering information and evaluating recruitment policies, and be willing to make necessary changes.

Some general information about the strategic environment and recruitment policies in the Indonesian Army. Indonesia, being the largest archipelagic country in the world, faces various regional challenges. The country has a vast territory, and its military, including the Army, plays a crucial role in safeguarding its sovereignty, territorial integrity, and national interests. Indonesia has faced challenges related to terrorism and insurgency, particularly in certain regions. The Indonesian Army is involved in counter-terrorism operations and maintaining internal security. Given its extensive coastline, maritime security is a significant concern for Indonesia. The Army may collaborate with other branches of the military and security agencies to address maritime challenges. Indonesia actively participates in international peacekeeping missions. The Army contributes troops to various United Nations peacekeeping operations, reflecting its commitment to global stability.

Army recruitment policy is a comprehensive set of guidelines and procedures designed to attract, select, and enroll individuals into military service. While specific details vary by country and military branch, here is an overview of the elements commonly found in recruiting policies. Eligibility criteria consist of: Minimum and maximum age limits to apply, Minimum educational standards or equivalent credentials, citizenship or residence status, assessing criminal record, Physical tests to assess strength, endurance, and overall fitness, Health checks to ensure candidates meet health standards. Application procedure of individual expressing interest in joining the army, Evaluation of cognitive abilities, skills, and knowledge, Personal interview to assess motivation, commitment, and suitability, Verification of education, employment, and personal history, Final processing and testing. Measures to promote equality of opportunity for men and women, ethnic and cultural considerations: Efforts to ensure diverse representation, Provisions to prevent discrimination based on race, religion, or sexual orientation. The training program consists of general basic training for new recruits and training programs for specific roles and responsibilities in the military, cultivating leadership skills. Promotion criteria and pathways in the military to encourage experienced personnel to expand their service. However, to deal with public or internal problems there are mechanisms to adapt to challenges and improve the recruitment process. Use of technology such as modern tools, online platforms, for recruitment and communication. The application of technology is used in testing and evaluating candidates. Technological advancement: Incorporation of new technologies and methodologies in the recruitment process. Community engagement to connect with local communities and promote the benefits of military service. Communication strategies to inform the public about the army and its recruitment opportunities. Response to geopolitical changes and Adaptation of recruitment policies based on changing global or regional circumstances. It is important to note that the specific details of recruitment policies can vary greatly depending on the country, its military structure, and the geopolitical context. For the most accurate and up-to-date information, it is recommended to refer to the official documentation and announcements of the specific troops in question.

Recruitment policies in civil organizations and military organizations have significant differences, considering the nature and objectives of each. The following are some comparisons between recruitment policies in civilian organizations and military organizations. First, the Goals and Nature of the Organization. Civil organizations usually aim to provide public services, carry out government functions, or handle various aspects of civil society life. Military organizations' main focus is national security and defense. Military organizations are tasked with safeguarding state sovereignty and engaging personnel in military and security tasks. Second, Acceptance and Types of Work. In Civil Organizations recruitment can occur throughout the year for various positions and jobs. The selection process involves considering skills, education, and experience that match the organization's needs. As for Military Organizations, acceptance usually occurs on a scheduled basis and involves a stricter selection process. Military recruitment focuses on creating personnel ready for national security tasks. Third, Education and Skills Requirements. In Civil Organizations Education and skills requirements vary depending on the type of job. Certain positions may require certain degrees or training. However, in Military Organizations, in addition to general educational requirements, military organizations may set specific standards, such as physical and psychological tests, to ensure prospective personnel can meet the demands of military duty. Fourth, Selection and Training Process. In Civil Organizations, the selection process may involve interviews, skills tests, and other assessments. Training is usually related to the specific job to be carried out. As for Military Organizations, the military selection process involves physical endurance tests, psychological tests, and intensive military training that includes discipline, tactics, and combat skills. Fifth, Service Period. Civil Organizations, usually do not have a specific period of obligation. Employees can work for an organization as long as they meet job requirements and organizational policies. Military organizations have certain term obligations, such as service contracts. Military personnel are required to undergo active service for a certain period in accordance with military laws and regulations.

CONCLUSION

Based on the analysis and discussion of the research result above, it can be concluded that Suitability Recruitment has no positive effect on Credibility of Recruitment. Meanwhile, Consistency of Recruitment positively affects Credibility of Recruitment. Similarly, Legality of Recruitment positively affects Credibility of Recruitment. In addition, Recruitment Transparency also positively affects Credibility of Recruitment. Recruitment Policies of The Indonesian Army primarily relies on voluntary service, and individuals usually join the service on a voluntary basis. Recruitment may go through a selection process that includes physical fitness tests, medical examinations, and interviews. Educational qualifications may vary based on the specific role within the Army. While some positions may require a high school diploma, others may demand higher education or specialized skills. Recruits undergo rigorous training programs to develop military skills, discipline, and a strong sense of duty. Training includes both physical and mental components, preparing recruits for the diverse challenges they may face. Efforts may be made to ensure diversity and inclusion within the armed forces. This includes recruiting individuals from various backgrounds, ethnicities, and regions to create a more representative and cohesive military. The institution should have a system for career advancement, allowing individuals to progress through the ranks based on their performance, experience, and leadership abilities. Like many armed forces, the Indonesian Army may be involved in modernization efforts, incorporating advanced technology and equipment to enhance its capabilities. This result provides a recommendation for academicians and practitioners in making better recruitment policy and development.

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
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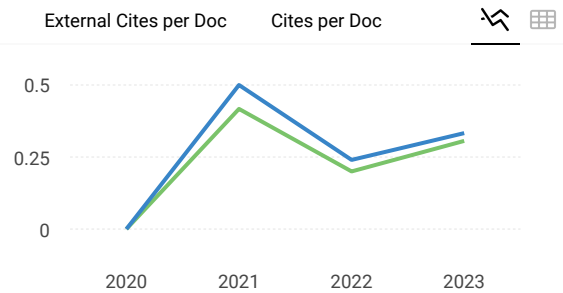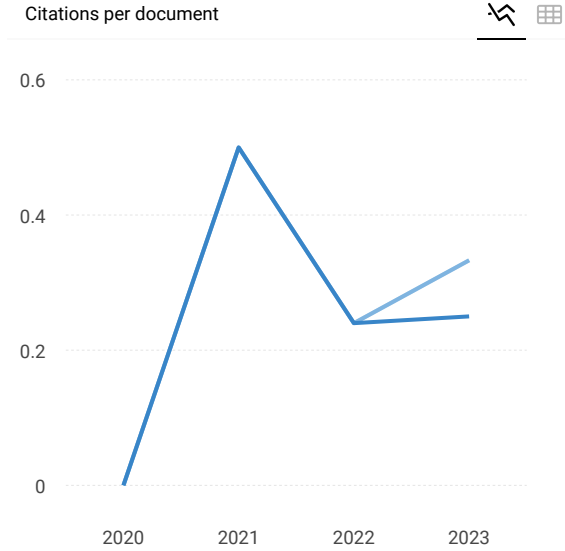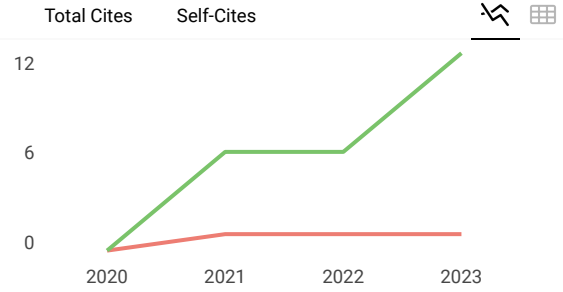| Year	Documents published	Actions
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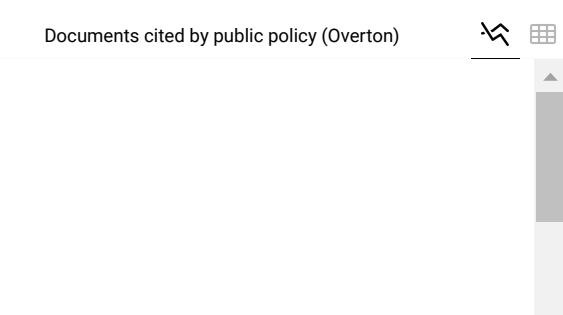**SCOPE**

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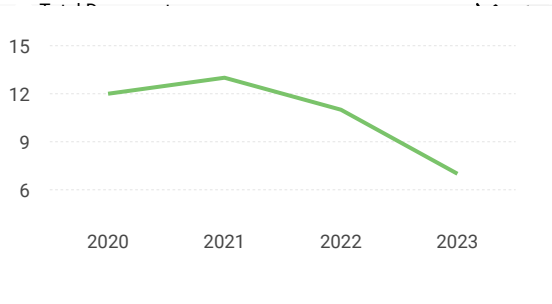
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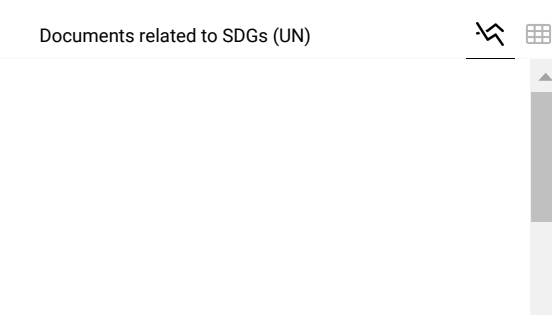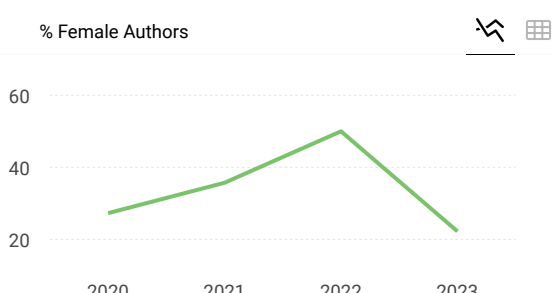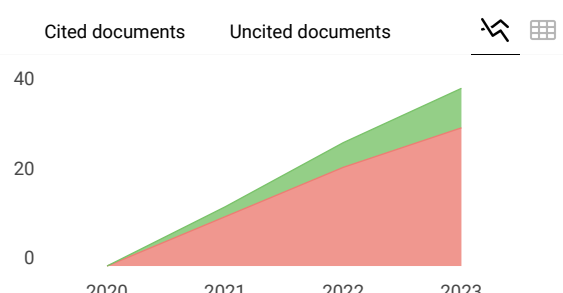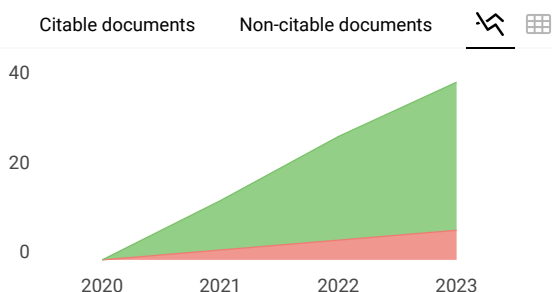
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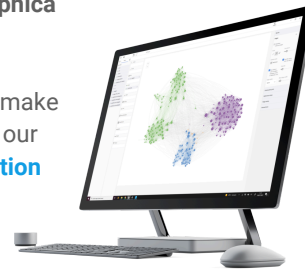← Show this widget in
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