



Analysis of the Influence of Recruitment and Competence on the Performance of Group 3 Kopassus Personnel

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Abstract: Group 3 Kopassus is one of the units in the Kopassus ranks that has the ability to multiply forces to complete selected strategic targets. In the face of modern challenges such as global terrorism, asymmetric warfare, and cyber threats, competency-based recruitment is key to ensuring personnel quality. This study aims to analyze the influence of recruitment and competency on the performance of Kopassus Group 3 personnel and evaluate the strategic recruitment process in supporting organizational sustainability. A qualitative approach with a case study design was used in this research, with direct observation methods to explore the dynamics of recruitment and competency development. The results show that rigorous competency-based recruitment contributes significantly to operational performance, although it takes a long time and can hinder the procurement of personnel in urgent situations. Key competencies that influence operational effectiveness include technical capabilities such as terrain navigation and infiltration, as well as nontechnical capabilities such as leadership and mental resilience. The conclusion of this study is the importance of balancing time efficiency with recruitment quality through process optimization without compromising standards. Suggestions are given to improve continuous training and recruitment support technology to strengthen adaptability and operational readiness.

Keywords: Competency-Based Recruitment, Kopassus Group 3, Modern Challenges, Organizational Sustainability, Personnel Performance.

INTRODUCTION

Komando Pasukan Khusus (Kopassus) is a special unit owned by the Indonesian Army that has a glorious reputation both at the national and international levels. As one of the spearheads of national defence, Kopassus is tasked with carrying out Operasi Militer Perang (OMP) and Operasi Militer Selain Perang (OMSP). These tasks include anti-terror operations, reconnaissance, special intelligence operations, and Combat Search and Rescue (SAR) operations (Perpres No. 10/2010). Characterised by highly strategic and high-risk tasks, the success of Kopassus is highly dependent on the quality of its human resources. Therefore, the recruitment process and competency development are key components in

maintaining the unit's high standards. Komando Pasukan Khusus (Kopassus) is Main Command of Operations (Komando Utama Operasi/Kotama Ops) TNI Angkatan Darat. Kopassus is led by the Danjen Kopassus who is directly responsible to the TNI Commander and assisted by the Deputy Danjen Kopassus (Perpres No. 10/2010, Pasal 50 Ayat 1-3). Sustainability and Division of Kopassus in Indonesia. Since its establishment on April 16, 1952, Kopassus has continued to contribute in maintaining national security. Kopassus' organisational structure is divided into five main sections:

1. Group 1 Kopassus
2. Group 2 Kopassus
3. Group 3 Kopassus
4. Unit 81 Kopassus (Satuan 81 Kopassus)
5. Pusdiklatpassus Kopassus

Group 3 Kopassus has a central role in the implementation of clandestine operations. This unit is tasked with handling closed missions of a selected strategic nature. Based in Cijantung, Group 3 performs duties under standardized operations with a high level of risk, requiring technically and mentally trained personnel to deal with dynamic threats (Perpres No. 10/2010).

In the modern context, Group 3 Kopassus faces increasingly complex challenges, including the threat of cyber-terrorism that combines cyber-attacks with physical action. Indonesia has faced similar challenges through various acts of espionage in the past, one of which was the case of Allen Pope, a mercenary working for the CIA. In one of his missions, Pope infiltrated the PRRI/Permesta rebellion movement with the aim of overthrowing President Soekarno. Although eventually caught by the TNI, his action became one of the clear examples of foreign espionage aimed at destabilizing Indonesia (Kumparan, 2025). In addition, another example of espionage against Indonesia is the wiretapping action carried out by Australian Intelligence on the telephone conversations of a number of state officials, including the 6th President of Indonesia, Susilo Bambang Yudhoyono. This information is based on a report by former US intelligence officer Edward Snowden, who revealed the wiretapping in US National Security Agency (NSA) documents (Kumparan, 2025).

Therefore, the ability to deal with such threats requires personnel with specialized competencies, both in technical and strategic aspects. Group 3 Kopassus also plays a role in national vital object security operations, including those with global strategic dimensions such as energy facilities and digital infrastructure.

The Kopassus recruitment process is strategically designed to ensure that only the best individuals are accepted. Selection is very rigorous, testing not only physical and technical ability, but also mental, discipline and dedication to the country's duties. This selection reflects Kopassus' need for soldiers who are not only capable of carrying out current duties, but also have the potential to support the organization's development in the future. This is in line with the concept of strategic recruitment, which emphasizes the alignment between the recruitment process and the long-term goals of the organization (Barney, 1991).

Competencies required by Kopassus soldiers include technical skills such as precise shooting, intelligence operations, reconnaissance, and anti-terror handling. In addition, soldiers are also required to have exceptional physical and mental endurance, high mobility in various terrains, and strict discipline. These competencies are not only achieved through the initial selection process, but also through intensive training that is continuously provided during the assignment period (Penhumas Akmil, 2024).

This recruitment and competency development context has become increasingly important in the modern era, where defense and security challenges are increasingly complex, including cyber threats, global terrorism, and hybrid operations. Therefore,

Kopassus continues to adapt by strengthening the selection and training process to ensure readiness to face these challenges. Long-term oriented strategic recruitment is the main foundation in producing soldiers capable of responding to these dynamic needs.

Recent research has shown that competency-based recruitment strategies have a direct influence on the operational effectiveness of military units. For example, a study by Setiawan and Pratama (2020) confirms that a rigorous selection process involving physical, psychological, and technical capability evaluations increases an organization's chances of achieving operational success. Group 3 Kopassus, with its high-risk duties, requires personnel who are not only technically trained, but also adaptable to dynamic and diverse terrain conditions.

A strategic recruitment process enables 3 Kopassus Group to respond to the ever-changing operational needs of the modern era. This recruitment includes technology-based selection, including digital battlefield simulation and response capability testing against contemporary threat scenarios. This is in line with the need to face modern challenges such as asymmetric warfare involving both state and non-state actors (Haryanto, 2021).

A presentation on the importance of recruitment and competence of Kopassus soldiers was also delivered by Kopassus Danjen, Major General TNI Djon Afriandi, in a forum with Military Academy cadets. He emphasized the importance of integrity, discipline, and toughness in meeting Kopassus' high standards. This provides motivation for prospective officers to prepare themselves optimally in facing Kopassus selection and carrying out future duties (Penhumas Akmil, 2024).

Strategic recruitment theory highlights the importance of alignment between the recruitment process and the long-term goals of the organization. According to Barney (1991), organizations must ensure that the selection process not only meets current needs but also supports the organization's future competitive advantage. In this context, strategic recruitment is not just an administrative process, but rather a proactive step to create a workforce that is adaptive, innovative and oriented towards achieving strategic goals.

This approach is relevant in the context of Kopassus, which faces increasingly complex defense and security challenges. By implementing strategic recruitment principles, Kopassus can ensure that recruited individuals not only have sufficient technical competence, but are also able to adapt to the dynamics of future tasks. This includes the ability to work in teams, deal with high-risk situations, and carry out special operations that require exceptional physical and mental toughness. Strategic recruitment also looks at an individual's long-term potential for growth within the organization, including their ability to take on leadership roles in the future.

This study aims to analyze the effect of the recruitment process on the performance of Group 3 Kopassus personnel, identify key competencies that influence the unit's operational effectiveness, and evaluate the extent to which strategic recruitment is able to support the long-term needs of the organization. With tasks of a strategic and high-risk nature, 3 Kopassus Group requires personnel with exceptional competencies obtained through rigorous recruitment and intensive training. This lengthy and complex recruitment process can have a significant impact on the organization, both in terms of operations and adaptation to future challenges. Therefore, this research is important to provide recommendations in improving the quality of recruitment and competency development of soldiers, so that Group 3 Kopassus remains an elite unit that is ready to face the dynamics of modern threats and support the excellence of national defense.

METHOD

This research uses a qualitative approach with a case study design. The qualitative approach was chosen because it is suitable for exploring meaning and understanding

phenomena in depth in a particular context. According to Sugiyono (2017), qualitative research is a research method used to research on natural object conditions, where the researcher is the key instrument. This method allows for an in-depth exploration of the recruitment process and competency development at Group 3 Kopassus in relation to personnel performance. This approach was chosen to explore an in-depth understanding of the recruitment process and competency development at Group 3 Kopassus in relation to personnel performance. Direct observation was used as the main method of data collection, given that the author is a TNI soldier who has access to the operational activities of Group 3 Kopassus. Observations were conducted in a natural setting to obtain an authentic picture of the recruitment process and outcomes.

Data were analyzed using a thematic analysis approach, which involved identifying key themes from the observations. Thematic analysis allows the researcher to organize and describe the data in detail, while interpreting various aspects relevant to the research focus.

The case study design provides flexibility to explore phenomena in real-life contexts. Yin (2018) asserts that this strategy is very effective for exploring complex issues that require holistic understanding. In this study, the focus on direct observation provides an in-depth perspective on the dynamics of recruitment and competence in Group 3 Kopassus, which is difficult to achieve through other methods such as interviews.

With this approach, the research is expected to provide new insights and practical recommendations regarding the optimization of recruitment and competency development in Group 3 Kopassus, thus supporting the improvement of organizational performance.

RESULTS AND DISCUSSION

The Effect of Recruitment on The Performance of Group 3 Kopassus Personnel

Recruitment in Group 3 Kopassus is the initial stage that determines the quality of personnel who will join the unit. The rigorous selection process covers various aspects, such as physical, mental, disciplinary, and loyalty to the country. According to strategic recruitment theory, organizational success depends largely on the alignment between the recruitment process and the long-term needs of the organization (Barney, 1991). In the context of Group 3 Kopassus, strategic selection enables the recruitment of the best individuals who can support the mission of this elite unit. The findings of this study suggest that rigorous recruitment contributes to the improvement of personnel quality, especially in terms of readiness to face high-risk tasks.

The strategic recruitment process implemented at 3 Kopassus Group has a significant impact on personnel performance. Based on observations, competency-based recruitment ensures only the best individuals are accepted, creating personnel capable of carrying out tasks with a high level of risk. This is in line with the views of Setiawan and Pratama (2020), who state that rigorous selection contributes to the formation of a superior military organization.

This rigorous recruitment takes a long time, given the various selection stages that must be passed to ensure only the best individuals are selected. As a result, this process leads to slower procurement of personnel, resulting in potential shortages in the short term, especially when there is an urgent need for an increase in the number of soldiers.

This time-consuming recruitment has another impact, which is the potential disruption of certain operations when personnel needs are urgent. According to a report by the Indonesian Ministry of Defense (2022), this situation could pose a risk of manpower shortages in critical positions that require rapid response. Therefore, while a rigorous selection process is necessary to ensure quality, there is a need to optimize the efficiency of the process without compromising the high standards that have been set.

Key Competencies that Influence Operational Effectiveness

The competencies of Group 3 Kopassus soldiers include not only technical capabilities such as shooting, terrain navigation, and technology mastery, but also nontechnical aspects such as leadership, mental resilience, and teamwork. Based on the data obtained, these technical and nontechnical competencies play an important role in ensuring operational effectiveness. The research revealed that adaptability to dynamic environments, quick decision-making under pressure, and good communication skills are key factors that support task success. This is in line with the view of Penhumas Akmil (2024), which emphasizes that developing soldier competencies through continuous training is a crucial element in improving combat readiness.

Key competencies required include technical capabilities such as reconnaissance, shooting, and mastery of technology, as well as nontechnical competencies such as mental resilience, leadership, and communication skills. Mardiah and Setyawan (2023) emphasized that the operational success of elite units is greatly influenced by adaptability to dynamic terrain and the ability to work in teams.

The key competencies that influence the organization of Group 3 Kopassus involve not only technical capabilities but also mastery of strategy in complex situations. As a unit that focuses on covert operations, technical capabilities such as terrain navigation, silent infiltration, and mastery of technology are crucial. According to Setiawan and Pratama (2020), these competencies are not only obtained through initial training, but also sharpened through intensive simulations and continuous training.

In addition to technical capabilities, nontechnical competencies such as quick decision-making under pressure and communication skills are key factors. 3 Kopassus Group often operates in an environment that is not only dynamic but also full of uncertainty. In these situations, soldiers must be able to adapt quickly and cooperate effectively with the team. Mardiah and Setyawan's (2023) study shows that strong field leadership capabilities are often the key differentiator between success and failure in operations.

Psychological competence also plays a significant role, especially in maintaining mental resilience when facing stressful and high-risk missions. Haryanto (2021) notes that these abilities are acquired through rigorous selection that tests physical and mental resilience simultaneously. This is important to ensure that personnel are not only able to accomplish their tasks but also remain calm and focused in crisis situations. With the mastery of these competencies, 3 Kopassus Group can continue to maintain its reputation as a special unit ready to face various modern challenges.

The long and rigorous selection process has a significant impact on the organization, especially regarding the time it takes to recruit new personnel. According to Haryanto (2021), although rigorous recruitment ensures the quality of the selected individuals, the length of the selection time can hinder the procurement of personnel in urgent situations. As a result, certain operations may be disrupted due to a shortage of manpower that meets the criteria. The Indonesian Ministry of Defense study (2022) also highlighted that a slowdown in personnel procurement can decrease the organization's flexibility in dealing with sudden strategic needs. Therefore, it is important to find a balance between maintaining high standards of recruitment and time efficiency.

Implications of Strategic Recruitment on Organizational Sustainability

The strategic recruitment process implemented at 3 Kopassus Group is designed to produce soldiers with long-term potential. This is important given the changing needs of the organization due to developments in the strategic environment, such as the increasing threat of global terrorism, hybrid operations, and asymmetric warfare. According to Sugiyono

(2017), a qualitative approach can help understand how strategic recruitment processes contribute to organizational sustainability. This research found that the alignment between recruitment and organizational needs supports the creation of an adaptive and competitive system. However, the process also has challenges, such as long lead times and significant resource requirements, which can affect organizational efficiency.

Strategic recruitment not only supports current operational needs but also ensures organizational sustainability in the face of future challenges. Haryanto (2021) notes that a recruitment process integrated with continuous training creates personnel that are adaptive to changes in the strategic environment. Group 3 Kopassus is able to maintain its excellence through selection and development efforts consistent with long-term needs.

Strategic recruitment at 3 Kopassus Group has significant implications for national defense. By ensuring that recruited personnel are highly competent, the organization can face increasingly complex threats in the modern era, such as global terrorism and asymmetric warfare. This supports the unit's operational readiness in carrying out missions that have a strategic impact on national stability (Mardiah & Setyawan, 2023).

However, the length of the selection process can also affect an organization's readiness to respond to urgent needs, especially in emergency situations that require a rapid increase in personnel. According to the Indonesian Ministry of Defense (2022), a slowdown in personnel procurement can reduce the flexibility of national defense in responding to sudden threats. Therefore, optimizing the recruitment process is an important step to maintain a balance between quality and efficiency.

Another implication of strategic recruitment is the organization's ability to create sustainable competitive advantage. By focusing on competency development based on long-term operational needs, Group 3 Kopassus can ensure the sustainability of human resources that support the country's defense mission. Haryanto (2021) notes that the integration between rigorous selection and continuous training creates personnel who are not only technically superior but also have high adaptability to changes in the strategic environment.

CONCLUSION

This research shows that competency-based recruitment in Group 3 Kopassus plays a crucial role in supporting the operational effectiveness and sustainability of the organization. Although the rigorous selection process takes a long time, it is necessary to ensure the quality of recruited individuals matches the unit's high standards. The technical, nontechnical, and psychological competencies possessed by Group 3 Kopassus personnel determine success in carrying out missions that have a strategic impact on national stability.

However, to improve the efficiency of the recruitment process, a strategy is needed that can balance the needs of quality and time. Optimizing this process will support the organization's flexibility in responding to urgent needs without sacrificing established standards. Thus, Group 3 Kopassus can continue to maintain its role as an elite unit that is adaptive to the challenges of the modern era while supporting the national defense mission in a sustainable manner.

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