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Analysis of Lapetal Soldiers' Strategy and Competence Related to the Effectiveness of Recruitment of Indonesian Navy Soldiers

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Abstract: The recruitment of Indonesian Navy (TNI AL) personnel is a strategic process to ensure the availability of qualified human resources to support maritime defense tasks. This study aims to analyze the strategies and competencies applied by the Naval Personnel Recruitment Agency (Lapetal) to enhance the effectiveness of TNI AL recruitment. Using a qualitative literature-based approach, the study identifies various challenges in the recruitment process, such as uneven geographic distribution of candidates, limited access to information in remote areas, and inadequate outreach efforts. Additionally, strict selection standards add complexity to the recruitment process. The findings reveal that Lapetal's strategies, including the use of technology in the selection process, pre-selection training programs, and digital media-based outreach, have proven effective in reaching potential candidates from diverse regions. Enhancing recruiter competencies through training and professional certification and publication of the Integrity Pact also plays a key role in ensuring a transparent and accountable selection process. This study highlights the importance of combining innovative strategies and recruiter competencies to ensure the quality of recruited personnel. Recommendations include strengthening outreach efforts, expanding selection coverage in remote areas, improving transparency using data-driven technology and continue recruiter personnel competency program. These steps are expected to help Lapetal further enhance the effectiveness of TNI AL recruitment to support national defense.

Keyword: Lapetal, Strategies, Competencies, Recruitment Effectiveness, & Indonesian Navy.

INTRODUCTION

The recruitment of soldiers into the Indonesian Navy represents a critical and strategic process for maintaining the continuity of national defense functions and duties, particularly within the maritime domain of Indonesia. As the world's largest archipelagic nation, the role of TNI AL is paramount in ensuring the sovereignty of its marine territories and the overall security of national maritime interests (Marsetio, 2013). In this context, the Lapetal holds the primary responsibility for providing competent and high-quality human resources to meet the organizational needs of TNI AL (Priambodo et al., 2024; Sebastian, 2015).

However, the recruitment process for TNI AL faces several challenges. One notable issue is the disparity in the quality of prospective soldiers concerning both educational background and health status. High graduation standards, particularly in health assessments, pose significant challenges, as many candidates fail to meet these qualifications (Fathurrahman, 2024; Priambodo et al., 2024). Moreover, the uneven geographic distribution of potential recruits, especially the lack of representation from remote areas, further complicates the recruitment process's effectiveness.

Additionally, insufficient outreach regarding the opportunities and advantages of a career in TNI AL represents a significant barrier to recruitment. Young people, particularly in remote regions, often lack sufficient information about the processes and benefits associated with becoming a part of TNI AL. This situation is exacerbated by budget limitations that significantly hinder the execution of recruitment campaigns in hard-to-reach areas (Priambodo et al., 2024).

On the other hand, globalization and modernization present new challenges in the recruitment of soldiers. The changing lifestyle and the increasing allure of non-military sectors have led to a decline in the interest of the younger generation in joining the military. This phenomenon compels the Lapetal to continuously innovate its recruitment strategies, particularly through the utilization of digital media and technology to reach a broader pool of potential candidates (Aprianto, 2018; Priambodo et al., 2024).

To address these challenges, Lapetal has developed a series of strategies, such as implementing pre-selection training, enhancing outreach through digital platforms (Nengah Putra et al., 2018), and expanding recruitment efforts to remote areas. Moreover, the competencies of Lapetal personnel are elevated through professional certification programs to ensure that the selection process is conducted transparently and free from any form of malpractice (Balemping et al., 2023; Rehardiningtyas et al., 2022).

This research aims to analyze the strategies and competencies employed by Lapetal in the recruitment process of TNI AL soldiers. By utilizing a qualitative literature-based approach, the study will explore the challenges, solutions, and innovations implemented to enhance the effectiveness of the recruitment process. This exploration is critical to understanding how Lapetal can adapt to the evolving landscape of military recruitment in the context of globalization and modernization, thereby ensuring a steady influx of dedicated personnel into the Indonesian Navy.

METHOD

Research Approach

This research employs a qualitative approach through literature study. This approach is selected because the study aims to analyze recruitment strategies and personnel competence development within the Indonesian Navy, particularly at the Lapetal, via relevant literature review. Literature study enables researchers to understand concepts, theories, and best practices that have been implemented based on secondary data.

Data Sources

The data utilized in this research are secondary in nature, comprising:

- a. Scholarly Journals: Relevant articles about recruitment, human resource development, military organizational strategies, and technological innovations in recruitment.
- b. Reference Books: Texts discussing human resource management theories and leadership within military organizations.
- c. Other Sources: Supporting documents such as seminar proceedings and reports relevant to the topics covered in this journal.

Data Collection Techniques

Data collection in this research is conducted through:

- a. Literature Review: Gathering references from scientific journals, books, organizational reports, and articles available online or through libraries.
- b. Document Analysis: Examining official Lapetal documents, including annual reports and policies related to human resource development.

Data Analysis Techniques

- a. Data analysis is carried out through the following steps:
- b. Information Gathering: Identifying and collecting relevant secondary data from reliable sources.
- c. Data Categorization: Grouping data based on the main themes, which are recruitment strategies and competence development.
- d. c. Content Analysis: Utilizing content analysis to evaluate how strategies and competencies are implemented at Lapetal. This process involves interpreting data to understand patterns, trends, and the relationships between variables.
- e. Strategy Evaluation: Comparing the recruitment and competence development strategies found with theories and best practices from relevant literature.
- f. Conclusion Drawing: Formulating conclusions based on the analysis results, including the effectiveness of strategies and competencies at Lapetal, and providing recommendations for improvement.

Data Validity and Reliability

To ensure data validity and reliability, the research relies solely on credible sources, including ISSN-registered journals, official reports, and reputable reference books, while the analysis process is conducted systematically to minimize bias and foster accurate interpretations.

Research Limitations

This research has several limitations, including the exclusive use of secondary data, which excludes interviews or primary data collection, and the reliance on the completeness of accessible documents and publications; nonetheless, the approach employed aims to provide a comprehensive overview of recruitment strategies and competence development at Lapetal while offering insights for future improvements.

RESULTS AND DISCUSSION

Challenges in Soldier Recruitment by Lapetal

Lapetal faces several challenges in executing the recruitment process for Indonesian Navy soldiers, including:

a. Geographical Distribution and Access to Information.

As an archipelagic country, Indonesia encounters significant geographical challenges in reaching prospective soldiers from remote areas. Fathurrahman (2024) and Sebastian (2015) argue that candidate distribution often concentrates in major cities, leaving remote areas underrepresented. Limited information access in these regions also hinders participation, leading to low engagement from those communities. The costs of transportation and accommodation further discourage potential candidates, as they incur substantial expenses to register at the nearest naval base and participate in regional selection processes.

b. Stringent Selection Standards.

The TNI AL enforces stricter selection standards compared to other branches, particularly concerning physical and mental health. Many candidates fail to meet these standards, posing a challenge in acquiring quality soldiers (Aprianto, 2018). While other military branches use the

health standards from Perpang No. 61 of 2023, which considers a health status of Stakes 3 acceptable, the TNI AL adheres to Perkasal No. 12 of 2021. This regulation sets higher health standards, aiming to recruit candidates who are genuinely fit both physically and mentally.

c. Limited Outreach and Awareness.

Inadequate outreach, especially outside major cities, limits public awareness of the opportunities and benefits of joining the TNI AL. Priambodo et al. (2024) highlight that young people often are not fully informed about career prospects in the TNI AL, resulting in a lower number of quality applicants.

Lapetal's Strategies to Overcome Recruitment Challenges

a. Enhancing Outreach Through Digital Media.

Lapetal has harnessed digital media and technological platforms to broaden its outreach efforts. Priambodo et al. (2024) note that digital campaigns via social media, promotional videos, and collaborations with TNI AL's internal influencers effectively capture the attention of younger generations. This strategy not only broadens recruitment reach but also boosts the image of TNI AL as a modern and adaptive institution. Lapetal regularly updates its social media platforms, like Instagram and Facebook, with recruitment information, allowing candidates to prepare thoroughly for selection exams

b. Development of Pre-Selection Training Programs.

To aid potential recruits in meeting selection standards, Lapetal has developed pre-selection training programs designed to enhance candidates' physical and mental capabilities. Nengah Putra et al. (2018) report that such programs offer an initial understanding of selection challenges, thereby increasing candidates' chances of success. These programs are conducted regularly and intensively at nearby Naval Main Bases (Lantamal) or Navy Bases (Lanal) without any fees.

c. Technology Integration in the Selection Process.

Technology has been integrated into the registration and candidate data tracking systems. Aprianto (2018) states that online systems enable a more efficient and transparent selection process. The use of Computer Assisted Test (CAT) methods in Academic/Basic Competency Tests and Psychological Tests demonstrates transparency and modernity in TNI AL's recruitment processes, with live results available via YouTube broadcasts. This technology implementation has been successfully applied in the selection process for Navy Cadets.

d. Enhancing Recruiter Competence.

Lapetal has worked to enhance the competence of its recruitment personnel through professional training and certification. Rehardiningtyas et al. (2022) note that highly competent personnel can conduct selections fairly, objectively, and free from potential malpractice. In collaboration with the TNI AL's Professional Certification Institute (LSP) and the government's National Professional Certification Agency (BNSP), Lapetal has established a certification scheme for TNI AL recruiters. The program is supported by four certified assessors ready to certify all TNI AL recruitment personnel, from Lanal to Lantamal levels. Training programs for TNI AL recruitment are designed to equip personnel with the necessary technical and managerial knowledge.

e. Publication of the Integrity Pact.

In every selection process, both regional and central, the TNI AL conducts an Integrity Pact signing attended by all selection committees and candidates, witnessed by TNI AL and national media. The Integrity Pact commits to fair, open, transparent, objective, and accountable recruitment practices.

The Relationship Between Soldier Competence and Recruitment Effectiveness

The competence of soldiers recruited through Lapetal's selection system serves as a reflection of the effectiveness of the recruitment process itself. This competence encompasses three primary aspects:

a. Technical Competence

Technical competence includes physical capabilities, basic military knowledge, experience, and technical skills relevant to a soldier's duties. According to Balemping et al. (2023), strong technical competence ensures that soldiers are capable of effectively carrying out operational tasks and comprehending the mechanisms of the recruitment and selection processes from start to finish.

b. Managerial Competence

Managerial competence is particularly important for soldiers who will be placed in leadership positions. Rehardiningtyas et al. (2022) emphasize that leadership training in the era of Society 5.0 equips soldiers to adapt to changes in the work environment and modern technologies.

c. Commitment and Motivation

Both intrinsic and extrinsic motivation play critical roles in a soldier's performance. Hidayat (2024) notes that soldiers with a high level of organizational commitment are more likely to exhibit superior performance. In this context, Lapetal plays a crucial role in ensuring that accepted candidates possess a strong motivation to serve their country.

d. Effectiveness of Lapetal's Recruitment Strategy

The effectiveness of the strategies implemented by Lapetal can be evaluated through several indicators:

1) Increase in the Number of Quality Applicants

The implementation of technology and digital outreach has successfully increased the number of applicants from various regions, including remote areas.

2) Transparency and Accountability in the Selection Process

Data-driven approaches in the selection process have fostered greater transparency, enhancing public trust in the TNI AL institution (Aprianto, 2018). The signing of the Integrity Pact assures the public that TNI AL, particularly its committees, is committed to conducting recruitment in a fair, open, transparent, objective, and accountable manner.

3) Enhancement of Recruiter Competence

Through training and certification, Lapetal's recruitment personnel are equipped to conduct selection tasks with a high degree of professionalism. Selection committees possess official, nationally recognized certifications and competencies essential for administering the soldier recruitment process.

CONCLUSION

The findings of this research indicate that the strategies and competencies employed by Lapetal play a vital role in enhancing the effectiveness of TNI AL soldier recruitment. The analysis provides several conclusions regarding the effectiveness of the recruitment process conducted by the Naval Personnel Supply Agency (Lapetal):

1. Enhancement of Recruitment Strategies.

The strategies implemented by Lapetal, such as the use of digital media, the development of pre-selection training programs, and the integration of technology into the selection process, have effectively addressed the recruitment challenges. These innovations have not only expanded outreach efforts but also improved the number and quality of applicants, including those from remote areas.

2. Improvement of Recruiter Competence

The continual enhancement of recruiter competencies through professional training and certification significantly contributes to the success of the selection process. Such competencies ensure that recruitment is conducted transparently, objectively, and accountably.

3. Effectiveness in Filtering Quality Candidates.

With effective strategies and highly competent recruiters, Lapetal is capable of selecting soldiers who meet the necessary technical, mental, and moral standards aligned with institutional needs.

Overall, the combination of innovative strategies and competent personnel has empowered Lapetal to navigate various recruitment challenges while bolstering public trust in the TNI AL institution. Based on the research findings, the following recommendations may fortify the existing strategies:

1. Strengthening Outreach Efforts

Maximize the use of digital technologies, such as social media, video content, and integrated campaigns, to engage younger generations. Additionally, involving internal influencers and community leaders may enhance the appeal of military careers in TNI AL to youth.

2. Expanding Recruitment Reach

Provide selection facilities in remote areas to accommodate candidates from hard-to-reach locations. This may involve offering transportation subsidies or supportive facilities for candidates from distant regions. Establishing new recruitment Post in remote areas could enable direct selections and facilitate the transfer of successful candidates to central tests without passing through Naval Base.

3. Enhancing Transparency

Broaden the application of data-driven technologies to monitor and manage the selection process in real-time. Continuing the commitment to the Integrity Pact, witnessed by candidates and the public, is critical to maintaining transparency and accountability.

4. Increasing Recruiter Competence

Continue training and certification programs for recruitment personnel to enhance professionalism and efficiency. Incorporating technology-based training ensures recruiters are proficient in utilizing digital systems throughout the selection process. Such certification and training programs should be routinely implemented, reaching all recruitment personnel across areas, Lanal, and Sub Panda operations.

These recommendations aim to support Lapetal in strengthening the effectiveness of TNI AL soldier recruitment and creating a more modern and reliable recruitment system. With these measures, it is anticipated that the recruitment process will yield qualified soldiers ready to fulfill the strategic tasks of TNI AL.

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