

## **Analysis of Recruitment and Selection Quality Improvement on The Indonesian National Armed Forces Personnel: A Case Study of The Garuda Task Force in MINUSCA**

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### **Abstract**

Peacekeeping-related research has increased in the last two decades as the number and complexity of peacekeeping operations, and the associated resource commitments have increased. However, studies investigating recruitment and selection issue remains understudied. Indonesia is known as a contributing country that deploys uniformed personnel as peacekeepers and serves under the banner of the United Nations. Efforts to ensure competent peacekeeping forces can be carried out through an objective recruitment and selection process. By reviewing the literature, this article aims to analyze the improvement of the quality of recruitment and selection of the personnel of the Garuda Task Force, particularly the Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA). The results show the need to improve the quality of recruitment and selection of TNI personnel starting from the planning stage, vacancy announcement, to the selection stage, which consists of potential screening candidates, and selection interviews. In order to improve the recruitment and selection process, it is necessary to pay attention to the key factors both from the perspective of the employer and the candidate.

Keywords; Recruitment, Selection, Quality Improvement, Human Resources, Peacekeeping

### **Abstrak**

Penelitian terkait pemeliharaan perdamaian berkembang pesat dalam dua dekade terakhir karena jumlah dan kompleksitas operasi perdamaian dan komitmen sumber daya yang menyertainya meningkat. Namun, belum banyak studi yang membahas isu rekrutmen dan seleksi personil. Indonesia termasuk negara yang menyumbang personil TNI sebagai pasukan pemeliharaan perdamaian dan bertugas dibawah bendera PBB atau yang dikenal dengan sebutan *the blue helmet*. Upaya untuk memastikan personil TNI yang kompeten untuk ditugaskan dalam pasukan pemeliharaan perdamaian memerlukan proses rekrutmen dan seleksi yang objektif. Dengan mengkaji literatur, artikel ini bertujuan untuk menganalisis peningkatan kualitas rekrutmen dan seleksi personil Satgas TNI Garuda, khususnya *Multidimensional Integrated Stabilization Mission in the Central African Republic* (MINUSCA). Hasil analisis menunjukkan perlunya upaya peningkatan kualitas rekrutmen dan seleksi personil TNI mulai dari tahap perencanaan, pengumuman, hingga seleksi yang terdiri dari penyaringan kandidat potensial, dan wawancara seleksi. Untuk meningkatkan kualitas dari proses tahapan rekrutmen dan seleksi, perlu perhatian khusus pada sejumlah faktor kunci baik dilihat dari perspektif pemberi kerja maupun perspektif kandidat.

Kata kunci; Rekrutmen, Seleksi, Peningkatan Kualitas, Sumber Daya Manusia, Pemeliharaan Perdamaian.

## **INTRODUCTION**

Research interest related to peacekeeping has increased rapidly in the last two decades as the number and complexity of peace operations, and the accompanying resource commitments have increased (Bove & Elia, 2011; Dorussen & Gizelis, 2013; Gaibulloev et al., 2015; Diehl & Druckman, 2018)

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Received: April 12, 2022; In Revised : April 25, 2022; Accepted : June 11, 2022

As peacekeeping is considered to be increasingly prominent in dealing with conflicts, many scientific articles have been published. The growth of peacekeeping operations in the post-cold war era meant the creation of data on financial contributions, troop deployments, peacekeeping casualties, civilian casualties, mission characteristics, and the duration of the subsequent peace. One of those mentioned relates to the deployment of troops. One of the UN peacekeeping operations that deploys quite massive troops is the Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA). The various statuses of personnel serving on the mission in the Central African Republic are various. This is inseparable from concerns with the Central African Republic's security, humanitarian, human rights and political crisis and its regional implications. The ongoing crisis and conflict in the Central African Republic have caused sub-regional, regional, international and bilateral actors to undertake various efforts to maintain peace. Therefore, the United Nations, on April 10, 2014, authorized the deployment of a UN peacekeeping operation, namely MINUSCA, with the protection of civilians as a top priority. The problem in the research in this article rae on recruiting and selecting personnel process to join the MINUSCA Garuda Task Force which are very crucial in selecting the best candidates for the mission. The recruitment and selection process that is not objective will affect the quality of the performance of its personnel who join MINUSCA. Moreover, TNI personnel who are members of MINUSCA are UN troops who must meet the performance standards of UN personnel. Personnel recruitment within the MINUSCA Task Force includes general health checks, mental health checks, English test, computer test, driving test, and Samapta (PMPP TNI Headquarters, 2021). However, in the series of recruitment tests, faced with the organizational structure/formation of the TNI Kizi Task Force, there are still discrepancies, such as the position of the French Interpreter Officer with the existing recruitment test material so that it becomes a problem and obstacle in carrying out tasks in the mission area where personnel cannot carry out their duties properly. optimal. In addition, there is a mismatch of personnel capabilities with the required positions, resulting in sub-optimal performance. Thus, the success of the institution or unit in carrying out its duties is not optimal because the existing human resources are not appropriate/not in accordance with the required/needed field of work, such as for the position of engineer heavy equipment operator and Explosive Ordance Disposal (EOD) or the taming of explosives.

Based on preliminary research data that as of October 1, 2021, the number of TNI personnel who will be assigned to peace operations for members of the Garuda Task Force at MINUSCA is 215 personnel. Of these, two personnel are categorized as experts, eight office staff personnel, and 205 troop personnel. Since the signing of the cooperation with the United Nations, the TNI personnel assigned to the Peace Operations Task Force Garuda have changed. Therefore, it is necessary to ensure that the personnel selected for transfer are personnel who can optimally support the peace operations of the Garuda MINUSCA Task Force. Efforts to ensure that TNI personnel are competent to be assigned to the Garuda Satgas peace operation at MINUSCA can be screened through an objective recruitment process. Before becoming a peacekeeper, the minimum requirement is that individuals must follow the recruitment and selection stages. All military personnel must successfully perform age-appropriate physical efficiency tests in accordance with TCC regulations. Medical standards, physical condition, vaccine/immunization and HIV testing criteria must be followed as set out in "General Guidelines for Deployment of TCC Military Units" and "Guidelines for Medical Support". Behavior and discipline Army personnel must be knowledgeable about UN standards of conduct, be familiar with reporting procedures for potential violations and be informed of their duty to monitor their comrades.

Purwanto et al. (2020) wrote an article entitled Effects of Recruitment, Leadership, and Local Culture on Discipline and Performance of Garuda Contingent Soldiers in Lebanon. This study aims to

analyze the effect of recruitment, leadership and local culture on the performance of the Garuda contingent soldiers in Lebanon. This study is a quantitative study with a positivist approach that uses primary data through a survey sample of 305 soldiers serving in Lebanon as a sample of 1,290. Garuda Indonesia contingent soldiers in Lebanon. Data analysis used descriptive analysis techniques and Structural Equation Modeling (SEM) analysis. The results showed, among other things, that recruitment had a positive and significant effect on the discipline of the Garuda Indonesia contingent in Lebanon. Leadership has a positive and significant impact on the discipline of the Garuda Indonesia Contingent Soldiers in Lebanon. Local culture has a positive and significant effect on the discipline of the Garuda Indonesia Contingent Soldiers in Lebanon. Recruitment has a positive and significant impact on the performance of the Garuda Indonesia contingent in Lebanon. Recruitment has a positive and significant effect on soldiers' performance through discipline.

A recent statement regarding the recruitment and selection of TNI personnel who will serve in the Garuda TNI task force, namely a statement from the TNI Commander General Andika Perkasa, at the end of March 2022 providing directions for revising the selection criteria for the Garuda Contingent, which shows that the recruitment and selection process is one of the strategic issues that needs to be addressed. received special attention (Ryandi, 2022). However, there is not much literature that discusses recruitment and selection issues in the context of the TNI, especially regarding the peace task force. With this in mind, this article is an internal recruitment within the TNI organization that can be used to analyze improving the quality of recruitment and selection of the personnel of the TNI Garuda Task Force.

Therefore, the purpose of writing this article is to analyze the improvement of the quality of recruitment and selection of personnel of the Garuda TNI Task Force. According to Armstrong (2006) that recruitment aims to get the right caliber and the right number of people to fill vacant positions in an organization, and he argues that the overall goal of the recruitment and selection process should be to at least get qualified employees. Recruitment is when an organization produces a pool of qualified, skilled and knowledgeable people who apply for jobs to the organization (Bratton & Gold, 2007). With that in mind, the goal is to find a suitable candidate who meets the requirements for the job. In the view of Adu-Darkoh (2014), it is the process of obtaining applicants with the experience, knowledge, skills, qualifications and attitudes required for a job vacancy. Castello (2006) argues that recruitment is described as how management uses methods and processes to get qualified people to fill legally vacant positions. Dessler (2002) suggests that recruitment and selection is the process of attracting people to open jobs. Selection is the process of identifying the most appropriate and suitable person for a particular job. Through selection, job performance is predicted, and applicants must meet these performance requirements before being selected (Yaseen, 2015). According to Casteller (1992), the purpose of selection is to identify applicants to fill vacant vacancies in an organization. According to (Gamage, 2014), the purpose of the selection function is to get the right people for the right jobs, build and maintain a good image as a good employer, and keep the selection process as cost effective as possible.

## **RESEARCH METHOD**

This research approach is qualitative and employing a literature review as a type of research. Data were collected from various secondary sources in the form of journals, reports, and other publication documents deemed relevant. All of the data was then analyzed through qualitative data analysis techniques. In addition, researchers do not need to conduct field research and meet with informants. In doing analysis data, the researcher used a systematic literature review technique, where the researcher conducted the process of identifying, assessing, and interpreting a number of data related to the theme

pre-determined research in order to meet the research objectives. Thus, broadly speaking, the data sources that the researcher used in developing this research include a number of textbooks, articles, journals, and proceedings on a national and international scale as well as websites, news electronic documents, government documents, laws and regulations, and encyclopedias.

Literature studies can answer the problems that have been presented in the introduction regarding the recruitment and selection of personnel of the TNI Garuda task force. As a reason, in conducting data analysis, researchers use a systematic literature review technique, where researchers carry out the process of identifying, assessing, and interpreting a number of data that are related and relevant to the problems studied, so that they can be used as references to strengthen existing arguments in order to meet the research objectives. Thus, broadly speaking, the sources of data that the researcher uses in developing this research include a number of textbooks, articles, journals, and proceedings on a national and international scale as well as websites, electronic news documents, government documents, laws and regulations, and encyclopedias.

## **RESULT AND DISCUSSION**

### **Result**

Research results from literature studies include Steffen Eckhard, Yves Steinebach (2021) entitled Staff recruitment and geographical representation in international organizations. This study discusses the geographical representation of the member countries of the United Nations (UN) in the staff bodies of intergovernmental organizations (IOs) of the UN system. The purpose of this study is to examine recruitment, particularly in relation to the issue of geographical representation from an organizational lens. Such an organizational perspective considers the internal administrative processes that condition patterns of aggregate representation. In particular, his research focuses on the IO recruitment process. Research analysis revealed that this process was designed to ensure bureaucratic merit, including a series of competitive applicant examinations and interviews as well as the involvement of a multi-personnel committee in the screening and selection of candidates.

The relevant achievement criteria emphasized by the United Nations are experience and education. Therefore, the study aims to develop a complementary explanation of geographic representation by deriving a hypothesis that postulates that differences in the country's supply of well-educated and highly experienced candidates may also serve as a stand-alone empirical explanation of geographic representation. Eckhard & Steinebach (2021) offer a basis for geographic representation organizations considering the UN system IO recruitment process. This process ensures bureaucratic merit, particularly for recruiting highly educated and experienced candidates. Steffen Eckhard's analysis, Yves Steinebach (2021) rejects the educational explanation. Therefore, the main empirical finding is that the supply of country candidates with relevant work experience and regional experience serves as a self-explanatory for geographic representation patterns. Thus, bureaucratic performance appears to be important in the recruitment of the UN system.

Oksamytna et al. (2021) wrote an article entitled Leadership Selection in United Nations Peacekeeping. This research aims to fill this gap by examining how civilian and military leaders of UN peacekeeping operations are selected. We develop a theoretical argument that emphasizes three main characteristics that influence the likelihood that a country will accept a peacekeeping leadership position, its strength, the contribution of its personnel to UN peacekeeping, and whether its nationality is a source of valuable skills. First, officials from powerful countries dominate the upper echelons of the United

Nations. Second, not only strong but also important countries, or countries that are very important for the implementation of certain IO activities, enjoy significant influence. The third characteristic that the secretariat considers is the language and cultural skills of the leader appropriate to the local context, as well as experience and socialization into UN norms. Therefore, research expects power, recognition, and abilities to influence the appointment process.

**Table 1. Summary Table of Literature Study Results**

No.	Studi Literature	Result
1.	<i>Staff recruitment and geographical representation in international organizations</i> Steffen Eckhard, Yves Steinebach (2021)	To solve the problem of geographical representation from an organizational lens, considering the internal administrative processes, in particular focusing on the IO recruitment process, reveals that this process is designed to ensure bureaucratic performance, including a series of competitive applicant exams and interviews as well as the involvement of multi-personnel committees in screening and selection. candidate.
2	<i>Leadership Selection in United Nations Peacekeeping</i> Kseniya Oksamytna (2020)	The appointment of civilian and military leaders for UN peacekeeping operations is influenced by the nationality of the leaders. Countries that are highly integrated into the global process.
3.	<i>Career Development Analysis Of TNI Officers In United Nations Peacekeeping Mission: Case Study Of Indonesian Military</i> Murwanto dkk. (2020)	It was found that other factors outside of career development could affect the success of middle/high-ranking officers in competing for strategic positions in UN peacekeeping missions.
4.	<i>Effects of Recruitment, Leadership, and Local Culture on Discipline and Performance of Garuda Contingent Soldiers in Lebanon</i> Sigit Purwanto, Salim Basalamah, Syahrir Mallongi, Sukmawati (2020)	Recruitment has a positive and significant impact on the discipline of the Indonesian Garuda contingent in Lebanon. Recruitment has a positive and significant impact on performance.
5	<i>The Effect of Personality Characteristics on Citizenship Organizational Behavior: Survey on the Indonesian National Armed Forces Peacekeeper.</i> Triadi Murwanto, Masyhudzulhak, Hadri Mulya (2020)	Individual behavior affects the increase in the effectiveness and success of an organization, individual performance results in team and work group performance which in turn creates good organizational performance
6	<a href="https://www.jawapos.com/nasional">https://www.jawapos.com/nasional</a> Dimas Ryandi 29/03/2022 The TNI Commander asked for a number of conditions for selecting the Garuda contingent to be removed.	TNI Commander General Andika Perkasa asked his staff to simplify the selection to join the World Peace Task Force or Garuda Contingent.
7	<a href="https://www.utamanews.com/">https://www.utamanews.com/</a> Adimsi, 05 Nov 2021 The Garuda XXXVII-H/MINUSCA Contingent Kizi Task Force is Ready to Carry out a State Mission in Central Africa.	As many as 215 TNI soldiers who are members of the TNI Engineer Company Task Force, the Garuda XXXVII-H/MINUSCA contingent, are ready to carry out state missions and duties in Central Africa.
8	<a href="https://peacekeeping.un.org/en">https://peacekeeping.un.org/en</a>	Mandated to protect civilians and support the transition process in CAR. The Security Council on April 10, 2014 authorized the deployment of the UN peacekeeping operation MINUSCA
9.	<a href="https://minusca.unmissions.org/">https://minusca.unmissions.org/</a>	The UN Security Council decided to renew the mandate of MINUSCA until November 15, 2022 with the priority task of protecting civilians
10	<a href="https://depok.pikiran-rakyat.com">https://depok.pikiran-rakyat.com</a> Rifqy Rajwa Firmansyah, 6 Okt 2021, Requirements to become a PMPP TNI Soldier in charge of Maintaining World Peace	TNI soldiers who will carry out UN peacekeeping missions, are professional soldiers, who have met the requirements and have followed the selection in the field of health, English language test, driving, and computer exams.
11.	Pembukaan UUD NRI Tahun 1945	Paragraph 4, implement world order based on freedom, eternal peace and social justice
12	Undang Undang RI No 34 Tahun 2004 tentang TNI	Article 7 paragraph 2 carries out the task of world peace in accordance with foreign policy

Source: processed by researchers

Murwanto et al. (2020) wrote an article entitled "Career Development Analysis of TNI Officers In United Nations Peacekeeping Mission: Case Study Of Indonesian Military". Research by Murwanto et al.

(2020) aims to convey views on the factors that influence the successful career development of TNI officers in the UN Peacekeeping Mission. This research uses qualitative methods through literature study and in-depth interviews. The findings show that other factors outside of career development affect the success of middle/high-ranking TNI officers in the competition for strategic positions in the UN Peacekeeping Mission.

Murwanto et al. (2020) wrote an article entitled The Effect of Personality Characteristics on Citizenship Organizational Behavior: Survey on the Indonesian National Armed Forces Peacekeeper. It aims to analyze the influence of personality characteristics on civic organizational behaviour (Survey on Indonesian National Armed Forces UN peacekeepers). Citizenship Organizational Behavior is an individual's behaviour towards co-workers that can increase the effectiveness of organizational functions. Organizations generally believe that achieving excellence is the highest individual performance because individual performance affects the performance of a team or workgroup and ultimately affects the organisation's performance as a whole. This behaviour arises because of being a member of a citizen organization and feeling satisfied when they can do something more for the organization. The involvement of TNI personnel in UN Peacekeeping Missions continues to increase from year to year. However, the number of TNI personnel involved in the UN Peacekeeping Mission was not accompanied by an increase in the number of mid/high-level TNI officers capable of occupying strategic positions in the UN Peacekeeping Mission. This study aims to convey views on the factors that influence the success of the career development of TNI officers in the UN Peacekeeping Mission. See table 1.

Based on United Nations data (31 December 2021) the countries that contributed to MINUSCA as shown in Figure 1.1. The number of TNI personnel who are members of MINUSCA is 215 people and puts Indonesia in 12th place as a contributing country in sending peacekeepers according to figure 1.

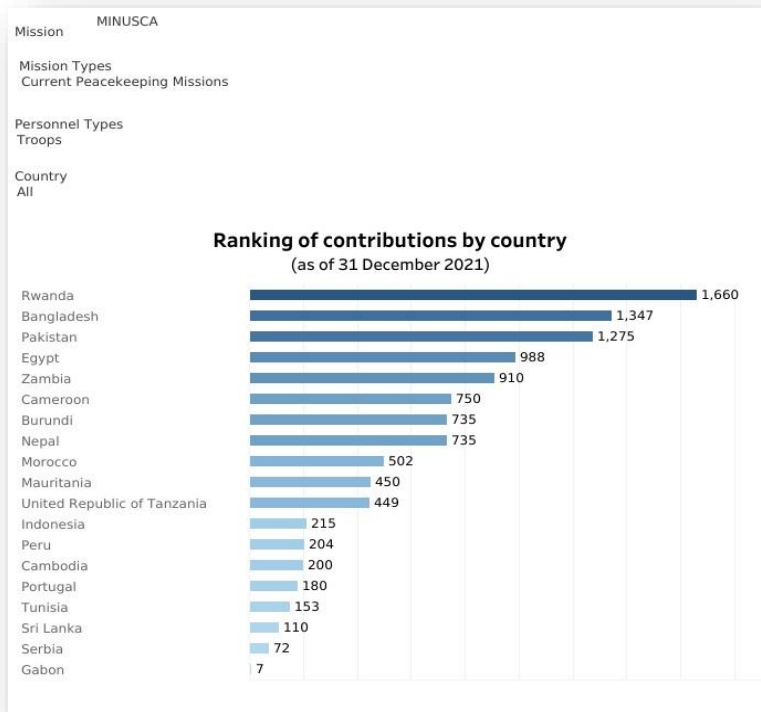


Figure 1. Contributing Countries

Source: United Nations, 2021

## **Discussion**

Based on the literature review results above, it can be analyzed to obtain superior personnel as peacekeepers. Therefore, it is vital to ensure the implementation of the recruitment and selection process for good quality personnel. The stages of personnel recruitment and selection activities include a series of competitive applicant exams and interviews and the involvement of a multi-personnel committee in the screening and selection of candidates. The relevant achievement criteria emphasized by the United Nations are experience and education. Language and cultural skills appropriate to the local context and background and socialization into UN norms. The implementation of personnel recruitment and selection also influences the success of the career development of TNI officers in UN peacekeeping missions. The success of recruitment and selection also positively affects discipline, soldier performance, and organizational performance.

In the process of recruitment and selection of personnel, it is crucial to analyze the influence of personality characteristics on the behaviour of civic organizations (Survey on Indonesian National Armed Forces UN peacekeepers). Citizenship Organizational Behavior is an individual's behaviour towards co-workers that can increase the effectiveness of organizational functions. Organizations generally believe that achieving excellence is the highest individual performance because, basically, individual performance affects the performance of a team or workgroup and ultimately affects the organisation's performance as a whole. As a sovereign country and has potential, Indonesia seeks to increase its contribution to the peacekeeping mission. Therefore, in response to this challenge, the Government of Indonesia, through the TNI, has established the TNI Peacekeeping Mission Center (PMPP) so that it can handle all issues related to the peacekeeping mission in a more focused, professional and focused manner.

PMPP TNI recruitment plays a role not only in selecting qualified personnel through a professional system but also in enhancing the capabilities of TNI personnel through training programs designed to answer operational needs in dealing with the complexities of current and future peacekeeping missions. Furthermore, through collaboration with regional peacekeeping centres and relevant organizations, intensifying dialogue can also increase capacity and minimize differences in understanding in carrying out integrated coordination and cooperation. One of the toughest challenges for the TNI PMPP is to train and prepare the capabilities of TNI soldiers, who were initially formed as fighters, but then must be able to carry out world peace missions under the banner of the United Nations as Peacekeepers. In order to meet this task, it is appropriate if PMPP TNI has the flexibility to carry out direct coordination and cooperation with Peacekeeping Centers of other countries. Because by exchanging information and experience, it will be easier to find the standard of ability expected by the United Nations so that it can be used as a guide in the implementation of recruitment and selection of high-quality personnel of the Garuda TNI Task Force.

From the results of the literature study, an analysis of the quality of the personnel involved in peacekeeping operations is very important in the context of the success of the UN mission. Therefore, improving the quality of recruitment and selection is one of the mechanisms that the TNI can carry out to screen TNI personnel to join the UN peacekeeping operation and make an optimal contribution. Thus, the recruitment and selection process must be of high quality so that improvements are needed in each stage of the recruitment and selection process. In this regard, the analysis of improving the quality of recruitment and selection of the Garuda TNI Task Force personnel who will join the UN peacekeeping operation has relevance.

In the discussion of this article, the theory Daly (2015) explains three stages of recruitment and selection. First namely the recruitment stage. In this first stage, what is done is an analysis of vacant positions and recruitment strategies, such as the scope of candidate search and recruitment

announcement methods. From this first stage, it will produce the required candidate identity. Second, namely, the screening of candidates. In this second stage, what is done is to review applicants by analyzing recruitment requirements such as the required qualifications, skills, knowledge, experience and attitudes. In addition, the candidates are tested and analyzed in skills, attitudes/behaviour, character, and work experience tests in this second stage. From this second stage, the best candidates will be selected. The third is the selection interview stage. In this stage, interview techniques can be carried out in a structured, undirected panel or through an assessment centre. The assessed things are usually skills, behaviour, and suitability within a unit or team.

Strengthening the opinion of Daly (2015) that the recruitment and selection process is a process that has high-quality recruitment, then Berman et al. (2016) explain the critical factors for the success of the recruitment and selection process. Berman et al. (2016) explain these critical factors by taking into account the perspective of the employer and the perspective of the applicant or candidate. From the employer's perspective, five elements must be considered, namely (1) the quality and scope of the recruitment process, which in this case explains whether all procedures fully realize vital organizational goals, encourage qualified people to apply, and are cost-effective, (2) the number of qualified candidates available and the job locations offered, (3) the salary and benefits offered, (4) the quality of work which in this case describes job security, attractive work, good working conditions, travel and training, family support, etc., and (5) the good name or positive image of the organization. As for the applicant's or candidate's perspective, there are 4 (four) factors that must be considered, namely (1) a minimally anxious recruitment stage that describes timely notification, fast follow-up, and sufficient time to make a reasonable choice between offers, (2) providing feedback/notifications to candidates who were eliminated so that they can optimize their job search efforts, (3) detailed and specific job vacancy information describing the position being offered, and (4) warm, informative, and credible recruiters, especially in the early stages of the recruitment process.

This article adopts the opinions of Daly (2015) and Berman et al. (2016) and combines the two to analyze the improvement in the quality of recruitment and selection of the personnel of the Garuda uniformed personnel. In responding to the needs of TNI personnel who join MINUSCA in accordance with the qualifications required by the organization are in the process of withdrawal, examination and selection. The problem that often occurs at this stage is that deployments are not in accordance with the needs of the position (PMPP TNI Headquarters, 2021). As a result, there is an incompatibility of personnel capabilities with the required functions, resulting in sub-optimal performance. Thus, the success of the institution or unit in carrying out its duties is not optimal because the existing human resources are not appropriate/not in accordance with the required/needed field of work, such as for the position of engineer, heavy equipment operator and Explosive Ordnance Disposal (EOD) or the taming of explosives. Therefore, it needs attention Better in the job analysis process, which includes duties, positions, responsibilities, authorities, work situations and the mandatory qualification requirements (job specifications), for example, experience, education, skills, abilities and others, so that the person can perform the task in a good place. With the help of job analysis, information is obtained about everything related to the position, namely job descriptions, job resumes, obligations and responsibilities, the authority of a commander, performance standards, and working conditions.

Remembering the main task of MINUSCA is to protect civilians by providing engineering support such as maintenance of roads, bridges, and airports and ensuring the mobility of MINUSCA troops in the territory of the Central African Republic. In other words, TNI personnel assigned to act as engineers in order to help build infrastructure in the Central African Republic require a very accurate job analysis



considering the duties and responsibilities of the MINUSCA troops. A glance at the mandates that peacekeepers have and the tasks they must perform shows that peacekeepers need more than just military skills to do their job. They are expected to prevent and defuse conflict, encourage cooperation among belligerent groups, protect civilians in imminent danger or attack, and assist in carrying out political reforms. In addition, they must work with many different armed forces, local actors and international humanitarian aid organizations. Operating in a complex environment is very stressful for peacekeepers who often experience fear, anxiety, depression, and hopelessness (Heinecken & Ferreira, 2012).

Bartone et al. (1998) point out that the consequences of psychological stress, including “increased risk of death and serious injury from accidents, inattention and misjudgment, fire incidents and suicide”, are increasingly recognized by military leaders. Therefore, identifying the sources of psychological stress during the various deployment phases becomes very important when considering that psychological stress can also increase—for example, the violation of the rules of engagement and the decline in soldiers' mental health. Thus, knowledge of focus will enable effective management and preparation of soldiers and leaders to avoid the adverse effects of stress on health and performance.

The recruitment and selection of TNI personnel within the MINUSCA Task Force include general health checks, mental health checks, English test, computer test, driving test, and Physic test (PMPP TNI Headquarters, 2021). However, in the series of recruitment tests faced with the organizational structure/formation of the TNI Kizi Task Force, there are still inconsistencies in analyzing the positions offered. In addition, in the recruitment test, there is no critical point that should exist, namely a psychological test to conduct an assessment of behaviour and suitability in a unit or a team and to find out the level of humanism of a soldier. This is very important when a soldier is dealing directly with the civil society of Central Africa, who is currently experiencing psychological stress caused by the conflict in his country, so TNI personnel are expected to position themselves well.

Psychological tests include psychological examinations, which use special psychological test tools as measurement instruments (in the form of test questions) developed by psychologists. This test aims to measure a person's condition related to intellectual abilities, emotions, interests, talents, and personality. Through psychological tests, it can measure the level of capacity of various mental skills of personnel and what supports them, including in terms of achievement and ability, intelligence, personality, and even neurological function. Selected soldiers must be able to carry out a social approach that is carried out in a humanistic manner toward Central African civil society. In addition, every personnel must be able to adapt to everything they face well.

### **Research Implications and Limitations**

Based on the above discussion, as a research implication from the results of the literature study, it can be found that in the recruitment and selection process for TNI personnel there are still obstacles and shortcomings such as immature job analysis, personnel selection that is not in accordance with the qualifications and competencies of their positions, and selection materials that have not been completed. complete, so this results in the organization's performance in carrying out MINUSCA's mandate not being optimal. The limitation of this research is the recruitment and selection of the TNI Garuda MINUSCA task force in 2021. The difference in the recruitment process in the TNI in other task forces is in terms of the qualifications and competencies of personnel who will fill positions in the assignment, such as the MINUSCA task, many of which are recruited from TNI branches. Engineers. The recruitment process from other countries is generally the same, which refers to the provisions set by the United Nations, specifically in accordance with the MoU between the United Nations and the contributing countries themselves. In this

article, the author suggests that PMPP be given full authority in the implementation of the recruitment and selection of TNI personnel who will become peacekeepers, better attention is needed in the process of job analysis and personnel selection in accordance with the qualifications and competencies of their positions. This research is only limited to improving the quality of recruitment of TNI personnel in the Garuda MINUSCA task force.

## **CONCLUSION**

The TNI Peacekeeping Mission Center (PMPP TNI) plays a very strategic role in ensuring the quality of recruitment and selection of TNI peacekeeping personnel. Peacekeepers need more than just military skills to do their job in the field. Special attention is required in order to facilitate the adjustment of the character of personnel who were initially formed as fighters to become peacekeepers under the UN flag. Therefore, PMPP TNI needs to build cooperation with regional peacekeeping centres and other relevant organizations in other countries to facilitate the exchange of ideas and insights. Through this coordination, it is hoped that PMPP TNI can maintain and improve the quality of recruitment and selection of candidates for the Garuda Contingent TNI personnel in accordance with the standards expected by the United Nations.

At the technical level, there is still a mismatch of personnel capabilities with the required positions, which has the potential to hinder optimal performance. For example, in MINUSCA, fields of work that require special skills, such as the Engineer's Heavy Equipment Operator and the Explosives Disposal Department, require personnel with relevant technical competencies. To overcome these problems, better attention is needed in the job analysis process, including duties, positions, responsibilities, authorities, work situations, and the necessary qualification requirements as the basis for carrying out recruitment and selection activities. In addition, taking into account the complexity of the work situation of peacekeeping troops who generally serve in conflict areas, the implementation of psychological tests in recruitment and selection activities is an essential element in providing input for assessing mental health and the ability of soldiers to work under pressure as part of the Garuda Contingent team.

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