

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Theoretical Framework**

##### **2.1.1 Defense Science**

Defence science embodies some increasingly complex scientific developments, but it provides great benefits to a wide range of phenomena that require new scientific disciplines with new approaches through a series of structures, contents, and implications for knowledge. Defence science is often associated with social phenomena, politics, and international relations, but approaches for each country have different paths adapted to the situation, circumstances, and time of the country. Defence Science as a science develops theoretical studies of defence science that adopt the study of social, political, and international relations explaining that theory is the rooted foundation of ideas, principles, and abstractions to understand and solve the problems of the phenomena of defense, such as threat, war, security and defense concepts.

Defense is the science that studies how to manage national resources and power in times of peace, war and post-war to face threats from within and abroad, both military and non-military, for the integrity of the territory, national sovereignty and the security of all nations in order to national security.(Supriyatno, 2019). Defense science also includes studying and studying how to create and implement a defense policy into a defense strategy.

The Universal Defence Strategy is a derivative of the Universal Defense System as defined in the Law of the People's Republic of Indonesia (UU RI) No. 3 of 2002. In the context of the philosophy of science, the rule of law is axiomically a form of defence science. In the same context, epistemology, defence science is multidisciplinary, interdisciplinarian and transdisciplinary. Ontologically, defence is the science that studies why and how the existence of a nation can

safeguard its sovereignty, territorial integrity, and national security from all kinds of threats from within and abroad. (Tippe, 2016).

Defense of the State as provided for in law No. 3 of 2002, section 1, which is all efforts to preserve the sovereignty of the state, the territorial integrity of the States of the United Republic of Indonesia, and the safety of all nations from threats and disturbances to the integrity and the integrities of the nation and the State. In article 2, it is explained that the defense system of the country is a system of defense of a universal nature involving all the citizens, territories, and other national resources, and prepared in advance by the Government and organized in a total, integrated, directed, and continuous manner to enforce the sovereness of the Nation, the integration of the territory and the security of the whole nation from all threats.

In a war operation, what Indonesia does is carry out a series of operations of active defensive operations. It is an attack carried out to eliminate the enemy's intention to invade or attack national territory. Military operations for war are an integral part of national security defence efforts, have a wide and complex scope and involve the entire ranks of the TNI as well as other Hankamneg forces.(Seskoad, 2019). As far as the OMSP is concerned, when our military carries out peacebuilding operations, humanitarian relief operations on disasters (Supriyanto, 2014). According to Pion-Berlin, there are three reasons why the military runs OMSP (Taufika & Laksmana, 2020):

- a. Strategic dilemma (the emergence of non-traditional threats that are in the grey area)
- b. Developmental dilemma (low capacity of national institutions in development),
- c. Humanitarian crisis (natural disaster response).

Defense science studies strategy, military science, as well as science and the arts of war, then there are three dimensions of time in implementing

and at the same time benefits of defense sciences. The first is in peacetime, that is, how to manage defense resources in peace or long before the war occurs, when the war becomes a second dimension and the third is after the war is over.

Based on the development of the strategic environment, there are predictable threats that need to be considered in defence policy. Threats that arise from time to time can be categorized into three categories: military threats, non-military threats and hybrid threats. The real threats are military, non-military, and hybrid threats as they evolve today, and tend to continue over the next few years. A real threat can come from home or abroad, with implications for the sovereignty of a country, the territorial integrity, and the security of the entire nation. A potential threat is an unprecedented threat but can occur at any time and in certain circumstances becomes an actual threat. A possible threat contains an escalation of a threat at a lower level which consistently ranges from the highest to the lowest, including disturbances, obstacles, and challenges.

Defense science writers use as Grand Theory or Major Theory research. The main theory is used to explain a whole phenomenon. Therefore, defense science has been chosen as the main theory because this research will address the phenomena in the field of defense. In this paper we are studying the construction of the komcad that has been formed by the camp, so the science of defense becomes the main theory used. Defense science in this study explains the phenomenon of the existence of reserve component in Indonesia, from its formation to the implementation of development against reserve component.

#### **2.1.1.1 The Total People's Defense and Security System**

Article 30 of the 1945 Constitution mandates the implementation of Sishankamrata to safeguard national security. This involves the utilization of the Indonesian National Army and the Republic of Indonesia National Police as the primary forces, with the people serving as a supplementary

force. Sishankamrata is a comprehensive doctrine and national defense strategy that synergistically harnesses the full range of military and non-military resources and capabilities. Sishankamrata is a strategy that combines elements of populism, regionalism, and universality. To ensure national security interests, Sishankamrata extensively incorporates ministries, non-ministerial government agencies, and the lawful involvement of all parts of the nation.

The Indonesian state follows the Sishankamrata philosophy, often known as the Universal People's Security Defense System. The awareness of the probability of conflict and war can disrupt security concerns and jeopardize the existence of individuals, as well as communities and nations. Hence, the preservation of nations necessitates the establishment of a security framework known as Sishankamrata. Sishankamrata encompasses the collective strength of the entire population and the full capacity of the national resources.

During the era of the New Order, Sishankamrata established ABRI as the primary element, with the people as the fundamental element, and all natural resources and other national capabilities as its auxiliary element. During the reform period, the ABRI dual function was eliminated through TAP MPR No.VI/MPR/2000 and MPR TAP No.VII/ MPR/2000, which established independent institutional responsibilities and functions for TNI and Polri. Sishankamrata has experienced modifications, wherein TNI functions as a state apparatus for defense purposes, while the Police serves as a state apparatus responsible for maintaining security and public order.

Muksinin (2020) explained that the concept is still relevant and valid for use in war operations, especially non-conventional warfare. This system makes defence integration (military and non-militarian) stronger. Sishankamrata has developed in Indonesia since the beginning of the struggle of the Indonesian nation after the proclamation of independence in 1945. The spirit of the struggle to defend the independence and sovereignty of the country is the future cycle of Sishankamrata. The struggle then

continued with operations to restore national security, in insurgencies, separatist movements, and other security disturbances. Then, based on the experience of the nation's struggle, the Doctrine of Defence and Security of the People of the Universe (Hamkamrata) was formulated and successfully ratified in 1982. Explicitly in the era of post reforms UUD 1945 of the Republic of Indonesia, the Sishankamrata concept was still preserved and considered quite effective. Sishakamrata was able to involve people as a whole and shift the terminology that the state was not the only party responsible for running the state.

Submitted by Manggala (in Lemhannas, 2021) that Indonesia needs to urgently reaffirm the role of Indonesia's national security responsibility. The terminology of the national defense system, the Sishankamrata (Universal People's Defense System) that includes the element of the people must be properly implemented. Indonesia's national defence and security responsibilities must be an integrated responsibility. Through the Sishankamrata concept, the communication strategy used by the Ministry of Defense should be more grounded and accessible to the public. In this study, the implementation of the Sishankamrata concept will be extracted from various research subjects within the framework of communication strategy management.

#### **2.1.1.2 Defense Concept**

Defense is closely linked to the philosophical foundation of the state entity as the main actor of the defense aspect. As a living creature, the state requires all forms of power that the state possesses, to defend itself from all kinds of threats to the state. The objective of defense is the way a country acts and behaves in the face of an incoming threat, both military and non-military threats. When a country is faced with a military threat, then the approach considered effective is a military approach anyway. Non-military complexity, however, is not enough to use defense and security equipment

like the state-owned national army. Thus, strategic stakeholders with TNI take a continuous role in maintaining domestic stability. (Gumilar, 2015).

The Hankamrata system is a comprehensive integration of all its components, forming an indivisible aspect of its overall integrity. The strength of a region is defined by factors such as the level of people's militancy, potential, and the evident power inside the territory. From a systemic perspective inside Hankamrata, the fundamental element consists of knowledgeable individuals who are dedicated to maintaining public order, safeguarding the well-being of the populace, ensuring their security, and fostering their resilience through mobilization. An integral element is the People's Protection (Linmas), which functions as a contingency response to warfare, natural calamities, or other emergencies. Additionally, there is a supplementary component consisting of national assets and resources that ensure the nation and state's capability to counter any external threats.

In practical terms, the defense idea serves as an additional means of identification for state officials to develop effective plans and policies. An analysis from multiple perspectives is necessary to assess a country's defense, as it is crucial to ensure the efficient execution of measures in order to safeguard against potential weaknesses and maintain a state of alertness against threats to the country's defense system. Comprehensive management procedures are necessary to establish and execute defense systems, postures, policies, and tactics that align with the nation's and country's ecosystem. (Indrajit, 2020). The notion of National Defense is an integral part of a comprehensive defense strategy, encompassing primary components, reservations, and supports, which are essential for a thorough examination and understanding of this research topic.

The National Police (Polri) is not considered a defense tool. This is in accordance with the provision of Article 5 paragraph (1) of Law Number 2 of 2002 concerning the State Police of the Republic of Indonesia (Police Law), which states, "The State Police of the Republic of Indonesia is a state tool that plays a role in maintaining public order and security, enforcing the

law, and providing protection, guidance, and service to the community in order to maintain national security."

This was conveyed by Professor at Padjadjaran University (Unpad) I Gde Panjta Astawa during the material testing session of Law Number 23 of 2019 concerning the Management of National Resources for National Defense (PSDN Law) against the 1945 Constitution, on Tuesday (18/1/2022) virtually. The hearing of case Number 27/PUU-XIX/2021 was led by the Chairman of the Constitutional Court, Anwar Usman.

Furthermore, Astawa, as an expert presented by the Government, stated that during mobilization, the National Police, as a supporting component (komduk) involved in the national defense system, has its status elevated to a reserve component (komcad) aimed at enlarging and strengthening the main component (komut).

TNI as a main component of the country's defense will have difficulty facing its own threats, with all its limitations. For that, as an update of the Sishankamrata, the establishment of reserve component as an element of non-military defense force, which is functioning to assist the main component of the national defense (TNI), must be carried out immediately. The reserve component is a solution to the potential military threat in the context of a fifth or even sixth-generation war of a non-military nature.

a. Main Component

TNI is a component of the care of a nation that has a duty, primary, and function as defense development refers to the systematic conception of the defense of the state which includes in it a comprehensive Defense Concept (Hankamrata). In the Defence Minister's Rules No. 16 of 2012 on the Integration Policy of the National Defense Component, Sishankamrata refers to the national defense and security system whose component consists of all the potential, capabilities, and powers of the State which operates comprehensively, fully, and continuously for the realization of national defense and security capability.

b. Reserve Component

The legislation stipulating the urgency of the reserve component is stipulated in the Republic Indonesia law No. 23 of 2019 on the Management of National Defense Resources, in order to convert human resources, natural resources, artificial resources, as well as means and supplies of the national to the ready-to-use defense force for the defense of the homeland. Defense resource management efforts cover a number of professions, namely Defense of the State; Establishment of Supporting Components; Formation of Reserve Component; Strengthening of Core Componentes; and Mobilization and Demobilization.

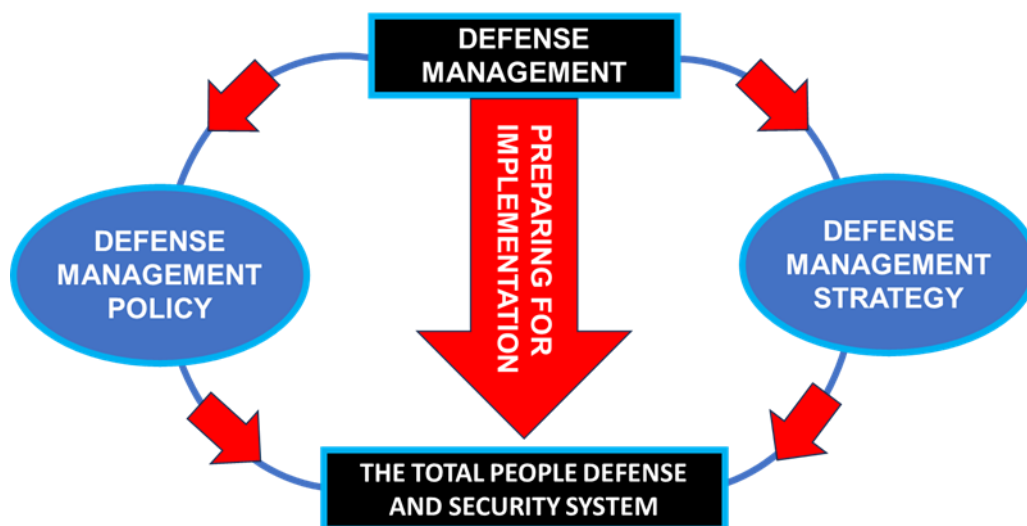
c. Supporting Component

The Supporting Component is a container of voluntary participation and use of resources for defense maintenance efforts, including Polri members; national guards; professionals; and other citizens' components. The presence of supporting components is also included over the logistics of the territory and the strategic material reserves that are adapted to the needs of the main components consisting of means and supplies of Army, Navy, and Air Force. The continuity of the supporting elements is also added to the existence of facilities and suppliers in the requirements of defence information systems, its means of cyber supplies and space.

The defense concept will be the analytical material of the communication strategy management so that the substance of the message communicated will be consistent with the purpose of the defense. In this context, the research will elaborate on the design of the reserve component that needs to be adapted to the culture of Indonesian society. This will lower the resistance and increase the public's interest in joining rerserve component.

### 2.1.2 Defense Management Theory

Management is an activity that has a specific purpose based on the vision and mission of an organization effectively. Activities on the way include a variety of planning, guidance, to certain controls by using all organizational resources to effectively and efficiently (Hanafi, 2015). Defense management is a strategic activity involving the planning, implementation, supervision and control of national defense.



**Figure 2.1 Defense Management of Law No. 3 of 2002**

Source: Introduction of Defense Management (2018)

According to Thomas P. Galvin (2018), Defense Management is on the relationship between national security policy, strategy, campaign, and strategic leadership. How the government formulates national security policies and strategies to prepare trained troops, commanders, personnel units and their equipment. Defense management gives clarity to areas of activity with high uncertainty as to whether the path taken to meet the goal is right or the problems faced are properly identified and solved.

Through the above definition it can be seen that defense management encompasses fields, subjects, and objects, as well as a fairly broad method, and consists of several concepts that are a set of abstract, meaningful and distinct entities of ideas or ideas referring to universal

phenomena, in which such phenomenon can be structured and formulated and uniformly applied to its existence.

Management functions are a series of activities carried out to a goal. In this case, the researchers refer to the theory of G.R. Terry and Leslie W. Rue (2014) because it emphasizes more on organization and execution in management activities besides other management functions. Below is a description of the management functions presented by Terry and Leslie (2014):

a. Planning

Planning, is the stage of selection and sequence of tasks required to the desired goals of the organization. Plans can be strategic, long-term or short-term, deliberate or contingency. The plan outlines the objectives and approaches (strategies, policies, principles) and forms the basis for organizational decisions and decision-making.

According to Ali Nurdin (2019), planning is a must in any attempt to develop an enterprise or develop an institution. Since planning is vital, it should be done early. Planning can be seen as a set of decisions, in relation to which such planning is seen as an action to prepare the actions for the future with the way of making decisions now. Nurdin (2019) stated that planning functions include setting organizational goals, setting an overall strategy for achieving goals and developing a comprehensive plan hierarchy to merge and coordinate activities. From the above understanding that the function of planning is an activity or activity which is the process of determining the work programme

b. Organizing

Organization is the stage of assignment and coordination of roles, tasks and obligations to be performed by a unit or member of the organization and the distribution of the resources necessary among them to a desired goal within a specified time

frame. This phase includes the process of recruitment, selection, training, placement and development of staff according to the role and duties desired.

Tampubulon (2018) states that organizing is an attempt to realize cooperation between human beings involved in cooperation. A whole process of grouping people, tools, duties, responsibilities or authority to create an organization that can be moved as a unity in order to a goal. Organization is basically the process of division of work, the system of cooperation, the systems of interpersonal relations involved in an organization.

Organization can be understood as an act of establishing effective behavioral relationships between people, so that they can cooperate effectively thus gaining personal satisfaction in the performance of certain tasks under certain environmental conditions in order to a certain goal or goal.

c. Leading/Actuating

Leadership is the process of motivating, leading, and influencing staff on the road to achieving shared goals. Leadership requires a sense and organizational skills, and leadership capacity to motivate followers through a pleasant working atmosphere. Guidance can be effective in reaching a common goal if accompanied by systematic monitoring and control.

A set of actions or work programmes that have been defined at the planning stage are then implemented in implementation activities. Moving is the same as execution. Implementation is the process of being done and engaged in planning. The execution function is the management process to realize the things that have been arranged in the planning function. According to Terry and Leslie (2014), that not all management authors agree on what names should be given to

management functions, there is a general agreement that organizational planning and supervision should be mentioned in management function while some authors include the function of staffing as part of organizational functions. On the actualizing aspect, some authors use motivating rather than directing, while others use the language Leading, influencing and actuating depending on which function to emphasize. In this study, researchers use the term Leading because in the military aspect, leadership functions play an important role in managing an institution.

d. Controlling

Controlling is the action performed by a manager (commandant) to ensure that all units are moving towards a target in a coordinated manner. In other words, control is used to ensure that when the success of a unit in achieving its goal depends on the action taken by another unit, then the action will be taken.

Putra and Himyar (2021) stated that supervision is a process to assess the execution of work according to planning or not. Terry and Leslie (2014) also described that surveillance can be regarded as an activity to find, correct deviations in the results achieved from activities carried out and planned. Therefore, supervision can be viewed as a process to maintain work consistency in line with planning.

5M management is an aspect that is often associated with operational management or production management. It is also known as "5M" in manufacturing or industrial environments. Here's a brief explanation of each element:

a. Man

This includes all the people involved in the production or operational process of an organization. This includes managers,

employees, and other support staff. Management needs to ensure that there is a qualified, trained, and skilled workforce to the goals of the organization.

b. Money

Management needs to manage financial resources wisely, including budgets, expenditures, revenues, and investments. It is important for management to ensure that financial resources are used efficiently and effectively.

c. Method

It covers the working processes, production methods, procedures, and workflows used in the organization. Management must develop efficient and effective methods to the goals of the organization, including planning, organization, implementation, and control.

d. Machine

Refers to equipment, machines, and technologies used in production or operation. Management needs to ensure that the machines used in the organization function properly, are regularly maintained, and upgraded if necessary. The right use of technology can also help improve efficiency and productivity.

e. Material

It is the material or component used in the production process. Management must ensure that the supply of raw materials is adequate, quality, and sufficient to meet the production demand. Management also needs to monitor and control the supplies of raw material to avoid shortages or waste.

In order to achieve effective operational goals, it is necessary to manage these five related elements in a holistic manner. Management must take into account these factors while making decisions and planning operations. The study will utilize defence management as an intermediate

framework to connect the notion of defence with the administration of the Ministry of Defense in addressing research concerns.

### **2.1.3 Government Communications**

Government communication is the process of delivering ideas, announcing programmes and policies of the Government to the public in order to the national interest. In this case, the government can be positioned as a communicator and the society as the communicator. However, under certain circumstances, the society can be positioned as the transmitter of ideas and the government as the recipient of the aspirations of the society. (Mufida, 2016).

Brent Baker (in Indarto, 2012) explains that there are four strategic approaches to government communication, namely: First, political communication, aims to persuade and obtain legitimacy both domestically and abroad regarding governmental regimes. It implies budget submission, law enforcement and policy. Secondly, information services, that is to provide information services to the public about important government information and provide facilities for the public to have access to strategic information. Thirdly, building and maintaining a positive image of the institution, its purpose is to inform and influence the public in order to provide positive support both short-term and long-term at all levels of government. Fourthly, generating feedback from the public, the goal is to ensure that the government gets the latest information and requests input in the policy-making process from the people.

#### **2.1.3.1 Government Communications Management**

According to Baker (in Indarto, 2012), government communication management tactically encompasses three things: first, identifying issues focusing on government policies or programmes; second, formulating communication planning refers to issues that are packaged according to the desired characteristics; third, executing communication planning.

There is a fundamental difference between government communication management and private institutions. In the private sector, communication management encompasses four processes: research for reference, planning, communication action and evaluation.

The management of the company is expected to be able to carry out activities according to the expectations or expectations of the stakeholders and periodically report to them. The Convention states that the parties concerned have the right to know all information both mandatory (for legal reasons) and voluntary. This activity can be identified through the accountability submitted by the company in the form of financial and non-financial information. (Subiakto, 2019). The concept also outlines how a private sector manager should play a role in raising stakeholder awareness and responsiveness, identifying the parties that have an impact on the organization, and understanding their wishes and needs. The viewpoint in this concept can also be applied in public management (government) in understanding society as part of the stakeholders with public policy.

Based on the above description, the process formulates a communication strategy, meaning taking into account conditions and situations both in space and time that are faced and that may be faced in the future, in order to effectiveness. With this communication strategy, it means that there are several ways to use communication consciously to create change in the audience's self easily and quickly.

Indarto (2012) explains that persuasive communication, at least, has three purposes, namely shaping, strengthening, and changing responses. Generally, persuasion targets can be identified by age, gender, education, employment, primary group membership, and target's special interests. In addition, it can be seen from pedestrian targets, passive targets and discussion groups, target selected, target agreed, and organized targets.

In this study, the author will use the Government Communication Theory as a reference, the Government's policy in campaigning for national warfare awareness and recruitment of reserve components.

#### **2.1.4 Human Resource Management**

HRM is the planning, organization, coordination, implementation and supervision of the acquisition, development, integration, construction, and separation of the workforce in order to the goals of the organization. (Mangkunegara, 2005). In fact, HRM is a movement of recognition of the importance of the human element as a very potential and highly dominant resource in any organization. Other opinions say that HRM is the entire process of planning, organizing, directing and supervising the procurement activities of selection, training, placement, compensation, development, integration, construction, and discharge of Human Resource. This is done to the various objectives of individuals, communities, government customers and organizations concerned. (Sihotang, 2007).

Human resource management is a process that deals with various issues within the scope of staff, staff, workers, managers and other workforce to support the organization's activities. All these things are related to the goal of achieving the goal that has been set. HRM is the correct and effective application in the recruitment, deployment, development and training process of the personnel that an organization has effectively to the optimal level of disclosure of Human Resource by the organization in achieving its goals (Sinambela, 2016).

According to Hasibuan in (Luila & Haryadi, 2013) Operational functions in Human Resource Management are the basic (basic) implementation of HRM processes that are efficient and effective in achieving the goals of the organization/company.

- a. Procurement is the process of recruitment, selection, placement, orientation, and induction in order to obtain employees that fit the needs of the company, good acquisition will help the realization of the goal.
- b. Development is the process of improving the technical, theoretical, conceptual, and moral skills of employees through education and training.

- c. Compensation is the direct and indirect return of money or goods to employees in exchange for services provided to the company. Integration is an activity to unite the interests of the company and the needs of employees, in order to create a harmonious and mutually beneficial cooperation.
- d. Training is the activity to maintain or improve the physical, mental, and loyalty conditions of employees, so that they remain willing to work together until retirement.
- e. Discipline is the most important function of MSDM and the key to achieving goals because without good discipline it is difficult to realize the goals of the company.
- f. Termination is the termination of a person's employment relationship with a Company.

Human resource management is used as an applied theory by the author. HRM is the theory that the author applies in this scientific work. In this study we will analyze the building-related membership components of the reserve that are part of the human resources.

#### **2.1.4.1 Personnel Management**

Personnel management is really part of the human resource management, in the Human Resource Management Theory: This theory emphasizes the importance of treating employees as a valuable asset in an organization. It involves managing the human resource to the goals of the organization while paying attention to the interests of employees.

Personnel management in the Indonesian National Army (TNI) is the process of human resource management (HRM) in the military institutions of Indonesia. TNI is a very disciplined organization and has a strict hierarchical structure. Personnel management at TNI covers various aspects, including recruitment, training, promotion, career development, and military discipline building.

The management of personnel in the Indonesian National Army (TNI) has its own characteristics and rules, in accordance with the context and tasks undertaken by members of TNI. TNI is the national defence organization of Indonesia that is responsible for the security and sovereignty of the country, and therefore, personnel management in the military context has disciplinary aspects. Here are some important things to understand about TNI personnel management:

- a. **Hierarchical Organization:** TNI is a highly hierarchical organization. The chain of command is very strong, and every member of the TNI has a clear role and responsibility according to his rank and office. Orders from above must be followed strictly.
- b. **Military training:** TNI members undergo rigorous and intensive military training before being placed in operational duties. This training covers a range of rigorous military skills, strategy, tactics, and discipline.
- c. **Mobility and Rotation:** TNI often experience staff rotation related to their duties and responsibilities. This could include moving from one unit to another, even in different areas of Indonesia.
- d. **Military leadership:** Leadership at TNI is very important. Leadership duties in military situations include leading troops in conditions that are often highly demanding and risky.
- e. **Military Discipline:** Military discipline is an integral part of TNI personnel management. Violations of the code of ethics and military discipline may result in sanctions and disciplinary action.
- f. **Awards and Recognition:** TNI has a system of awards and recognition to recognize the outstanding successes and achievements of staff in their duties.

- g. Staff welfare: TNI staff welfare, including housing facilities, health services, and education, is an important concern in staff management.
- h. Early Retirement: TNI members usually have shorter service periods than some other professions. For this reason, TNI staff management often involves early retirement plans and post-retirement preparations.

The management of TNI personnel is governed by various rules and regulations established by TNI itself, as well as by the Indonesian government. A good understanding of the ethics, code of ethics and culture of TNI organizations is essential for all TNI members. TNI personnel training is a key element in creating efficient and reliable units. TNI training covers various aspects, including military training, leadership, technical skills, and moral aspects. Here are some models of TNI staff training that can help create efficient units:

- a. Model System Approach: TNI staff training should be seen as part of a larger system, which includes strategic plans, organizational objectives, as well as logistical and support aspects. In this model, training is closely linked to the goals and operational needs of TNI.
- b. Sustainable Model: Training in TNI should be a continuous process, not just a one-time activity. This means that TNI members need to undergo continuous training throughout their careers to maintain and improve their skills.
- c. Competence-Based Model: Training should be based on the competence required in the TNI unit. This competence can include military, technical, leadership, and communication skills. Training must be designed to develop these competences.
- d. Simulation Model: The use of simulation and field training is an effective way to prepare TNI personnel for real situations.

In this model, field situations are set to train personnel in the face of real challenges.

- e. Leadership Model: Leadership training is a key element in creating an efficient TNI unit. This includes development of leadership skills, decision-making, and personnel management.
- f. Assessment and Feedback Model: An effective assessment and feedback system should be implemented in TNI staff training. It helps identify staff strengths and weaknesses and provides guidance for improvement.
- g. Adaptation Model: TNI must be able to adapt to changing environments and changing operational tasks. This means that staff training should include an understanding of the various scenarios and situations that may occur.
- h. Leadership Development Model: Identifying and developing potential leaders in a unit is an important aspect of training. It can involve specialized leadership development programs.
- i. Collaboration Model: Training of TNI personnel may involve collaboration with other military partners, both domestically and abroad, to share experiences, best practices, and capacity-building.

Moreover, the use of modern technology, such as computer simulation and e-learning-based training, can also help in improving training efficiency.

### **2.1.5 Recruitmen Theory**

Recruitment of human resources is a very crucial first step in building an organization's success. A good recruitment process can have a positive impact on the productivity, corporate culture, and quality of the SDMs that join the organization. Therefore, the use of recruitment theory or model becomes a very important thing.

Mark Cook (1976), said in his book *Matching People and Organizations: Selection and Socialization in Public Accounting Firms*, this theory emphasizes the importance of compatibility between individuals and organizations. According to Cook, the best employee selection occurs when there is a match between individual characteristics and organizational characteristics.

In "Organizational Entry: Recruitment, Selection, Orientation, and Socialization of Newcomers" (Wanous, J. P., 1971). Wanous proposed that recruitment results could be measured by comparing the number of successful applicants recruited with the number in the initial application. This model focuses on the concept of "recruitment outcomes."

As a necessary reserve component in times of war, it is important to provide honest and realistic information about what the future Komcad candidate will face. "The Relationship Between Salary and Job Preference: The Role of Realistic Job Previews" (Hall, M.T., 1973). By providing honest information about the job, organizations can attract individuals who are better suited to their actual tasks and work environment.

Not only does the recruitment process also have to be able to fill the needs, therefore it is important to be capable of attracting comcadeters from different backgrounds of the profession. Gary S. Becker in "Human Capital: A Theoretical and Empirical Analysis, with Special Reference to Education" says that SDM is a "human capital" that has the skills, knowledge, and experience that can add value to the organization. Recruitment focuses on investing in proper human capital.

## **2.2 Previous Research**

In this research, researchers use previous research as a relevant reference. Each has similarities and differences with the research to be carried out. Here are some previous studies that are relevant to the topic Communication Strategy Management Ministry of Defence Increases Public Interest Participating in Reserve Components Use Supporting Sishankamrat.

Table 2.1 Previous Research Table

No	Author and Research Title	Research Method	Equation	Difference	Finding	Research Result
1.	Development of units to members of the reserve component to create a national defence posture (Langgeng Gilang, 2022)	Preparedness of Management Capacity of Army Reserve Components to Strengthen TNI Core Component	Analyze human resource management of reserve component	Research Subject just focus about development	Component human resource of reserve component	Describe how to build a Reserve Component Unit to support the National Defense
2.	Government Communications Management in Transparency Policy	Qualitative descriptive analyzes how government communication efforts in	Conducting Communication Management Evaluation	Research focused on government policy evaluation.	Government Communicati on Theory; Management Theory	Government Communications Management in Socializing Programs.

		promoting programs.					
3.	Tourism Ministry Communication Strategy in Promotion of Lake Sea of Takengon Town (Case Study of Tourism Department of Central Aceh District) (Alfi Sahrin 2022).	Analyze how strategies socialize a program	Analyze communication strategies in relation to promotion	The research focuses on the communications media used	Communication media	Describe how government efforts socialize the program.	
4.	Public Opinion Formation Propaganda About RKHUP	Analysis of the formation of public opinion, how the	Research theory is underpinned by the Concept of Communication	The object of the research is about the rejection of	Study of communication, media, and	Describe the formation of public opinion, in a sense and program.	

	Rejection Action and 2019 KPK Bill in Makassar City on Social Media Whatsapp (Nurul Safitry Fathullah, 2020).	government squeezes propaganda so that the public understands the core of the program.	and Public Opinion Formation.	RKHUP and the 2019 KPK Bill.	public opinion concepts.	
5.	Ministry of Defence Communication Strategy Management in Increasing Public Interest to Join Reserve Component Use Supporting Sishankamrat	Analysis of Reserve component socialization strategies and managers	Communication Strategy Management in Socializing of reserve component	Objects focus only on communication strategies	Study of Communicati on Concepts in Komcad Socialization	Describe strategies and programmes in socializing and managing reserve component

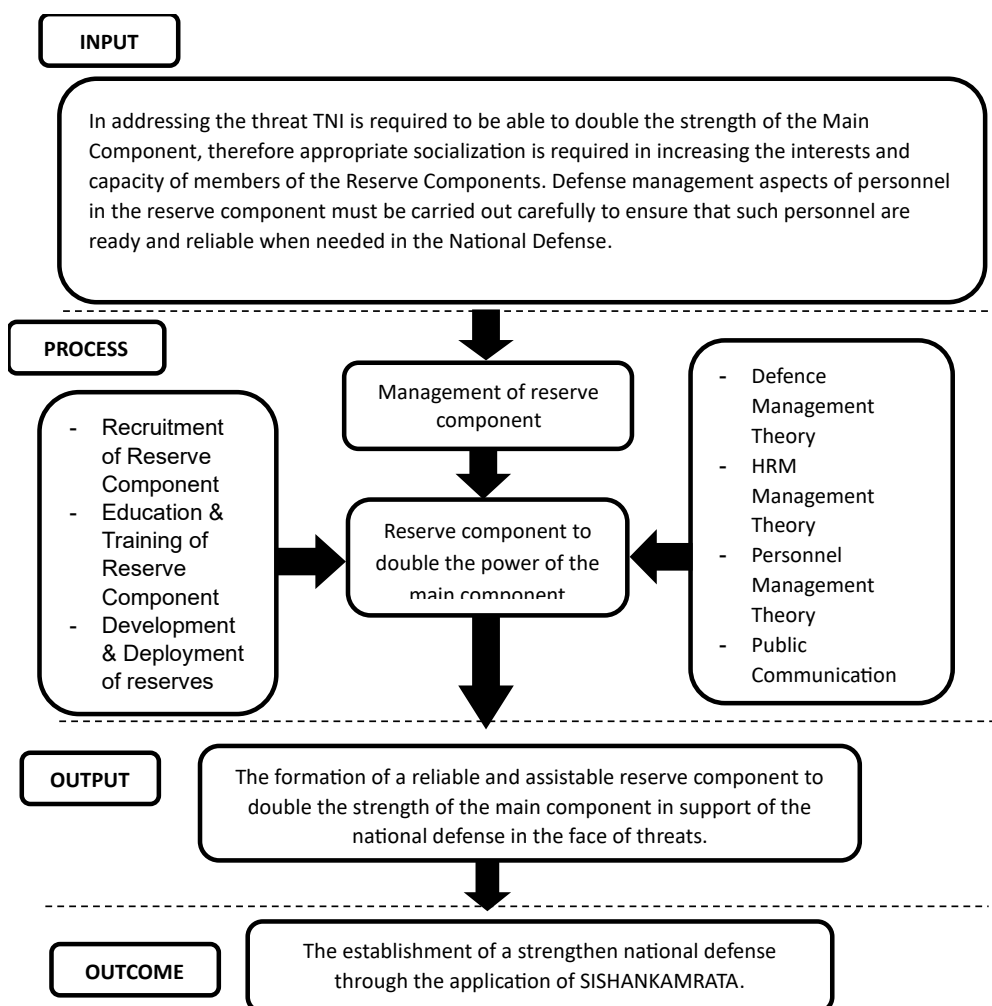
	(Fanema Gabrieli, 2022)					
7.	Elly Sebastian (2018) (Sebastian, 2018)	Enhancing the role of the National Defence Mission in dealing with the threat of a fourth-generation war	Qualitative descriptive, Human Resource Role Theory, War threat Fourth Generation	focus research, applied theory, role theory SDM, threat theory	Subject & Approach Difference Used	Describes the quality and capability of defence resources as a benchmark to the threat of war.
8.	Army reseve component organization (Muradi,2018)		The formation and establishment of the reserve component became an essential part of the country's military system.	No analysis related to the management of backup components owned by Indonesia.	The concept of reserve component in support of Sihankamrata	

Source: Processed by the researcher (2023).

### 2.3 Research Framework

In this sub-chapter we will explain the framework of thought, the creation of a framework designed to facilitate understanding in solving problems. The thinking framework in this research consists of four main components consisting of input, process, output, and outcome.

#### The Recruitment and Development of The Indonesian Army Reserve Personnel for National Defense (Case Study: Batches 2021-2023)



**Figure 2. 2 Research Framework**  
Source: Processed by the researcher (2023)