Explaining Factors of Job Pursuit Intention in Indonesian Military Institution

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Abstract

Reformation brought many changes in public sectors in Indonesia, one of them is Military institution. Reformation required Military to become professional in every organizational aspects, including human resources as a part of resource that need to be manage strategically. Proficient and competent human resource will help organization reach its vision, missons, and strategic goals. One of the strategy to attract competent human resource is to design the recruitment and selection process in talent management corridor, where organization must identify factors which attracting a candidate to join into organization or simply called job pursuit intention. To find out what factors lead to job pursuit intention into military institution in Indonesia, data was collected using qualitative approach from middle-rank military officer. Their past experiences concerning motives/factors which lead them joined into military were explored. From analysis, it reveals that there are 5 factors which make them joined military; employer familiarity, subjective fit, hiring expectation, economic motive, and nationalism/patriotism motive.

Keywords

Introduction

Reformation in 1998 gives huge impact to many public institutions in Indonesia including Military. Prior reformation era, Indonesian Military was merged into one institution called ABRI (Angkatan Bersenjata Republik Indonesia) consist of Army, Navy, Air Forces, and Police. In that era, concept of defense and security was solely responsibility of ABRI. It was no separation between concept of defense and security.

After reformation, military changes. The integration concept of defense and security is seen as inappropriate with reformation spirit. Responding to this, Military enforced new paradigm in 1999 by implementing re-actualization, re-position, and re-definition roles of ABRI (Kontras, 2008). This step then followed by issuing political policies of TAP MPR and amandement of constitution. Amandement led to separation function of defense and security. ABRI is dispersed. Defense

function was granted to Indonesian National Army or TNI (Tentara Nasional Indonesia) consist of Army, Navy, and Airforce while security function was granted into Police Department (POLRI).

The separation required professionalism to be implemented in TNI. According to Bradford (2005), professionalism in military must fulfill three criterias; (1) Responsibility, (2) Expertise, and (3) Corporateness. Responsibility related with the ability of TNI to perform. Expertise related with skill or competency that must be possed by every personnel and corporateness related with organization cohesion and unity.

Bradford (2005) stated that out of the three criterias of military professionalism, the element of skill or expertise of TNI is below the standard. TNI lacks technical expertise related to the war, especially the ability to face external threat. On the other hand, the ability of TNI in handling internal threat focused on repressive approach and lack of know-how in using win-the-peace approcah or non-repressive way.

Using example in Navy, Abubakar (2008) stated that the unmet standard of TNI expertise is because of two reasons; (1) human resource factors, and (2) armed technology. In the past, power of military was showed by the numbers of its personnel. It means the more popoulous a country the stronger the military. However, the strength of military is no longer determined by the extent of personnel. It is something useless having many personnel but lack of compentencies. Quester (2005) stated currently effectiveness of military organization is determined by the competencies of its personnels and armed technology. The number of personnel is no longer a factor in measuring the capacity of military power of a country.

Moreover, Abubakar (2008) emphasized that competency of personnel is the factor which must be highlighted in increasing expertise of TNI to be a professional institution. Modernization of armed technology is something important, but this modernization must be followed by the improvement of personnel capabilities. Learn from the past when Indonesia bought new weapons from the Netherlands, many TNI personnel cannot catch up with training process in the Netherlands. The low quality of human resource made them unnable to absorb new knowledge/skill fast (Abubakar, 2008).

Human resource management must become focus. Realizing the importance of human, Army currently implemented new policies which focused in personnel planning and career management (Susanto, 2012). Personnel planning has several target, they are; (1) Structuring Human Resource Management System, (2) Structuring Power and Personnel, and (3) Structuring Recruitment Process.

Recruitment process is important component in attracting qualified personnel. TNI must be able to invite potential candidate to join. However, attracting qualified candidates is not easy as it seems. Recruitment process is like a war. All organization wants qualified candidates and attracts them in many ways. In some countries the trend of people who enroll into military is decreasing (Schreurs dan Syed 2011). This also could happen in Indonesia. Career in military is not as long as other profession. Military required endurance and physical fitness. The endurance and stamina decrease as a person aging. It is not a surprise that retirement age of military personnel is younger compare to other professions (Quester, 2005).

TNI must attract candidates not only as many as possible but also as qualified as it has to. This research aimed to find out

what factors that considered by candidates to join TNI. Knowing factors which make people join could be useful for TNI in optimizing organization attractiveness in order to recruit talented candidates.

Literatures Review

Wheeler (2006) defines talent *as those employees whose contributions are vital to organization ability to produce product or deliver service*. While talent management, according to Smilansky (2006) is; *an integrated set of corporate (organization) initiatives aimed at improving the caliber, availability and flexible utilization of exceptionally capable (high potential) employees who can have a disproportionate impact on business (organization) performance*. It is very clear that talent or ability is the main key to measure the success of the organization. Therefore, it is very important for organization to attract people with talent to join through recruitment process.

The key success factors in bringing the best talent into organization are: (1) organization must determine what kind of talent they need to support the organization development, and (2) organization must have quantitative measurement in order to monitor level of organization achievement.

Workforce planning is the first step in talent management. In this step, organization set work plan, recruitment plan, compensation budget, and recruitment target for certain period. Recruitment process must be integrated with evaluation process of candidates. After finding the right candidate to join, organization conducts process to manage and improve employees performance through *performance management process*. The next step is training and development to support employees to grow themselves. Attractive remuneration and benefit package must be provided to push employees delivering their best effort. Last step, *critical skill*

gap analysis to anticipate if in the future organization needs new personnel because of retirement and turnover.

Many experts agreed that organization attractiveness is the key to make candidate interest to join in certain organization. Organization attractiveness will lead into *job pursuit intention*. Schreurs dan Syed (2011) stated job pursuit intention is determined by two main components; (1) individual cognition (*belief*, perception, and expectation) and (2) *job and organizational* characteristic. Those two factors will affect candidate to join or to not join with organization.

Chapman et al. (2005) in Schreurs et al. (2009) define *job pursuit as outcome variables that measure a person's desire or decision to enter or stay in the applicant pool without committing to a job choice. Job pursuit* is a tool to *measure organizational attractiveness*. Schreurs and Syed (2011) divided approach to attract talent into two levels; *organizational-level* and *individual-level*. In *organizational-level*, objective judgment toward job and organization characteristic is the main factor in determining candidate's intention. Organization size, pay system, and type of industry are the subfactor of organization charateristic while pay, benefit, promotion opportunity are the subfactor of job caharacteristic (Schreurs dan Syed, 2011).

On the other hand, individual-level emphasized subjective judgment toward job and organization characteristic. According to Schreurs and Syed (2011), individual-level consist of:

(a) *organizational image;* Research conducted by Lievens et al. (Lievens et al., 2007; Lievens et al., 2005 in Schreurs and Syed, 2011) showed symbolic attributes, including happiness and joyful, contribute to prospective candidate joining military. Candidates see organization's reputation as consideration. Organization reputation

has positive correlation with number of applicants. Research of Cable and Turban (2003) in Schreurs and Syed (2011) showed that perception of applicant affecting *job pursuit* because reputation determining person's pride which resulted from organization membership.

(b) *perceived social support;* Schreurs (2003) in Schreurs and Syed (2011) mentioned *perceived social support* is important in determining whether a candidate will join or not into an organization. Research in Belgium showed negative social support such as did not get support from family caused 10% of applicants in Belgian Military recruitment decided to cancel their enrollment.

(c) *Employer familiarity* also become factor in attracting people to join organization. In Belgian military, Lievens et al. (2005 in Schreurs and Syed, 2011) showed positive correlation between familiarity of Belgian Military and applicant perceived attractiveness. if candidates know the organization very well, the intention to join is higher compare to those who unfamiliar with the organization. Level of employer familiarity is determined by many factors such as have relatives who work in the organization, advertisement, or endorsement.

(d) *subjective fit;* It is perception of personal characteristic and organization. Some people who enrolled in military stated that the reason of they joined military because they have similar characteristic. This subjective fit usually occurred from internal motivation.

(e) *Perceived alternatives* considered as other factor to decide join or not join into Military. Ryan et al. (2000, in Schreurs and Syed, 2011) found that people who quit from police selection reported has better job alternative compare to them who still follow recruitment process. Interview report showed that having better job alternatives is the main reason of people quit from selection process.

(f) Last factor in determining people to join in military is *hiring expectation.* expectation to be accepted could lead to higher effort to get the job.

Indonesian Military

In the beginning, Indonesia military was named ABRI. ABRI consist of Army, Navy, Air force, and Police. After established in 1945, the role of military is very critical especially in political sphere (Bradford, 2005). Massive changes happened to ABRI after reformation era in 1998. Separation function of defense and security led ABRI changed into TNI. Restructurization and reorganization is starting point of Indonesian military.

If see the ratio between number of military personnel and total population, Indonesia classified as country which still not meet the ideal ratio. In 2012, number of TNI personnel is 476.000 where Army is the biggest one with 328.517 personnel, followed by Navy with74.963 personnel and Air force with 34.930 personel. Total population of Indonesia in 2012 reached 230 million people, so the ratio between military personal and total population is 0,0021. This ratio is below UN standard which set 0,0025. It shows that demand for new military personnel still open.

The aim of military transformation and defense is to add building block to strengthen professionalism culture and enhancing operational efficiency. This transformation must covered substantial issues such as workforce enhancement (recruitment, training, development), restructuring payment system, promotion, and pension, reorganization, innovation in working, adopting control and command network, armament procurement, and developing strategy of internal defense industry (Sebastian and Iisgindarsah, 2013).

Research Method

This research adopted model developed by Schreurs dan Syed (2011) named *Recruting Model.* This model explains that someone will be interest to join with certain organization based on their subjective perception toward the organization. This subjective perception is called *individual level.* Subjective perception is shaped by individual judgments on organization and job characteristic called *organizational level.*

This research followed qualitative approach. Data gathered using in depth interview to people who already joined TNI from army, navy, and air force. Interview conducted to middle-rank officer to find out the reason of why they joined military. Qualitative approach wants to answer research question: *what subjective factors which make people joined TNI?*

This research involved officer from TNI who worked in army, navy and air force. Interview was conducted in semi-structured process. It means, the interviewer follows certain interview procedures but in the same time the interviewer was given discretion to allow exploration of the topic. Every officer was interviewed to reveal what factors made them decided to join military.

Following recruitment model, this research focused on individual level which emphasized subjective judgment on organization and job characteristic. These officers were selected based on personal relation with researchers to cut off the bureaucracy. To answer research problem, content analysis was performed. Content analysis is method to summarize information from data qualitative into categories or classification. From content analysis we could extract general understanding considering problem which is explored.
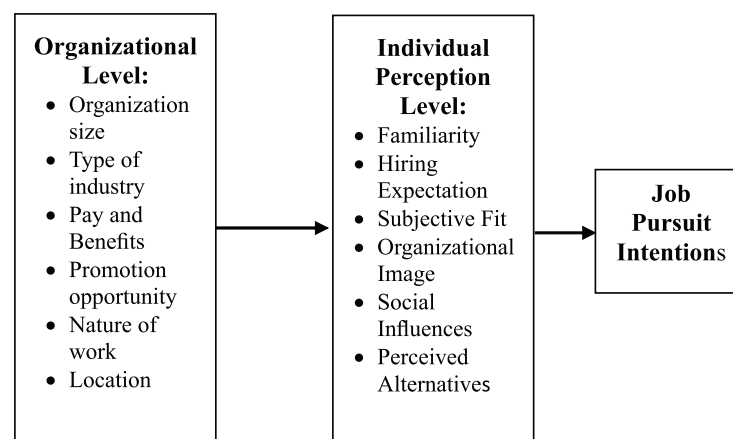

Figure 1: Recruitment Model

Findings

Sorensen and Crabtree (2000) cited from Webster said that talent is *any natural ability or power*. Someone with talent will decide pattern of reaction from thought and behavior. To become professional organization, TNI as Indonesian Military Organization must start to implement recruitment process based on talent management. In this process, recruitment

is aimed to pool as many as possible candidates. The candidates who are pooled must possess talent which required by the organization. To attract those candidates with talent, the first thing to do is to identify what factors may attract them to join military or simply called job pursuit intention.

Research of Lievens et al. (2005) in Schreurs and Syed (2011) in Belgian

Military showed positive relationship between employer familiarity and perception of attractiveness to join military. The similar thing is found in Indonesia. Respondents confirmed familiarity of military organization becomes a push factor for them to be military officer. Employer familiarity defined as level of knowing from candidate to the prospective employer. A candidate could know military from their family member. Respondent 1 stated that having family member who work as TNI personnel make him familiar with military world.

> *"My father is military personnel in army, so it makes me have enough information concerning life of soldiers such as their job, their salary, facilities, etc." (Respondent 1)*

This findings is in accordance with Schreurs and Syed (2011). Employer familiarity will increase the likelihood candidate to join in certain organization. Having relatives who work in military organization give insight to candidate about the nature of organization and job. The candidates will envision what it is like to work as military officer, what risks they may encounter, and what benefit they will get.

Beside family member, high school alumni who joined TNI also promoted TNI to their junior in school. This endorsement encourage candidates to elaborate deeper about military organization thus make them more familiar with TNI.

Respondent confirmed that he got promotion from his senior during his high school period. Senior came to the school and explained him information about military and TNI. These findings strongly confirmed that employer familiarity is factors behind people joining military.

> *"Alumni promoted to me in school about career prospect in military,*

> *what can we learn in military, and what will we become if join military. It gives me glimpse into military world." (Respondent 1)*

Schreurs and Syed (2011) stated subjective fit between applicant and organization become other factors in determining people join into certain organization including military organization. It means that candidate will make evaluation whether certain type of job fit with their character or personality. It is called person-job fit theory. Robbins and Judge (2007) said that person-job theory comes from the notion of fit between individual's personality characteristic and job.

Argument of Schreurs and Syed (2011) confirmed by statement of respondent. Respondent said they have perception that TNI is the most appropriate organization for them to work. They see military's characteristic is similar with their personal characteristic. It makes them decided to apply and join with military. One of respondent said that characteristic of job in TNI is not only to defend the nation but also to help people. This characteristic is in accordance with character of respondent who like to help people. He said:

> *"It is really my feeling at that time, I want to join military because can help people, what is it called… spreading goodness (to other people)…"(Respondent 2)*

Subjective fit which is manifestation of person-job fit theory revealed other factors of respondents joined TNI. Robbins and Judge (2007) stated that the key points of subjective fit are because: there are differences in personality among individuals, there are different type of job, and some people with certain personality will fit to certain job which is congruent. It means, people will join military if only they see military congruent with their personal character.

High self confidence and the belief that they will pass selection process made candidate try to apply into military recruitment even when they failed in the first trail. According to expectation theory by Vroom (1966, in Robbins and Judge, 2007), hiring expectation makes people give more effort to get the job. Respondent 1 confirmed that he kept on trying to pass the selection process even though he failed at the beginning. He believes that he will be accepted that made him trying.

> *"No preparation. I follow the selection over and over again (because I failed at the beginning)..."(Respondent 1)*

Hiring expectation is closely related with motivation theory. According to Robbins and Judge (2007), motivation is account for an individual intensity, direction, and persistence of effort toward attaining a goal. When candidate believes that he/she will get the job, he/she will give the best effort and persist to reach the goal. Positive hiring expectation leads to higher motivation of candidate in following recruitment process. The strength of a tendency to act in a certain way depends on the strength of an expectation (Robbins and Judge, 2007).

According to Schreurs and Syed (2011), it is 6 factors which lead people joined military but the finding exposed only 3 factors which are confirmed by the respondents. Those factors are: employer familiarity, subjective fit, and hiring expectation. Organizational image, perceived social support, and perceived alternatives are not confirmed by the respondents. Meanwhile, from content analysis it is uncovered other factors of reason behind people joined military. These factors is not mentioned by Schreurs and Syed before.

The first factor is economic motive. People joined military because profession in military gives economic guarantee. Most of people think if they are to be accepted in TNI, living cost and education cost are free. It is paid by the government hence they do not need to spend any cost. After graduated, they automatically accepted as military personnel. In the end, job status and salary made people want to join military.

> *"Later (if) you become officer is happy (because having so much money). Like that." (Respondent 2)*

> *"If I become military officer my life is guaranteed because I get monthly salary and other benefit" (Respondent 1)*

Maslow theory of needs (Robbins and Judge, 2007) stated that within every human being there exists 5 needs in order rank. These are: physiological, safety, social, esteem, and self-actualization. Physiological and safety is classified as lower-order need and economic safety is included. Lower-order need is the basic needs of human being to survive. By joining military, people believe need of safety will be guaranteed and thus it will also satisfy their physiological need.

Factor to serve the country is also said to become the push factor to have career as military officer. Some of respondent confirmed this.

> *"If I become military officer, I also can serve my country." (Respondent 1)*

This patriotism motive is never mentioned as factor for people joined military. Previous research only highlighted factors of people joined military solely because of military institution and its attribute. Patriotism or nationalism motive excluded from the analysis of previous researches while in Indonesia, this motive could be strong predictor of people joined in military. If refer to Social Identity Theory (SIT), patriotism or nationalism motive is logic argument in explaining factors behind people joined military.

SIT said group membership influences their members' self-concept and self-esteem. Members of group will categorize themselves as a member and identify with the group (Forsyth, 2010). Country is form of large group where its citizens shared common identity as people of one nation. Nationhood becomes source of self-identity and people will try to protect it because if their identity is harmed subsequently, being of a person will also disappear.
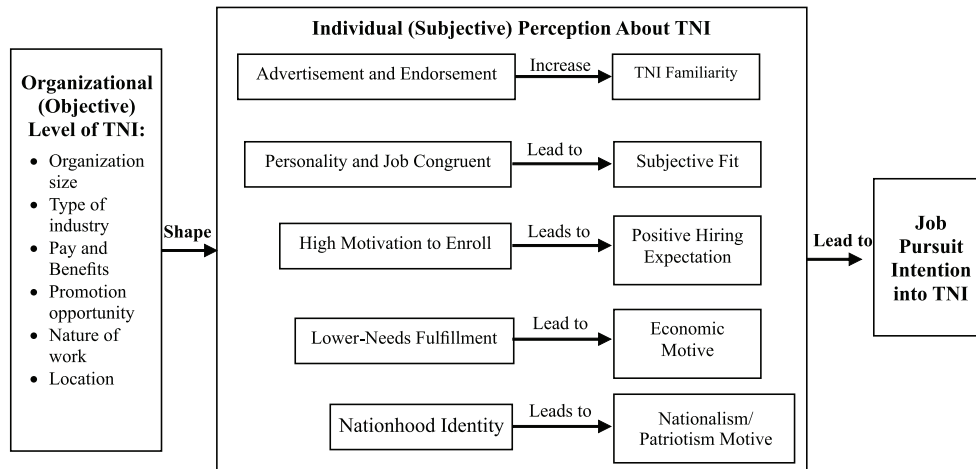

Figure 2: Indonesian Military (TNI) Recruitment Model

From content analysis, it is concluded that there are 5 factors of people want to join military from individual perception level. Individual level is subjective evaluation of people deciding to join or not to join into military. There are: familiarity, subjective fit, hiring expectation, economic motive and patriotism/nationalism motive.

These factors should be optimized by TNI in process of attracting candidates. For example to increase familiarity, TNI could use advertisement or endorsement. To identify qualified talent, TNI could spot certain schools as source of recruitment. In those schools, TNI must socialize their organization hence when the students graduated they have enough information about TNI which hopefully lead them to join in.

Economic motive and patriotism motive could be utilized as well in attracting many candidates. By utilizing these factors, TNI could raise their organization attractiveness. If the organization perceived as appealing many candidates will interest to join. Recruitment should be aimed to obtain minimum cost and quality of people required to satisfy human resource need of an organization (Armstrong, 2008 in Mbugua, Waiganjo, and Njeru, 2015). If TNI is able to attract qualified people into the organization, the strategic goal of TNI to be professional organization as manifestation of reformation spirit could be achieved. It is believed that human resource is the root of TNI problems but human resource itself is the answer to the problems as well. The good recruitment process, which signify by capability to pool many qualified candidates, in the end will enrich number of talent in TNI. Nonetheless, talent management is not only about recruit good candidates but also must be accompanied by other good HR practices in talent management such as *Workforce planning* which consist of; setting work plan, succession planning, and compensation budget then followed by *performance management process* through training and development, and *critical skill gap analysis* to anticipate if in the future organization needs certain skills and capabilities.

Conclusion and Limitation

To be professional institution, TNI needs to improve quality of its human resource. One strategy to do this is by doing recruitment process which can attract good talent.

Knowing factor which makes people joining TNI is the key factor in attracting talent based on talent management recruitment process. Identifying those factors could help TNI get qualified candidate by formulating recruitment strategy which optimizes the factors of people joining TNI. From interview, it is found that there are 5 factors which make people joined military; employer familiarity, subjective fit, hiring expectation, economic motives, and patriotism motive.

Respondents of this research are officer above 30 years old. They are classified as generation X in generational cohort theory. Target candidate for TNI recruitment nowadays is people between 18 to 20 years old whom classified as generation Y. It could be some different considerations or motives in choosing career between those two generations because of social, political, and cultural sphere when they raised are also different. Therefore, the finding needs to validate in generation Y since generational cohort theory stated different characteristic among generations. This differences in generation characteristic could be affected job-pursuit factors to join Indonesian Military.

Notes on Contributors

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