

The Effect of Recruitment Process and Loyalty on the Work Commitment of Indonesian National Army (TNI) Personnel on Service at the Jayakarta Regional Military Command

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Abstract. Military District Command (Kodam) / Kodam Jaya is a military district based in the Special Capital City Region (DKI) Jakarta with its headquarters in East Jakarta City. Kodam Jaya is one of the military districts that accepts prospective personnel who is already a member of the Indonesian National Army (TNI) in the DKI Jakarta area and its surroundings. The personnel of Kodam Jaya have high dedication by showing good performance and are able to coordinate between personnel. However, the work performance shown by Kodam Jaya personnel is less committed to work, as evidenced by the reluctance to be transferred to the other sub-units that are still within the Jaya Regional Military Command. Given these problems, this research is to find out the results of the analysis of the influence of the recruitment process and personnel loyalty in determining the work commitment of personnel on duty at Kodam Jaya. This study used a descriptive-quantitative method, with 133 respondents who were known to be from the Kodam Jaya personnel. By using the Slovin formula in sampling, the study uses regression analysis to find out the relationship between variables. The results of this research, it was found that the recruitment process and loyalty can determine the work commitment of Kodam Jaya personnel with high influence. However, the recruitment process has a very low influence on the work commitment of Kodam Jaya personnel.

Keywords: Employee loyalty; Employee work commitment; Indonesian National Army (TNI); Recruitment process.

Abstrak. Komando Distrik Militer (Kodam)/Kodam Jaya adalah sebuah distrik militer yang berkedudukan di Daerah Khusus Ibukota (DKI) Jakarta dengan markas besarnya di Kota Jakarta Timur. Kodam Jaya merupakan salah satu distrik militer yang menerima calon personel atau yang sudah menjadi anggota Tentara Nasional Indonesia (TNI) di wilayah DKI Jakarta dan sekitarnya. Personil ini memiliki dedikasi yang tinggi dengan menunjukkan kinerja yang baik dan mampu berkoordinasi antarpersonel. Namun, komitmen kerja yang ditunjukkan oleh para personel Kodam Jaya menunjukkan

komitmen kerja rendah yang terbukti dengan keengganan mereka untuk dipindahkan ke sub unit lain yang masih berada di lingkungan Kodam Jaya. Dengan mendasarkan pada permasalahan tersebut, penelitian ini bertujuan untuk mengetahui pengaruh proses rekrutmen dan loyalitas pegawai dalam menentukan komitmen kerja pegawai yang bertugas di Kodam Jaya. Penelitian ini menggunakan metode deskriptif-kuantitatif dengan 133 responden yang berasal dari personel Kodam Jaya. Dengan menggunakan rumus Slovin dalam pengambilan sampel, penelitian ini menggunakan analisis regresi untuk mengetahui pengaruh antarvariabelnya. Hasil penelitian ini menemukan bahwa proses rekrutmen dan loyalitas dapat menentukan komitmen kerja personel Kodam Jaya dengan intensitas pengaruh yang tinggi. Namun, proses rekrutmen memiliki pengaruh dengan intensitas sangat rendah terhadap komitmen kerja personel Kodam Jaya.

Kata kunci: *Proses rekrutmen; Loyalitas karyawan; Komitmen kerja karyawan; Tentara Nasional Indonesia (TNI).*

Article Info:

Received: October 15, 2022

Accepted: September 2, 2023

Available online: November 20, 2023

DOI: <http://dx.doi.org/10.30588/jmp.v13i1.1259>

BACKGROUND

The Indonesian National Army or commonly abbreviated as TNI, is an armed war force owned by the Unitary State of the Republic of Indonesia (NKRI). The Indonesian National Armed Forces (TNI) have their respective command areas that are different in each region in the Republic of Indonesia, the command in each of these areas has the title Military Regional Command or abbreviated as Kodam. Within the TNI, recruitment is one of the very important initial activities or stages in selecting and sorting out superior seeds from the Indonesian people themselves. As stated by Sihotang (2013) in his book Human Resources, namely recruitment is a process of seeking, finding, and attracting job applicants with the motivation, abilities, skills and knowledge needed by the organization, in this case the people required by the TNI to be able to carry out its main duties as a defense tool in order to maintain the integrity of the Unitary Republic of Indonesia. The opening or acceptance of personnel carried out by the TNI in accordance with a Presidential Decree through the TNI Commander which is issued annually, then the recruitment process can be carried out with the applicable rules. The flow and stages of the process of delivering information regarding personnel recruitment carried out by the TNI to prospective applicants can be seen in the following picture.

The picture above is the flow carried out by the TNI body starting from the decision of the TNI Commander and then coordinated to the TNI units that need personnel where these needs are the result of an agreement outlined by the unit leadership which caters for the needs of the number of personnel in each different unit, then determine the requirements of the TNI in accordance with applicable regulations and follow up through the media owned by the TNI as a tool or medium for disseminating information that can be accepted by prospective applicants or prospective personnel.

Every year, the TNI opens registration and carries out the recruitment process very well according to the rules that apply to prospective personnel who will join the TNI units which will be joined under the auspices of Kodam Jaya in particular. The recruitment of new TNI personnel is due to fill the need for the shortage of TNI personnel who have joined, the development of organizations/units within the TNI, the existence of personnel who have entered retirement, dismissal of personnel and other causes (Zaenudin & Dewi Herniati, 2014).

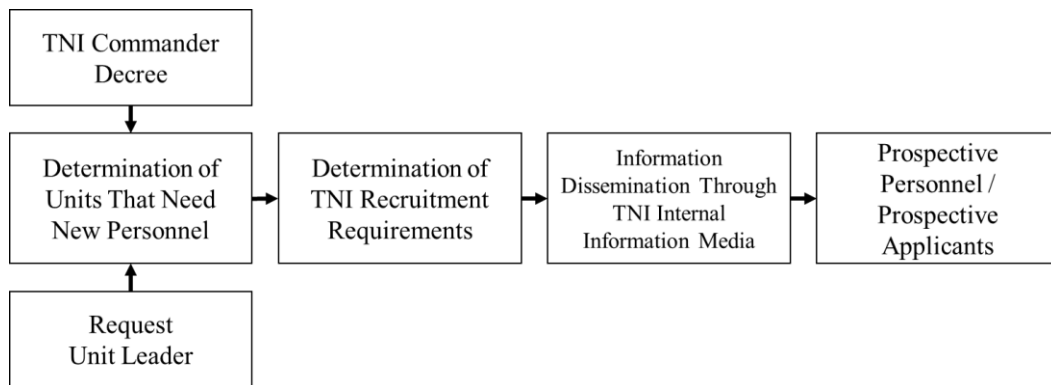


Figure 1. TNI Recruitment Process

Internal sources are an option for the TNI in carrying out its recruitment process activities, according to Rivai and Mulyadi (2013) if internal sources can help disseminate information about the recruitment of an organization then it can bring out the advantages of the organization concerned, including being able to get used to the organization itself, encourage greater effort and can maintain the loyalty of the prospective applicants themselves if they have passed the selection process of the recruitment process.

The understanding of loyalty within the scope of TNI personnel, especially in Kodam Jaya, is a commitment produced by selected human resources who persist in an organization deeply and consistently even though they are influenced by unfavorable situations (Rivai & Mulyadi, 2013). In this case, it can be related to personnel who have passed the selection process of the TNI recruitment process and then continued with a period of education with TNI doctrines which are aimed at upholding the TNI principles and loyalty to the TNI unit, and the result is a commitment to carry out orders and commands from the TNI leadership properly and thoroughly. To be able to produce personnel who have high commitment, where the key factor in building it is the loyalty of selected individuals to maintain relationships which in this case are subordinates to their leaders (Rivai & Mulyadi, 2013).

In the application of commands carried out by the leadership to subordinates, they encountered obstacles, these obstacles were in the form of refusal by subordinates to command their leaders, especially in Kodam Jaya. The form of refusal is reluctance and refusal to be transferred, where the transfer of duties is the result of negotiations from the unit leaders, the result of which is an order to move services or assignments to places that have been provided. However, the personnel who were given the order refused to be transferred, even though in the recruitment process these personnel were

ready to be placed anywhere throughout the territory of the Republic of Indonesia in accordance with the initial agreement in the recruitment process.

The loyalty shown by these personnel also shows a good level, because trust in the leadership's orders and also the reliability of these personnel in carrying out orders from superiors shows positive reciprocity where the results of the superior's orders can be carried out properly. Because Hasan (2013, in Khikmah & Prihandono, 2017) states that if the relationship between organizational leaders and employees has positive reciprocity, then employee loyalty with the leadership of the organization is still well maintained. When viewed from another point of view, such as the work facilities provided to TNI personnel, the welfare of TNI personnel, and the working atmosphere within the TNI, the TNI has provided well for each of its personnel. TNI personnel are given TNI facilities starting from the beginning of the recruitment process by not paying any fees during the recruitment process, then if the personnel pass the selection in the recruitment process, all the needs for clothing, housing and food will be facilitated during the personnel education period. The welfare of TNI personnel is guaranteed by the applicable rules whereby every personnel who is on duty and has service in one place will be given a suitable place to live in accordance with the capabilities of the personnel.

However, this is inversely proportional to when the recruitment process has followed the applicable rules and personnel loyalty has been obtained by the Kodam Jaya leadership in accordance with the application of TNI doctrines, where the result is a form of rejection of TNI personnel by not heeding the orders made after the order is given to the relevant TNI personnel. This phenomenon creates a gap to be researched which can be the result of analysis for the guidance that can be carried out by the TNI in general and the Jaya Kodam in particular with a fairly wide area coverage by managing two provincial areas and requiring quite a lot of personnel to fulfill the task force which will be given.

Research conducted by Wuviani (2014) in Yunus (2021), the recruitment process and the influence of the qualifications of private high school teachers in the city of Bandung can significantly affect the commitment to teaching and learning activities. Furthermore, research conducted by Arikunto (2015), the recruitment process and intellectual ability can affect motivation and teaching commitment by up to 50 percent of SMK Business and Management teachers in Kebumen Regency. The gap in the loyalty variable is not in accordance with research conducted by Adinugroho (2017) customer trust, customer loyalty and word of mouth communication both partially and simultaneously have a positive effect of 81 percent on customer commitment to continue to buy household needs at the Indomaret minimarket in Indonesia. Sleman - Yogyakarta. Furthermore, research conducted by Agung in Hidayat (2020) customer loyalty with SIMPEDA Bank Central Java savings can significantly affect 77 percent of the work commitment of Bank Jawa Tengah employees.

Research conducted by Fardila (2014) internal and external recruitment processes affect the work commitment of PT Cahaya Gentalla Mandiri Bandung staff significantly and positively by 63 percent and its implications for organizational loyalty by 45 percent. Furthermore, research conducted by Farida & Oetomo (2016) recruitment process and job loyalty can significantly affect the work commitment of employees of CV Elang Samudra Surabaya with a simultaneous calculation technique with a percentage of 67

percent. Andini (2016) research shows the results of research on the classification of beauty staff recruitment encourage beauty staff loyalty to maintain work commitment and service quality at the London Beauty Center in Bandar Lampung by 78 percent simultaneously. This study aims to determine the effect of the influence of the recruitment process and loyalty in influencing the commitment of TNI Kodam Jaya personnel. Operationally, the purpose of this study is to determine the roles of the recruitment process for the commitment, the personnel loyalty to the commitment, and the influence of the recruitment process and the loyalty in determining the commitment of the TNI personnel.

THEORETICAL REVIEW

Recruitment Process

Recruitment is one of the most important activities in human resource management, because it is the beginning of activities to get the right employees to fill vacant positions. Below is the definition of recruitment put forward by experts, according to Jacobs et al. (2018). The recruitment process is any practice or activity carried out by an organization to identify and attract potential employees. Another element in an organization's recruitment strategy is the decision on where to look for potential applicants. Recruitment of workers can be done in two ways, namely from internal and external organizations.

1. Internal Source

According to Hasibuan (2012) in Iimaaniyah (2019) internal sources are employees who will fill vacant job vacancies taken from within the organization, namely by transferring or transferring employees who meet the job specifications of the position. Internal sources include:

- a. Open offer for a position, Open recruitment is a system of looking for highly skilled workers to fill vacant positions by providing opportunities for all interested employees. All employees who are interested in filling the position submit an application to take part in the internal selection.
- b. Employee assistance. This recruitment can be done through worker assistance for a position from another work unit (existing workers). Then after a period of time, if the seconded worker is the right candidate, then he can be appointed to fill the vacant position.

2. External Source

According to Hasibuan (2012) in Iimaaniyah (2019) external sources are withdrawals made from labor sources outside the organization, including from:

- a. Job placement office
Is a government-owned and private agency in charge of collecting labor in all actions to be distributed to organizations in need.
- b. Educational institutions
Educational institutions here are formal and non-formal, such as academies, universities and so on. The reason organizations choose educational institutions is because they are the best sources that have expertise or at least are easier to teach. Organiza-

tions that need new employees with certain educational requirements can contact educational institutions.

c. Employee or partner references

This source is used based on references given by employees of the organization, that friends or associates of employees are good people to be employed in the organization.

d. Taking from other organizations

Newly established organizations will reduce the workforce so that they try to obtain workers from other similar types that have been around for a long time. Employees who have been established from several organizations, have not been working for a long time, some of these employees try to move to work at the newly established organization in the hope of improving their fate. For example, higher wages or salaries than the old organization, better job security, and so on.

e. Nepotism and leasing

The assignment of positions to relatives/family is still often found in this recruitment model. Due to strong family ties, they are usually more trustworthy in carrying out their duties. However, the weakness of the applicant is not necessarily able to show a proficient ability to work. Leasing is commonly used by organizations that want to make savings in terms of their human resource budget, such as saving on pension funds, insurance, incentives, or other benefits.

The results of Ariyati and Amelia (2018) research on the recruitment t-test show the t-count $>$ t-table ($3.521 > 1.665$) and significant < 0.05 ($0.001 < 0.05$), then the first hypothesis is accepted, if it can be concluded that recruitment (X1) partially has a significant effect on organizational commitment (Y), this means that jointly or simultaneously recruitment has a significant influence on organizational commitment at PT Advantage SCM Batam Branch.

H1: The recruitment process has a significant effect on employee work commitment.

Loyalty

According to Siswanto (2021), the notion of employee loyalty is usually synonymous with commitment to the organization which is sometimes seen as an attitude. However, it is not so much the attitude (or thinking component) that matters in organizations, rather it is the bottom-line action component. According to Mowday, Porter, and Steers in Pandey and Khare (2012), employee loyalty is a manifestation of organizational commitment with the identification of the relative strength of each individual and involvement in a particular organization. According to Court, Gwinner and Meuter in Pandey and Khare (2012), employee loyalty is employee behavior that reflects loyalty to the organization to promote the interests of the organization. When management determines customer loyalty as the highest factor for an organization, the main concern is how to find the determinants or drivers of customer loyalty. According to Hasan (2013:130, in Khikmah & Prihandono, 2017), the main *drivers* of customer loyalty are:

1. Job satisfaction

Positive attitude of the workforce towards their work, which arises based on an assessment of the work situation. The assessment can be carried out on one of the jobs, the assessment is carried out as a sense of appreciation in achieving one of the important values in the work. Satisfied employees like their work situation more than they dislike it.

2. Organizational image

Organizational image appears to be a determining factor for employee loyalty, at a higher level, and employee job satisfaction increases employee loyalty and participates in raising/building a more positive organizational image.

3. Accepted value

Perceived value is expressed as a comparison of the perceived benefits and costs incurred by the customer. Perceived value has a significant positive effect (very strong) on customer loyalty and customer satisfaction.

4. Trust

Trust is defined as the perception of trust in the reliability of the organization which is determined by systematic confirmation of expectations for organizational commitment. The neutral role of trust is its ability to move employees into continuous relationships, trust being one of the most relevant antecedents in building more stable and collaborative relationships.

5. Relations between employees

Connection between employees is defined as the employee's perception of the proportionality of the ratio of costs and benefits (customers), the ratio of costs and benefits (organizations) in an ongoing and reciprocal relationship. Customer relationship is one of the (significant) determinants of a stable and long-lasting relationship, and that is loyalty.

The results of Ariawan and Sriathi (2018) research show that the higher the work stress experienced by employees, the lower the organizational commitment. The work loyalty has a positive and significant effect on employee organizational commitment. It shows that the higher the job satisfaction, the higher the work commitment.

H2: The employee loyalty has a significant effect on employee work commitment.

Employee Work Commitment

According to Rivai and Mulyadi (2013) that employee work commitment is a condition in which an employee sided with a particular organization and its goals and intends to maintain its personnel within the organization. So, if employees are committed to the organization and their work, the employee will try to maintain his or her personality in the organization. According to Mowday in Latif and El Widdah (2022), commitment is mentioned work commitment as another term for organizational commitment. Organizational commitment is an important behavioral dimension that can be used to assess the tendency of employees to survive as organizational personnel.

Wibowo (2018) suggests that commitment is a feeling of identification, loyalty and involvement shown by workers towards the organization or organizational unit. Commitment to the organization involves three attitudes, i.e.: (1) feelings of identifi-

cation with organizational goals, (2) feelings of involvement in organizational tasks, and (3) feelings of loyalty to the organization. Based on the background and support from previous research in this study, a research model was formed which is described in the Figure 2. The formulation of the hypothesis in this study formulated below.

H3: Simultaneously, recruitment process and employee loyalty have a significant effect on employee work commitment.

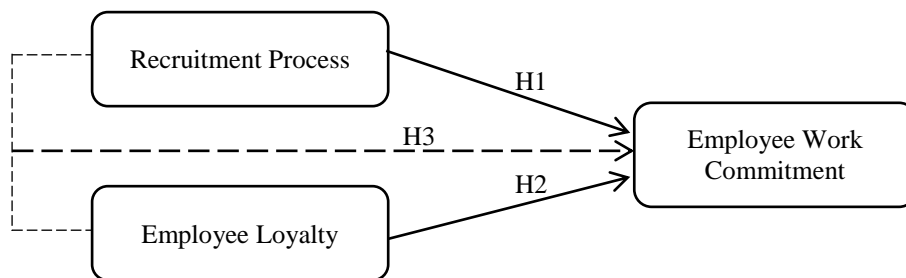


Figure 2. Research Model

RESEARCH METHODS

This research used descriptive-verification approach. According to Malhotra (2014), descriptive research is a type of conclusive research that has the main goal of describing something-characteristics or ordinary functions. Another characteristic of descriptive research is that it does not make comparisons or connect with other variables (Sugiyono, 2018). However, verification research is used to examine the relationship of the independent variable to the dependent variable, namely the relationship between the recruitment process and loyalty to the work commitment of Kodam Jaya personnel. After that, it was analyzed using statistical analysis to draw conclusions.

Based on the nature of this research, namely descriptive-verification, where the data collection is carried out in the field, the research method used is descriptive survey method, namely data collection carried out on an object in the field by taking samples from a population and using questionnaires as a means of collecting basic data. Survey research is a quantitative research method used to obtain data that has occurred in the past or present, about beliefs, opinions, characteristics, behavior, variable relationships and to test several hypotheses about sociological and psychological variables from samples taken from certain populations, techniques data collection with observations (interviews and questionnaires) that are not in-depth, and research results tend to be generalized (Sugiyono, 2018). In this study, the independent variable is the recruitment process and loyalty of Kodam Jaya personnel, the dependent variable is the work commitment of Kodam Jaya personnel. Variable operationalization design can be seen in Table 1.

Population and Research Sample

The population size is the total number that includes all the personnel studied. In collecting and analyzing data, determining the population is an important step. According to Istijanto (2013), the population criteria in a study are not based on the willingness of people to answer but also whether the person is the target population in the study.

Therefore, in researching we must clearly define who we are going to ask. While the sample is defined as a part drawn by the population. As a result, the sample is always a smaller part of the population (Istijanto, 2013).

Table 1. Operational Variables

| Variable | Dimension | Unit of Measure | Scale |
|--------------------------|-----------------------------|---|---------|
| Recruitment Process | External Source | Level of strictness in the recruitment process. | ordinal |
| | | The degree of conformity of the recruitment process with the rules. | ordinal |
| | | The level of accuracy of the administrative collection process. | ordinal |
| | | The level of suitability of punctuality in the recruitment process. | ordinal |
| | | Level of suitability of stages in the recruitment process. | ordinal |
| Employee Loyalty | Job satisfaction | Level of satisfaction of personnel in accepting tasks. | ordinal |
| | | The level of satisfaction of personnel in carrying out the assigned tasks. | ordinal |
| | Organizational image | Level of pride of personnel to be part of the organization. | ordinal |
| | | Level of desire of personnel to grow the organization. | ordinal |
| | Accepted value | The level of task benefits received by the personnel. | ordinal |
| | | The level of leadership appreciation for personnel. | ordinal |
| | Trust | Level of trust of leadership to personnel. | ordinal |
| | | Organization 's trust in personnel. | ordinal |
| | Relations between employees | Personnel cohesiveness. | ordinal |
| | | The level of closeness of the personnel relationship with the leadership. | ordinal |
| Employee Work Commitment | Organization goals | The level of desire of personnel to achieve the target. | ordinal |
| | | The level of personnel effort to achieve the target. | ordinal |
| | Task Engagement | The level of desire of personnel to be involved in growing the organization. | ordinal |
| | | The level of commitment of personnel in carrying out their duties. | ordinal |
| | | The level of seriousness of personnel in carrying out their duties. | ordinal |
| | Employee will | The level of suitability of the work of personnel in carrying out their duties. | ordinal |

Based on the description before, the population in this study is Kodam Jaya personnel, totaling 200 personnel. Because the number of population in this study is known, then in determining the sample size to be used for this study is calculated using the slovin method. According to Riduwan (2012: 249), how to calculate the sample used the *Slovin formula* which can be formulated as [1].

$$n = \left(\frac{N}{1 + N.d^2} \right) \text{-----[1]}$$

Description:

n = number of samples

d = the error limit used is 5 percent

N = sample size.

Respondents in this study were Kodam Jaya personnel totaling 200 personnel, so the formula can be sampled as follows:

$$n = \left(\frac{200}{1 + 200(0.05)^2} \right)$$

n = 133.33 → rounded to 133 respondents

This study set a sample of 133 respondents. Because with a sample of 133 people, it can represent the responses of all personnel on duty at Kodam Jaya.

Data Collection Technique

The primary data of this research is obtained directly from the object of research, from Kodam Jaya, in the following way:

1. Non-Participant Observation which is conducting direct observations to the organization where the problem to be analyzed exists. In this case, the researcher uses non-participant observation, meaning that the researcher collects data through observation of the object of research without being directly involved in carrying out activities at Kodam Jaya.
2. Structured Interview, i.e. collecting data and information by conducting direct question and answer to the Commander of the Jaya Regional Military Command, in connection with the need for information needed for problem solving. In this case, the researcher prepared interview guidelines.
3. Questionnaire, namely the collection of data and information by distributing a list of questions that have available alternative answers. The technique used is the census technique, which is the technique of taking the entire population as respondents, namely personnel at the Jaya Regional Military Command.

The researcher uses a questionnaire where the statements in each questionnaire are in the form of closed statements where each statement has been determined beforehand. To give a score or value to the answers in the questionnaire that has been provided, it is divided into five alternative answers that have been graded by giving a weighted value/score. The criteria for the answers in are based on Likert scale (Table 2).

Table 2. Weight of the Answer Criteria

| Statement | Weight |
|-------------------|--------|
| Strongly Agree | 5 |
| Agree | 4 |
| Disagree | 3 |
| Disagree | 2 |
| Strongly Disagree | 1 |

Secondary data is a collection technique by studying the literature, lecture notes, administrative data at the Jaya Regional Military Command and other sources related to the problems studied.

Descriptive Analysis Technique

Descriptive analysis is used to describe and describe the characteristics of respondents and research variables. In this study, the authors use descriptive analysis of the independent and dependent variables which are then classified into the total number of respondents' scores. From the total score of respondents' answers from the number of

respondents of 133 respondents, then the assessment criteria were arranged for each statement item. The analysis stage is carried out to the *scoring* and index, where the score is the sum of the results of the multiplication of each weight value of 1 (one) to 5 (five). In the next stage, the index is calculated using the *mean method*, which is dividing the total score by the number of respondents (see Equation [2]). The index number shows the unified response of all respondents as a research variable.

$$\begin{aligned} \text{Interval Class Range (P)} &= \frac{\text{Range (R)}}{\text{Category interval class (K)}} \text{-----[2]} \\ &= \frac{665 - 133}{5} = 106 \end{aligned}$$

Based on these the calculation [2], the range of scores for descriptive analysis are shown in Table 3.

Table 3. Scoring Range

| Percentage Range | Category |
|------------------|--------------------|
| 133 - 239 | Very Uncommitted |
| 340 - 345 | No Commitment |
| 346 - 451 | Lack of Commitment |
| 452 - 557 | Commitment |
| 558 - 665 | Very committed |

Source: Results of Score Range (Umar, 2013).

Verification Analysis Technique

In this study, multiple regression analysis was used using *SPSS 20 software*, where Sugiyono (2018) suggested that simple linear regression analysis can be used to determine the effect of a variable on other variables. In regression analysis, a variable that affects is called the independent variable or independent variable, while the variable that is affected is called the related variable or the dependent variable and so on. The linear regression equation in this study uses the formula that is shown in [3].

$$Y = a + bX \text{-----[3]}$$

Description:

- Y = dependent variable
- a = constant number
- b = coefficient of line direction
- X = independent variable.

Statistical Hypothesis t-test (Partial)

Test statistics of t according to Sugiyono (2018) shown that the t-test is one of the statistical tests used to test how far the influence of the independent variables individually is to explain the contents of the dependent variable. The t-test is also useful to see how the independent variables individually have an influence on the dependent variable with the assumption that the level of error or significance level (α) is 5% or

0.05 or less, then the criteria for the results of hypotheses testing can be described to accept H_0 , if the value of $t_{\text{count}} < t_{\text{table}}$, vice versa.

F Statistical Hypothesis Test (Simultaneous)

The F test is used to test and find out how the influence of all independent variables together on the dependent variable in a study, and to test whether the regression model that has been used has a significant or non-significant effect. The use of the null hypothesis (H_0) to determine whether all measures in the test are equal to zero (0). According to Ghozali (2018), it means that the independent variable is not a significant explanatory for the dependent variable. So the test is 0.05 then the F test is:

- If significance > 0.05 , H_0 is *accepted*: then the recruitment process and employee loyalty simultaneously have a significant effect on employee work commitment.
- If significance < 0.05 , H_0 is *rejected*: then the recruitment process and employee loyalty simultaneously have no significant effect on employee work commitment.

Guidelines for the interpretation of the coefficient of determination (level of influence) according to Sugiyono (2018) are shown in Table 4.

Table 4. Interpretation of the Coefficient of Determination

| Coefficient of Determination Value | Closeness Level |
|------------------------------------|---------------------------------|
| 0,820 – 1,0 00 | Very close influence |
| 0.600 – 0.799 | Close influence |
| 0.400 – 0.599 | Influence less closely |
| 0.200 – 0.399 | Influence is not close |
| 0.000 – 0.199 | The influence is not very close |

The test statistic above follows the t-distribution with degrees of freedom $n(k-1)$ and the test criteria used are reject H_0 if $t_{\text{count}} > t_{\text{table}}$ at the level of confidence 1 and degrees of freedom $(nk-1)$.

RESULTS AND DISCUSSIONS

Descriptive Analysis of Recruitment Process Variables

The results of the distribution of questionnaires to respondents were then processed using range analysis techniques and analyzed according to the conditions that occurred in the field. The results of the descriptive analysis of the recruitment process variables are shown in Table 5.

Table 5. Descriptive Analysis of Recruitment Process

| No | Questionnaire Statement | Score | Category |
|----------------|--|------------|----------------------|
| 1 | Level of strictness in the recruitment process | 461 | Strict |
| 2 | Level of conformity of the recruitment process with applicable regulations | 488 | In accordance |
| 3 | The level of accuracy of the administrative collection process | 507 | Be careful |
| 1. | The level of suitability of punctuality in the recruitment process | 509 | Appropriate |
| 2. | Level of suitability of stages in the recruitment process | 515 | In accordance |
| Average | | 496 | In accordance |

The results of the descriptive analysis on the recruitment process described in the table above, reveal another side that becomes an obstacle in the effort of an appropriate recruitment process. These obstacles can be stated as negative practices carried out in the recruitment process by officers as the selection committee who get the opportunity to do this. Next is the number of prospective personnel who die in the recruitment process, this can lead to a decrease in the target of prospective personnel and a decrease in prospective personnel who have superior seeds/abilities in certain fields needed by the TNI body, especially in the Jaya Military Command.

Descriptive Analysis of Personnel Loyalty Variables

The results of the distribution of questionnaires to respondents were then processed using range analysis techniques and analyzed according to the conditions that occurred in the field. The results of the descriptive analysis of employee loyalty are shown in Table 6.

Table 6. Descriptive Analysis of Employee Loyalty

| No | Questionnaire Statement | Score | Category |
|----------------|---|------------|--------------|
| 1 | Level of satisfaction of personnel in accepting tasks | 521 | Satisfied |
| 2 | The level of satisfaction of personnel in carrying out the assigned tasks | 462 | Satisfied |
| 3 | Level of pride of personnel to be part of the organization | 531 | Proud |
| 4 | The level of desire of personnel to build and grow the organization | 469 | Want |
| 5 | The level of task benefits received by the personnel | 539 | Beneficial |
| 6 | The level of leadership appreciation for personnel | 486 | Appreciation |
| 7 | Level of trust of leadership to personnel | 482 | Trust |
| 8 | organization 's trust in personnel | 521 | Determine |
| 9 | Personnel cohesiveness | 554 | Compact |
| 10 | The level of closeness of the personnel relationship with the leadership | 493 | Close |
| Average | | 505 | Loyal |

Descriptive analysis of the loyalty of the personnel who served in Kodam Jaya, had obstacles in maintaining their loyalty in receiving tasks and orders from the leadership. The obstacle is a sense of loyalty that is owned only for the Unity, not for the leadership. Where this can cause every personnel to find a sense of security in carrying out the tasks assigned. Besides that, another obstacle is the sense of loyalty that is questionable when considering the tasks given with the reciprocity of the tasks to be carried out. This can indicate that the assigned tasks can be reassigned to other personnel who are not their duties.

Table 7. Descriptive Analysis of Employee Work Commitment

| No | Questionnaire Statement | Score | Category |
|----------------|--|------------|------------------|
| 1 | The level of desire of personnel to achieve the target | 484 | Want |
| 2 | The level of personnel effort to achieve the target | 462 | Try |
| 3 | The level of desire of personnel to be involved in growing the organization | 481 | Want |
| 4 | The level of commitment of personnel in carrying out their duties | 535 | Committed |
| 5 | The level of seriousness of personnel in carrying out their duties | 606 | Very Serious |
| 6 | The level of suitability of the work of personnel in carrying out their duties | 461 | In accordance |
| Average | | 504 | Committed |

Employee Work Commitment

The results of the distribution of questionnaires to respondents were then processed using range analysis techniques and analyzed according to the conditions that occurred in the field. The results of the descriptive analysis of personnel work commitment variables are shown in Table 7. The descriptive analysis of the work commitment shown by the personnel assigned to the Jaya Regional Military Command above, has another side that can become an obstacle that can shake the commitment of these personnel. The obstacle is the reluctance of personnel to be transferred to the sub. other units, although sub. the unit is still within the Kodam Jaya section. Another obstacle is personnel who have performed their duties well, feel the most committed and consistent in carrying out their duties. This causes the personnel to feel that they have to be privileged, both among colleagues, subordinates and leaders within the Jaya Regional Military Command.

Hypothesis Test Results

A correlation coefficient must have a significant (significant) value, to provide a significant correlation, it is necessary to test the hypothesis. To test whether the recruitment process and personnel loyalty can determine the work commitment of Kodam Jaya personnel, it can be seen in Table 8.

Table 8. ANOVA Model

| | Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|------------|----------------|-----|-------------|---------|------|
| 1 | Regression | 1893,935 | 2 | 946,967 | 249,131 | .000 |
| | Residual | 494,141 | 130 | 3,801 | | |
| | Total | 2388,075 | 132 | | | |

Source: Questionnaire results (2022).

Based on the Table 8, the calculated F value is 249.131. Meanwhile, the rejection criteria H_0 , if F_{count} is greater than F_{table} or $F_0 > F_{\alpha, n-1}$, by taking a significance level (α) of 5%, then from the distribution of table F, the $F_{table} = 2, 67$. Because of 249.131 is greater than 2.67 and the sig. of F is 0.000, then H_0 is rejected. This means that the results in Table 8 can explain that the recruitment process and personnel loyalty can determine the work commitment of Kodam Jaya personnel. The results of the correlation coefficient test, the hypothesis testing was carried out through the t-test, the results of the t-test can be seen in the Table 9.

Table 9. Coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| (Constant) | -.165 | .909 | | -.181 | .856 |
| 1 TOTAL_PR | .185 | .059 | .163 | 3.131 | .002 |
| TOTAL_LY | .507 | .034 | .777 | 14,946 | .000 |

Source: Questionnaire results (2022).

$$H_0: P_Y(X_1) \leq t_{table}; H_1: P_Y(X_1) > t_{table}$$

$$H_0: P_Y(X_2) \leq t_{table}; H_1: P_Y(X_2) > t_{table}$$

From the calculation of this research (see Table 9) obtained:

$$t_{\text{count}} = P_{YX_1} = 3.131; t_{\text{table}} = 1.656; t_{\text{count}} > t_{\text{table}}; H_0 \text{ rejected.}$$

$$t_{\text{count}} = P_{YX_2} = 14.946; t_{\text{table}} = 1.656; t_{\text{count}} > t_{\text{table}}; H_0 \text{ rejected.}$$

Criteria for rejection of H_0 for t-test if t_{count} is greater than t_{table} or $t_0 > t_1, n-1$. From P_{YX_1} , the value of t_{count} is 3.131. By taking the significance level of 5 percent, then the value of $t_{\text{table}} = 1.656$. At P_{YX_2} , therefore, t_{count} is greater than t_{table} , so it rejects the hypothesis H_0 or in other words, the recruitment process and personnel loyalty can determine the employee work commitment of Kodam Jaya personnel. Furthermore, by correlation analysis, this technique is used to find out how much the recruitment process and personnel loyalty can determine the employee work commitment of Kodam Jaya personnel. The following are the results of the correlation test results of the questionnaire (see Table 10). From the Table 9, the regression equation is formulated [4].

$$Y = -0.165 + 0.185 X_1 + 0.507 X_2 \text{ -----[4]}$$

Description:

Y = Employee Work Commitment

X_1 = Recruitment Process

X_2 = Employee Loyalty.

Table 10. Correlation Analysis

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .891 ^a | .793 | .790 | 1.94964 |

Source: Questionnaire results (2022).

From the Table 10, it can be explained that the coefficient of determination (R^2) is 0.793 or 79.3 percent. It can be said that the variables of the recruitment process and loyalty determine 79.3 percent of the employee work commitment of Kodam Jaya personnel where the percentage is included in the category of high influence, while the remaining 20.7 percent is explained by other factors not found in the model of this study. From the results of the analysis before, the magnitude of the influence of each variable can be concluded in Table 11.

Table 11 . Large Influence Between Variables

| Correlation | Correlation coefficient | Influence | Residual Factor |
|---|-------------------------|-----------|-----------------|
| Personnel Recruitment Process (X_1) | 0.163 | 2.6 | 97.4 |
| Personnel Loyalty (X_2) | 0.777 | 60.3 | 39.7 |

Source: Questionnaire results (2022).

Table 11 stated that the correlation coefficient of each independent variable affects the dependent variable. It was found that the personnel recruitment process can affect work commitment of Kodam Jaya personnel of 2.6 percent, where the influence is included in the very low influence and the residual factor shows the percentage of 84.3 percent. In addition, loyalty can determine 60.3 percent of the work commitment of Kodam Jaya personnel, where the influence is included in the strong influence.

Discussion

The recruitment process for TNI Kodam Jaya personnel from the results of the research shows that the process is considered strict when the selection occurs, it can be seen from the recruitment process in accordance with applicable regulations, then it is also seen to be careful in the administrative collection process, in line with conformity in the timing of the process. recruitment so that from all the assessors it can be obtained that the recruitment process in its stages is in accordance with the applicable regulations. Likewise for assessments related to the recruitment process. loyalty of TNI Kodam Jaya personnel.

The loyalty of TNI Kodam Jaya personnel from the results of the study shows that personnel loyalty is considered good overall, namely the assessment of personnel satisfaction in accepting and carrying out tasks has provided satisfaction for the results they have done, also seen from personnel who always show pride because they have become part of the organization, because The personnel show an attitude of building and growing the organization. As for the assessment from the side of the officers who assign tasks to personnel, they get important benefits for their contents, the leadership also gives appreciation to the personnel because the personnel have also grown a sense of trust from the leadership, not only the leadership but the organization also trusts the personnel, but this does not make the personnel behave unkindly. polite because personnel show a good relationship with the leader politely. Testing with the analysis of the ANOVA model generated in the recruitment process and personnel loyalty can determine the work commitment of Kodam Jaya personnel, the results show that the recruitment process and personnel loyalty can determine the work commitment of Kodam Jaya personnel.

The commitment of the TNI Kodam Jaya personnel from the results of the study shows that the commitment of personnel to work is already good with the value seen from the desire and efforts of personnel to achieve very good targets, as can be seen from the personnel who show their desire and efforts to continue to be improved, besides the desire of personnel to be involved in developing the organization. As for the commitment and seriousness of the personnel in carrying out their duties, it is shown from the suitability of the personnel in carrying out their duties. Tests using coefficient analysis generated in the recruitment process and personnel loyalty can determine the work commitment of Kodam Jaya personnel, the results show that the recruitment process and personnel loyalty can determine the work commitment of Kodam Jaya personnel

The influence of the recruitment process and loyalty in influencing the commitment of TNI Kodam Jaya personnel. The test results with correlation analysis, to find out how much of the recruitment process and personnel loyalty can determine the work commitment of Kodam Jaya personnel, it shows that the influence is very high, reaching 79.3 percent, proving that in determining the personal work commitment of Kodam Jaya, it is largely determined from the recruitment process variables. and personnel loyalty, while the remaining 20.7 percent is explained by other factors not found in this study. From the research results indicate that the correlation coefficient of each independent variable that affects the dependent variable. For the variable of the employee recruitment process, it can affect the work commitment variable of Kodam Jaya employees by 2.6 percent, where the influence is included in the very low influence and

the residual factor shows a percentage of 84.3 percent. In addition, the loyalty variable can determine 60.3 percent of the work commitment of Kodam Jaya personnel, where the influence is included in the strong influence. So that in the study seen from the analysis of several tests showed that the recruitment process and personnel loyalty had a major influence on determining the work commitment of personnel. So that the organization can pay attention to the instruments of the influencing variables to always be considered and developed and still have to pay attention to other factors.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

From the discussion that has been stated in the previous discussions, the conclusions can be drawn in the research regarding the recruitment process and personnel loyalty in determining the work commitment of the personnel on duty at Kodam Jaya. The recruitment process carried out by Kodam Jaya is in accordance with applicable regulations, where these rules have been set by the TNI. The recruitment process is carried out strictly, carefully in sorting files, on time in every stage that is passed by prospective personnel and in accordance with a series of recruitment processes. The recruitment process is a series of selection processes to get the best, competent, and compassionate TNI personnel candidates applied by the TNI, especially those who are assigned to the Jaya Regional Military Command.

The personnel on duty at the Kodam Jaya are loyal personnel, this is indicated by the satisfaction of the personnel in receiving and carrying out the duties and orders given to each personnel serving at the Kodam Jaya. Besides that, the personnel feel proud and want to be involved in every activity that carries the name of Kodam Jaya, because it has benefits and can be appreciated by the leaders of Kodam Jaya. Therefore, leaders can give confidence to every personnel who carry out their duties very seriously. Loyalty is also shown by the cohesiveness and close emotional relationship between personnel and leaders at Kodam Jaya.

The personnel assigned to Kodam Jaya are committed to carrying out the tasks assigned to each of these personnel. Because each of these personnel wants and has the effort to be able to complete the tasks and orders that have been given. Every TNI personnel, especially personnel serving at Kodam Jaya, have the ability to complete tasks appropriately and with commitment, because each of these personnel is designed to be able to carry out their duties even in critical situations and conditions. The recruitment process has a very low influence in determining the work commitment of the personnel assigned to the Jaya Regional Military Command. However, loyalty of personnel has a high influence in determining the work commitment of personnel on duty at Kodam Jaya. But, the recruitment process and personnel loyalty have a high influence simultaneously in determining the work commitment of the personnel assigned to the Kodam Jaya.

Recommendations

The suggestions that can be conveyed from the results of this study can be the following statements. The role of the Military Police in conducting investigations to enforce and confirm the rules for the recruitment process for prospective personnel, to detect personnel who commit acts of collusion, corruption, and nepotism in the recruit-

ment process. Information given to prospective TNI personnel is given back and understanding and counseling are given to every candidate who has applied at every post or Kodam that accepts registration of prospective TNI personnel. It can minimize the number of potential participants who have the potential, but fall out. in the recruitment process.

Kodam Jaya can tighten the recruitment and selection process for promotion to rank carried out for personnel serving at Kodam Jaya, where personnel who pass the selection must be responsible to the leadership of the assigned tasks. Because the form of responsibility to the leadership is loyalty that can forge every personnel and uphold the honor of Kodam Jaya. Personnel on duty at Kodam Jaya can be given training, where the training is a form of moral and mental cultivation for each personnel not to take into account the reciprocity of the duties received by each of these personnel. Where the performance results shown will be in accordance with the directions and completed with responsibility.

The leaders on duty at Kodam Jaya can jump in more often and see firsthand the condition of their subordinates when work activities are being carried out, this can instill in each personnel that the assigned tasks are able to increase the flight hours of personnel even though they are placed in different units. The leaders on duty at Kodam Jaya review the policies that have been implemented and determined, to be able to detect personnel who should receive promotions in accordance with the rules. By not selecting personnel based on proximity and other personal matters.

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