

# MANAGEMENT OF CAREER DEVELOPMENT OF ISLAMIC CHAPLAINS TNI IN SUPPORTING SOLDIERS' OPERATIONAL READINESS AT THE HEADQUARTERS OF THE INDONESIA NATIONAL ARMY

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## Keywords

*AADMER, disaster communication, AHA  
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## ABSTRACT

This research is driven by the Sendai Framework, which serves as a guide for mitigating global disaster risk. Within the ASEAN context, this framework is encapsulated in the form of a collective agreement among ten countries. AADMER serves as the foundation for ASEAN member states to establish and enhance coordination and collaboration in the field of disaster management. This research examines how the AHA Centre effectively communicates and disseminates the regional disaster management mechanisms to National Disaster Management Organisations in the Philippines and Malaysia through the One ASEAN One Response Roadshow programme, and how one country's approaches are different from another by considering certain local contexts. This study explores the critical factors contributing to the success of these communication efforts and highlights the importance of intercultural communication in enhancing understanding and collaboration among stakeholders in each country. The findings reveal that effective communication strategies are vital for fostering mutual understanding and cooperation, thereby strengthening regional disaster management capacities. This research contributes to both academic and practical domains by offering insights into successful strategies for disseminating disaster management information in a multi-cultural and multi-sectoral regional context.

## INTRODUCTION

The Mamluk caliphate period was significant for its contributions to military science, particularly in horseback riding and cavalry tactics. Detailed works from this era provided comprehensive guidance on soldier training, horse preparation, and battle strategies. In contrast, modern warfare involves advanced weaponry across land, sea, and air, with nations strengthening their defense systems to counter threats. The Indonesian National Army (TNI), comprising the Army, Navy, and Air Force, plays a crucial role in national defense, tasked with protecting Indonesia's sovereignty, territorial integrity, and people. Guided by Pancasila and the 1945 Constitution, TNI soldiers must embody the principles of Sapta Marga, adhering to discipline, loyalty, and the defense of justice and national unity. Their complex role as both defenders and unifiers of the nation demands unwavering commitment to these values.

Sapta Marga serves as the code of ethics for every TNI soldier, embodying values such as patriotism, honesty, truth, justice, discipline, and lawfulness. By upholding these principles and adhering to the soldier's oath, which is a solemn pledge before God to be loyal to Indonesia, respect the law, follow commands, and safeguard military secrets, soldiers commit to their duty with integrity and responsibility. A soldier's devotion to God reinforces their commitment to the oath, while those who

lack faith may struggle to uphold it. The soldier's oath is further reflected in the 8 TNI Mandatory guidelines, which emphasize respect for civilians, protecting women, maintaining honor, and serving as a moral example within the community.

The 8 TNI Mandatory principles foster strong relationships between soldiers, their families, and the broader community, guiding soldiers to be role models in their behavior and actions. These principles not only uphold noble character but also strengthen motivation and commitment to military operations and exercises. As the TNI faces modern challenges in an era of globalization, maintaining both physical and spiritual readiness is crucial for success. While physical strength is a key component of operational tasks, the mental and spiritual well-being of soldiers plays a critical role in their ability to handle the complexities of their duties effectively.

The success of military operations, especially in the use of weapon systems (alutsista) and war exercises, relies heavily on the professionalism and mental resilience of soldiers. A strong soldier is defined by their faith, nationalism, militancy, and psychological health. The military, as a state-regulated force, is comprised of citizens trained and armed to defend the nation against military and armed threats. Its role is to protect Indonesia's sovereignty, particularly its airspace, from internal and external threats. National defense efforts are crucial for maintaining the country's sovereignty, and these efforts must adapt to the evolving nature of both military and non-military threats as the strategic environment changes.

State defense is vital to protecting the entire territory of Indonesia, with the TNI playing a central role in building the nation's defense capabilities and overcoming threats. TNI soldiers must embody the identity of the TNI, which includes being a people's army sourced from Indonesian citizens, a warrior army committed to upholding the nation, a national army serving above regional or sectarian interests, and a professional army that is well-trained, apolitical, and aligned with democratic and legal principles. As the vanguard and last defense of Indonesia, the TNI must remain modern, resilient, and dedicated to addressing both military and non-military threats. The TNI Law ensures that soldiers receive proper care, including decent income, family support, housing, health services, legal aid, and insurance, to maintain their readiness and effectiveness in their duties.

TNI soldiers are entitled to treatment and official services, including mental and religious coaching, which are essential in supporting their duties, especially in military operations. Islamic spiritual mental coaching is a key aspect of mental development, helping soldiers maintain high motivation and enthusiasm during assignments. TNI operations consist of Military Operations for War (OMP) and Military Operations Other than War (OMSP), including tasks like countering terrorism, securing borders, and aiding in disaster relief. These operations demand strong skills, responsibility, and a militant spirit. Islamic spiritual coaching helps soldiers manage fear, anxiety, and stress while enhancing their character and resilience. To be effective, this coaching must be well-integrated into the broader mental development system at the TNI Headquarters, alongside ideological, traditional, and psychiatric mental coaching, which together aim to strengthen soldiers' faith, nationalism, militancy, and ability to handle stress.

The Islamic spiritual mental development of TNI soldiers faces challenges due to the limited quality of TNI chaplains and the absence of an effective, adaptive coaching method to support operational readiness. Issues like desertion, absenteeism, and other violations such as domestic violence, immorality, and drug use undermine soldiers' militant spirit and operational effectiveness. This research aims to address these issues by developing competency standards for TNI chaplains and designing effective methods for Islamic spiritual development. By integrating human resource management theories and Islamic approaches, the study seeks to improve the operational readiness of TNI soldiers and ensure they are professional, militant, and equipped with integrity to handle complex operational tasks.

Based on the background above, the researchers would like to study the management of Islamic spiritual mental development to support soldier operational readiness at the Indonesia National Army Headquarters. The research contribution lies in its focus on examining and improving the management of Islamic spiritual mental development as a means to enhance the operational readiness of soldiers at the Indonesia National Army Headquarters. By studying this specific aspect of mental development, the research aims to provide insights and strategies for optimizing spiritual coaching methods, thereby strengthening soldiers' mental resilience, discipline, and overall performance in military operations. This contribution is particularly relevant for enhancing the professional development of both soldiers and chaplains within the TNI framework.

## METHODS

This study employs a qualitative approach, focusing on descriptive data gathered from natural conditions, with the researcher as the primary instrument. Qualitative research aims to describe and analyze phenomena, events, social activities, attitudes, beliefs, perceptions, and thoughts of individuals or groups. It follows an inductive approach, allowing problems to emerge from the data. Data collection includes detailed observations, in-depth interviews, and document analysis, which are used to draw conclusions. The method is well-suited for understanding complex social dynamics and interpreting soldiers' behaviors and experiences related to the management of Islamic spiritual mental development at the TNI Headquarters.

The qualitative method is chosen for its flexibility in dealing with multiple realities and for its ability to capture the essence of relationships between researchers and respondents. It allows for a deeper understanding of the phenomena being studied, such as soldiers' behaviors, perceptions, motivations, and actions in a natural context. Descriptive research, specifically, seeks to observe, record, and interpret current conditions surrounding Islamic spiritual mental development at the TNI Headquarters. This approach is ideal for providing a comprehensive understanding of the subject through detailed descriptions and analysis of the data collected.

## RESULTS

### **Human resource management of TNI chaplains in planning**

Implications of human resource management of TNI chaplains on planning that includes the recruitment process of TNI chaplains at the Headquarters TNI with an intellectual, communicative profile, integrative, militant, fitness physical and exemplary.

### ***The management of TNI Chaplain human resources in terms of quantity, recruitment refers to planning the needs of the TNI Chaplain organization in a sustainable manner***

Organizational planning that is not supported by appropriate employees in terms of quantity, quality, strategy and good operations, it is certain that the organization will find it difficult to maintain and develop its existence in the future (Ritta Setiyati, 2019). Improper recruitment planning of TNI chaplains, in quantity and operation, will be able to produce personnel who are not qualified as expected. According to Heru Saputro in his research, the function of human resource planning includes supporting procurement, allocation, competence and human resource development activities, as well as examining the values of using human resources (Asriati, 2019).

The planning of TNI chaplaincy human resources refers to recruitment, allocation of the number of needs, and competencies needed, so that it will produce TNI chaplains who perform well later. According to Heru Saputra based on the results of his research shows that the variables of HR planning, recruitment and placement have a positive and significant influence on employee performance both partially and simultaneously. The influence of the three variables was 79.7% (Heru Saputra, 2020, p. 195).

Human resource planning, recruitment and job placement or assignment of TNI chaplains must be carried out simultaneously. According to Nenden Najiatul Huda in his research stated that human resources (HR) are the main component and as a determinant of success and failure in an organization or educational institution. Human resource activities that will be managed and developed appropriately can increase the effectiveness and efficiency of institutions as well as for educators and education staff, so that they can be integrated with short-term and long-term planning goals (Nenden Najiatul Huda, 2022, p. 29).

TNI chaplaincy human resources are precise, directed, effective and efficient recruitment not only for short-term recruitment, but also for the long term to come. According to Sadarman Laia in his research, the procedure for implementing employee recruitment planning at the Nias Heritage Museum is carried out according to procedures, namely: 1) Setting goals in employee recruitment planning that are reported to the MPN Foundation Trustees; 2) Determine the recruitment requirements in accordance with Article 12 of the Nias Heritage Museum employee admission requirements; 3) Implementation of employee recruitment planning adjusted to needs; 4) The implementation of employee recruitment planning is adjusted to expertise, experience and education; 5) Determine the recruitment time; 6) Determine the cost; 7) Evaluate employee recruitment planning (Sadarman Laia, 2023, p. 1678).

The recruitment planning of TNI chaplains is carried out referring to the needs in quantity, desired expertise and experience in their fields. Periodic evaluations are carried out to improve the recruitment process. The recruitment process for TNI Islamic Chalers at this time does not have a standard profile for the recruitment of TNI Islamic Chalers. The implementation of the recruitment of TNI Islamic Chaplains is only carried out with the general standards of TNI officers, there is no one with the characteristics of TNI Islamic Chaplains. The recruitment planning of TNI Islamic Chaplains is based on the needs of TNI Islamic Chalators in their respective Batches. However, so far the recruitment of TNI Islamic chaplains has not met the required number.

***Quality management of human resources of TNI chaplains in recruitment according to the program of the department at the university the high level of Islamic religion needed.***

According to Hasibuan, selection is an activity of selecting and determining applicants who are accepted or rejected to become employees of the organization. This selection is based on certain specifications of each organization concerned (Hasibuan:2013, n.d., p. 47). The recruitment of TNI chaplains must refer to expertise or competence, so that it will be able to produce TNI chaplains who are competent in their fields. Meanwhile, Matutina quoted by the King stated that the quality of work refers to the quality of human resources, while the quality of human resources itself refers to knowledge (*knowledge*), skills (*Skill*), and abilities (*Ability*) (Raja, 2014). TNI clergy human resources who are competent in their fields can be seen from their knowledge, skills and abilities that are in accordance with what is desired. According to Mangkunegara, performance factors are closely related to the quantity and quality of work carried out by employees. Employees are considered to perform well if the quality of the work they produce and the amount of work they complete are both higher. Discipline is an important factor in determining good or bad employee performance, and performance is a real behavior that every employee has. It is very difficult to achieve good performance from undisciplined employees (Mangkunegara, 2018).

The quality of TNI clergy human resources is also based on their discipline. The high discipline will affect the quality of his work. Recruitment, training and career development simultaneously have a significant positive effect on employee performance. Partially, the recruitment variable has a significant positive effect on employee performance. Training variables have a positive and significant effect on employee performance. Career development variables have a significant positive effect on employee performance (Faizal Rizky Handayani Putra, n.d.; Multidisiplin et al., 2023). Three main factors in TNI chaplaincy human resources, namely recruitment, training and career, will have a positive effect on personnel performance.

The recruitment of TNI Islamic clergy should be based on the needs of the majors needed. This is very related to the specialization and professionalism of the TNI Islamic Chaplain. Majors that are not in accordance with the needs of TNI Islamic Ministers will have an impact on the lack of competence of TNI Islamic Ministers in carrying out their duties.

***Human resource management recruitment considers results of Psychological test is eligible***

According to Tonni Limbong in his research, the implementation of the psychologist test exam uses the CAT (Computer Assessment Test) application with the standard that the qualifying score is a score of 61 and above, if the score below 61 is declared ineligible and not entitled to take the next exam, where the focus of the exam material is intelligence, personality, interest and work attitude (Tonni Limbong, 2021).

Passing this psychological test is an absolute requirement in the recruitment of TNI chaplains because it greatly affects the personality in carrying out their duties. According to Pipih Muhopilah in his research stated that the psychological test for MA Daarul Uluum PUI Majalengka students, which is one of the community service programs, provides students with an overview of their interests, talents, intelligence, and personality descriptions (Pipih Muhopilah, 2024, p. 536).

The psychological aspect is very important in the recruitment of TNI chaplains because it can reveal the development of talents and behavior of personnel. Standard psychological results are very necessary for TNI Islamic Chaplains, because the assignment of Islamic Chalers serving in difficult terrain will be able to overcome stress in assignments that require physical and mental strength in overcoming all obstacles and obstacles. Therefore, the standard score of the TNI Islamic Chaplain psychological test is absolutely necessary to be able to adapt and manage stress in heavy and challenging assignments.

***Recruitment of TNI chaplains is carried out by interview activities to ensure that prospective TNI chaplains are not involved in the forbidden, have morality, have a good understanding of Islam true and moderate***

According to Adiguna in his research, it states that the method of recruiting employees/employees can be done through the interview method. However, the questions asked in the interview must be questions that provide information related to the compatibility and attachment between the prospective employee/employee and the company/organization. The questions asked in the interview can refer to three categories, namely organizational factors, employment factors, and individual factors (Adiguna S. W. Utama, 2023).

The interview is part of the recruitment process for TNI chaplains by conducting in-depth / discussion, by making questions to reveal whether the candidate is so as not to be indicated for other moral violations and intolerance. One of the many selection tools that is often used is interviews. To increase the reliability and validity of the selection interview, the interviewer should first be equipped with *Skill* needed to interview effectively (Christine W Sandroto, 1999).

For an interview that meets expectations, the interviewer can prepare the completeness of the equipment and expertise. An in-depth interview can be conducted to find out if the prospective TNI Islamic chaplain has a good psyche, is not affiliated with radical ideas, is a prohibited organization and has moderate and broad Islamic religious thought, in order to make the nature of tolerance in Indonesia's unity and diversity.

***Human resource management recruitment considers healthy physical and spiritual***

For the assessment of the physical fitness test, recruitment is guided by the administration of the physical ability test, swimming, and Anthropometric examination for the Admission of Civil Servants at the National Police with a Physical Final Graduation Limit of 41 by ignoring the value of 0 on each test item. From the above background, there are still many obstacles in the selection test through health and physical tests, which must involve several medical personnel and health professions (Erwan Hartanto, 2023).

Physical health tests are very important to be able to determine the level of health and avoid diseases that will have a negative impact on personnel performance. Reza Wahyu Pratama in his research found that physical health and odd semester learning outcomes in both groups, both male and female students, there was a relationship between physical fitness levels and student learning achievement, indicating that physical fitness levels play a significant role in supporting the achievement of learning outcomes (Reza Wahyu Pratama, 2023, p. 618).

Physical health tests are very important to be carried out, to find out the fitness of the body and later will be ready and enthusiastic in carrying out their duties in the future. Physical and spiritual results that are in accordance with the standards will be able to have a positive impact on prospective TNI Islamic Ministers who are always physically fresh, their souls are controlled, so that later they will carry out their duties with enthusiasm, never give up and are ready to occupy the task of service throughout the unitary state of the Republic of Indonesia with no strings attached.

***The recruitment process for TNI chaplains with special qualifications such as Proficient Competence in the Field of Arabic Language, Hafidz Al Qur'an, Champion speeches and so on***

According to Wibowo, the educational background of human resource managers (HR) has a significant impact on their selection results. Usually, the achievements of human resources (HR) managers can be seen in the fields they oversee. The results of the selection can make it easier for HR managers to place the person in question in the right place and be used as a model for how to divide work and responsibilities in the workplace. In the selection process, it is necessary to pay attention to the academic achievements of the workforce while attending the education level (Wibowo, 2016).

The recruitment of TNI chaplain human resources can consider the educational background and achievements of the required expertise. Nawawi said that the qualifications set out in the human resources strategy can be grouped as follows: 1) General qualifications, which can be used by all types of organizations/companies, such as general knowledge, intelligence, personality, health, and others. 2) General qualifications, which are improved for certain types of jobs/positions, such as honesty, hearing, vision, not easy to stress, public relations, and others. 3) Special Qualifications, which are determined in accordance with the business field used in the operational activities of the organization/company in the

form of certain skills/expertise, such as chemists, pharmacists, mechanics, electricians, architects, civil engineering, mechanical engineering, accounting, management, and others (Nawawi, 2007).

Certain qualifications that TNI chaplains want are in the form of intelligence quality, integrity and specific skills such as the ability to speak Arabic and United Kingdom, experience in religious lectures, teaching, hafiz al Quran, Qori and so on. This qualification will be able to support the duties of TNI Islamic Ministers in carrying out Islamic spiritual mental development among soldiers serving in the operational area.

***The TNI Chaplain recruitment committee must involve TNI Chaplain personnel, in order to produce the recruitment of TNI Chaplains who are qualified in their fields***

Dian Sudiantini stated in her research that simultaneously and partially shows that the system of recruitment, selection, training and skills has a significant effect on the competitive advantage of companies/organizations. Thus, personnel management plays an important role in realizing optimally qualified and efficient employees (Dian Sudiantini, 2023).

According to Amanudin in his research, finding employees is not just looking for individuals who have high intelligence and skills, but if you have to pay attention to the type of skills employees have. The type of skills that a person has must match the job description that exists at the company. This is where the work analysis approach is needed, namely conducting a job analysis and describing it in certain details that will be used as indicators in finding employees. With this, employee recruitment will be more targeted and on target (Amanudin, 2022, p. 67).

In order for the recruitment of TNI chaplains to be carried out optimally, it must involve TNI chaplain personnel who have specific qualifications that are not possessed by other recruitment committee personnel, competent in the field of mental development, including Islamic spiritual mentality, have an understanding of radical and intolerant ideologies. So that the recruitment of TNI Islamic clergy who are competent in their fields and have high integrity to the unity and diversity of Indonesia can be produced.

The author provides *Insert* and implementative steps to improve the planning process in human resource management for TNI Islamic Ministers as follows:

- 1) The process of planning and recruiting human resource management of TNI chaplains can be manifested by conducting comparative studies to countries that have military spiritual services such as the Saudi Arabia Armed Forces, the Malaysia Armed Forces, the United States Armed Forces, the United Kingdom Armed Forces and the Armed Forces of other countries. This comparative study aims to increase insight and knowledge about the role of clergy in the Armed Forces, in order to become competent clergy in their fields and have a direct influence on operational tasks.
- 2) In the recruitment of TNI chaplains, it is carried out by making assessment standards referring to 6 standards for the profile of TNI clergy IKIMKT, namely intellectual, communicative, integrity, militancy, physical fitness and exemplary. So that the recruitment process of TNI chaplains has measurable standards and can be accounted for.
- 3) In the recruitment process of TNI Chaplains, socialization can be carried out to State/Private Religious Universities, so that prospective TNI Chalers who are qualified in their fields can be obtained.

**Implications of TNI Chaplain Human Resource Management on Education**

***Providing provision/training for clergy before assignment to unit***

According to Haris in his research, training is an activity facilitated by companies to improve the abilities and knowledge of employees to become more expert in their fields professionally. The training itself is expected to be an increase in skills which will make it easier for employees to do their work and make all processes of a company more effective. Systematic training can change the attitude of employees in contributing to the company's goals. Training is closely related to aspects such as the ability, expertise and understanding of employees to take care of matters in their respective fields of work. Some of the indicators that affect the success of the training are 1) Type of training implementation 2) Training method 3) Training objectives 4) Implementation of the material and 5) Qualifications of participants (Haris, I. A., Achmadi, R., 2020).

Debriefing activities before TNI chaplains are given assignments, it is very important to do because it will increase knowledge of matters related to their duties in the TNI Unit. The purpose of the

briefing before this assignment is to find out the data and facts of the condition of Islamic spiritual mental development in the Unit, the problems faced and the solutions taken in overcoming these problems. So that TNI Islamic chaplains will be able to carry out their duties optimally and enthusiastically in providing Islamic spiritual mental guidance to soldiers and their families.

***Providing management materials for Islamic spiritual mental development in the TNI First Education (Dikma)***

Hisyam Muhammad stated in his research that Islamic religious education is an education to instill religious values in order to make students believe and fear Allah SWT. Islamic religious education cannot be far from character education because both have the same goal, which is to make students have a character that believes and fears Allah SWT. Most Muslims are educated, but they do not have Islamic character. It is a challenge for a PAI teacher to build the character of his students. Strategies in terms of learning must also be considered so that students are able to receive teachings and can apply them in the surrounding environment (Hisyam Muhammad Fiqh Aladdiin, 2019, p. 1).

According to Mohammad Jailani in his research, it is stated that the PAI learning material development model is based on Neuroscience and *Quipper School* able to make it easier for students (students, and students) to learn PAI. The growth of interest in learning and creativity in developing Islamic religious education learning materials has implications for the development of learning in the current industrial revolution 5.0 (Mohammad Jailani, 2021, p. 2).

Mental coaching materials, including Islamic Religious Education (PAI), are very important to be implemented in the TNI First Education, because it will be able to build character *Akhlaqul Karimah* for prospective TNI Officers to be able to apply it at the place of assignment of the TNI Unit. The introduction of mental coaching material aims to provide broad understanding and insight to prospective TNI officers so that they can understand and understand the teachings of Islam properly and correctly, and can become role models for other soldiers.

***Providing OJT opportunities (On Job Training) for TNI chaplains who have completed the First Education (Dikma) in Bintal Force each***

Hariandja said there are 2 (two) methods of manpower/employee development, namely: 1) *On the Job Training*, i.e. workplace exercises, in the form of a) *Job Instruction Training* The form of training is determined by a supervisor who acts as a trainer to instruct how to do certain work in the work process. b) *Coaching* The form of development carried out in the workplace by superiors with the guidance of officers through work optimally, for example how to do work. c) *Job Rotation*. Formal programs by assigning employees to several jobs and in different sections to increase knowledge about work. d) *Apprenticeship Training* or known as a training internship by combining classroom lessons with practice in the field. The theory given in the classroom is practiced directly in the field. 2) *Off the Job Training*, which is a form of training and development that is carried out indirectly in the field. The forms include: a) *Lecture Presentation* which the coach gave to the listening group and provided the opportunity for the group to ask questions through discussion. b) *Video Presentation* Lessons given through movies, TV or videos about the knowledge of how to do a job. c) *Vestibule Training*. The training is given in a special place that is designed to resemble the workplace and also the equipment. d) *Case Study Pelajaran* By giving participants several cases, they were then asked to solve the case. e) *Self Study*. Participants are asked to learn on their own through well-composed material designs such as reading materials, videos, and cassettes (Hariandja, 2008).

OJT Activities (*On Job Training*) for TNI Chaplains who will carry out their duties are indispensable for TNI Chaplains to be able to quickly adjust to the environment of the TNI Unit and be able to identify problems related to spiritual mental coaching and solutions. This OJT aims to understand the professional and career coaching of TNI Islamic Chaplains, understand the duties and functions as TNI Islamic Chaplains and understand the character of soldiers in order to facilitate the implementation of Islamic spiritual mental coaching in the Unit. This OJT activity was carried out in each Batch.

***Providing the widest possible opportunity for TNI chaplains to continuing S2 and S3 education scholarships domestically and abroad country***

According to Malik, education is the main capital that a person must have before being able to work, because an individual will be able to expand his knowledge through education, so that it is easier to adapt to his environment (Malik, 2016).

According to Annisa Ika Deswanti in her research stated that education and work experience have a good effect on the performance of employees/employees so that companies pay attention to education and work experience because it has an influence on their performance and to achieve the goals of the company/organization (Annisa Ika Deswanti, 2023, p. 34) According to I. N. Yasa in his research stated that 1) the level of education and work motivation has a positive and significant effect on employee performance, 2) the level of education has a positive and significant effect on employee work motivation, 3) the level of education has a positive and significant effect on employee performance (I. N. Yasa, 2022, p. 421).

The educational background and motivation of TNI chaplains greatly affect the performance of personnel. Therefore, the human resources of TNI chaplains must be improved in the form of S2 and S3 education both domestically and abroad to add scientific insight in the field of mental coaching. These S2 and S3 educational opportunities must be given as widely as possible to TNI Islamic Ministers, so that TNI Islamic Ministers can have academic and intellectual competence, so that they can provide measurable and targeted guidance to soldiers and their families.

***Providing the widest possible opportunity for TNI chaplains to be able to take part in Specialized Education such as Suspa (Bintal Officer Course), Sugsati (Core Personnel Course) Bintal TNI and general development education (dikbangum) such as the Advanced Officer Course (Suslapa), Sesko (Staff and Command School) Force, Sesko TNI and Lemhannas (National Defense Institution)***

According to Putu Krisma Dewi in her research stated that 1) Education has a positive and significant effect on employee performance at PT. Republic Soap Bali. This means that the higher the level of education, the higher the performance of employees. 2) Competence has a positive and significant effect on employee performance. 3) Work specialization has a positive and significant effect on employee performance on the skills possessed by employees can be improved (Putu Krisma Dewi, 2022, p. 117).

According to Giri Dwinanda in his research, this study found that it is important to match employee education and training with the tasks and fields that are part of their job duties so that the work can be completed quickly and produce the desired results for the company or agency where he works. In addition, the work will be simpler to complete and will contribute to the success and achievement of the goals of the institution or organization. A company or agency needs education and training to support its performance as a work experience that is more than just a place to work. These workers also need assistance from all parties in the company or agency so that they can work competently in carrying out the tasks that are the obligation of employees (Giri Dwinanda, 2022, p. 271).

TNI specialized education is indispensable for TNI chaplains as an absolute requirement to get promotion positions and other assignments. So that the rank of clergy can be higher and as an additional motivation in duty. Specialized education and General Development Education are indispensable for TNI Islamic Ministers who aim to increase insight and technical knowledge about TNI mental development and leadership. TNI Islamic chaplains are also leaders of the ummah in carrying out enlightenment of Islamic spiritual mental development, therefore they must gain insight into knowledge about leadership in facilitating their assignments.

***Bintal Angkatan and Pusbintal TNI carry out cooperation with State/Private Islamic Religious Universities and Islamic Religious Universities abroad***

The cooperation between the Armed Forces and the TNI Center with State/Private Islamic Religious Universities with superior accreditation needs to be carried out to improve the competence of TNI chaplains in carrying out their duties, so that the problems of Islamic spiritual development can be overcome with an academic approach. This is very necessary to be done as input from academics of Islamic religious universities, so that the coaching carried out can run effectively and on target.

The author provides *Insert* and implementative steps to improve the educational process in human resource management for TNI chaplains as follows:

- 1) In the process of human resource management education, there needs to be cooperation in the field of education in the state Armed Forces related to the clergy. Each Armed Forces usually provides S2 and S3 scholarships and supplies. Cooperation with the international Armed Forces needs to be carried out to provide opportunities for clergy to gain knowledge in the Armed Forces abroad which can later be applied to the Bintal Angkatan and Pusbintal TNI organizations.



- 2) Revise technical instructions on TNI chaplain courses/debriefings in the form of materials that are not in accordance with the times. This has a great influence on the success of the tasks carried out by TNI chaplains. Provisions and rules related to mental coaching must be prepared as early as possible and in full, as a basis for reference or guidelines for the implementation of targeted and expected mental coaching activities.
- 3) Resource persons in the TNI Chaplain course/debriefing were given the opportunity from outside the TNI institution such as from Islamic Religious Universities or the Ministry of Religion of the Republic of Indonesia. This shows that resource persons who are competent in their fields will be able to add broad insights for TNI chaplains to improve their ability to foster the mentality of TNI soldiers. Resource persons from Islamic Religious Universities or the Ministry of Religion need to be carried out in order to add scientific insight and adjust to the current environmental conditions.
- 4) Training, education and coaching of TNI chaplains are important factors in the development of human resources that are carried out continuously and need to be maintained.

**Implications of Human Resource Management of TNI Islamic Ministers on organization**  
***Improving the organizational structure of TNI chaplains in spiritual mental development as a core element in mental coaching in the organization of the Force, Unit, and Unit***

Human resources are a very valuable factor, so the organization is responsible for maintaining the quality of work life and fostering the workforce so that they are willing to contribute optimally to achieve organizational goals (Pruijt, 2013, pp. 389–400).

According to research Dewi Sartika stated that There is an influence between the dimensions of organizational innovation (technology), administration and strategy on organizational performance where the innovation dimension cumulatively contributes 78.6% to organizational performance (Sartika, 2015, p. 149).

Organizational innovation of the Armed Forces and the TNI Pusbintal needs to be carried out, among others, by improving the organizational structure of spiritual mental development which is better known in the international Armed Forces with the term *chaplain*. The TNI Islamic Chaplaincy Organization, which is included in spiritual mental development, must be enlarged in terms of its number and function. This will have a positive effect on the majority of mental coaching, especially spiritual spiritual Islam.

***Equating the naming of the bintal nomenclature of the TNI Force***

According to A.M Azhar Aljurida in his research stated that Institutional structuring activities are essentially related to organizational design problems which are formulated as the activity of dividing tasks into working groups or departments, then coordinating these separate groups with the aim of achieving the effectiveness of the organization in general which includes strategies or decision goals and mechanisms for integrating each member into the organization (A.M Azhar Aljurida, 2019, p. 37).

According to Saskia Nisa Setiaatmitha in her research stated that the change in the name of the executive position became more general and simple and the preparation of workload in accordance with SOPs. This is a form of successful synergy between leaders and staff. The recommendations of this study emphasize the importance of maintaining the synergy of leaders and staff to carry out all bureaucratic reform activities. Thus, this study provides valuable insights for other agencies in improving the effectiveness of policy implementation related to changes in the nomenclature of executive positions within the Surabaya City Government (Saskia Nisa Setiaatmitha, 2024, p. 65).

Integrative nomenclature of the Armed Forces and the TNI Center needs to be carried out to equalize the perception of attitude patterns and action patterns in the mental development of the TNI so that it is more directed and effective. Currently, the nomenclature of the Air Force Bulletin, which is called the Air Force Mental and Ideological Development Service (Disbintalidau), is not the same as the Disbintalad (Army Mental Development Service), Navy Mental Development Service) and the TNI Mental Development Center (Pusbintal TNI).

***Equalizing the four core components, namely spiritual mental development, ideological mental development, mental development of the struggle tradition and mental mental development of the TNI Force in the organizational structure of the TNI Force***

This needs to be done to equalize perceptions and patterns of action in mental coaching in an integrative and directed and non-partial. At this time, the Army Corps has not used the mental and psychological development component into the organizational structure.

***Adding a functional organizational structure for TNI chaplains who is no position at the rank of colonel or above***

This needs to be done to accommodate clergy with the rank of Colonel who do not get a position due to limitations and the number of clergy personnel at the rank of Lieutenant Colonel and Colonel.

***Prepare software related to development management Islamic spiritual mentality***

Islamic spiritual mental development as a core component in coaching must complement the software related to Islamic spiritual mental development activities, so that it can be as expected.

***Clear Standard Operating Procedures (SOP) for TNI Chaplains, so that they can carry out their duties well***

According to Riris Rotua Sitorus in his research, it is stated that standard work procedures have a significant positive effect on employee performance. This shows that the existence of the right work procedures will improve the performance of employees/employees (Riris Rotua Sitorus, 2019, p. 29).

According to Sigit Permadi in his research stated that from the results of the analysis of research data, the value of the influence of the Standard Operating Procedure variable (X2) on the Employee Performance variable (Y) of PT. Spirit Avia Sentosa Jakarta is 26.1%. Based on the results of the hypothesis test obtained with a calculation value of  $= 2.339 > t_{0.05(84)} = 1.667$ ,  $H_0$  was rejected and  $H_a$  was accepted, which means that there is enough evidence that the Standard Operating Procedure variable (X2) on the Employee Performance variable (Y) has a significant influence, which is 2.339. The remaining 7,661 were influenced by other factors (SIGIT PERMADI, 2019, p. 1989).

SOP or Standard Operating Procedures and Procedures need to be carried out appropriately and implementively, so that Islamic spiritual mental development can be carried out effectively and efficiently. The SOP carried out by the TNI Islamic Chaplains aims to be able to carry out the phasing of Islamic spiritual mental development, carrying it out from planning to termination in accordance with the provisions and gradual and continuous guidance.

***Digitization of data related to TNI chaplains, to be able to accessed and used by TNI leaders***

According to Wiwin Handoko in his research stated that through this service activity, the Tanjung Balai City Trade and Industry Office (Disdagper) showed its seriousness in facing data management challenges. The process of identifying needs and delivering recommendations for digital applications becomes a strategic step that characterizes their efforts to improve efficiency. Awareness of the role of technology, especially digital applications, as an effective solution to increase competitiveness is clearly illustrated. With a commitment to innovation, the developed applications will become practical, efficient, and support more accurate decision-making, as well as embrace digital transformation to improve organizational performance (Wiwin Handoko, 2024, p. 9).

According to Januarizki in his research stated that The results of this study show that the website-based personnel data processing information system provides significant benefits for organizations, including increasing efficiency in managing personnel data, reducing inventory stagnation and errors in data processing and facilitating access to information from different devices (Januarizki, 2023, p. 1660).

According to Sri Retnaning Sampurnaningsih in her research stated that there was a significant simultaneous influence of data digitization and archive security on the efficiency of data use, in Angkasa Pura II Jakarta, during the Covid-19 pandemic. With digitization and archive security, it helps the smooth work of its employees. During this pandemic with the work from home policy, which is an obstacle, there are facilities from each employee that are still limited so that during that time data use services are also disrupted. Therefore, the important role of data digitization and archive security makes it necessary to have facilities that support the digitization process and archive security so that efficiency in data use is well maintained (Sampurnaningsih, 2021, p. 100).

Data digitization and big data are urgently needed related to TNI Chaplain human resources to be able to find out TNI Chaplain education and training data, assignment experience, *Reward* and *punishmen*, personnel records related to violations of soldier discipline and other data to be used quickly

and appropriately for leaders in determining policies related to the use of TNI chaplain human resources.

The author provides *Insert* and implementative steps to improve the organizational process in human resource management for TNI chaplains as follows:

- 1) Synchronization of work programs and budgets of the Armed Forces and TNI Pusbintal, so that they do not overlap and are directed in accordance with the planning of the work program and the goals achieved.
- 2) Enlarging the organization of the TNI Pusbintal as a center for TNI mental development, the TNI Head of the TNI became a two-star, because the Armed Forces are all one-star Heads of the Armed Forces Service. This is very necessary in facilitating coordination between the TNI Pusbintal and the Force Bintal.
- 3) Carry out a technical coordination meeting of the TNI bintal, in order to be able to evaluate the work program and organization of the TNI bintal and the TNI Pusbintal so that it can run according to the plan and be on target in fostering soldiers and their families in assignments and in daily life.
- 4) Determine activities related to Islamic spiritual mental development.
- 5) Establishing the symbol of the Armed Forces and the TNI Pusbintal as an honor and pride for the TNI Chaplains.

#### **Implications of Human Resource Management of TNI Chaplains on Assignment.**

***The assignment of TNI chaplains is in accordance with their fields and to fill Armed Forces organizations spread throughout Indonesia, consisting of eastern, central and western regions, so that TNI chaplains can add experience in carrying out tasks***

This needs to be done to increase the insight and experience of TNI chaplains who serve in the western, central and eastern regions that are very different culturally and socio-religious. In order for TNI chaplains to be rich in experience and dynamics of coaching in the regions,

#### ***The assignment of TNI chaplains in tiers starts from the battalion level, brigade, kotama, force bintal, TNI Pusbintal***

According to Anggriawan, experience is knowledge or expertise gained from an event through direct observation or participation in the event. So work experience is about the length of time or time that he has acquired the knowledge and expertise taken and can understand all the problems and duties in his field (Anggriawan, 2014, p. 101). According to Fahmi, the placement of the right employee, based on the appearance and performance management that he has with the placement of an employee with the aim of making employees more effective in carrying out the work charged, for that must be obtained workers who have the ability in accordance with the position that will be their responsibility and be able to do the work effectively and efficiently." Placement is the assignment or reassignment of an employee to a new job. Most placement decisions are made by line managers (Fahmi, 2016). The assignment of TNI chaplains must start from the smallest and multi-level organization from the bottom to the top or center. So that the experiences in the assignment of battalions, brigades, and municipalities will enrich TNI chaplains to provide input and policies at the central level of the Armed Forces and the TNI Pusbintal.

#### ***The professional and career development agency (Inbinprof) of the Bintal Force continues to Constantly monitor the assignments given to TNI chaplains***

According to Wong, career development is an activity about personality related to experiences experienced as well as work-related activities throughout life. From this, it can be concluded that career development is a strategy to increase employees in achieving good quality career development and achieving work planning that is in accordance with the company level. The purpose of the career development program is to serve as a medium of opportunity for employees to emphasize the skills and quality of work they have to apply to the company. Career development is an important factor for companies to improve the quality of company turnover for the better, able to help companies in reducing employee resignation rates, adjusting desires, ensuring welfare and improving employee work experience. Indicators that affect the success of the implementation of career development are 1) Employee achievement, 2) Employee mutation, 3) Work experience. 4) Promotion and 5) Workforce development (Wong, S. C., 2017, p. 277).

As a professional and career coaching agency, TNI chaplains must continuously monitor the condition of TNI chaplains' human resources. So that TNI chaplain personnel can know their performance and problems can be resolved appropriately and quickly. Monitoring carried out by the Force binprofbintal is carried out simultaneously with the user agency (ingun). This is done so that the monitoring carried out can run transparently and objectively.

***The assignment of TNI chaplains is based on competence and experience***

According to Ardana, placement is the process of matching or comparing the qualifications they have with the job requirements and at the same time giving tasks and work to prospective employees to be carried out. This placement must be based on *job description* and *job spesification* which has been determined and guided by the principle of "the placement of the right people in the right place and the placement of the right people for the right office" or "*the right man in the right place and the right man behind the right job*". So the right placement of employees is one of the keys to obtaining optimal work performance from each employee in addition to working capital, creativity and initiatives will also develop (Ardana, 2012).

According to Ghozali, several indicators that must be considered in employee placement are: 1) Academic Achievement. The academic achievements that have been achieved by the employee concerned while attending the education level must be considered. With the consideration of the academic achievement factor, it can be determined where the employee concerned will be determined according to his academic achievements. 2) Experience. Experience working in a similar job that has been experienced before needs to be considered in the context of the placement of the employee. This is based on facts that show that the longer you work, the more experience the employee has in question. 3) Physical and mental health. In placing employees, physical and mental factors need to be carefully considered, because things that will harm the company do not rule out the possibility of happening. The placement of employees in certain tasks and jobs must be adjusted to the physical and mental condition of the employee concerned. 4) Marital status. Regarding marital status is a very important thing, in addition to the interests of employment, it is also a consideration in the placement of employees. 5) Age. In the context of employee placement, the age factor of a person who passes the selection needs to be considered. This is intended to avoid low work performance of the employee concerned (Ghozali, Imam, 2000, p. 155).

According to Sialaen, the performance character of employees has a high commitment, the risks faced are taken and beared, realistic goals are owned, fighting for goals to realize a comprehensive work plan, feedback from all work activities carried out can be utilized, plans that have been programmed can be realized (Silaen, 2021).

The assignment of clergy and promotion of positions must be based on experience and competence as well as the performance of personnel. So that the assignment and promotion of positions given to the right and professional personnel. Like the TNI Islamic chaplains who are the best in carrying out their education, they are given assignment rewards at educational institutions, to increase their insight and skills. To increase the knowledge and insight of TNI chaplains, a maximum of every three (3) years is carried out a transfer of assignments. This was done so that TNI Islamic chaplains could increase their assignment experience in the eastern, central and western regions of the unitary state of the Republic of Indonesia.

***The assignment of TNI chaplains in the organizational structure of TNI chaplains***

According to Yuni in her research, hiring employees according to their needs and skills means placing employees. The first step in developing skilled and credible talent is to identify employees to fill existing positions in both government and private organizations. The success of the workforce lies in the placement of employees, both the placement of new employees and the placement of old employees (Yuni, T & Dyah, 2019).

According to Engelian Yusniar Permanasari in his research stated that there is a significant influence of work assignment on employee performance at the Islamic University of Balitar (UNISBA) Blitar. This means that the higher the job assignment, the higher the employee's performance. There is an influence of talent development and job assignment on employee performance. This means that the higher the talent development and job assignment, the higher the employee's performance (Engelian Yusniar Permanasari, 2023, p. 238).

To overcome TNI chaplain personnel who are outside the structure of the Armed Forces and the TNI Pusbintal, in order to fill the vacant positions in the organizational structure of the Armed Forces and Pusbintal. So that it will be able to have a positive effect on the development of the bintal profession to be well maintained.

***Prepare website for TNI chaplains as a forum for communication and information media on social media***

According to Dini Rohmayani in her research, it is necessary to create an Employee Assignment Management Information System based on *website* to change the system from manual to computerized, and build a system that can bridge every task and activity in coordination between staff and managers (Rohmayani, 2021).

According to Muhammad in his research, the information system for meeting minutes and employee assignments helps the organization/management in managing meeting minutes and employee assignment data more effectively and efficiently. Use of a system-based *website* allowing for faster and easier access to information. The existence of this system causes delays and lack of accuracy in the data processing process and searching for meeting information, meeting minutes, and assignments of existing employees (Muhammad, 2023).

In the era of all-digital information and communication flows, it is time for the Armed Forces and the TNI Pusbintal to have *website digital* which greatly affects the existence of professionalism and mental coaching of TNI soldiers, in order to support in carrying out operational duties. *Website digital* This contains data on the professional and career development of TNI Islamic Chaplains, as a place to exchange information and communication among TNI Chaplains, in order to add insight and knowledge in effective and targeted Islamic spiritual mental development.

The author provides *Insert* and implementative steps to improve the assignment process in human resource management for TNI chaplains as follows:

- 1) Providing an evaluation of the assignment of TNI chaplains in the unit, so that the assignments carried out by TNI chaplains run well, smoothly and in accordance with the expected goals.
- 2) Make technical instructions for professional and career coaching that are standard for assignment of TNI chaplains, in order to avoid the subjectivity of the leadership.
- 3) Assign operations for clergy abroad fairly, transparently and professionally.

**Implications of Human Resource Management of TNI Chaplains in Position**

***Giving positions to TNI chaplains is adjusted to the results psychological tests and the results of the First Education that was carried out***

According to Agustina in her research, the questions in this psychological test system are very important to get the expected conclusion value of the benchmark for assessing a person occupying a position in the company. with needs. The papikostic psychological test system uses the *forward chining* developed is easily accessible to users and system managers. The system is developed online so that effectively management results and assessment results can be done quickly and effectively (Agustina Nicke Kakiay, 2022, p. 25).

The results of the TNI Chaplain's psychological test in recruitment will be able to serve as a basis for providing assignments and positions that are in accordance with the personality of the TNI Chaplain, in order to be able to carry out their duties with optimal performance. Promotion department or *Reward* given to TNI Islamic Ministers who have high performance, succeed in every assignment and have a noble personality. On the other hand, clergymen who do not have performance, do not excel and have a personality that cannot be used as an example for other soldiers are given punishment with a postponement of their rank and position.

***Do not give positions outside the position of TNI chaplain***

Positions in the organizational structure of the Armed Forces Headquarters and the TNI Pusbintal are expected to be able to allocate TNI chaplain personnel, so that there are no more TNI chaplains who get positions outside the TNI Corps Corps and Pusbintal.

***Promotion positions are given to TNI chaplains who have discipline, competence and high integrity***

According to Darma (2004) "that the placement of Civil Servant Candidates is carried out after being declared to have passed the selection and submitting administrative requirements and given the

identity number of the prospective civil servant and placed according to the intended formation by paying attention to the education and experience they have. Thus, the placement to each prospective civil servant is adjusted to the needs of the organization and should be based on the principle of *The right man in the right place*" (Darma, 2004).

According to Hasibuan, discipline is the key to the success of a company in achieving its goals. Discipline is an important function in an organization because the better the discipline of employees, the higher the work performance that can be achieved. Discipline must be applied in an organization because it will have an impact on employee performance, thus affecting the success and success of an agency (Hasibuan, S, 2017).

Jolanda stated that among the factors that affect employee performance, namely work discipline. Work discipline can mediate transformational leadership that has an impact on employee performance, work discipline can mediate organizational culture that affects employee performance (Jolanda Lisdawati Ndolu, 2022).

Promotion positions are given to TNI chaplains who absolutely have discipline, competence and high integrity. The three characters must be possessed by the clergy integrally to make them professionals in their fields. So that with the promotion position given to clergy who have high integrity, it will be able to increase motivation and enthusiasm in fostering the mentality of soldiers and their families.

***The highest position and rank for TNI chaplains is Brigadier General/First Admiral/First Marshal as Head of the Armed Forces Battalion Service and Head of the Mental Development Center The TNI which is a pride and adds motivation for clergy TNI***

Factors that affect work performance, according to Achmad, said that the factors that affect work performance are: 1) Motivation 2) Their ability 3) Support received 4) Their relationship with the organization 5) The existence of the work they do (Achmad, 2009). Elements of work performance assessment, Soeprihanto said that the elements in work performance include attitude towards work, which is always having a high spirit in carrying out their work (Soeprihanto, 2009). The provision of the highest rank opportunities for Brigadier General, First Admiral and First Marshal is very necessary to be done as an increase in motivation in improving performance to achieve the desired high rank.

***Preparing the leadership of the highest position of TNI chaplains to promoted as Head of the Armed Forces and the Head of the TNI Military Headquarters***

Providing career opportunities for TNI chaplains to be able to occupy the positions of Head of the Armed Forces and the Head of the TNI Military Headquarters as a form of professional form of the Armed Forces and TNI Military Centers.

***Promotional positions for TNI chaplains are objective, not because subjective proximity to certain officials***

According to Iskarim, the principles in recruiting personnel to get professional candidates, namely: 1) Merit system, meaning awards and rewards given based on the high quality of services (excellence) performed; 2) piety to God and have a high moral commitment to achieve the organization's goals; and 3) avoiding *Nepotism* or *favouritism* (likes and dislikes) (Iskarim, 2017).

The promotion of positions given to TNI chaplains must be objective in order to avoid the subjectivity of the leadership, in order to produce TNI chaplains with professional performance. The promotion of positions to TNI Islamic chaplains is carried out in a transparent and objective manner, so that it will be able to produce TNI Islamic chaplains who are competent, integrity and can bring positive changes to soldiers in general and TNI Islamic chaplains in particular.

***The career path and position of the TNI chaplain must be accountable, fair, and transparent.***

Nawawi stated that there are 3 (three) phases in designing a career development program, namely: 1) Briefing Phase. This phase is intended to help employees to be able to realize their plans into reality, namely by determining the type of career they want and regulating the steps that must be taken through 2 (two) approaches, namely: (a) Briefing by way of career counseling, (b) Organizing information services that include activities: a. Open employment system b. Providing information on employee ability inventory c. Information about career streams 2) Planning Phase. These are activities that align the design of employees and the company regarding career development. The purpose of this

phase is to identify the advantages and disadvantages of employees in carrying out their duties. c) Development Phase. This phase is the grace period used by employees to meet the requirements that allow them to move from one position to another desired position. During this phase, employees can carry out activities to improve and improve their knowledge, skills or expertise and attitudes, as required by the position. Activities in the development phase include. (a) Implementation of mentor system, (b) Training, (c) Scholarship program or business/service association (Nawawi, 2007).

The career path and position of TNI chaplains must be fair, impartial to someone, in order to create a conducive work situation. Therefore, the TNI Islamic Chaplain Inbinprof must provide selective and fair promotion and can be held accountable. This needs to be done to avoid the subjectivity of giving promotional positions to TNI Islamic Ministers.

The author provides *Insert* and implementable steps to improve the position process in human resource management for TNI chaplains as follows:

- 1) The position and career of the clergy must be continuous, based on personnel data and personnel records. So that there is a record of personnel and propriety violated by TNI chaplains, promotion can be considered. In order for the positions and careers of TNI chaplains to be filled by TNI chaplain personnel who are professional in their fields, clean and not involved in any violations and as an example for other soldiers.
- 2) Career development and positions of TNI chaplains are carried out based on qualifications, competencies, performance assessments, and organizational needs of the TNI, carried out by considering integrity and morality. The organization will utilize and empower the excellence of employees' competencies and performance to achieve strategic goals by providing opportunities and facilitating each employee to develop his or her career ((Wijaya, G. A., 2014)
- 3) Career and position coaching for TNI chaplains is based on the educational background that has been taken, such as S1, S2 and S3 in the scientific field studied. His knowledge will be useless and useless because he is placed in a position that is not in accordance with the knowledge and skills that have been learned.
- 4) Career coaching and promotion of TNI chaplains without distinguishing gender, ethnicity, religion, race, and class.

### **Implications of Human Resource Management of TNI Islamic Ministers on awards and recognition**

#### ***TNI chaplains in carrying out their duties well and the success of their duties were given awards (Reward) in order to be able to increase motivation in carrying out their duties***

Novingky Ferdinand in his research concluded that independent variables, namely awards given by companies/organizations have a significant and strong effect on performance variables among employees/employees (Novingky Ferdinand, 2021, p. 34). According to Andhika Risda Lestari in her research analyzed the effect between the award (X1) on the work productivity of employees (Y) received and the influence of the award variable (X1) on the work productivity of employees (Y) at the Community and Village Empowerment Office of Bogor Regency is significant. Analysis of the influence between the incentive variable (X2) on employee work productivity (Y) Ha2 was accepted, there was an influence between the incentive variable (X2) on the work productivity of employees (Y) at the District Community and Village Empowerment Office. Bogor (Andhika Risda Lestar, 2021, p. 33).

According to Malayu S. P. Hasibuan, the purpose of the *Reward* and *punishmen* Among them: increasing employee morale and job satisfaction, improving employee performance, increasing employee discipline, creating a good working atmosphere and relationships, increasing employee loyalty, creativity, and participation, increasing employees' sense of responsibility for their tasks (Hasibuan, 2006, p. 146).

According to Manik, violations taken when students are not disciplined in the rules are given a punishment /*punishmen*. One of the things that can be applied in learning is to provide *punishmen* for violators of the rules and provide *Reward* for outstanding students. Application *Punishmen* should be accompanied by the giving of *Reward*. If *punishmen* aims to prevent a student's negligence, then *Reward* given as motivation and also awards given to students (Manik, 2019).

Awards (*Award*) must be done to TNI chaplains who excel and perform well in carrying out their duties. So that the award will add motivation and also be used as a basis for giving promotional positions to TNI chaplains.

***TNI chaplains who do not carry out their duties properly, Violating the rules will be punished (punishment) as an effect deterrence so that it is not an example for other TNI chaplains***

According to Aneke Nelwan in his research said that In terms of punishment/punishment of working hours discipline for civil servants who are not disciplined, it is given in the form of verbal reprimands and written reprimands. Factors that hinder the implementation of disciplinary punishment are: ineffective communication, limited employee resources and equipment, the lack of SOPs regarding the imposition of disciplinary penalties in each field, and the lack of firmness of superiors in decision-making and the lack of timely rewards and punishments for civil servants in completing office work (Aneke Nelwan, 2020, p. 53).

According to Ali Imron, the punishment/*punishmen* is a sanction received by a person as a result of a violation or rules that have been set. Such sanctions can be in the form of material and can also be in the form of non-material (Amin, Maswardi, 2015). According to M. Ngalim Purwanto, the punishment/*punishmen* is the suffering that is given or caused deliberately by a person (parents, teachers, etc.) after a violation, crime or mistake has occurred (Amini, 2006). According to Arifin, who is usually educated with violence among students and servants, he will always be influenced by violence, will always feel narrow-minded, will lack work activities and will be lazy, will cause him to lie and do bad things (Arifin, 1991).

Punishment must be given to TNI chaplains who violate soldier discipline rules. This punishment is given strictly and indiscriminately. This will have a positive effect on the deterrent effect on personnel who receive punishment and as a warning and introspection for others to stay within the rules that have been set.

***Human resource management does not tolerate and provides strict sanctions for all forms of immoral acts, sexual deviations and other violations of the law***

TNI chaplain human resources do not tolerate acts related to immoral acts, sexual deviation (LGBT), drugs that will receive harsh sanctions up to dismissal as soldiers.

***Gift Reward/ moral and material awards***

*Reward* can be non-material to TNI chaplains who excel and perform well, including by providing Umrah opportunities, certificates of appreciation given in the Coordination Meeting of the Armed Forces and Pusbintal (Rakornis Bintal TNI).

***Gift punishmen/punishment in addition to administratively also as a consideration in terms of propriety/ethics in occupying the position***

According to Tiruneh, ethics is the embodiment of a moral philosophy that determining whether or not human actions are right or not, which is also referred to as the science of morals, manners, and behavior in human life (Tiruneh et al., 2019; Varghese et al., 2016). Ethical principles help identify ethical issues and become a consideration in decision-making as a consequence of moral values embraced in a society (Tiruneh, M.A., Ayele, B.T., & Beyene, 2019, pp. 1–10).

According to Jordy in his research, it states that the ethics has a significant positive effect on the work performance of employees of the Central Statistics Agency of North Sulawesi province. Job Placement, Code of Ethics and Happiness together have a significant effect on Job Achievement for employees at the Central Statistics Agency of North Sulawesi Province (Jordy F. Tampanguma, 2024, p. 721). Ethics/propriety considerations carried out by TNI chaplains are very influential in granting promotional positions. Like fighting against superiors, lack of responsibility, cannot be an example for other soldiers.

***High motivation in carrying out duties for TNI chaplains as a form of sincerity that gets rewards from Allah SWT***

According to Muh. Nasrullah motivation is what determines people's behavior to work or in other words, behavior is the simplest reflection of motivation. Motivation can provide energy that moves all existing potential, creates high and noble desires and increases passion and togetherness. Each employee works according to the rules or measures set by respecting each other, needing each other, understanding and respecting each other's rights and obligations and the totality of operational work. The motivation given to employees can be in the form of wages or salaries, promotions and others. With



this motivation, employees are expected to create work spirit so that employees can increase their work productivity (R. N. Muh. Nasrullah, Rudi Salam, Dwi Pratiwi, 2017, p. 206).

According to Triono, in his research, it is stated that there are factors that affect the work motivation of employees at the Parepare Class III Municipal and Port Authority (KSOP) office, namely; 1) Intrinsic factors are factors that come from within an employee that encourage achievement. Intrinsic factors include; Performance (*achievement*), acknowledgment (*recognition*), development of individual potential (*advancement*), responsibility (*responsibility*). 2) Extrinsic factors are factors that arise from outside the employee that are able to influence the work motivation of an employee, extrinsic factors include: salary, working conditions, and supervision (Triono, 2021, p. 1630).

Motivation and enthusiasm in carrying out their duties are very necessary for TNI chaplains in carrying out their duties. Personnel who have high morale will have good performance for their unit. On the other hand, personnel who do not have enthusiasm and motivation will have a negative impact on their performance in the Unit.

### ***Maintaining the health and fitness of TNI chaplains is very necessary so that the implementation of duties can run smoothly***

The fitness of TNI chaplain personnel is absolutely necessary, because with this fitness they will carry out their duties well and with enthusiasm, on the contrary, TNI chaplain personnel who are not fit will have a negative impact on their performance in the unit.

### ***Responsibility in carrying out duties, as well as harmony in the family***

Nurapiah stated in his research that the organizational culture (responsibility, flexibility, team commitment, clarity, appreciation, and leadership style) has a significant effect on the performance of honorary employees of the Secretariat of the Regional House of Representatives of Parigi Moutong Regency (Nurapiah, 2021).

Natasya Risky in her research stated that agencies must pay attention to and ensure that the four indicators of work rotation, namely experience, knowledge, work achievement, and responsibility, continue to be in the good category and perfectly collaborated. So it's a good idea to consider these four indicators before implementing work rotation so that it is on target so that it does not cause pressure and work stress for employees, so that Work Rotation can run well and have a good effect on employee performance (Natasya Risky Pramesti, 2023).

According to Juwi Chahnia in her research stated that the efforts made by Islamic Religious Education Teachers in forming honest character and student responsibility character are by 1) Providing attention and motivation to students about the importance of habituating honest and responsible behavior to students, 2) Exemplary or habituation methods, 3) Applying reward and punishment methods, 4) Implementing PAI learning in realizing the formation of honest character and responsibility in students, 5) Increasing cooperation between teachers and parents (Juwi Chahnia, 2023).

Family responsibility and harmony must be possessed by TNI chaplain personnel. TNI chaplain personnel who do not have the character of responsibility for their duties and are not harmonious in their families will not be given a promotion position, because they cannot lead in the family, let alone lead in their units.

### ***An example for every TNI chaplain who can be emulated by TNI soldiers both in service and in society***

Supriatal stated in his research that the example of leaders has a positive effect on the self-actualization of employees. It can be interpreted that a good leader's example if he sets a good example, becomes an inspiration, and dares to take risks that will increase the self-actualization of employees in seeking self-identity, pursuing happiness, and success at work (Supriatal, 2023, p. 282).

Dwi Harmita in her research stated that Regarding the example of Islamic Religious Education teachers in internalizing the moral values of students at SMPN 7 Bengkulu City, the learning is not only focused on in the classroom, but also carried out outside the classroom, such as the implementation of worship practices in the prayer room, recitation of the Qur'an in the classroom, and other worship practices in the prayer room. Not only that, students are fostered to get used to speaking politely to teachers and fellow friends, maintaining attitudes and behaviors, getting used to dressing well (covering

the aurat), and keeping the school environment clean and tidy so that it looks beautiful. The habituation aims to enable students to live and practice moral values (Dwi Harmita, 2022, p. 121).

According to Muchamad Rifki in his research stated that the act of providing an example carried out by teachers to students is by providing examples through words, deeds and various other methods, such as by giving examples through direct explanations, using stories that contain religious values and also providing examples to students. In addition, giving examples is also done by showing short videos in which they contain exemplary stories, and always exemplify neat and polite dress (Muchamad Rifki, 2023, p. 97).

The character of exemplary is absolutely owned by TNI chaplain personnel, because TNI chaplains always provide enlightenment with religious lectures, must be in accordance with words and deeds to be used as a good example for other soldiers. The author provides *Insert* and implementable steps to improve the process of appreciation and recognition in human resource management for TNI chaplains as follows:

- 1) Awards and punishments for TNI chaplains will affect career and position development, as well as future assignments. This is based on personnel development *the right men the right place*.
- 2) To develop the thinking of TNI chaplains, there needs to be an activity *Forum Group Discussion* (FGD) and magazines related to Islamic spiritual mental development for TNI chaplains in increasing the insight and knowledge of TNI chaplains.
- 3) Need to provide *Award* to the TNI chaplains who are exemplary on a regular basis which can add motivation to other TNI chaplains in carrying out their duties.

### **Implications of TNI Islamic Chaplain Human Resource Management on Evaluation and Monitoring**

The author provides *Insert* and implementative steps to improve the evaluation process in the management of human resources of TNI chaplains as follows:

- 1) Each Force bintal makes a plan for the needs of TNI chaplains every year and submits it to the Assistant Personnel Commander of the TNI through the TNI Pusbintal. The needs of TNI chaplains every year will be able to be met by the TNI Headquarters. So that the vacancy of the position of Chaplain in the Unit can be filled gradually in its fulfillment.
- 2) Make a study on the needs of TNI chaplains in making TNI soldiers who are mentally tough and have high morality, so that special recruitment of TNI chaplains will be carried out.
- 3) Carry out limited research on the benchmarks of soldiers with spiritual mentality, ideological mentality, struggle tradition mentality and psychiatric mentality, so that they are ready to carry out operational tasks properly and optimally.
- 4) Evaluating TNI Islamic clergy who have not carried out their duties properly, have personnel records due to committing violations, and are not stressed in carrying out their duties. So that they will get a good solution to anticipate this.

### **CONCLUSION**

This research contributes to the management of human resources among TNI Islamic chaplains at the TNI Headquarters, highlighting the need for improved career development. While the chaplaincy functions well, there are inefficiencies, such as many chaplains serving outside their primary roles, and a lack of objectivity and fairness in career advancement. These issues can lead to decreased motivation and enthusiasm within the ranks. By addressing these challenges, the career management system for TNI chaplains can become more effective, enabling them to perform their duties optimally.

The study proposes six key profiles for TNI chaplains: intellectualism, communicative skills, integrity, militancy, physical fitness, and exemplary conduct. These qualities are essential for enhancing the professional development of chaplains and ensuring effective spiritual guidance to soldiers in operational areas. The research outlines a comprehensive human resource management framework, including planning, education, organizational roles, assignments, career positions, and recognition. By improving the management of chaplaincy resources, the TNI can enhance the quality of spiritual leadership, which in turn positively impacts soldiers' motivation and success in safeguarding Indonesia from internal and external threats.

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