

Human Resource Management of the Army Program in Indonesia

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Abstracts: This research aims to understand the human resource management in the army and its implication that are very due at the ontological level and sociological level. The problem is very interesting to be analyzed by conducting a systematic literature review on human resource management in the army using science direct database and conduct a qualitative study in an army program in Indonesia. Data were collected through in-depth interview, observation, and documentation in Indonesia. Data were analyzed by using interactive models are data reduction, data display, data verification, and supported by triangulation. The results were based on ontological level and sociological level using human resource management and its implementation are needed for providing information to stakeholders related regarding to update the regulations and sanctions in human resource management implementation. This result provides inputs for making better regulation and policy in Indonesia for state agencies as public officials and practitioners.

Keywords: Human resource management, Army, Army program

1. INTRODUCTION

In the context of the national defense strategy, a layered defense strategy was developed that synergizes military defense with non-military defense as a unified whole and mutually supportive state defense. The layered defense strategy is a manifestation of the participation of all citizens in national defense efforts by making maximum use of all national resources. The national defense system places the people as a vital actor. Therefore, community support is very important and very necessary. History has also proven that the struggle and unyielding resistance supported by shoulder-to-shoulder cooperation between the army and all the people through military and non-military resistance is one of the success factors. The togetherness of the army and the people during the struggle has inspired and can be applied in various contexts for the realization of national defense, which is the core of the defense force that remains relevant and timeless.

HRM science can turn to meta-analysis as an antidote to the crisis of the social sciences in general although there are potential problems that threaten the usefulness of meta-analysis in HRM. This issue should be properly addressed to advance the science and practice of HRM with the identification and inclusion of all effects as well as corrections for range limitations for research and practical data not published in HRM meta-analyses [1].

Training is a major concern for organizations, but integrating the concept of accountability with a transfer approach creates a specific theoretical research model. The accountability approach to training transfer considers relevant work to adopt appropriate accountability strategies in order to enhance trainee learning. Accountability consists of clarity of roles, perception of ownership, and control of learning useful for facilitating transfer in different workplace contexts [2].

Mindfulness-based training for employees showed a large degree of heterogeneity in terms of program content and Mindfulness-Based Stress Reduction. The basic approach proves that all training programs incorporate practice, mostly using methods of delivering training materials and varying in duration and number of training sessions. Mindfulness-based training for employees is the most common stress reduction [3].

Work-family balance (WFB) considers the unique aspects of the family developed in the work-family household literature. WFB may differ depending on family characteristics. More and more families are scattered across

national borders, but still maintain close ties. Little is known about the work-family experience in this type of family that can be applied to transnational families through the various conceivable forms of the family [4].

Job interview results are prone to bias or misinterpretation. Stigmatizing applicants underlies interview bias. There is a need for a framework for interview bias based on dual process theory that is broadly applicable and affects social interaction, information processing, and decision making. Stigmatization of applicant characteristics affects the interview process, namely, pre-interview, interview, decision making. Situational factors and the interviewer as moderator explain their impact on the interview results. With dual-process theory, key propositions related to each interview stage and their implications are formulated in order to change the stigma of organizational interviewing practices [5].

Individual differences in intellectual abilities are important for success in the modern business world. Cognitive abilities influence successful behavior at work. Paying attention to cognitive adds insight into the skills and competencies needed for success in the workplace. To increase the proliferation of competencies such as decision making and strategic thinking confuses what is known about mental abilities. The science of mental abilities better understands the basic construction of intelligence that is manifested in the context of work [6].

The electronic selection system (e-selection) in organizations has improved. The extent of this system affects the effectiveness of recruiting job applicants. The effectiveness and acceptance of the system at each stage of the selection process include: job analysis, job applications, interviews, selection decisions, and evaluations. There are potential adverse impacts and privacy violations and some implications of the e-selection system [7].

Organizations thrive despite experiencing uncertain and unstable conditions. Organizations are developed through strategic human resource management to create competencies that enable organizations to respond when experiencing shocks. Three important elements for developing organizational capacity are specific cognitive abilities, behavioral characteristics, and contextual conditions with the support of individual-level employee contributions. HR policies and practices in strategic human resource management systems can influence attitudes and behavior of individuals and at the organizational level through the process of interaction [8].

The scientific leadership researcher reviews hundreds of articles from several aspects. The type of article consists of theory, empirical, and method. Aspects of the author, for example, discipline, nationality, and institutional affiliation. Other aspects, for example, theoretical basis, research strategy, location and type of sample, data collection and data analysis, surveys, and focus group discussions. Qualitative analysis assesses common themes, contributions, and trends reflected so far and future research directions [9].

The culture of abuse of power in Indonesia impacts deviant actions not only in the depressions of power and moral behavior of public officials. However, it is a wrong system in the life of nation and state, when public officials who depart from the people do not have a view of life as a nation and state as they should [10]. Culture of abuse of power due to conflicts of interest takes too long to manage oil and natural gas resources in Indonesia. The problem is equipped with abundant natural resources, including oil and natural gas resources that should be controlled by the state for the greatest prosperity of the people. This was happened because of the sudden change component, global changes, and modernization of society to materialism and consumerism while ignoring the cultural values in the life of the nation and state [11].

To assess and analyze the culture of politicians' behavior, the result of the study concluded that culture behavior of politicians in the parliament and bureaucracy in the reform era in Indonesia is still ongoing and has been so severe. This crime is based on the achievement of individual interests, groups or political parties and retains the power. The weakness of law enforcement against white-collar criminals is often based on the interests or political bargaining and abuse of power [12]. Even in the agrarian law study analyzes the dispute of land taken over by the State. Agrarian Legal is principally different in every region and State. Agrarian Law describes the land rights: communal property, individual property, and state property. Land disputes are analyzed through conflict theory and another approach is through the public policy theory and ownership theory [13].

Policy implementation on the disparity in the criminal prosecution is suspected that there has been a conspiracy of abuse of power between investigators and prosecutors, which reflects injustice in the criminal procedure law. It was suspected that there had been a conspiracy of abuse of power between the investigator, so that there was no justice for the victim. The researchers suggest limiting the prosecutors discretion and the existence of an independent institution supervisory functions [14]. It was a significant difference in the application of legal considerations on the abuse of power and authority which caused losses to the state based on legal considerations. The research analysis was based on regulations where conflicts occurred in the law enforcement among the three state institutions acting as the basis of constitutional law. The results show the application of law, abuse of power and authority in state-owned enterprises which was carried out by executive and legislative people. [15].

The differences of above previous research on human resource management tend to manage the problems by enforcing rules and standards. Following up previous study gap and the phenomena, so this study analyzes a multi policies approach regarding on human resource management and its implementation in Indonesia. This research should be able to develop science in human resource management, expand knowledge among academics, to develop the concept of human resource management, as well as become a reference material for deepening and enriching scientific repertoire regarding regulatory inconsistencies.

Based on the epistemological and sociological description of human resource management theory for refining the research, it can be stated that making multi-policies and regulations is a part of human resource management. Based on the epistemological and sociological description of several studies above, it can be stated that making multi policies and its implementation can be analyzed by the human resource management theory. This research should be able to provide an input for the executive and legislative parties in making reforms in the field which is feasible, comfortable and safe for the community. This research can also be used as input for related institutions in reviewing any policies related and its implementation. This research is expected to be able to give a caring attitude of the public in order to understand the inconsistencies in regulations made by public officials.

Human resource management research is a nascent field, so it is still developing its research agenda and focus [16]. The questions are: (1) How is the development of the literature discussing human resource management in armed forces? (2) What are variables and dimensions and indicators that have been developed in the context of human resource management in armed forces?

2. METHOD

The methodology used in the literature review process uses a narrative approach that refers to studies using systematic literature review (SLR) [17]. Systematic reviews are helpful as a way to find out the development of research on the topic. By bringing together as much research as possible, that is relevant to the research topic regardless of where the article is published. The literature review process is carried out in five stages [16]. First is formulating questions to answer the objectives. Second is determining the research location in the journal database. Third is determining the selected journals articles according to inclusion and exclusion criteria. Fourth is conducting analysis and synthesis selection and evaluation of the study. And fifth is reporting of the results of the study that will be used as material for further research.

Step 1: formulating questions to answer the objectives. This paper aims to discuss articles during the period 2010–2020 on human resource management in armed forces. Variables, dimensions and indicators of human resource management focus on the discussion of this article so that related with human resource management in armed forces to current situations and conditions and propose new preposition based on research gap. The questions are: (1) How is the development of the literature discussing human resource management in armed forces since 2010–2020? (2) What are variables and dimensions and indicators that have been developed in the context of human resource management in armed forces?

Step 2: determining the research location in the journal database. The steps taken at this stage are starting from identifying the database, determining the search engine and selecting the literature search keywords. In this

study, literature on human resource management in armed forces was taken from publishers "Science Direct" combined with the Scopus API Key.

Step 3: determining the selected journals articles according to inclusion and exclusion criteria. There are 151 articles found from the selected source after entering the search string to find article with this string "human resource management + army". The detailed refining process as follows. Publication year is 2010-2020. Subject area are business, management, psychology, social science, decision science, art and humanities. Specific published in HRM Review, Organizational Dynamics, Journal of Business Research, The Leadership Quarterly, and Journal of World Business. Article type are review article and research article. In this study, the authors exclude the conference proceedings and excluded some identified papers if they did not meet the predetermined criteria. After refining with years, subject area, type, and specific publication, then found 31 results considered for analysis.

Step 4: conducting analysis and synthesis selection and evaluation of the study. The analysis aims to describe a study conducted by an individual, which is then broken down into certain components and identifies the relationship between these parts. After the analysis stage, a synthesis is then carried out, which aims to link the factors identified in the individual studies. This study focuses on variables, dimensions and indicators of on human resource management in armed forces. The analysis step begins by identifying the critical dimensions to develop new human resource management in armed forces. Data visualization in the form of tables and graphs was carried out to see the development of the human resource management in armed forces. Based on the trends found in the literature, which dimensions are most often used by researchers and what dimensions should be built for subsequent research to fit the current situation and conditions. The final goal is to find research gaps as a basis for further research agenda.

Step 5: reporting the results of the study that will be used as material for further research. At this stage, the last step in the literature review process is reporting the stages of how the review process was carried out and reporting the results of the study as a whole. The report discusses the development of research in the context of variables, dimensions and indicators of human resource management in armed forces which can be used as a reference in human resource management.

A qualitative research strategy can be applied if the research problems need to be explored deeper or followed up on previous quantitative research due to a previous theory or concept that is still considered unable to capture the complexity of the problem under study. A qualitative research approach produces descriptive data in the form of words or writings and behaviors that can be observed from the subject and object of the study itself. The qualitative approach was chosen because it is in accordance with the aims of the research to describe and understand the phenomena, events, social activities, attitudes, beliefs, and perceptions of people [18].

Data collection in this research were interviews, observation and documentation. In-depth interview was conducted and performed to key informants. Participant observation was conducted by authors and team to obtain records in the field of study. Related documentation was gathered from many sources such as internet media and library documents. Data analysis were using 3 steps, which were data reduction, data display and data verification refer to the interactive model. Data reduction is to sort out the main data, data display is to present the data, and data verification is to conclude the main themes of the results [19].

Validity and reliability used triangulation based on the observation, in-depth interviews, and documentation analysis to obtain valid and reliable data coping credibility, transferability, auditability, and confirmability. Credibility was related to the truth aspect by means of triangulation to compare the results of an interview with the results of interviews with colleagues. Transferability shows the applicability of research to other studies that readers can understand the results of qualitative research. The report is made in a detailed, clear, and systematic manner. Auditability means that it can be tested by examining the entire research process, since designing case studies, determining data sources, data collection, data analysis, make conclusions, can be traced and showing the processes and results. Confirmability relates to the objectivity that the research results are agreed and accepted [20].

3. RESULTS AND DISCUSSION

Based on the systematic literature review analysis, it can be resulted as follows.

HRM science and practice of HRM can be categorized into several themes are: training and mindfulness-based training, work-family balance, job interview, individual differences in intellectual abilities, the selection system, uncertain and unstable conditions, and leadership.

Management is the process of directing actions to achieve common goals, including the techniques used by managers to coordinate the activities or activities of others towards the achievement of common goals. Management is the process of working with and through others to achieve organizational goals in a changing environment effectively and efficiently with the use of limited resources [21]. Management is the achievement of organizational goals effectively and efficiently through planning, organizing, leading and controlling organizational resources [22]. Management as a process to achieve the organization's mission, strategy, goals and objectives through the use of human resources, financial resources, physical resources, and information resources [23].

Human resource management is a function performed in an organization that facilitates the most effective use of people to achieve organizational goals as well as individual goals. Terms used in HRM include personnel, human resource management and employee development [24]. According to the Society of Human Resource Management (SHRM), HR management is a formal design within the organization to ensure the effective and efficient use of human talent to achieve organizational goals. HR management is the process of planning, organizing or organizing, directing and controlling the procurement, development, compensation, integration, maintenance/maintenance, and separation of human resources to achieve the ultimate goals of the organization and society.

Human capital is the productive potential of one's knowledge and actions [21]. Human capital as the application of intellectual capital (knowledge, skills and talents) plus relational capital (connections and relationships with customers, partners, vendors, and external partners) in achieving organizational goals. Human Capital Management is described as a paradigm shift from the traditional approach to human resource management. The characteristic of human capital management is managing people who value them as strategic assets.

The Army's success in providing qualified personnel depends on several controllable and uncontrollable factors. These include the need for army personnel, army supply factors, educational opportunities, and attitudes about military service. Policymakers have several policies in place to improve enrollment flow and most are focused on recruiting resources. Military pay, enlistment allowances, advertising programs, and recruiters are provable but expensive instruments of this policy. Research on human resource management policies is able to increase the productivity of recruiters including selection, training, assignment, performance measurement, and incentive systems that motivate to be more productive [25].

Human Resource Management concerns discipline and adherence to rules and processes as well as the role of Job Analysis and its impact on effective Performance Management. There is a strategic fit between Organizational Objectives and Human Resources in the Army in Pakistan. For public sector organizations or government agencies, effective Human Resource Management and Job Analysis and Performance Management are needed, including in Army organizations [26].

Based on the qualitative analysis, it can be resulted as follows.

The Army Program is an integrated cross-sectoral program between the Indonesian National Army (TNI), Government Institutions and Regional Governments and other National Components, which is carried out through a holistic planning, preparation, implementation and evaluation in an organization to achieve the objectives are to

increase the closeness of the TNI and the People, the activities of the Army program actually adopt the management principles as described above.

The Army program contains the principles of Human Resource Management. The Army program involves human resources, financial resources, and physical resources arranged in an organization through management principles for the achievement of organizational goals and success. The Army program has relevance to HRM. The Army program also touches on aspects of human capital. Referring to the principles and activities carried out in the Army program, actually these activities also cannot be separated from aspects of human capital, both elements of the TNI themselves as Army program implementers and the community that supports Army program activities.

For TNI personnel, especially those who are directly involved in the activities of implementing the Army program, they actually also get added value of knowledge and insight considering that prior to the implementation of the Army program, in general, they have received briefing and training in the form of practical knowledge and skills needed in accordance with the goals and objectives of the Army program. In general, people who become the target object of the Army program also get additional information, insight and practical knowledge as a result of the counseling and socialization provided by Army officers in accordance with their duties and functions.

The development of the strategic environment at the global, regional and national levels is anticipated from all components of the nation, including the Indonesian National Army (TNI). The TNI as a means of state defense in accordance with the Main Tasks stated in the Law of the Republic of Indonesia is always required to play an active role in maintaining and defending Indonesian sovereignty and protecting all Indonesian citizens.

Human Resource Management is related to security strategies in order to prevent violations of state territory. Human resource management is a function performed in an organization that facilitates the use of people to achieve organizational goals. Human resource management and employee development in the organization ensures the effective and efficient utilization of human talent in order to achieve organizational goals. HRM is the process of planning, organizing or organizing, directing and controlling the procurement, development, compensation, integration, maintenance, and separation of human resources to the end goals of the organization and society that have been achieved.

Protecting the area involves human resources, financial resources, physical resources arranged in an organization through management principles to achieve organizational goals and success. Besides being related to HRD, the implementation of regional security also touches on aspects of human capital. To increase the effectiveness of an army program, it is necessary to plan physical and non-physical program activities that are designed to be more creative so that they can involve broad community participation, adapted to the dynamics and characteristics of people's social life.

In program planning, it is necessary to increase the budget allocation in order to expand the range of physical target activities in order to achieve more optimal goals. Planning of program activities needs to involve elements of the wider local civil administration in order to achieve more optimal activity results. In formulating program policies, it is necessary to determine program implementation policies considering the needs and characteristics of social life which are very heterogeneous and dynamic.

In preparation for program activities, the selection of targets is not only based on poor areas but based on the needs and interests to increase the closeness of the TNI and the people. In order to prepare program activities, it is necessary to expand the volume and reach of targets along with a longer time to make them more effective. In order to achieve optimal results, program activities need to be increased intensively and broadly, especially the goals and objectives of the program before the day of the implementation of these activities, including through meetings with community leaders, religious leaders, traditional leaders and youth leaders as well as through other mass media.

The implementation of program activities needs to be improved with efforts that can involve broad and optimal community participation, especially the working community, the middle class and people outside the target location of the Program activities that are adapted to the dynamics and characteristics of the social life of the community. In the implementation of program activities, especially in setting targets and compiling activity schedules, it is necessary to improve more intensive coordination with elements of the local government apparatus in order to accommodate the interests of the local community in order to achieve more optimal goals. In the implementation of program activities, it is necessary to increase the optimal involvement of stakeholders and youth organizations to optimize the results of activities.

To achieve optimal program results, it is necessary to pursue more creative and innovative activities that can encourage community empowerment and independence, especially aspects of community economic life in order to improve the level of community life in accordance with the dynamics and characteristics of community social life. In order to achieve optimal results of program activities, it is necessary to strive for program evaluation based on facts and objective conditions in the field comprehensively after program implementation to be used as material for preparing program activities in the following period.

4. CONCLUSION

Based on the analysis and discussion of the research result above, it can be concluded that human resource management requires interaction, collaboration, decision-making, and input-process-output. The interaction and collaboration between government, community, private sector, and stakeholders, to reach the best of HRM implementation is the priority step. HRM implementation is an important stage, because no matter how good a HR policy that has been made it will be in vain if there is no effort to implement it because it will not bring the desired goal. Without effective implementation in a HR policy, the decision of policy makers will not be successfully implemented. The success of a HRM implementation has several variables that influence it, such as HR policy, HR objectives, human resources, characteristics of organizations, and the social, economic environment. It is suggested that the legislative and executive as the public officials in making multi-policies and regulations have to be involved HRM experts for revising regulation.

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