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# Strategic Analysis and Effectiveness of the Implementation of the Digital Recruitment System for F-FDTL in Timor-Leste

(Case study at the Quartel General F-FDTL)

<sup>1</sup>Natalina Maria Teodora Transição Guterres, <sup>2</sup>Martinus Nahak Lino, <sup>3</sup>João Noronha

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## ABSTRACT

This research aims to assess the strategy and effectiveness of the implementation of the digital recruitment system in the F-FDTL, to emphasize in the Falintil Framework provides a practical understanding of how the digital recruitment system can respond to efficiency and effectiveness, and how policies and practices should be adjusted to ensure the selection of qualified candidates with transparent and fair procedures. Digital recruitment in the F-FDTL should take into account institutional and socio-cultural techniques.

The successful implementation of leadership commits investment in infrastructure and training, inter-sector coordination, continuous evaluation mechanisms to ensure the sustainability and relevance of the recruitment process to the strategic needs of the F-FDTL. The methodology used is qualitative through case studies, document analysis, interviews with informants out and monitoring the implementation of the digital recruitment process. As a result of this research, in the digital era, military organizations including the F-FDTL need to adapt the recruitment system to modern demand.

Digital recruitment proposes effective efficiency, fair and cost responses, while traditional recruitment is well-infected such as bureaucracy, lack of technological access in remote areas and poor coordination between relevant parties including recruitment strategies should also include aspects of administrative planning, organizational training, positioning and perspective with decision-making on digital worship. Organizational strategists need to consider resource allocation with future guidance. In the context of the F-FDTL, digital recruitment can offer competitive advantages of adaptation to external change. The effectiveness of the system measures the system to achieve strategic goals and social impacts that support the continuity of the organization.

Processes include planning, platform development, community disclosure and online registration of candidates with supporting documents. Implementation infects problems such as lack of infrastructure in remote areas, limited internal capacity, in-institutional communication is not optimal with suppliers and cultural exchange resistance. As a discovery, the digital system can increase efficiency, transparency and accuracy in the selection of documents.

Provide benefits to reducing bureaucracy and improving information acquisition. Against challenges include lack of infrastructure in the field, limited technical capacity and internal resistance. Successful implementation requires committed leadership, detailed planning, continuous training and continuous evaluation mechanisms.

## INTRODUCTION

In the current digital era, military institutions also need to adapt to technological developments in order to improve efficiency, justice,

and public accountability. Therefore, the digital transformation of the F-FDTL recruitment system is a strategic need that not only responds to technical challenges, but also strengthens the credibility of the defence institution in the context of state modernization. The

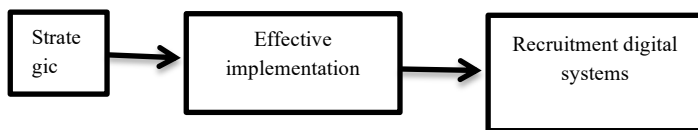
effectiveness of the implementation of the digital recruitment system in the F-FDTL can be measured according to three main criteria: transparency, accessibility, and efficiency. In each aspect, the digital system can have a clear impact, which helps professionalise and modernise the F-FDTL (Ambarsari & Risman, 2019).

To assess the effectiveness of an organization, several indicators can be used, depending on the sector and the focus of the analysis, such as: the level of achievement of strategic and operational targets; productivity and quality of production; employee satisfaction and engagement; client and other stakeholders' satisfaction; the ability to make innovation and adapt to change; and the reduction of costs associated with poor performance or back-up. The indicators serve as important parameters for continuous diagnosis and monitoring, allowing them to adjust and improve the management and operations of the organization (Veronika & Jayathilaka, 2020).

Effectiveness is a broad and multifaceted concept that is crucial to the sustainability and success of organizations today, especially in a world where there are constant technological and social changes. Effectiveness goes beyond efficiency and productivity, as it involves evaluating whether the results actually meet the 4 stakeholders' needs and expectations and support the sustainability of the organization (Children's Health Defense Team, 2021).

The F-FDTL develops a digital recruitment strategy that is not only efficient but also aligned with the institutional principles and socio-cultural values of Timor-Leste. This study will help assess the extent to which the current recruitment process reflects the principles of professionalism and integrity expected of a national military institution (Hofmann et al., 2013).

The digital system is a set of hardware, software, communication networks, and automatic processes that use modern technology such as computers, the internet and electronic applications to facilitate data, information and services in digital form. This system helps to organize, store and process information to make operations come up with themselves and are efficient. In the digital system it provides opportunities for online services, transparency and accessibility for all, including the process of recruitment, payment and administration of data (Badrudin, 2021).



### Theoretical framework on Strategic, effective implementation, recruitment digital system

#### a) Strategic

In general, strategic is understood as a way or approach to achieving certain objectives through effective resource allocation. Freddy (2018, p. 33) in (Amonov et al., 2023) calls strategy a tool to achieve organizational goals.

Hamel and Prahalad (2018, p. 33) in (Korenivska, 2020) highlighted that strategy is an increase and future-oriented strategy in accordance with the expectations of stakeholders. Meanwhile, Daft (2018, p. 33) in (Ormrod & Turnbull, 2020) highlighted the strategy as an action plan that explains resource allocation to meet the external environment and gain competitive advantage. In addition, Sondang (2019, p. 302) in (Jones et al., 2022) strategies are the best method to adjust organizational strength to the dynamics of environmental change. Meanwhile.

#### b) Effective implementation

Effectiveness is a key concept in management and organization. Etymologically, the term "effectiveness" comes from the English term "effectiveness," which refers to an entity's ability to achieve the goals or outcomes that have been determined optimally and with real impact. In the world of management, effectiveness is a measure of the success of an organization in achieving its goals, not just the process or efficiency of its use of resources. In other words, an organization or system is considered effective when the planned objectives are achieved consistently, in a way that can be measured and relevant to the needs. Effectiveness can be understood as the ability of an organization to meet its main objective, produce results that are very important to its stakeholders, and ensure long-term sustainability and growth. In contrast to efficiency, which focuses on resource optimization and cost reduction, effectiveness emphasizes the achievement of the final results that generate value and relevance in both the organizational and social contexts (Badrudin, 2021).

Implementation is a critical process in organizational policy and management that links policy formulation to real action in the field. Jeffrey L. Pressman no Aaron Wildavsky (1973), they show that although a policy is designed ideally, it often fails in the implementation phase due to the complexity of the field, bureaucratic barriers and lack of coordination between actors. To strengthen this theory, Van Meter and Vantar (1975), identified six main factors that influence the success of policy implementation: policy standards and objectives, available resources, characteristics of implementing agencies, communication between actors, the social, economic and political environment, and the provisions or attitudes (commitments) of policy implementers (Amonov et al., 2023).

#### c) Recruitment digital systems

Nugis & Sanggarwati (2024) Innovation in human resources is limited and allows organizations to use technology to support administrative tasks, improve the recruitment and development process, increase the safety and satisfaction of workers (Badrudin, 2021).

According to Its main function is to ensure that the organisation obtains human resources that are competent according to its needs, based on qualifications, experience, morale and integrity, in order to best serve the interests of the organization and the community (Iyiola et al., 2016).

A system is a set of elements that speak and work together to achieve a goal. According to Bertalan In this perspective, the system reflects the integration of components working together to achieve certain

objectives. Sutikno (2008, p. 11) added that the system is a means of mutual procedures that are arranged to carry out tasks effectively (Korenivska, 2020).

According to The function of the other party is to convert information into digital form, pass it on to the channel, receive it and replace it into an organic form providing great security and quality in communication (Jones et al., 2022).

Nugis & Sanggarwati (2024), the digital era includes practices that use technology to explore human resources gaps in the organization. Show the importance of flexibility of work and cooperation in decisions in the digital era. Organisations should stimulate active participation in the work through digital platforms and facilitate open communication (Ormrod & Turnbull, 2017).

## METHODOLOGY

The research used by the researchers is a qualitative descriptive type, according to Setyosari (2012, p. 39), the objective of a qualitative descriptive approach is to explain or design any situation that occurs, objects such as people or things related to research. The population in this survey was 19 people who were in the recruitment committee, but the researchers choose 9 to be informants in the survey (Sugiono, 2007, 2013; Sugiyono, 2005, 2016, 2018b).

**Table 1. Number of Respondent**

Position	Informant
General Coordinator	1
Technical responsible	1
Responsible for evaluating and analyzing data	1
Physical evidence responsible	1
Selected candidates	1
Media and Communication	1
Civil Engineering	1
General medicine	1
Human resource management	1
<b>Total Informant</b>	<b>9</b>

## RESULTS AND DISCUSSIONS

The presentation of the research results in accordance with the formulation of the problem with its analysis and interpretation is in accordance with the method of observation and interview directly with the respondents through the request and response session, the writer directly asked the four recruitment committee (5) and four selected officers (4) identified by the Vice- In the following section the writer presented the identity of the respondent based on the knowledge of the respondent and identified the information provided by the respondents to analyse qualitative descriptive data using the tools used by the writer in conducting interviews based on the title Strategic Analysis and Effectiveness of the Implementation of the Digital recruitment system for F-FDTL in Timor-Leste. The interview conducted by the writer at QG F-FDTL based on the recruitment committee mentioned above was a source for the writer to find out the real situation in QG during the recruitment process

and the above are samples of research and in this research the qualitative research method was used.

### a) Data Analysis and Examination

Based on the questions that the researchers have conducted two (2) weeks of research at QG F-FDTL for the recruitment committee, where the researchers obtained data from respondents that through the digital recruitment system for F-FDTL it is a science and skills / skills for F-FDTL to learn to increase the level of study course in the era of technology and digitalisation in this way as a basis for all bodies in Timor-Leste to use the digital recruitment system (Sugiyono, 2016).

The digital recruitment system for F-FDTL is a system that uses online applications to receive and accommodate the recruitment process for new members, who submit documents in digital form (PDF, JPG, JPEG) and can accommodate all processes from start to end (Sugiyono, 2012).

This system aims to create transparency in the recruitment process in order to prevent discrimination and facilitate all controls, reduce costs and time in the recruitment process, harmonious the recruitment process with modern technology, and increase access to candidates who are away from Dili municipality (Sugiyono, 2018a).

### b) Analysis of research findings for the recruitment committee

This recruitment provides a guarantee to all Timorese citizens with the skills of a Bachelor's degree to compete for this recruitment and to make it easier for all citizens to apply for a vacancy for the recruitment of F-FDTL officers.

The effectiveness of the 2023 digital recruitment system is transparent and open to all public interested in competing for the vacancy. The digital system makes it easier for all applicants who live in the municipality of Dili to apply online and do not have to spend much time and time.

According to Harto (2024), digital recruitment strategies have especially affected the process of attract thousands of people. Problem

The main thing to be addressed in this study is to identify the strategic factors that affect the impact of recruitment. Difficulties in meeting this expectation through the traditional recruitment strategy make it necessary for an innovative approach. Based on the opinion of the wise person (2024, p. 2746), organisations should ensure that their recruitment process is fair, transparent and relevant regulations to improve talent. The use of this method of electronic recruitment can increase management effectiveness by using online networks to find, evaluate and select candidates according to criteria, on the other hand according to experts Tan (2024) states that the changing digital system allows the recruitment process to be fast, accurate and transparent. In addition, these technologies not only accelerate the recruitment process but also increase the recruitment process in the assessment of candidates to match the necessary position, so the writer analyzes that online recruitment is more efficient and effective, less time spent, minimizes budget costs, less space occupied, ensures transparency, minimizes nepotism and increases

the credibility of the institution, the Commissions do not need to receive physical documents, but they will receive them online. Work more flexibly and comfortable (can work at any time free / holiday) in any location, important in the electronic means available with the system confirmed .

Benefits for the recruitment committee using the digital system are that it is easy for them to check the documents submitted by the candidates, reducing the number of paper that is submitted to the committee such as using the manual system. From the digital system it is difficult for everyone to do nepotism in this recruitment because the system eliminates candidates this result align with research conducted by (Campbell-Palmer et al., 2015; Chzhen et al., 2017; (UNICEF), 2021; Zürich et al., 2005) the digital recruitment systems provide substantive, measurable benefits to recruitment committees across operational efficiency, document verification, transparency, and fairness. By centralizing documents, enforcing standardized workflows, preserving immutable audit trails, and enabling anonymized reviews and analytics, these systems reduce administrative burden, minimize opportunities for nepotism, and strengthen governance and decision quality. Successful realization of these benefits requires deliberate policy design, reviewer training, and ongoing monitoring.

### c) Those who do not meet the criteria.

The management of the Institutions uses available means or resources such as human resources, budgets, equipment for recruitment with efficiency and effectiveness. Through this recruitment system it is an electronic means for the organizing committee to easily control documents for applicants through the online system this result align with research conducted by (Veronika & Jayathilaka, 2020) report that electronic recruitment systems in university admissions/staffing contexts improved document control and reduced processing time.

In the recruitment process applied by the candidates, the committee will conduct a selection of documents (personal information and literature skills), health tests, physical and interview. The Commission based on the criteria available, the candidates who have the documents meet the criteria will pass and the candidates who do not meet the criteria will not pass this result align with research conducted by (OLSZEWSKI, 2016) the committee advances candidates who meet defined criteria and rejects those who do not. This practice aligns with findings by Olszewski (2016). The selection stages, background context, analysis of effectiveness and validity, relevant data and statistics from the literature, strengths and weaknesses of the approach, legal and ethical considerations, and recommendations to optimize selection outcomes.

### d) Analysis of research results for selected candidates

The digital system in the F-FDTL recruitment process is very effective, because it can. It's Good manage time, clarity and easy for candidates to apply, use the digital system to be transparent, lack of errors and everyone can apply online without having to spend transportation and time, using the digital system can help avoid data favoritism or manipulation. Clear access to information, economics due to no need for travel, and a fair and sound process, the candidate

can apply online from all zones, data validation processes quickly and reduce documents / roles and increase efficiency this result align with research conducted by (Hofmann et al., 2013) fully realize these benefits and protect against new risks, F-FDTL should prioritize identity verification, data security, inclusive access mechanisms, staff capacity, and ongoing monitoring. With these measures, the digital system can deliver fairer, faster, and more accountable recruitment for the force and the nation.

The digital application is to provide a fair and professional recruitment process, increase efficiency, lack of manual interventions and also provide opportunities for candidates living in other municipalities to apply this result align with research conducted by (Kovbych, 2022) stated that effectiveness depends on addressing structural and technical vulnerabilities. Without robust identity verification, digital processes may simply shift opportunities for manipulation to lower levels.

Candidates in rural areas do not yet have an internet line so they cannot access the online system, sometimes some colleagues experience technical problems or sharing the system because of poor internet lines, those living in rural areas are difficult to access information and some people do not understand how to use technology this result align with research conducted by (Amonov et al., 2023) literature documenting persistent rural-urban digital divides. This report synthesizes background context, relevant data and statistics, in-depth analysis of causes and consequences, and concludes with targeted, actionable recommendations for policymakers, implementing organizations, and local stakeholders.

The manual system spends a lot of time and money, easily causing nepotism, for applicants whose documents are not complete, but they can pass. On the other hand, the Commissions receive more documents sometimes some documents may be lost, but the use of the digital system reduces the paper they submit this result align with research conducted by (OLSZEWSKI, 2016) the issue requires a layered approach: immediate operational adaptations to ensure equitable access (alternative channels and local support), medium-term capacity-building (community hubs and outreach), and long-term investments (infrastructure and affordability). Implementing these measures will improve equity, reduce administrative burdens, and protect the integrity of processes that rely on online access.

## Implications of Research Results

The implications of this research result consist of theoretical implications and practical implications.

### a) Theoretical Implication

The digital recruitment system is a measure for the recruitment committee to achieve its goals properly, meaning that the organised plans of the institution are going well and successfully, achieving the common goal, that many people have access to the digital recruitment system properly and in accordance with their expectations. QG F-FDTL has made innovation in the recruitment process, not yet in many institutions, has made a contribution to development in the context of TL.

### b) Practical implications.

Through research findings on the strategic analysis and effectiveness of the implementation of the digital recruitment system for F-FDTL in Timor-Leste it is a suggestions for the recruitment committee not to generate familiarism and provide some opportunities for rural colleagues to also access recruitment vacancies.

Ensuring the recruitment system is running smoothly and does not cause criticism from the public, also reminding other institutions that conducting the recruitment system through digital means making recruitment more transparent.

Many positive parts of the application of digital recruitment systems such as non-favoritism, recruitment becomes transparent and public access to inclusive development in our country.

## Conclusion and recommendations

### Conclusion

Based on the introduction above, the results of the analysis and the implications of the research results, the writer concluded that the strategy and effectiveness of the implementation of the digital recruitment system in Timor-Leste represents an important evolution for the modernization of public administration and the private sector. The recruitment strategy applies the recruitment process using the digital system can be concluded as follows:

1. Efficiency and Effectiveness in managing time, budget and effort as soon as possible (rapid) because people in the municipality may also apply online do not need to come to Dili and their efficiency in the document analysis process,
2. Transparency in the recruitment system due to lack of political influence, absence discrimination of color, race, and genetics, guarantee of open communication to the public in the selection process in accordance with the criteria.
3. Accessibility for all people across the territory, and easy to submit documents to the recruitment process. The digital recruitment system in Timor-Leste has the strategic potential to transform the recruitment process to be more transparent, inclusive and. Thus the effectiveness of the implementation of the system can contribute directly to the national objective of increasing transparency, efficiency and meioracy in the selection process of candidates.

### Recommendation

From the strategic analysis and evaluation of the effectiveness of the digital recruitment system in Timor-Leste, the following are recommendations:

1. It is recommended that the recruitment committee look at the digital system used for the recruitment of F-FDTL members to work with agents (TT, Telemor and telkomsel) to synchronise the system / link (offline) to a good and fast internet line to be used for recruitment so that everyone can access it and submit it according to the date determined.
2. It is recommended that the recruitment committee put an email so that the applicants have any doubts to ask by email, so that they do not need to go to the recruitment site directly.

3. The capacity of the internet line is poor and sustainable every day and therefore the government is speeding up the development of Vibrio opticals by ensuring the implementation of the digital recruitment strategy in the better future.
4. For other researchers, conceptual diagrams can be used in the implications of theory with quantitative methods.

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