

NON-MILITARY PERSONNEL DEVELOPMENT IN THE SECOND FLEET TOWARDS ORDERED ADMINISTRATIVE UNITS IN THE INDONESIAN NAVY

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DOI: <https://doi.org/10.37875/asro.v14i03.514>

Manuscript received 07th July 2023, Revised 10th July 2023, Published 7th August 2023

ABSTRACT

Human resource development is an important activity because employees and institutions work together in a balanced manner for the company's existence. Human resource development is a unit of implementation of development and training, both career and organizational to increase individual and organizational effectiveness. Orderly and careful management of resources, facilities, and infrastructure is a guarantee for the establishment of a reliable Indonesian Armed Forces posture. because the Indonesian Armed Forces coaching system reflects a functional system that includes aspects of planning, organizing, implementing, and controlling aspects of subjects, objects, and methods. Provision of soldiers which is an activity to fill the Indonesian Armed Forces organization. To obtain the expected soldiering base, selected soldier candidates are educated at educational institutions according to the desired class and rank of soldier before being given a rank as legitimacy of authority, and responsibility in the soldiering hierarchy. The output produced in this study is the achievement of the implementation of Indonesian Armed Forces Non-Military Personnel Development in the second fleet which includes the dimensions of communication, resources, dispositions, and dimensions of the bureaucratic structure.

Keywords: *Effectiveness, Education, and Training Program, Indonesian Armed Forces Non-Military Personnel*

1. INTRODUCTION

Human Resources (HR) are productive individuals who work as a driving force for an organization, both within institutions and companies that function as assets, so their abilities must be trained and developed. In order to create superior human resources, a human resource development policy is needed, namely how the quality of human resources owned is able to develop in a better direction, increase workability, and skills, and have good loyalty to the organization.

Development is the second operational function of Personnel management, employee development needs to be carried out in a planned and sustainable manner so that development can be carried out properly, an employee development program must first be established.

Human Resources in Indonesia is an important discussion because as a subject that regulates state regulations and must get proper handling when looking at problems with HR, among others; lack of quality human resources, low level of formal education, lack of human resource skills, limited job opportunities, low per capita income of

human resources, low knowledge of human resources, lack of knowledge about new technologies being used, economic development in each area uneven distribution, low labor productivity, inequality between the number of job opportunities and the workforce.

Human resource development is an important activity because employees and institutions work together in balance for the existence of the company. The development of human resources can be seen from the following factors: First, the training program is based on the results of the annual evaluation which is carried out in synergy. Second, the educational process focuses more on the theoretical understanding of employees. existing departments. Improving employee competency requires developing human resources. Human resource development is a unit of implementation of development and training, both career and organizational to increase individual and organizational effectiveness. In other words, the development of human resources is closely related to efforts to increase the knowledge, abilities, and attitudes of members of the organization as well as

the provision of career paths that are supported by organizational flexibility in achieving organizational goals.

The goals of human resource development are closely related to organizational goals, therefore the programs designed must always be closely related to various changes surrounding the organization, including the possibility of changes in terms of work, and more importantly closely related to the organization's strategic plans, so that existing organizational resources can be utilized effectively and efficiently.

In an effort to improve the quality of service within the Indonesian Navy and the manning of the defense system, human resources are needed who are able to understand how to create service methods and have mental and physical excellence as well as sufficient knowledge to be able to man the defense system, whose technology is becoming more and more sophisticated. For an Indonesian Navy soldier as the front guard of protecting Indonesia's territory from the sea, of course, he can not only rely on excellent knowledge and physique, but also be accompanied by a spirit of patriotism, struggle, and loyalty to the Republic of Indonesia. There are 7 functions of developing Indonesian Armed Forces human resources, namely; (a) Review of the utilization of human resources to ensure the use of humans appropriately, successfully and effectively within the appropriate scope of assignment; (b) Review and preparation of classifications to be able to group and codify personnel based on level, skill group and educational specialization to facilitate placement in efforts to optimize utilization; (c) Review and preparation of organizational manning norms to obtain norms and qualification requirements for organizational manning; (d) Determination and planning of human resource requirements to determine precise requirements in terms of qualifications and quantity, for organizational staffing within a certain time; (e) Auditing and control of human resource inventory aims to ensure that irregularities in training can be identified as early as possible, and the data information system is maintained so that it is always able to support the implementation of training for Indonesian Armed Forces human resources and training for Indonesian Armed Forces personnel; (f) Control and supervision of users of human power aims to ensure the proper implementation of the use of human power; (g) Control of human labor recruitment aims to ensure that efforts to procure human labor are carried out in accordance with regulatory provisions and targets.

In addition, the reinstatement of former soldiers was also carried out as an effort to support provision activities to meet organizational needs. To obtain the basic soldiering that is expected, the selected prospective soldiers are educated at educational institutions according to the class and

rank of the desired soldier before being given a rank to validate authority and responsibility in the soldier's hierarchy.

2. LITERATURE REVIEW

2.1 Public policy

Public policy is part of a political decision. This political decision itself is a decision that remembers the best choice of various alternative forms regarding matters that are the authority of the government.

Policies made by the government, which are then set forth in concrete actions, will have objectives which include: (1) To guarantee the public interest as much as possible; (2) Determined based on applicable procedures; (3) Driven by the desire to avoid destructive conflict.

In the policies, there are also several forms of issued policies, which mainly emphasize the objectives and what the policies are issued for. The categorization of these policies is Regulatory Policy, Self-Regulatory Policy, Distributive Policy, Redistributive Policy, Substantive Policy, Procedural policies, Material Policy, symbolic policy, collective goods Policies, Private Goods Policies, Liberal Policies, Conservative Policies, Capitalization Policies and Ethical Policies.

2.2. Public Policy Implementation

Implementation is based on activities, actions, actions, or the existence of mechanisms in a system. Implementation is not just an activity, but an activity that is planned to achieve activity goals. Implementation is not just an activity, but an activity that is planned and carried out seriously based on certain norm references to achieve the activity objectives. The stages of public policy are as follows.

a. Agenda Preparation Stage

At this stage, elected and appointed officials determine or collect public problems on the policy agenda

b. Policy Formulation Stage

At this stage, the problems that have been put on the policy agenda are then discussed by decision-makers and given several alternative solutions.

c. Policy adoption stage

At this stage, many alternative policies are offered by policymakers, in the end, one of the alternative policies is adopted with the support of a majority of the legislature, consensus between directors of institutions, or court decisions.

d. Policy implementation stage

A policy program will only become elite records if the program is not implemented, therefore the policies that have been taken are carried out by administrative units that mobilize financial and human resources. At this implementation stage, various interests will compete. Some policy implementations have the support of implementers, but some others may be opposed by implementers.

e. Policy Evaluation Stage

In this stage, the policies that have been implemented will be assessed or evaluated to see the extent to which the policies made have achieved the desired impact, namely solving the problems faced by the community. Below are several models of public policy implementation.

2.3. Policy implementation approach model

Public policy is a government decision or action taken in order to overcome public problems. The following will explain several definitions of public policy according to experts so that they have the same intent and understanding in this study.

Public policy can be concluded as a series of activities carried out by the government for specific purposes carried out by an actor or group of actors in order to overcome a problem.

Public policies have quite a series, but in simple terms, they can be grouped into three types:

- a. Public policies that are macro general or basic in nature (Laws, Government Regulations, Presidential Regulations, and Regional Regulations)
- b. Public policies that are messy or medium in nature, or implementing explanations (Ministry Regulations, Ministerial Circulars, Governor Regulations, Regent Regulations, and Mayors)
- c. Public policies that are micro in nature are policies that regulate the implementation of policies on it, the form of policies are regulations issued by public officials under ministers, governors, regents, and mayors.

2.4. Public Policy Evaluation

Policy evaluation is traditionally presented as the final step in a policy cycle. According to the sequential approach to public policy, evaluation allows to look back at the social problem that led to the development and implementation of a public intervention. The purpose of the evaluation is to provide information on how public programs or policies contribute (or not) to alleviating or eliminating the original problem. Policy evaluation is traditionally presented as the final step in a policy cycle. According to the sequential approach to public policy, evaluation allows to look back at the social problem that led to the development and implementation of a public intervention. The purpose of the evaluation is to provide information on how public programs or policies contribute (or not) to alleviating or eliminating the original problem.

Although policy evaluation and program evaluation have many similarities, there are some important differences as well. Some of these differences include:

- a. The level of analysis required (e.g., system or community level for policy evaluation; program level for program evaluation).
- b. The degree of control and clear "boundaries" may be more challenging with policy evaluation.
- c. The ability to identify an equivalent comparison community may be more challenging with policy evaluation.
- d. The scale and scope of data collection may be greater with policy evaluation.
- e. Policy evaluation may require increased emphasis on the use of surveillance and administrative data.
- f. The type and number of stakeholders involved may differ

This implementation process is an abstraction or performance of a policy understanding which is basically deliberately carried out to achieve high policy implementation performance which takes place in the relationship of various variables. This model assumes that policy implementation runs linearly from political decisions, implementing that policy performance is influenced by several of these variables, namely; (1) Standards and policy targets/measurements and policy objectives; (2) Resources; (3) Characteristics of the implementing organization; (4) The attitude of the implementers; (5) Communication between related organizations and implementation activities; (5) Social, economic, social and political environment.

In order to measure the performance of policy implementation certainly emphasizes certain standards and targets that must be achieved by policy implementers, policy performance is basically an assessment of the level of achievement of these standards and targets.

2.5 Public Policy Implementation Model

Implementation is a general process of administrative action that can be researched at a specific program level. Policy implementation links policy objectives and their realization with the results of government activities. This is in accordance with the implementation task, namely, building a network that allows public policy objectives to be realized through the activities of government agencies that involve various interested parties.

Public policy implementation may be referred to as the second or most effective phase of a public policy and has no less importance than policymaking. The main arguments of the protagonists of the public policy-making/implementation dichotomy are upset by studies that have shown that the assumption that the making and implementation of public policy can be neatly severed is misleading. On the contrary, an ever-increasing emphasis is being placed on the roles implementers have to play in governmental affairs.

The implementation model is a political and administrative process. This model describes the decision-making process carried out by various actors, where the final output is determined by both the program material that has been achieved and through the interaction of decision-makers in the political-administrative context. Political processes

can be seen through decision-making processes involving various policy actors, while administrative processes can be seen through general processes regarding administrative actions programs that can be researched at the level of certain programs.

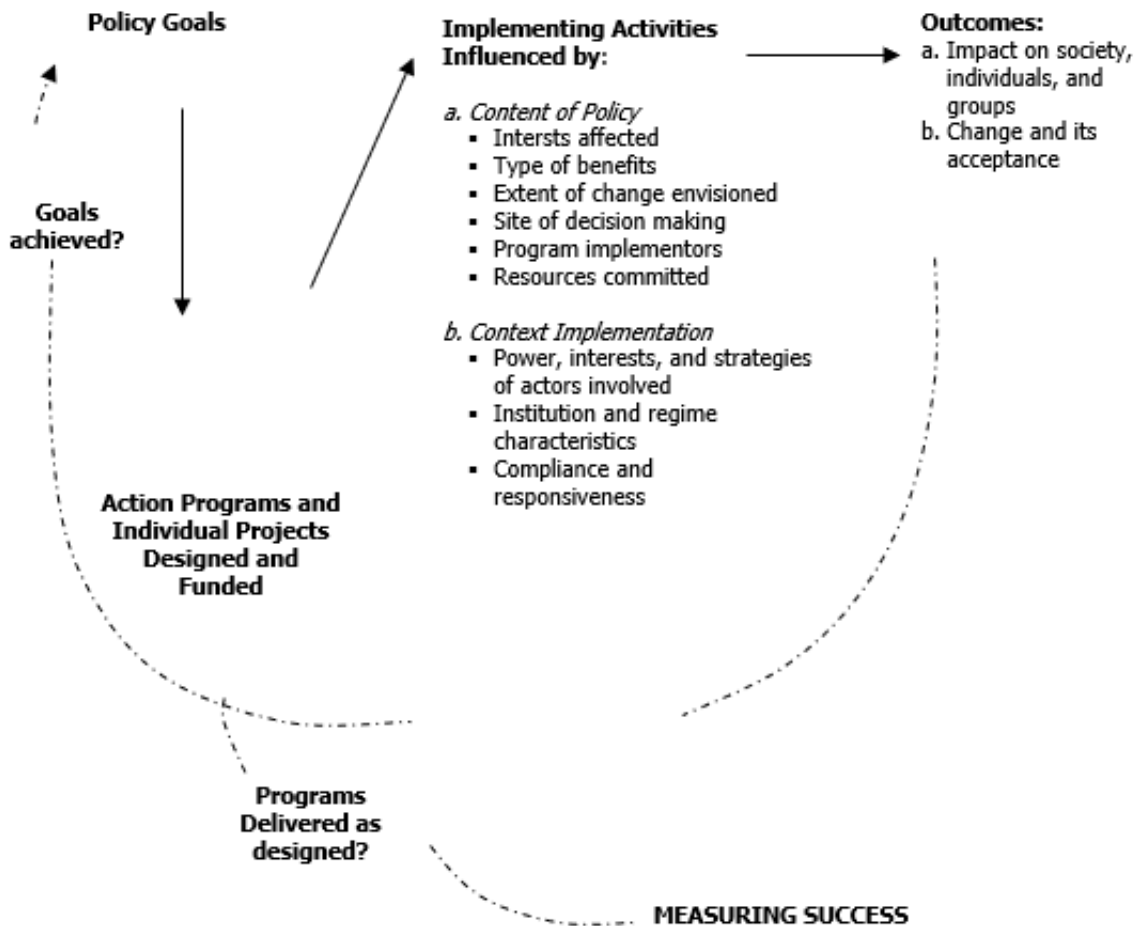


Figure 1. Implementation as a Political and Administrative Process

2.5 Human Resource Management

Human resources are one of the most important factors in an organization. Whether an organization achieves its goals can be successful or not depends on the human resources within the organization itself. Because competent and quality human resources are the main capital in realizing organizational goals.

Human Resource Management is part of management science that focuses attention on regulating the role of human resources in organizational activities. The organization determines how best to work that it achieves. On the other hand, the organization must also analyze if there is a negative performance where workers cannot reach the set performance standards.

3. RESEARCH METHODS

This research is a descriptive study using qualitative methods, where data and information related to research problems obtained through literature studies and field interviews are analyzed qualitatively, and then interpreted according to the meaning contained in the data and information. Data collection techniques are carried out through library research and in-depth interviews with parties who are considered competent and have information and data related to research problems.

4. DISCUSSION AND RESULTS

4.1. Selected framework of analysis of influencing factors

As can be seen from the above lists, which are by no means exhaustive, some of the critical factors proposed by the different authors and scholars are mutually inclusive. In selecting a workable conceptual framework for systematic exposition, an adapted version of the application by Edwards and Sharkansky has been decided upon because of its wider applicability, suitability, and validity. This conceptual framework consists of the following general elements: communications; resources and disposition of implementation.

a. Communication

The first requirement for effective implementation is that those responsible for carrying out a decision must know what they are supposed to do. Orders to implement a policy must be consistent, clear, and accurate in specifying the aims of the decision-makers."

One of the leading second-fleet public administration scientists holds the same view in that laws, proclamations, regulations, official guidelines, and other official documents should be so carefully worded that political office-bearers, public officials and lay members of the public can see at a glance what actions are envisaged or underway. Indeed, this means that official documents should be worded in such a precise manner that political office bearers and public officials will be able to quantify and qualify information to the extent that decisions made and actions taken are to be accountable in accordance with the prescriptions or the factual data.

b. Resources

Lack of resources not only hinders policy-making, it also limits effective policy implementation: "No matter how clear the implementation orders are, if the personnel responsible for carrying out policies lack resources to do an effective job, policymakers will be disappointed in the results.

Without resources, the implementation of policy which has been referred to as the effective phase may become the ineffective phase. Moreover, policies cannot be declared as being effective in themselves, nor can they be implemented by their mere statement, that is, they are not self-executing, without staff, access to information, and authority.

It needs to be appreciated that control and procedures are also referred to as follow-up and SOPs (Standard Operating Procedures) respectively. The old adage of "men, money, and machinery" is, therefore, no less important in the implementation stage than it is in policy-making. Not surprisingly, political office-bearers also support the importance of enabling functions. Even after a policy has been made legitimate, much may still need to be done to ensure its implementation. For example:

- 1) Organisational arrangements would be necessary;
- 2) Money may need to be made available through the annual estimates of expenditure.

3) Staff may need to be recruited, trained, and utilized;

4) Work methods and procedures may have to be devised and this could require regulations and procedural manuals or codes; and,

5) Control measures may have to be instituted so as to see that policy objectives are indeed being pursued, and policy results evaluated.

c. Disposition of implementers

The availability of finances, physical resources, infrastructure, equipment, buildings, technology, and information of no consequences without a well-trained, efficient, and effective workforce to provide the relevant service to clients. This is particularly so in public service organizations where the rendering of public goods and services to the community or society at large takes place in the context of scarce resources and competing demands.

The natural tendency of the behavior of public officials is important because not only must they know and have the capacity to implement a specific policy, but they must also desire to carry it out if the implementation is to proceed effectively efficiently, and economically.

Moreover, those who implement public policy are in many ways independent of their superiors who make the final policy decisions, and independence means discretion. The way in which public officials exercise their discretion will be influenced by how they see the policy in question and how they project its effect on the public's interest and their personal and organizational interests.

4.2 Supporting and Inhibiting Factors in the development of Non-Military Personnel in the second fleet

Implementation of Regulations of the Commander of the Indonesian Armed Forces/ 161/ XII/ 2011 concerning Administrative Instructions for the Development of Indonesian Armed Forces Non-Military Personnel is a form of policy carried out as Administrative Instructions for the Development of Indonesian Armed Forces Non-Military Personnel (Personnel Development Administration Instructions Non-Military Personnel Indonesian Armed Forces) intended as a guideline in the implementation of Employee Development Civil Affairs within the Indonesian Armed Forces, with the aim that the training of Indonesian Armed Forces Non-Military Personnel can be carried out uniformly, orderly, smoothly, effectively and efficiently. Of course, there are supporting factors that support the implementation of Regulations of the Commander of the Indonesian Armed Forces/ 161/XII/2011 concerning Administrative Instructions for the

Development of Indonesian Armed Forces Non-Military Personnel.

a. Communication

The supporting factor for the implementation of Indonesian Armed Forces Commander Regulation Number: Regulations of the Commander of the Indonesian Armed Forces/161/XII/2011 concerning Administrative Instructions for the Development of Indonesian Armed Forces Non-Military Personnel, as stated by the Commander of Second Fleet, is the existence of a Strategic Plan which becomes a reference for consistent communication between that agencies can be well established is also a supporting factor in implementing of Regulations of the Commander of the Indonesian Armed Forces/161/XII/2011 concerning Administrative Instructions for the Development of Indonesian Armed Forces Non-Military Personnel.

As for what is an inhibiting factor in communicating the implementation of Regulations of the Commander of the Indonesian Armed Forces/161/XII/2011 concerning Administrative Instructions for the Development of Indonesian Armed Forces Non-Military Personnel, the form of communication carried out is still top-down. Like the process of applying for Indonesian Armed Forces Non-Military Personnel formation allocations, the Second Fleet agency still must wait for approval from the Ministry of Defense to be able to fill the empty formation vacancies within the Second Fleet. Only after that did the Ministry of Defense hand it over to the Ministry of Administrative Reform and Bureaucratic Reform.

b. Resources

The research results show that the supporting factor in resources is the existence of various types of education and training that Indonesian Armed Forces Non-Military personnel can participate in. So, it is hoped that the availability of various types of education and training can improve the performance of Indonesian Armed Forces Non-Military personnel in the Second Fleet environment.

c. Disposition

The effectiveness of implementing this policy is supported by the good attitude of its implementers so that it can facilitate education and training activities within the Second Fleet. On the other hand, curriculum creation for education and training programs is still centered on the Indonesian Armed Forces Headquarters. So, there is a lack of variation in the provision of the Education and Training program curriculum for Indonesian Armed Forces Non-Military personnel in the Second Fleet environment. There needs to be another agency that can work together to improve the quality of the training program for Indonesian Armed Forces Non-Military personnel in the Second Fleet environment.

d. Bureaucratic Structure

A supporting factor in the bureaucratic structure is the availability of Standard Operational Procedures

(SOP). SOP guideline for the implementation of Regulations of the Commander of the Indonesian Armed Forces/161/XII/2011 Concerning Administration Instructions for the Development of Indonesian Armed Forces Non-Military Personnel is made so that the implementation of the policy does not deviate from the goals and objectives of the policy.

5. CONCLUSION AND SUGGESTIONS

5.1 Conclusions

Based on the results and discussions, we can draw some conclusions:

a. Public policy implementation may be referred to as the second or effective phase of a public policy and has no less importance than policy making. The main arguments of the protagonists of the public policy-making/implementation dichotomy are upset by studies that have shown that the assumption that the making and implementation of public policy can be neatly severed is misleading. On the contrary, an ever-increasing emphasis is being placed on the role implementers have to play in governmental affairs. Political office-bearers and public officials have complementary roles of policymakers on the one hand, and on the other hand, public administrators in implementation.

b. Factors that may influence the implementation of public policy [that is, in government institutions, meaning government ministries/departments] are communications, resources, and the disposition of implementers.

5.2 Suggestions

Based on the results of a study entitled The Effectiveness of the Education and Training Program (Training) in the Regulation of Regulations of the Commander of the Indonesian Armed Forces 161/XII/2011 concerning the Development of Non-Military Personnel There are several suggestions recommended by researchers, among others:

a. In an organization, good commitment is needed, in order to achieve common goals in the process of developing and coaching Indonesian Armed Forces personnel and personnel.

b. The flow of communication which still seems top-down in nature could hamper decision-making in the process of procuring allocations for Indonesian Armed Forces Non-Military Personnel formations within the Second Fleet. It would be better if the communication flow regarding the allocation of Indonesian Armed Forces Non-Military Personnel formations within the Second Fleet was made simpler.

ACKNOWLEDGEMENT

The authors greatly acknowledge the support from the Faculty of Social Science and Political Science, Hang Tuah University, Surabaya Indonesia for providing the necessary resources to carry out this research work. The authors are also grateful to the anonymous reviewers and journal editorial board for their many insightful comments, which have significantly improved this article.

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