

# Evaluation Of The Recruitment Policy Of Indonesian National Army Officers (Case Study Of Recruitment Program In Lantamal X Jayapura)

<sup>1</sup>Amril Suhairi, <sup>2</sup> Mas Roro Lilik E., <sup>3</sup> Nuhman, M

<sup>1,2,3,4</sup>Master of Public Administration, Faculty of Social and Political Sciences

Hang Tuah University, Surabaya, Indonesia

email : amrilsuhairi57@gmail.com, lilik.ekowanti@hangtuah.ac.id, nuhman@hangtuah.ac.id

**Abstract**—The quality of human resources is an important thing for the progress and sustainability of an organization, in order to be able to compete on a national and international scale. Currently, the quality and capability of human resources has become the driving force and driving force for all organizational activities. The Indonesian National Armed Forces-Navy (TNI-AL) is one of the organizations in Indonesia that also requires the quality and capability of human resources so as to be able to achieve the organizational goals set by the Indonesian Government, namely manning or in charge of the Main Equipment of the Indonesian Armed Forces Weapon System (TNI-AL). TNI Alutsista). This study aims to understand the implementation of the recruitment of prospective Navy officers in the Lantamal X Jayapura area, as well as what factors influence those that support and hinder the implementation of the recruitment policy for prospective Navy officers in Lantamal X Jayapura. By using qualitative research methods, this study concludes that the implementation of the werving campaign in the field is still lacking, especially when faced with TNI Regulation No. 27 of 2017 concerning the Admission of Volunteer Soldiers of the Indonesian National Armed Forces. Factors supporting the recruitment of Navy officers at Lantamal X Jayapura are the availability of human resources and completeness of equipment in the form of rules governing the implementation of personnel procurement. Meanwhile, the inhibiting factors include the Papuan people's lack of interest in registering.

**Keywords**—Evaluation of the Navy's Recruitment Policy, Werving, Lantamal X

## INTRODUCTION

The Indonesian National Armed Forces-Navy (TNI-AL) is one of the organizations in Indonesia that also requires the quality and capability of human resources so as to be able to achieve the organizational goals set by the Indonesian Government, namely manning or in charge of the Main Equipment of the Indonesian Armed Forces Weapon System (TNI-AL). TNI Alutsista). In an effort to improve the quality of service within the Indonesian Navy and the manning of the

Alut Sista, human resources are needed who are able to understand how to create service methods and have excellent mental and physical abilities as well as sufficient knowledge to be able to staff the Alut Sista which is increasingly sophisticated in technology. For a Navy soldier as the front guard in securing Indonesian territory from the sea, of course, they can not only rely on excellent knowledge and physicality, but also be accompanied by the spirit of patriotism, struggle and loyalty to the Unitary State of the Republic of Indonesia. To create good human resources does not just happen easily, but to create good human resources it must start from the time of recruitment. The purpose and objective of the recruitment is to obtain as many supply of prospective applicants as possible so that the organization will have a greater opportunity to select prospective workers who are considered to meet the organization's qualification standards. Recruitment itself is a series of activities with the main objective of finding and attracting job applicants by providing motivation to demonstrate their abilities and knowledge in order to cover the gaps in positions identified in personnel planning in a company or agency. According to Schermerhorn, recruitment itself is a series of processes for withdrawing a group of candidates to fill vacant positions in a company or agency. In this case, everything related to the recruitment process must be considered very well by an agency so that everything related to a candidate selection process can be fulfilled to the maximum.

According to Edwin B Filippo (2006:40) recruitment is an effort to find and attract workers to apply for existing job vacancies in a company. The Indonesian Navy, which is part of the Indonesian National Armed Forces, adheres to modern management that is aligned with the system and methods of its development. Orderly and meticulous management of resources, facilities and infrastructure is a guarantee for the realization of a reliable TNI posture, because the TNI coaching system reflects a functional order that includes aspects of planning, organizing, implementing and controlling aspects of subjects, objects and methods. The management of TNI human resources is regulated in the TNI Commander Regulation (Perpang) Number Perpang/45/VII/2008

dated 21 July 2008 concerning the Master Guidelines for the Development of Indonesian National Armed Forces and Personnel. In Chapter 2, article 10, it is stated that the function of developing TNI human resources has 7 functions, namely; (a) Assessment of the utilization of human resources to ensure proper, successful and efficient use of human resources in the right scope of assignment; (b) Studying and compiling classifications to be able to group and codify personnel based on level, skill class and educational specialization to facilitate placement in efforts to optimize utilization; (c) Reviewing and compiling organizational manning norms to obtain norms, and organizational manning qualification requirements; (d) Determination and planning of manpower requirements to determine the exact need in terms of qualifications and quantity, for manning the organization at a certain time; (e) Auditing inspections and control of the human resource inventory are aimed at detecting deviations in the development as early as possible, and the data information system is maintained so that it is always able to support the implementation of the development of TNI human resources and the development of TNI personnel; (f) Control and supervision of the use of human labor is aimed at ensuring the proper implementation of the use of human labor; (g) The control over the recruitment of human resources is aimed at ensuring that efforts to procure human resources are carried out in accordance with the provisions of regulations and targets.

The selection of the recruitment of TNI voluntary soldiers is divided into two stages, Perpang Number 27 of 2017 in chapter 1 article 3 paragraph one reads "The recruitment of TNI Volunteer Soldiers is carried out in two stages of selection, namely selection at the regional level and selection at the central level". For the regional level, it is carried out throughout Indonesia with the appointment of the Regional Committee (Panda), in this case it is carried out throughout Lantamal which is spread from Lantamal I to Lantamal XIV. In addition to the appointment of the Regional Committee (Panda), there is also a route system formed by a separate committee, in this case it is carried out in certain areas which are considered to be very potential to get candidates both in terms of quality and quantity. This is intended to get a lot of interest from the community, so that with this much interest it will be easier to choose qualified candidates in accordance with predetermined criteria.

One of the activities carried out prior to the implementation of registration and selection and this is also a series of recruitment itself, first a werving campaign is carried out, namely the implementation program, direction and acceptance of TNI personnel either through voluntary or through mandatory TNI using the TNI budget. Perpang Number 27 of 2017 in chapter IV article 28 reads in paragraph 1 "The campaign for the acceptance of TNI Volunteer Soldiers is carried out in a planned and continuous manner throughout the year in order to increase public

interest in becoming TNI voluntary soldiers", paragraph 2 "The campaign is carried out directly through publications, and guidance to citizens, including showing video clips on television stations, jingles on radio stations, advertisements for newspapers, magazines or internet sites, distributing banners, posters or brochures or pamphlets, and visiting campaign targets directly and can be integrated through social communication activities (Komsos ) which is carried out by the Central Committee, Regional Committee and/or TNI Territorial Command Units".

Each stage of the recruitment implementation starting from the campaign (socialization), acceptance to the selection stage has the aim of getting a lot of interest in each designated place of acceptance, with the hope that this high interest will get qualified prospective Indonesian Navy students. However, in reality the interest in each registration site is not the same. People's enthusiasm for enlisting in the navy varies from one region to another. Even though the implementation of the stages of recruitment for each region is the same. The gap of interest between regions looks very far. This can be mapped in two parts, namely the first part is Java and outside Java, and the second part is between the western part of Indonesia and eastern Indonesia. In the last five years, the difference in interest or interest in registering for the Navy has been quite different. If you look at the distribution of high points and low public interest in joining the Navy, it can be classified into two types, namely; (1) The first classification in terms of time division is the western part of Indonesia and the eastern part of Indonesia; (2) The next classification is in terms of geography, namely between Java and outside Java. The interest between the Indonesian people in the western region and the Indonesian people in the eastern part also has a very different interest. The interest of the people of western Indonesia will be more enthusiastic than the people of eastern Indonesia. One of the registration points for the people of western Indonesia outside Java is Lantamal I Belawan, North Sumatra, which will have more interest than the people of eastern Indonesia, especially the registration site at Lantamal which is in the Papua region. The public interest at every point on the island of Java in general is very much and very enthusiastic and on average has good quality, but the interest of the people outside Java will be very different and much smaller.

The high interest of native sons in 2013 and 2014 was due to a special program from TNI headquarters to recruit native Papuan sons, namely the special pre-werving selection for native sons as a follow-up to Presidential Regulation Number 66 of 2011 concerning the Unit for the Acceleration of Development of the Papua Province, and West Papua Province (UP4B). The Indonesian Navy at that time deliberately picked up the ball by directly visiting high school level schools in Papua by directly holding a special selection four months before the proper

acceptance. Children from the region who are declared to meet the requirements are included in the coaching by the TNI and four months later the children who have received the guidance are included in the scheduled selection. With this program, the interest of registrants from the natives of the region is more than that of regular registrants. Due to the low interest of the Papuan people, especially native sons of the Papua region, every time the recruitment of prospective Navy officers in the Lantamal X area is carried out and the significant difference in interest in 2013 and 2014 due to the special werving program, it is necessary to make an evaluation study on the implementation of the recruitment of prospective cadets in the Navy, especially Lantamal X Jayapura. With the evaluation of the werving of candidates for TNI AL officers, it is hoped that the interest of the Papuan people, especially native sons of the region, is more than the implementation of the acceptance of the previous officer candidates.

### LITERATURE REVIEW

Public policy has various meanings, but according to Amir Santoso, there are at least two kinds of opinions regarding this public policy. The first is the opinion of those who view public policy as equal to government actions. The second opinion is from experts who pay special attention to policy implementation. Then according to Thomas R. Dye, public policy is defined as whatever the government chooses to do or not to do. In line with this opinion is the opinion of George C. Edward III and Sharkansky who stated that public policy is what the government says and does or does not do. Meanwhile, according to Anderson, public policies are policies developed by government institutions or agencies (Irfan Islamy, 1984). The implications of this understanding are (1) that the policy always has a specific goal or is a goal-oriented action; (2) That the policy contains actions or patterns of actions of government officials; (3) That the policy is what the government actually does; (4) That the policy is based on coercive regulations or legislation (Mas Roro Lilik Ekowati, 2012).

Amara Gianttaya argues that the policy is a tactic or strategy that is directed to achieve certain goals, to achieve certain goals, so that a policy will contain three elements, namely (1) Identification of the goals to be achieved; (2) tactics or strategies of various steps to achieve the desired goals; (3) Provision of various inputs to enable the actual implementation of the defined tactics or strategies.

Charles John in a schematic way analyzes the problem of policy implementation, based on the conception of functional activities, suggests how many dimensions and implementation of government regarding the programs that have been passed, then determines their implementation, also discusses the actors involved, by focusing on the bureaucracy as a primary implementing agency. It is said that it involves continuous efforts to find out what can be done. Thus

implementation will regulate activities that lead to placing a program into impact.

### **TNI AL Recruitment Policy**

Recruitment is a series of processes in the acceptance of new members in an organization. The existence of recruitment is expected so that the company obtains a quality workforce. This is done to maintain the continuity of an organization.

According to Dunnette (1998:401), recruitment theory consists of three things:

a. Process variable, is a mechanism in psychology or environmental mechanism which is considered as determining the outcome of various recruitment methods.

b. Independent variable is a set of rules, procedures, decisions that are considered as part of the organization's recruitment. This variable is divided into 3 elements, namely: recruiter, recruitment source, and administrative policies and procedures.

c. Recruiter is the characteristics of an organization's applicants.

Recruiter factors consist of demographics, applicant behavior, applicant's impression, and decisions made by an applicant.

The TNI recruitment policy is regulated in the TNI Commander Regulation Number Perpang/45/VII/2008 of 2008 concerning the Master Guidelines for the Development of Indonesian National Army Personnel and Manpower in Chapter four concerning the Development of TNI Soldiers. The development of TNI soldiers refers to the preservation of the tradition of struggle, so that they are able to carry out every task assigned to them, as a national defense force. Meanwhile, the development of TNI soldiers is one of the command functions that is the responsibility of each commander/leader of the TNI unit concerned, starting from the lowest to the highest. The development of TNI soldiers is the most important part of the overall development of the TNI, the implementation of which begins when they are accepted as a candidate for TNI soldiers to the army service.

The development of TNI Soldiers has five functions, namely (a) Provisioning Functions; (b) Educational Function; (c) Usage Function; (d) Maintenance Function; (e) Separate Functions Provision of soldiers is all efforts, work and activities in a planned, directed and continuous manner, to obtain and prepare soldiers, to fill the need for a certain period, so that the required level of strength is achieved. The provision of soldiers is carried out through the acceptance of citizens to become prospective voluntary soldiers, as well as the mobilization of citizens to become mandatory soldiers and the reappointment of former soldiers by taking into account the specified requirements. In the evaluation analysis of this recruitment policy, it includes objectives, targets and



mechanisms. a. Policy objectives. The policy objectives refer to the development of TNI soldiers, namely to prepare soldiers who are capable and able to optimally carry out every task they face, in order to realize a professional, effective, efficient and modern TNI organization. b. Policy targets. The development of TNI soldiers has the following objectives: 1) The realization of mental stability in struggle, military discipline, and the personality of warrior warriors and warrior warriors who are intact and tough based on the Sapta Marga and the soldier's oath. 2). The realization of order and organizational balance. 3). The achievement of soldiering professionalism based on their duties and roles. 4). The realization of the unity of the TNI with the people. c. Policy Mechanism. The provision of soldiers, which is an activity to fill the TNI organization, has a decisive role in getting new soldiers according to the needs of the organization. To obtain qualified soldiers and be able to meet the demands of the task, the provision of soldiers is carried out through acceptance and deployment with testing or screening activities based on the requirements and criteria specified.

The basic policies in carrying out supply activities are determined by the following policies:

1). The provision of soldiers is carried out in accordance with the manning needs of the organization. 2). The provision of soldiers is carried out by prioritizing quality over quantity. 3). The composition of the provision of soldiers is arranged according to the needs of the organization and the task environment. 4). The provision of soldiers is carried out through a selection process by taking into account regional and domicile factors.

### Conceptual framework

The conceptual framework in this research can be described in the concept of program policy evaluation as follows:

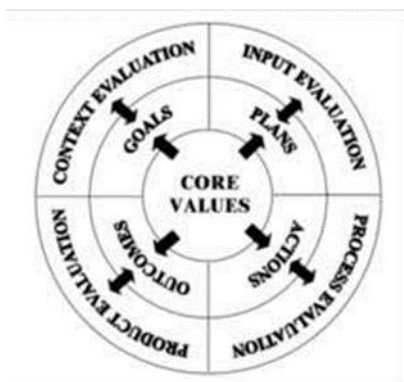


Figure 1: Scientific Analysis CIPP Evaluation Model Diagram:

1. Scientific analysis, 2. Policy analysis and needs of the Navy, 3. Empirical analysis of the characteristics and needs of candidates.

Program Development and Design: 1.Classification of program goals and objectives, 2.Classification of program targets, 3.Training in program

implementation, 4.Formulation of program coordination and evaluation flows, 5.Identification of program supporting infrastructure, 6.Recruitment techniques according to regional conditions, 7. Evaluation Techniques.

Follow-up Planning: 1.Development of recruitment programs including socialization according to regional conditions, overall program quality, 2.Development of recruitment program commitments by adjusting to regional situations, and cooperation between institutions.

In terms of evaluation with the CIPP formula: 1. Context aspects, in this aspect the relationship between program objectives and the stakeholders involved, 2. Input aspects, including implementation guidelines and frameworks of reference, organization and management, infrastructure and recruitment participants, 3. Process aspects, covering the socialization process to the selection stage, activities during implementation, implementation time and reporting, 4. Product aspects, including measuring, interpreting and assessing program achievements and analyzing qualitatively the causes.

### RESEARCH METHOD

This study used qualitative research methods. Creswell (2014) in his book entitled "Qualitative Inquiry And Research Design" reveals that qualitative research can be defined as a process for understanding social problems or human problems based on a holistic picture, reporting the views of informants in detail and scientifically structured. This study displays many empirical facts aimed at providing an overview, recording, analyzing and interpreting by evaluating the implementation of the Navy's recruitment recruitment program by taking a case study at Lantamal X Jayapura City. This study aims to evaluate the program for implementing the recruitment of Indonesian Navy soldiers by taking a case study in Lantamal X, Jayapura City, and the appropriate research to use is evaluation research.

### Research focus

The focus of research is the concentration of concentration on the objectives of the research being carried out. What is meant by the research focus here is the aspects that must be investigated through observation and analysis of research results that are more directed to direct the problem to be studied in the hope that the problems that occur can be explained clearly. The focus of the research here are:

a. Aspects of context, in this aspect the relationship between program objectives and the stakeholders involved.

b. The input aspect includes implementation guidelines and terms of reference, organization and management, infrastructure and recruitment participants.

c. Aspects of the process, including the socialization process to the selection stage, activities during implementation, implementation time and reporting.

d. Product aspects include measuring, interpreting and assessing program achievements and analyzing qualitatively the causes.

### **Data Analysis Techniques**

Data analysis in qualitative research is carried out before entering the field, during the field and after leaving the field. As Nasution (in Sugiono, 2009: 89) states, "analysis has started since formulating and describing the problem, before going into the field and continuing until the research results".

Data analysis includes:

a. Data reduction (Data Reduction).

The data obtained from the field is quite large, recorded carefully and in detail. Reducing data means summarizing, choosing the main things, focusing on the important things, looking for themes and patterns. Thus the data that has been reduced will provide a clearer picture and make it easier for researchers to conduct further data collection and search when needed.

b. Presentation of Data (Data Display).

In qualitative research, data presentation can be done in the form of brief descriptions, charts, relationships between categories, flowcharts and the like. Miles and Huberman stated, "The most often used to present data in qualitative research is narrative text". Furthermore, it is recommended that in displaying data, in addition to narrative text, it can also be in the form of graphs, matrices, networks and charts.

c. Conclusion drawing.

Drawing conclusions or verification. The initial conclusions put forward are still temporary and will change if no strong evidence is found to support the next stage of data collection. But if the conclusions at the initial stage are supported by valid and consistent evidence, then the conclusions put forward are credible conclusions. (Sugiyono, 2009:92-99).

## **RESULTS AND DISCUSSION**

### **Implementation of werving for the acceptance of candidates for officers at Lantamal X**

#### **a. Werving Campaign Stage**

The first stage of the werving implementation at Lantamal X Jayapura is the campaign stage. The campaign aims to increase the interest of the Papuan people to become voluntary military officers of the TNI, especially Indonesian Navy officers through the registration of Lantamal X Jayapura. The campaign was implemented after the proposed werving campaign plan was approved by the Kasal and the budget that had been proposed for the werving campaign program had been realized. Based on the approval of the werving campaign plan, Lantamal X formed a werving campaign executive committee and made an implementation plan starting from determining the areas that will be the location of the werving campaign, determining the implementation

time, determining the allocation of funds to each region according to their needs. The campaign is carried out directly and indirectly through publications and direct outreach to residents. The target of the campaign is third-grade high school students and high school graduates who are still eligible to become Indonesian Navy officers. The forms of publication and guidance include broadcasting on radio stations, newspaper advertisements, distributing banners, posters and brochures or pamphlets, and visiting directly the target of the campaign by conducting face-to-face interviews and video screenings related to maritime affairs to schools that have determined to be the goal of the campaign.

The locations targeted for the campaign are prioritized areas with TNI-AL bases in the Lantamal X area, namely, Jayapura City, Jayapura Regency (Sentani City), Sarmi Regency, Biak Regency and Manokwari Regency. The schools that have been determined and the number of schools that are the location of the campaign are adjusted by considering the location and available funds. The stages of implementing the campaign, starting from the preparation stage around January, the implementation stage in February and the activity completion stage in March.

#### **b. Announcement Stage**

The announcement stage in question is the announcement stage that the acceptance of the prospective Indonesian Navy Volunteer Soldier Officer will be carried out at Lantamal X. This announcement is carried out after receiving an order from the Kasal in the form of a Kasal Telegram regarding the time of acceptance. Based on the Kasal Telegram, an Admissions Committee is formed and plans for recruiting Career soldiers for the current year. The activity plan book includes announcement time (socialization), registration time, selection implementation time, final determination time, preparation time for departure to central level selection, and departure time for Central level selection. The organizational structure of the Admissions Committee for TNI AL Panda Jayapura officers with the following provisions:

1. Chairman : Danlantamal X
2. Vice Chairman : Wadan Lantamal X
3. Secretary : Aspers Lantamal X
4. Team Rik Adm : Kadisminpers Lantamal X
5. Team Rik Kes : Head of Health Office Lantamal X
6. Suit Test Team: Officer Suit Lantamal X
7. Team Rik MI : Officer Intel Lantamal X

The admissions committee issues an announcement as wide as possible throughout the Lantamal X area with a grace period of approximately one month regarding the acceptance of citizens as candidates for TNI Volunteer Soldiers in accordance with the work program and budget of the Admissions Implementing Committee. Announcement of candidates for TNI AL Volunteer Soldier officers starting from the administrative requirements of prospective registrants, the time and place of

registration at Mako Lantamal X Jayapura. Media announcements are carried out using media that are easily accessible to the public, namely radio media and local television broadcasts, local newspaper media, and banner media and distribution of brochures in high school schools and crowded places that allow the wider community to access the news of acceptance.

#### **c. Registration Stage.**

The registration of prospective Indonesian Navy volunteer officers was held at the Mako Lantama X Jaya temple. Registration is done via the internet (e-recruitment) at the place of each registrant, or those who have difficulty registering via the internet can directly register at the registration site at Mako Lantamal X Jayapura and the committee will help register them online through the committee's internet facility. Candidates who have registered via the internet, will then register by coming directly to the registration site by reporting themselves that the person concerned has registered via the internet and specifying the administrative requirements that have been determined by the committee, including: 1. Birth certificate/birth certificate; 2. Identity card (KTP) of candidates and parents/guardians; 3. Family Card (KK); 4. Diplomas ranging from elementary, junior high and high school diplomas/equivalent as well as a list of school final exam scores and the National Final Examination specifically for candidates who are taking the high school/equivalent exam and can show a certificate as a participant as an exam participant. For administrative requirements other than the four above, it is adjusted to the registration announcement issued by the admission committee of Lantamal X Officers.

#### **d. Administrative Research Stage**

When a candidate re-registers by coming directly to the registration committee with all the administrative requirements specified, the officers will check and examine the truth and authenticity of the administrative requirements brought by the candidate. The examination and examination of the administrative requirements include; (1) The physical condition of the candidate which includes height and weight as well as outward condition in accordance with the stipulated requirements; and (2) Matching candidate data with the specified requirements and examining and checking the validity and authenticity of the requirements given by the registrant. After the reception officer examines and checks all the administrative requirements, then records in the registration book based on research and preliminary examination of the physical and administrative conditions of the candidate. At the next stage the registrant fills out a registration form regarding personal data and family data according to the contents of the form provided by the committee. Then the registrant makes an application letter addressed to the Minister of Defense u.p. Chairman Panda. During the specified registration time, the registration committee every day at the last hour reports reporting the number of applicants' interest to the central admissions committee. Then on the last day of

registration, the admissions committee makes a final report on the accumulative interest of the registrants from the first day to the last day of registration.

#### **e. Calling participants for Selection**

Registrants who are declared to meet the requirements administratively are then called upon to take part in the examination or testing according to the time determined by the committee. The summons is carried out directly when after completion it is declared to meet the administrative requirements. Before carrying out the examination and testing, the committee provides explanations to applicants who meet administrative requirements regarding the provisions for the acceptance of Officers, including: 1. Selection system, materials, and schedule of selection activities; 2. Provisions in registering to become a Navy officer starting from registration, the selection stage at Lantamal X to the selection at the central level are free of charge. 3. A statement from the committee that in the implementation of the selection will act selectively, objectively, in an orderly, fair, transparent and accountable manner. 4. The candidate's graduation is determined in accordance with the results of the candidate's ability test and not due to assistance from other parties beyond the candidate's personal ability. 5. And other provisions that must be met and complied with during the selection process.

#### **f. Inspection/Test**

Inspections and tests are carried out by each inspection team according to their respective expertise with the applicable procedures, mechanisms, and provisions. Examination and testing is carried out with a knockout system, so that candidates who do not pass the test at that time will no longer be allowed to take the next test. Each determination of whether or not a candidate passes on each test material is determined based on the results of the committee coordination meeting based on the results of the examination of the candidate concerned. The test results are arranged based on ranking and compiled as material for making a book for the final determination of candidates who will be brought to the selection at the central level.

The selection materials tested at the Panda Lantamal X level are: 1. Administrative Examination; 2. General health examination; 3. Written psychological examination and interview; 4. Examination and testing of physical fitness includes physical fitness of A, B, and swimming dexterity and posture; and 5. Written Ideology Mental Examination and interview.

#### **Evaluation of the Lantamal X Jayapura Recruitment Policy**

In accordance with the model developed by Stufflebeam, namely CIPP, the core concept of the model is the presence of elements of context, input, process and product evaluation. Context evaluation assesses needs, problems, and opportunities as a basis for setting goals and priorities and assessing the importance of outcomes. Evaluation can assess alternative approaches to meeting needs as a means of program planning and resource allocation. Process



evaluation assesses the implementation of plans to guide activities and then to help explain results. Product evaluation identifies desired and unwanted outcomes both to help keep the process on track and determine effectiveness.

#### **a. Context Evaluation**

Stufflebem in Hamid Hasan states that the main purpose of context evaluation is to find out the strengths and weaknesses of the evaluation. What to do (What should we do) collect and analyze needs assessment data to determine goals, priorities and targets. In this context, according to the evaluation matrix created, the components studied are the goals and objectives of the program. In evaluating this context, there are two things that must be evaluated, the first is the evaluation of the context of the werving campaign program, and the second is the evaluation of the context of the selection program, because in its implementation the two programs each stand alone, have their own plans and committees.

#### **1. Evaluate the context of the werving campaign program**

In the implementation of the socialization program, there were two activity plan book products, the first was the Werving campaign plan book (Regiata) as a proposal to the upper command to get approval for the implementation of the campaign as well as a proposal for funding for its implementation. The second is the book of campaign implementation plans to specified locations (RGB). The RGB is made after the campaign plan (proposal) to the top command has been approved. Based on the Rengiat, the aims and objectives of the werving campaign are: "The implementation of the werving campaign is a promotional activity carried out by screening as many prospective applicants from all over Indonesia by providing information through print media, electronic media, brochures, leaflets, outside promotional activities in collaboration with with schools, and other activities that are expected to be able to give a positive opinion to the public about the Navy so that it fosters a spirit of love for the homeland and the nation by joining the Navy as soldiers and achieving the interest of registrants so that it is hoped that registered candidates who have requirements and capabilities that are appropriate, qualified and have reliable human resources and in the end can realize the strength of the Indonesian Navy which is large, strong and professional and becomes the pride of the Indonesian nation". While in RGB the goals and objectives are not explained. In the Introduction Chapter, point 2 aims and objectives are written as follows: "This activity is intended to provide an overview of the werving campaign and the pattern of fostering the Son of the Native Region for the 2017 fiscal year, while the aim is that it can be used as input for the Lantamal X Commander and related parties in subsequent implementations. ". In the TNI war number 27 of 2017, Chapter VI article 28 paragraph 1 reads that the purpose of holding a werving campaign is to increase public interest. That the campaign to recruit voluntary TNI officers is

carried out in a planned and continuous manner throughout the year in order to increase public interest in becoming voluntary TNI officers.

#### **2. Evaluation of the context of the Selection implementation program**

One of the stages in the implementation of the selection is the preparation stage, between the preparation stages is the preparation of an Officer Admissions Activity Plan. In the 2018 and 2016 AAL Candidate Admission activity plans, the objectives and targets are explained that the implementation of this activity can run in an orderly, smooth, objective manner and in accordance with the targets to be achieved, both quality and quantity. at the acceptance of the 2019 AAL cadet candidates at the Panda X Jayapura level with the maximum interest of the candidates, which will determine the number of people who will be sent to take the Panpus test. Quality is the fulfillment of candidate norms/criteria from aspects of administration, general health, psychology, physical and mental abilities, ideology and syndactyl.

The plan also states that the cadets' acceptance ratio for Panda X Jayapura level is 1:25. The allocation of shipments to the central level will be determined later after the completion of the registration and validation period with the amount of sending allocation based on the amount of interest. Based on the Officer Admissions Activity Plan, the composition of the officer candidate recruitment program is complete, so there are very few weaknesses. Stufflebem in Hamid Hasan states, the main purpose of context evaluation is to find out the strengths and weaknesses of the evaluation. What to do (What should we do) collect and analyze needs assessment data to determine goals, priorities and targets. Meanwhile, the Officer Admissions Activity Plan is clear and detailed. Based on the results of the context evaluation above, the implementation of the campaign planning is still far from perfect if it is faced with the provisions in the TNI war number 27 of 2017. Meanwhile, the planning for the selection of officer candidates is close to perfect, because starting from the goals and targets that must be achieved, they are clearly planned, as well as the material. testing and organizational structure when faced with the provisions in the TNI war number 27 of 2017 are appropriate.

#### **b. Input evaluation**

Input evaluation includes personal analysis related to how to use available resources and alternative strategies that must be considered to achieve a program. The input evaluation component includes human resources, supporting facilities and infrastructure as well as various procedures and rules needed in this context in accordance with the evaluation matrix made. there is a mechanism in the division of tasks. The first thing to check is whether there is a plan or not. Based on research that Panda Lantamal X every implementation of the werving program makes an Activity Plan both during the werving campaign program and during officer recruitment activities. When during the Werving

Panda Lantamal X campaign, he made 2 activity plans, namely an activity plan as a proposed campaign activity to the top command and a campaign activity plan (Implementation). The activity plan is a proposal to the upper command to be approved in terms of the form of implementation, the time for its implementation and the required budget, and its global nature. Meanwhile, the campaign activity plan (implementation) is more detailed in terms of the form of implementation, budget allocation and time. That the implementation of the werving campaign and the implementation of the Admission of Career Soldiers have complied with standard administrative procedures. However, in terms of content, based on the results of the researcher, all of the planning for both the Rengiat/RGB Werving campaign and the recruitment of officers were not broadly explained about the strategy and implementation process in the field, so that it would be difficult to measure whether the implementation in the field was in accordance with the plan or not. Based on the evaluation of the input, that the completeness of the Rengiat/RGB in terms of administrative completeness has been fulfilled, but in terms of its contents it still needs improvement. Then related to the facilities and infrastructure used in the Officer Admission activities at Panda Lantamal X, in general, they were adequate. For the registration facility and the selection place, a special building for werving has been used which has the capacity to test 50 people at once and is equipped with office equipment in the form of a computer and a complete table and chairs and the room is equipped with air conditioning. Likewise for the Sampta test using the Lantamal X Apple field. The problem with the Sampta testing that cannot be carried out at Lantamal X is only the swimming ability test, for its implementation it is carried out in the Cenderawasih Kodam swimming pool. Then the facilities and infrastructure to support direct health checks utilize the TNI AL Lantamal X Hospital, which is also located at Mako Lantamal X. What needs to be paid attention is messing for prospective applicants from outside Jayapura, even though providing messing is not part of the responsibility of Lantamal X Jayapura, but considering the vast area of Lantamal X, and the district which is the area of Lantamal X which is located far from Jayapura, plus other facilities. very limited transportation, making one of the messing needs for candidates very important. For facilities and infrastructure, it is not something that becomes a barrier to the implementation of the recruitment of prospective officers. Even though there are shortcomings such as swimming pools, there is still a way out, namely cooperation with the Cenderawasih Military Command, so that the evaluation of the facilities and infrastructure for the implementation of officer recruitment is close to perfect. Then related to the availability of facilities and infrastructure to support the implementation of the werving campaign in general, it has been completed, but the problem is the number and duration of broadcasts in the media are

very limited. This completeness can be seen in the 2019 Werving Rengiat, namely in the Cepos Newspaper, Tifa Papua Newspaper, Banners, Aya TV, TVRI, RRI Jayapura, and Brochures. That the facilities and infrastructure for the implementation of the werving campaign in the face of the war is nearing perfection. Then related to human resources, namely the Werving campaign committee and the Officer Admissions Committee in general, they have met the criteria. The composition of the committee is in accordance with the provisions of Perpang TNI number 27 of 2017. Meanwhile, each selection team consists of personnel who work in their fields every day. As for the 2019 Youth Admissions Program, the composition of the committee is as follows: Chairperson of Danlantamal X, Deputy Chairperson of Wadan Lantamal X, Secretary of Aspers Danlantamal X, Team Leader Rikmin Kadisminpers Lantamal X, Team Leader Rik Kes Head of Health Lantamal X, Team Leader Rik MI Asintel Danlantamal X, and Chairperson Jasrek Lantamal X's Suit Test Team". Based on the Rengiat document, it was stated that the evaluation of input regarding human resources can be ascertained by human resources.

#### **a. Process Evaluation**

Process evaluation, including identifying procedural problems in the implementation of events and activities. Any changes that occur in activities are monitored honestly and carefully. Stufflebeam (in Badrujaman, 2009:66). Also said that process evaluation is an ongoing check on the implementation of the plan. According to Suharsimi Arikunto, the process component referred to in the CIPP model refers to "what" (what) the activities carried out in the program, "who" (who) is the person appointed as the person in charge of the program, "when" the activity will be completed. In the CIPP model, process evaluation is directed at how far the activities carried out in the program have been carried out according to the plan. In accordance with the mapping in the CIPP evaluation matrix, the process evaluation component of recruitment activities at Lantamal X, is what the committee should do, including the implementation of the werving campaign and the implementation of the recruitment of officer candidates, including socialization, registration, administrative checks, health checks, psychological examination, physical fitness examination, ideological mental examination, and final determination.

From the results of data processing from researchers both through documents, especially the results of interviews with the committee and photo documentation, that in general the recruitment implementation at Lantamal X was carried out according to schedule and the entire process was carried out as planned, starting from the werving campaign stage, the acceptance stage which included socialization, registration, administrative examination, health examination, psychological examination, physical fitness examination, ideological mental examination, and until the final determination stage. The obstacles in implementation are that the



timeliness is often not carried out according to the planned time due to unpredictable situations and conditions. However, in general, the entire series of werving activities every year is carried out well. Then the registration stage is carried out in two stages by the candidate, namely: The first stage the candidate will register online at their respective place, if the person concerned is constrained by the internet, the candidate may go directly to the registration place on Lantamal X and will be assisted by the committee to register online. The second stage is where the candidate comes directly to the registration site by bringing proof of online registration and bringing the administrative requirements that have been determined, and at that time, if the person concerned has completed the requirements, a test participant card will be given complete with the participant number.

Then the registered participants will be tested according to the rules and criteria that will be accepted, starting from the administrative selection, first health and second health, first psychological and second psychological tests, physical aptitude tests, mental ideology tests and ending with the final determination of the candidates who will be selected. brought to the central level selection. All of the test takers were from Lantamal X personnel except for the psychological tester who was directly from the Indonesian Navy Psychological Institute from Surabaya. Meanwhile, at the final determination stage, it is directly led by the Lantamal Commander and staff related to the selection. The results of the Process Evaluation that were collected by the researchers generally explained that the field implementation of the recruitment of officers at Lantamal X had been carried out. The executive committee has carried out its duties according to their respective orders and expertise. However, in the implementation of the werving campaign, in accordance with TNI Regulation No. 27 of 2017 that one of the werving campaign strategies is through Social Communications (Komsos). The most decisive use of social services in the Papua region is traditional and religious institutions, especially Christianity, because these two institutions are very decisive in the social life of the Papuan people.

#### **Product evaluation**

In product analysis, a comparison is needed between the goals set in the plan and the program results achieved. The results assessed can be in the form of test scores, percentages, observation data, data diagrams, sociometry and so on, which can be traced in relation to more detailed goals. Furthermore, a qualitative analysis was carried out on why the results were so. Product evaluation can be done by making operational definitions and measuring the measurement criteria that have been achieved (objectively), through collecting values from stakeholders with performance (performing), using both quantitative and qualitative analysis. in the form of a program evaluation on the implementation of the Indonesian Navy officer recruitment program at

Lantamal X, the absence of a manuscript on recruitment evaluation, either evaluation after each completion of acceptance, or an annual evaluation evaluation script for recruitment within one year. Even if there is a statement in the text about the obstacles and suggestions for the werving campaign for the recruitment of officers, it is only contained in every manuscript of the implementation report as an administrative requirement from Panda Lantamal X Jayapura for the implementation of the selection at the central level. The statement is in the conclusions and suggestions. Based on discussions and interviews that the implementation of officer recruitment has a programmed evaluation. Whereas program evaluation is an important and inseparable part of the entire program, so that with this evaluation it can be used as a benchmark to be able to assess whether the program's goals and objectives have really been achieved and will be an improvement for future programs.

### **Supporting and Inhibiting Factors**

#### **1. Supporting Factors**

a. The role of the TNI as a state tool in the field of defense of course requires a continuous, planned, directed, and continuous regeneration of human resources in order to fill the need for a certain period, so that the required level of strength is achieved. Perpang TNI No. 45 of 2008 concerning the Master Guidelines for the Development of TNI Personnel and Human Resources in Chapter III Article 17 paragraph 1 concerning the function of providing, is "all efforts, work and activities in a planned, directed and continuous manner, to obtain and prepare soldiers, to fill the needs of the military. for a certain period of time, so that the required level of strength is achieved. Based on the war, the procurement of personnel is an activity that is continuous throughout the year, full of planning by adjusting to the development of a constantly changing world. The support from the TNI leadership and the TNI AL leadership for the implementation of the recruitment of TNI AL officers to obtain TNI AL officers who meet the criteria as marine soldiers is very large, so that both the TNI leadership and the TNI AL leadership periodically make rules relating to the recruitment of TNI / AL soldiers. new regulations or revise old regulations to suit the times.

b. The use of available resources in the TNI, especially the Navy, starting from a complete set of regulations for the implementation of the recruitment of Navy officers and sufficient human resources to support the recruitment activities of Indonesian Navy officers has been running as desired. Likewise, there is an outline plan and support for facilities and infrastructure, and a committee, so that the Navy officer recruitment program is carried out every year.

c. There is attention from the leadership of the TNI/TNI AL to prioritize the sons of the region. In Perpang TNI No. 45 of 2008 concerning the Master Guidelines for the Development of TNI Personnel and Human Resources in Chapter III Article 18 paragraph 1 point a that the basic policy of providing soldiers is carried out through a selection process by taking into

account regional and domicile factors. Based on the Perpang, every year Panda Lantamal X can send candidate officers to take part in the selection at the central level.

## **2. Inhibiting Factor**

### **a. Limited budget.**

Every year Lantamal X makes a proposal for a real werving campaign plan in accordance with the implementation plan to be implemented, however, the proposed plan is often not approved according to the proposal, including proposals on the amount of budget needed which results in areas and locations being campaign objectives as well as props both the amount and the duration are reduced by adjusting the amount of the existing budget. As a result of the budget adjustment, there are regions and people who are less informed.

### **b. Social Culture.**

Socio-cultural factors of the Papuan people who are very attached to their homeland and their families are less interested in registering to become the Navy. Because during this time from the Indonesian Navy, not all Indonesian Navy soldiers from Papua are stationed in Papua, so they don't feel comfortable if they are far away from their family and homeland, as in our interview with Mr. Imanuel Wanggai, a teacher at SMA 3 Buper Jayapura that after graduating and becoming a TNI AL regarding the placement of services is not clear and rarely returns to Papua. Meanwhile, PAD in particular is culturally very attached to their place of birth, and they don't want to and don't feel comfortable outside Papua.

d. The allocation of sending and passing candidates is too few.

From the data on the implementation of the acceptance of officers for the past 7 years, the candidate for officer registration from Panda Lantamal X every year is no more than 5 people, and there have been graduations of more than five people in 2013 and 2014 because of a special program. With these conditions, the Papuan people, especially the indigenous sons of the region, are less interested in registering to become a Navy officer, as the results of an interview with Mr. Imanuel Wanggai, a teacher at SMA 3 Buper Jayapura, that the possibility of graduating is very small because the Navy is only accepted every year.

### **e. Demographic conditions.**

The demographic conditions in Papua, especially those in the Lantamal X area, are very broad, which makes it difficult for the committee to carry out socialization, as well as people who are interested in registering because of the distance. Then in addition to the long distance between one area to another, it will be increasingly complicated by the lack of transportation facilities.

### **f. Means of Messing.**

The Messing facility is still closely related to the demographic conditions of Papua, because many applicants who come far from the Papua area do not have relatives in Jayapura City, while it is not possible to come every day from the registrant's area to the

registration site because of the long distance and limited means of transportation. , while staying in Jayapura during the reception will require a large amount of funds.

## **CONCLUSION**

### **1. Recruitment Implementation**

a. The implementation of the werving campaign in the field is considered to be lacking, because the goals and objectives of werving have not been achieved, especially when faced with TNI Regulation No. 27 of 2017 concerning the Admission of Volunteer Soldiers of the Indonesian National Armed Forces.

b. From the results of the evaluation of the input, that the Rengiat script is one of the tools that must be investigated whether there is a plan or not. The results of the study show that every werving activity still makes an activity plan, but if it is examined the contents still do not describe the strategy for the implementation process in the field. Whereas the formulation of the strategy clearly facilitates and acts as well as makes it easier to evaluate whether its implementation is in accordance with the previous plan.

c. For the completeness of the facilities and infrastructure in the implementation of the werving campaign in general, it has been completed, but when compared to the Lantamal X area which is very wide and coupled with areas that are far from one place to another with limited transportation conditions and program plans that must be implemented, the number of teaching aids and the duration of news broadcast in the media is very less. This problem occurs because of the limited budget.

d. For the completeness of the facilities and infrastructure for the implementation of the Selection in general, it has been fulfilled, even though there are shortcomings in the form of a swimming pool, a solution can still be found by collaborating with the Cenderawasih Military Command. However, there is one facility that is not available, namely messing with the candidates, even though this facility is not the responsibility of the committee, but considering the wide area of the tenth floor and the situation between one place and another which is far from each other with minimal transportation facilities, making the existence of the messing very important for registrants whose domicile is outside the City of Jayapura.

e. From the results of the general input evaluation that the process of implementing the recruitment of officers has been carried out according to the plan, but there is one werving campaign strategy that has not been utilized by the committee, namely activating Social Communications (Komsos) with religious leaders and figures, even though the two types of figures are very influential in Papuan society.

f. From the four evaluation factors above, namely context evaluation, input evaluation, process evaluation and product evaluation, it can be

concluded that the product/program evaluation has not been carried out properly by the event organizers, so for further improvement in the implementation and the results of officer werving runs monotonous as in previous years. the previous year.

## 2. Influencing Factors

a. In terms of supporting factors, according to the research results, there are at least three things that strongly support the recruitment of Indonesian Navy officers at Lantamal X Jayapura, namely; The first is the need for continuous, planned, directed, and continuous human resource regeneration in order to fill the need for a certain period, so that the required level of strength is achieved. The second is the availability of human resources and completeness of equipment in the form of rules governing the implementation of personnel procurement. The third is the concern of the Navy leadership to prioritize the sons of the region.

b. In terms of inhibiting factors, according to the results of the research, there are five things that cause the Papuan people to be less interested in registering TNI AL officers, namely limited budget, socio-cultural, sending allocation, demographic conditions, and Messing facilities. Of the five inhibiting factors, there are two inhibiting factors that are the most influential, namely the first is the reluctance to be placed outside Papua after graduating to become a Navy soldier, this is related to the socio-cultural factors of the Papuan people who are very attached to their families and ancestral lands. The second is that the number who graduate each year from Panda Papua is very small, so they have more hope of being accepted in other institutions.

## REFERENCES

Azmy, Ahmad, (2018). "Recruitment Strategy to Hire The Best People for organization" , Journal of Management and Leadership Vol. 1, No. 2, November 2018

Basalamah, Jafar, Syahnur, Muh. Herdiansyah, Basalamah, Abdurrahman, (2020). Recruitment and selection practice on Indonesia State, Owned Enterprise: A. Literature Review, Business Management Vol. 10 No. 02 October 2020 Page 09-16 doi: 10.22219/jmb.v10i2.13093, P-ISSN: 2089-0176 E-ISSN: 2655-2523. <http://ejournal.umm.ac.id/index.php/jmb>

Daniarsyah, D. (2017). Application of Merit System in Open Recruitment Promotion of ASN High Leadership Position (A Critical Thinking Analysis). Civil Service Journal, 11(2 November).

Eva, T. P. (2018). Recruitment and Selection Strategies and Practices in the Private Sector Commercial Banks of Bangladesh: Evidence from Human Resource Practitioners. European Business & Management, 4 (1), 28-38.

Ferede, m. M. T., & Sidemo, m. E. K. (2018). A Study on assessment of recruitment and selection practices and its challenges in civil service Bureau of Benishengul gumz Region-Ethiopia. Journal Homepage: <http://www.ijmra.us> 8 (1).

Gamage, A. S. (2014). Recruitment and selection practices in manufacturing SMEs in Japan: An analysis of the link with business performance. Ruhuna Journal of Management and Finance, 1 (1), 37-52.

Hartono, Dwi. (2011). Thesis Analysis of Candidate Recruitment System for Naval Academy Cadets in Order to Get Qualified Personnel, LAN. Jakarta.

Kurniawan, R., Djaenuri, A., Prabowo, H., & Lukman, S. (2020). Analysis of Policy Evaluation and Model of ASN Management Improvement in terms of Planning, Recruitment, and Competency Development Aspects. International Journal of Science and Society, 2(4), 404-418. <https://doi.org/10.54783/ijssoc.v2i4.226>

Melanthiou, Yioula. Pavlou, Fotis. Constantinou, Eleni, (2015), The Use of Social Network Sites as an E-Recruitment Tool, Journal of Transnational Management, Volume 20, Issue 1, pp. 31-49, doi: Eluojor A. Onnekikami 10.1080/15475778.2015.998141, ISBN : 1547-5778, 1547-5778, ISSN: 15475786.

Onnekikami Eluojor A. (2016). Human Resource Policies and Practices: Evaluating and Reviewing the Contemporary Recruiting Process, International Journal of Human Resource Studies ISSN 2162-3058 2016, Vol. 6, No. 1

Prasetyo. (2015). Thesis on Evaluation of the 2014 Inter-Nusantara Youth and Maritime Youth Program Implementation of the Maritime Potential Service of the Indonesian Navy. Surabaya: Hang Tuah University.

Rifley and Franklin, in Winarno, Budi. (2012). Public Policy, Theory, Process and Case Study. Yogyakarta: Media Pressindo.

Sarwono, Jonathan. (2013). Strategies to Conduct Qualitative, Quantitative and Combined Research. Yogyakarta: Publisher Andi.

Stoilkovska, Aleksandra. Ilieva, Jana. Gjakovski, Stefan. (2015), Equal Employment Opportunities In The Recruitment And Selection Process Of Human RESOURCES , UTMS Journal of Economics, Volume 6 (2): pp. 281–292.

Shien, P.H. (2014). Effects of Human Resource Flexibility strategy on work attitude towards micro-enterprises on Taiwan. Pakistan Journal of Statistics, 30(6), 1289-1300.