

## Implementation of Kasal Policy Number 46 of 2020 Concerning Distribution of Personnel in the Tni Navy Environment

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### **Abstract**

*With the enactment of Law Number 34 of 2004 concerning the Indonesian National Army, which in its article clause states that there is a change in the retirement period for officers from 55 years to 58 years. This will directly bring new problems and fundamental consequences for the development of TNI personnel, including the planning of TNI AL personnel in terms of procurement, use, education, rank and career patterns of the personnel themselves. To achieve skills and abilities and obtain optimal results and usability, it is necessary to develop personnel as human workers. Coaching is a process of activities in order to realize the achievement of the right level of quantity and quality so that the distribution of work distribution can be carried out according to the needs of the organization or community environment.*

*Human resource development is an effort to utilize human resources, it is necessary to have adequate personnel management steps both in terms of quality and quantity in order to achieve balanced conditions so that organizational goals can be achieved optimally. Personnel arrangement is the realization of one aspect of personnel planning based on the distribution of labor, personnel turnover, personnel transfer, and others. The personnel statement is in line with the opinion of Suyoso Sukarno which states that human resource management can also be referred to as personnel management, workforce planning can also be referred to as personnel planning.*

**Keywords:** *Implementation, policy, Kasal, Personnel*

### **INTRODUCTION**

Employment is a fundamental aspect of human life because it includes social and economic dimensions, one of the goals in development is directed at expanding job opportunities and creating new jobs in a balanced and adequate quantity and quality to be able to absorb the increasing labor force entering the new labor market. every year. The increasing number of productive population is an opportunity for the Indonesian people to move the wheels of the economy. Along with these opportunities, Indonesia needs to strengthen its human resources (HR) towards superior human beings who are correlated to encourage work productivity in winning the competition in the midst of rapid changes in the world of business, political economy, and culture. The labor force or better known as the workforce stands in two important positions in development, namely as a subject and object, in development itself population growth directly affects the development of employment, namely the increase in the working age population which will at the same time increase the number of the workforce if it is not balanced. by adding job opportunities and providing training for competent and skilled human resources, so that it will reduce problems in regional development.

Likewise with the Indonesian Navy (TNI AL) organization, the success of the Navy's task is strongly influenced by the ability of each personnel who manned it, especially the ability of professionalism according to the corps or profession in carrying out their duties and being able to adapt to the development of science and technology that is developing rapidly. fast. The process of transitioning out of the organization is a problem that needs attention in order to ensure the condition of human resources in the organization. Therefore, it is necessary to make a long-term plan for human resources, in this case the Indonesian Navy personnel. In order to achieve an adequate number and quality of personnel, it is necessary

to carry out continuous and continuous personnel development, including human development. Therefore, planning the right composition is to prioritize human development. To anticipate this in determining the type of future needs, flexibility is needed in each development program. So that all abilities, time and energy can be utilized optimally in order to get more effective and efficient results.

According to Guest (2014) states that training is needed to gain knowledge and skills so that the workforce can participate and contribute to a job. It can be understood that the government or organization needs to organize training as an effort to facilitate the competency gap between the knowledge, skills, and behaviors that need to be possessed by the workforce or employees with the competency needs needed to carry out the work. There are nine priority programs in the development of strength and capacity building of the Navy, one of which is the development of the Indonesian Navy's Human Resources (HR). To produce professional, modern, and tough human resources, the leadership of the Indonesian Navy carries out systematic, targeted, and sustainable development which includes the Development of Human Resources and the Development of Indonesian Navy Personnel. This is in line with the Kasal Regulation Number 46 of 2020 concerning the Distribution of Personnel in the Navy and the Chief of Staff Regulation Number 18 of 2008 concerning the Technical Guidelines for the Distribution of Personnel in the Navy.

The Indonesian Navy's Job Training Center in Bedali Malang is one of the locations for the development of Navy personnel based on the Organization and Procedures of the Eastern Territory Naval Manpower Distribution Agency (Balurjaltim). The Indonesian Navy's Job Training Center in Bedali Malang has two training and coaching programs for personnel entering retirement age, namely animal husbandry and agriculture and facilities are also provided to support these programs, in accordance with Article 1 (Position) that the Eastern Territory Naval Manpower Distribution Agency abbreviated Balurjaltim is the technical implementing element of the Navy Headquarters (UPT Mabesal) which carries out maintenance activities for Indonesian Navy personnel in improving the readiness of personnel and facilities to empower Indonesian Navy human resources who have professional skills in order to meet the needs for distribution and provision of employment. as well as settlements for the Navy and are located directly under the Navy Personnel Care Service. The Indonesian Navy's Job Training Center in Bedali Malang has a personnel control program and estimates of TNI AL personnel are manifested in a list of personnel compositions, in other words, it can be said as organizational readiness. The personnel administration function covers the entire process of individual training and skill development activities (Bektram) in the context of organizing the distribution of labor and providing employment opportunities for personnel optimally according to their respective potentials, talents, interests, abilities and personal characteristics. The implementation of personnel utilization is endeavored as far as possible to pay attention to the harmony and balance between the Indonesian Navy personnel and must always be shown to fulfill the demands of the Navy's assignment.

In accordance with the Work Instructions of the Indonesian Navy Manpower Distribution Agency for the Eastern Region of the Navy Personnel Care Service in Article 3 (c) (Understanding) that the provision of skills or job training is the provision of skills including mental and physical that meet the minimum requirements for qualifications for certain positions in the field. work in the community. In the implementation of Bektram it can be explained as follows, in 2020 it is known that the total number of participants is 40 people, 20 of them take part in the agricultural program which is carried out once a year and the remaining 20 people take part in the livestock program which is carried out once a year. And in 2021 it is known that there will be 50 participants, 25 of whom follow the agricultural program which is carried out once a year and the remaining 25 people take part in the livestock program which is carried out once a year. Currently, in 2022, it is known that the number of Bektram Agriculture participants is 25 people.

The success of the implementation of the development of TNI AL personnel at the TNI AL Job Training Center in Bedali, Malang, essentially depends on the policies that have been determined, thus each party concerned in it must work together and be able to adapt to the development of science, technology, and community dynamics. which is changing rapidly. This ability can be achieved through proper and steady career development by developing and strengthening personnel as well as possible. The challenges that must be faced in the personnel development process are demographic changes, skill adjustments in bridging the skill gap to face automation which also creates opportunities for the emergence of new types of work, which are things that encourage the need for solutions so that personnel get good jobs. and feasible can be created in sufficient quantities. So that the training programs provided must also be adapted to the latest conditions,

the human resource factor in this case is the training instructor must also have qualified and competent skills in their fields in order to be able to develop personnel into qualified workforce as expected.

Planning, determining strategies and objectives to achieve them, and developing a plan to integrate and coordinate activities, which includes setting and formulating policies to achieve a goal. After goals and strategies are determined, tasks and structural arrangements have been defined, and personnel are trained, coached, and motivated and a situation assessment must be carried out to determine whether it is according to plan (Sidaharta & Bob, 2019). The process of planning Human Resources (HR) as a separate activity in an organization and the process cannot develop and progress properly without involving the authorities who make policies to regulate it, in order to achieve an organization's goals, limits must be determined. -the limit is for serious planning of the program being implemented and the objectives to be achieved. Based on the background described above, the researcher wants to know more about how to implement the Kasal policy No. 46 of 2020 concerning the Distribution of Personnel in the Navy in the program of coaching and training personnel skills at the Indonesian Navy Training Center in Bedali Malang so that they are ready to face work challenges. in the new jobs that have been prepared. Therefore, the researcher took the title Implementation of the Kasal Policy Number 46 of 2020 concerning the Distribution of Personnel in the Navy (Study at the Bedali Work Training Center in Malang).

## **RESEARCH METHOD**

This research on the implementation of the Kasal Policy Number 46 of 2020 concerning the Distribution of Personnel in the Navy (Study at the Bedali Job Training Center in Malang) uses qualitative research methods, namely research methods that are descriptive and tend to use analysis and theoretical basis are used as guides to focus research in accordance with the facts in the field (Sugiyono, 2010). This study intends to exploit and clarify a phenomenon or social reality by describing a number of aspects related to the problem under study, the data collected is in the form of words, so that it does not emphasize numbers. Qualitative research methods will produce findings that are truly useful and require serious attention to various things that are deemed necessary.

Qualitative research is a research method based on post-positivism philosophy, used to examine the condition of natural objects, where the researcher is the key instrument, data collection techniques are carried out by triangulation (combined), data analysis is inductive or qualitative, and qualitative research results emphasize more meaning rather than generalization. Qualitative research requires accuracy, an objective attitude, and humble from a researcher (Sugiyono, 2010).

## **RESULTS AND DISCUSSION**

Implementation is a process of activities carried out by various actors to get a result that is in accordance with the goals or objectives of the policies that have been set. Policy implementation will not take place until the goals and objectives have been defined or identified by policy decisions. Faced with the challenges of tasks and organizational demands of the Navy, it is necessary to conduct research on policy implementation in order to obtain the effectiveness and efficiency of activities that can improve its performance so that it is expected to optimize the assigned tasks. The objectives of the Chief's Policy on the Distribution of Navy Personnel in accordance with the Kasal Regulation Number 46 of 2020 concerning the Distribution of Personnel in the Navy are as follows: a. So that the Navy personnel who will be distributed get jobs according to their abilities and competencies; b. Help improve and strengthen the strengthening of national defense and security directly or indirectly; c. Assisting government programs in the context of realizing equitable and just national development; and D. Provide provision of knowledge and skills tailored to the talents, interests, and physical abilities concerned with the goal of being able to live independently and properly after retirement.

In the regulation of the Chief of Naval Staff (Kasal), what is meant by the Navy Manpower Distribution Agency, hereinafter referred to as Balurjal, is the technical implementing element of the Diswapersal tasked with distributing and providing employment for the Navy personnel who have been prepared (Non Organic/Non-Active). includes personnel administration, provision of skills and abilities as well as placement in employment and settlements. Distribution is all businesses, jobs and activities in the context of job placement, assignment, professional transfer of TNI soldiers to various agencies other than

the TNI and Transmigration. Job Placement, hereinafter referred to as Patlapja, is a planned mechanism from Balurjal in distributing and placing personnel nearing retirement at a company/institution in need. Settlers are Indonesian Navy personnel who have met the requirements and are assigned to occupy residential locations prepared by the Navy.

The provision and skills called Bektram is an education in the form of training/courses for Navy personnel carried out by Balurjal, as a provision of abilities and skills in the field of work. The development of Navy personnel is an activity that must be carried out continuously and continuously to obtain optimal results and usability. Provision of knowledge and skills is adjusted to the talents, interests, and physical abilities concerned with the goal of being able to live independently and properly after retirement. In Kasal Regulation Number 46 of 2020 concerning Distribution of Personnel in the Navy, the Chief of Naval Staff (Kasal) as the person in charge as referred to in Article 26 letter (a) has the following duties: a. Formulating policies and preparing the Navy Personnel Distribution program; b. Cooperating with other agencies related to the implementation of the Distribution of Navy Personnel; c. Planning activities for debriefing, knowledge, and skills; and D. Carry out monitoring, supervision, control, and evaluation of the implementation of the Navy Distribution program.

At the public policy stage, the implementation of public policy is the most important stage and must be passed to achieve the outputs of the policies that have been formulated previously. Public policy implementation is a dynamic process, where policy implementers carry out an activity or activity, so that in the end they will get a result that is in accordance with the goals or objectives of the policy itself. A policy implementation can be measured or seen from the process and the achievement of the final goal, namely whether or not the goals to be achieved are achieved. To carry out the implementation of the policy, it is necessary to determine the relevant indicators in the process of implementing a policy in question. Based on these indicators, implementers will know the success and failure of a policy that has been implemented, is in progress or has not been implemented. At other stages of implementation, it will be very helpful for improvement and refinement or evaluation of the stages of policy implementation in the future. This research is a qualitative descriptive study regarding the Casualty Policy on Personnel Distribution in the Indonesian Navy, so the researcher tries to show and describe it. The results of this study are in the form of data obtained through observation, interviews, and documentation. The assessment of the implementation of the Kasal policy regarding the Distribution of Personnel in the Navy was investigated based on the theory of George C. Edward III with 4 (four) indicators, namely: (1) Communication, (2) Resources, (3) Disposition, and (4) Structure Bureaucracy. The results and qualitative analysis on each dimension can be described as follows:

### **1. Communication**

Information about public policies needs to be conveyed to policy actors so that policy actors can know what they have to prepare and do to implement the policy so that the goals and objectives of the policy can be achieved as expected. In this study, communication is determined from several dimensions, including the dimensions of transmission, clarity, and consistency. Communication in implementing the Navy Manpower Distribution program at the Bedali Center for Training Center which is measured in terms of transmission, clarity, and consistency has not gone well, this is evidenced by the discrepancy in the implementation of the provision and skills (Bektram) where in its implementation in the field it is only carried out for 11 years. days, while in the regulation it is written that the implementation of Bektram should be carried out for 4 weeks.

### **2. Resources**

#### **a. Human Resources**

Human resources are one of the indicators that affect the success of policy implementation. In this study, there are internal human resources (Puslatker) and external human resources (instructors) whose capacities have been fulfilled properly, this is indicated by the availability of a sufficient number of officers at the Bedali Center for Training Center as many as 33 people and instructors who are responsible for fostering the Navy personnel at the Bedali Center who already have competence in accordance with their field. The Bedali Research Center has collaborated with lecturers and experts

from the Malang Agricultural Polytechnic (Polbangtan) as instructors in providing guidance to personnel in the context of the Navy personnel distribution program.

**b. Financial Resources/ Budget**

The policy implementation process is related to finance/budget, limited budget resources will affect the success of policy implementation. Besides the program cannot be implemented optimally, budget constraints cause the disposition of policy actors to be lower. In this study, financial/budgetary support was carried out centrally in Balurjaltim, and for budget submissions at the Bedali Puslatker it went smoothly (direct approval from Balurjaltim) so that the budget was fulfilled to support the TNI AL personnel distribution program at the Bedali Center. who served at the Bedali Center for Research and Development stated that the disbursement of the budget/funds from Balurjaltim was usually late.

**c. Resources for Facilities and Infrastructure**

Facilities and infrastructure resources are indicators used to support the operationalization of the implementation of personnel distribution policies within the Indonesian Navy at the Bedali Center for Labour. In this study, the availability of facilities and infrastructure to support the process of implementing the TNI AL personnel distribution policy is quite good, although there are some equipment that are getting outdated but can still be used and function well for now, such as tractors and hand tractors. However, even so, the facilities and infrastructure provided are sufficient to support the TNI AL personnel development program at the Bedali Peslatker, especially the agriculture and animal husbandry program.

### **3. Disposition**

Disposition is the willingness, desire, and tendency of policy actors to carry out policies seriously so that what is the goal of the policy can be realized. In this study, the level of consistency in policies and the level of conformity with the delivery of policies carried out by the implementors in supporting the policy of distributing TNI AL personnel at the Bedali Center was quite good, this was shown by the commitment of the officers on duty to carry out their duties with full responsibility, and supported by there are work instructions from Balurjaltim as a guide in carrying out their duties and responsibilities.

### **4. Bureaucratic Structure**

**a. Standard Operating Procedure (SOP)**

Standard Operating Procedures (SOP), especially in the implementation of the TNI AL personnel distribution program at the Bedali Center for Training Center, have been going well, this is indicated by the existence of operating procedures and each officer carries out his duties and responsibilities according to the Work Instructions from Balurjaltim and is guided by the Balurjaltim Orgapros and Perkasal number 46 of 2020 which is based on the position warrant and activity warrant.

**b. Fragmentation**

In carrying out the TNI AL personnel distribution program, Bedali Puslatker as the implementing organization in carrying out its duties and responsibilities coordinates with Balurjaltim and conducts associations for coordination when problems occur. In the implementation of the control program carried out by Balurjaltim. Through the coordination of program implementation carried out by the Bedali Puslatker, the coordination of program implementation went well and there were no problems so that the program could be implemented properly in accordance with the goals set.

From the description above, it is known that the implementation of the Kasal policy Number 46 of 2020 concerning the Distribution of Personnel in the Navy Environment is in accordance with the theory of policy implementation from George C. Edward III with four indicators, namely: (1) Communication, (2) Resources, (3) Disposition, and (4) Bureaucratic structure has not run optimally. It is said to be not optimal because the communication indicators measured from the dimensions of transmission, clarity, and consistency there are discrepancies, this is indicated by the implementation of the training and skills program (Bektram) which is not in accordance with existing policies, the implementation of Bektram which should be carried out for 4 weeks but in its implementation in the Bektram field was only carried out for 11 days so that the TNI AL personnel distribution program did not run optimally.

That the implementation of the Kasal Policy Number 46 of 2020 concerning the Distribution of Personnel in the Navy at the Bedali Center has not run optimally, this is shown from each indicator, namely: (1) Communication, (2) Resources, (3) Disposition, and (4) Bureaucratic structure, there is one indicator that has not been implemented properly, namely Communication. In addition, there are also obstacles in its implementation such as budgets sent from the center are often late, the facilities used to support the personnel development process look outdated, and the implementation of debriefing and skills (Bektram) is not effective because the time used is too short, so that the implementation of the TNI AL personnel distribution program did not run optimally.

### **Supporting Factors and Inhibiting Factors**

In the implementation of the Kasal Policy Number 46 of 2020 concerning the Distribution of Personnel in the Navy at the Bedali Research Center, there are supporting and inhibiting factors in the implementation process, the supporting and inhibiting factors include:

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

- a. Guidance activities in the context of distributing Indonesian Navy personnel at the Bedali Center have full support from the operator of the eastern region of the Navy personnel care program, namely Balurjaltim.
- b. The availability of human resources in this case is external human resources, namely instructors who are responsible for fostering Indonesian Navy personnel at the Bedali Research Center who have qualifications and competencies in their fields, especially in agriculture and animal husbandry.

#### **2. Inhibiting Factor**

- a. The budget/funds provided from the center (Balurjaltim) are usually late or the disbursement of funds is not on time, this is an obstacle in the implementation of the TNI AL personnel distribution program at the Bedali Center. Whereas the budget is used as a medium of exchange to meet the needs of program implementation.
- b. Some of the equipment used to support the TNI AL personnel distribution program at the Bedali Center for Training and Development is obsolete. Although it can still be used for now, this does not rule out the possibility of hampering the program implementation process if in the future it is found that the tools are damaged.
- c. The debriefing and skills activity program (Bektram) that is running is not effective, this is due to the short time taken by the personnel for the Bektram program so that the personnel have not fully mastered the knowledge and skills provided.

### **CONCLUSION**

Based on the results of research and discussions conducted by researchers regarding the Implementation of Kasal Policy Number 46 of 2020 concerning Distribution of Personnel in the Navy Environment (Study at the Bedali Job Training Center in Malang), measured from George C. Edward III's theory of policy implementation, it can be concluded that:

1. Implementation of the Chief Policy on the Distribution of Personnel in the Navy at the Bedali Center using the theory of policy implementation by George C. Edward III with indicators namely: (1) Communication, (2) Resources, (3) Disposition, and (4) The bureaucratic structure has not run optimally, it is said to be not optimal because the communication indicators measured from the dimensions of transmission, clarity, and consistency have discrepancies. This is indicated by the implementation of the briefing and skills program (Bektram) which is not in accordance with existing policies, the implementation of Bektram which should be carried out for 4 weeks but in its implementation in the field it is only carried out for 11 days so that the TNI AL personnel distribution program does not run optimally.
2. Supporting factors in the implementation of the Kasal Policy Implementation on the Distribution of Personnel in the Navy at the Bedali Center, namely: In implementing the program, the Bedali Center for Training received full support from the operator of the eastern region of the Navy personnel maintenance program, namely Balurjaltim. Availability of instructors in charge of coaching personnel who already have competence in their fields, especially in agriculture and animal husbandry. While the inhibiting factors in the implementation of the Kasal Policy Implementation in the Distribution of Personnel in the Navy at Puslatker Bedali are: Disbursement of the budget/funds from the center (Balurjaltim) is often late,

the equipment used in the training and personnel development program is getting outdated, the implementation of the debriefing program and skills (Bektram) that are too short to be effective.

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