

Implementation of Policy for the Development of Civil Service Personnel (Pns) Tni at the Commando for the Doctrine of Education and Training (Kodiklatal) Surabaya

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Abstract

This study aims to determine the implementation of the policy for the development of the TNI Civil Servant (PNS) personnel at the Surabaya Education and Training Doctrine Development Command (Kodiklatal). In the organization of the Navy, in addition to using Navy Soldiers, TNI Civil Servants are also assigned to the Navy in a large number of organizations, therefore Civil Servants and Navy Soldiers are an integrated unit together. responsible for the implementation of the main tasks of the Navy.

This study uses a qualitative method. The research subjects consisted of Civil Servants at the Surabaya Education and Training Doctrine Development Command (Kodiklatal). In collecting data, researchers used interview, observation and documentation studies. The data analysis technique uses qualitative analysis which refers to the opinion of Miles and Huberman.

The results showed that the variable carrying capacity of regulations and carrying capacity of non-regulations influenced the implementation of policies for the development of civil servant personnel (PNS) at the Education and Training Doctrine Development Command (Kodiklatal) Surabaya.

In the regulatory carrying capacity variable, there is clarity and consistency of policies as well as the integration of implementing organizations that support the successful implementation of policies for developing Civil Service Personnel (PNS) at the Surabaya Kodiklatal. Meanwhile, in the Non-Regulatory variable, there are attitudes and resources, personnel attention to problems and support for the commitment and ability of implementing officials who support the implementation of the policy of developing Civil Servant (PNS) personnel at the Surabaya Kodiklatal. Factors that support the implementation of these policies are leadership support in efforts to develop civil servant personnel at the Surabaya Kodiklatal. Meanwhile, the factors that hinder the implementation of the policy of developing Civil Servant (PNS) personnel at the Surabaya Kodiklatal are the lack of moral support for personnel development so that the Civil Servants (PNS) at the Kodiklatal work better.

Keywords: Policy, Personnel, Development, pendidikan, pelatihan

INTRODUCTION

In order to realize a clean and authoritative government system (good governance) and to realize good, efficient, effective and quality public services, of course, it is necessary to support the human resources of the apparatus, especially civil servants who are professional, responsible, fair, honest and competent in their fields. . Therefore, it is necessary to carry out a kind of assessment of the performance of each individual who is expected to be able to carry out organizational tasks. The quality of human resources cannot always be maintained for a long period of time continuously. To maintain the quality of human resources, in an effort to achieve organizational goals, the organization's mission and always in line with the agency's human resource development mission. In achieving organizational goals, employees are required to excel in their work so that they can achieve a higher position. This is mainly supported by the agency's ability to understand the psychological aspects that underlie employees doing work.

Civil Servants are the complement (complement) of TNI soldiers. Therefore, TNI Civil Servants and TNI soldiers are an integrated unit and are responsible for carrying out the main tasks of the TNI. This integration must be reflected in all levels of the organization and must understand the role of each. The use of Civil Servants within the TNI is carried out based on the consideration of the needs and demands of certain tasks that are more effective and efficient when occupied by TNI Civil Servants, so as to ensure the continuity of the TNI's main tasks. TNI Civil Servants have the same position as other Civil Servants. Therefore, in the implementation of its development, in addition to being based on the provisions and laws that apply to Civil Servants in general, it is also based on the provisions and policies issued by the TNI

Commander (Regulation of the TNI Commander Number 161/XII/2011 dated December 16, 2011 regarding Administrative Instructions for the Development of TNI Civil Servant Personnel). TNI Civil Servants on the basis of the nature of the assignment, position and to obtain optimal benefits in use.

The development of TNI Civil Servant personnel involves broad and complex issues in a fairly long period of time, so in its implementation it is necessary to have a match between the situation and conditions with the main tasks of the TNI organization. The development of TNI Civil Servant personnel aims to prepare TNI Civil Servants as elements of the state apparatus who are professional, have a national perspective, discipline, prosper and are responsible.

The development of TNI Civil Servants is all efforts, work and activities including planning, organizing, directing and controlling TNI Civil Servants starting from procurement, education and training activities, use, maintenance, up to separation effectively and efficiently to support the main tasks of the TNI. . The use of TNI Civil Servants is directed to carry out no-combat tasks and every Civil Servant gets the same opportunity in the widest possible career development in accordance with the development of knowledge that is indispensable for the TNI organization.

Employee development is felt to be increasingly important because of the demands of work or position as a result of technological advances and increasingly fierce competition among similar organizations. In the age of information technology as it is today, organizations rely more on employees who have expertise and innovation which is an important investment. The success or failure of a business field cannot be separated from the participation of the employee who has sufficient skills and expertise, the success rate will be higher, if the employee is in accordance with his expertise. To motivate the performance of Civil Servants, it is necessary to develop a career pattern and career development that allows the potential of Civil Servants to be developed optimally. Career development for Civil Servants concerns the improvement/progress of the careers of employees within the scope of their organization. Career development as promotion within the organization. The existence of a clear career pattern also provides career security for Civil Servants. The career pattern no longer depends on the replacement of agency leaders. Career development through a good career pattern can encourage employees to grow and develop in accordance with their professional competencies. The career pattern is used as a guideline or reference in appointment to a position referring to the competency standards possessed so that the process of promotion, promotion and transfer of civil servants is carried out in a more well-organized manner. Basically coaching is a continuous process and not just a momentary process, especially when the development of technology and knowledge is growing rapidly as it is today. Development of institutional capacity through employee development directed at the realization of more integrated tasks and functions of management administration and to realize a reliable, professional, efficient and effective administrative system that is responsive to the aspirations of the people and to the dynamics of strategic change.

This study tries to analyze how the development of Civil Servant personnel in Kodiklatal Surabaya. Kodiklatal is the Main Command for the Development of the Navy, which is located directly under the Chief of Naval Staff (KASAL), has the task of organizing Doctrine and Organizational Development of the Indonesian Navy's ranks, fostering education and training for the Navy to support the tasks of the Navy. Kodiklatal is one of the Main Commands of the Navy which has a function as an Education and Training center for Navy personnel. The Kodiklatal has the main task of administering the formal education of the Navy which includes first education, formation education, general development, specialist development, science and technology, transition and education needed in order to improve the quality of Navy personnel and carry out the study and development of marine operations doctrine and doctrine. tactical-level amphibious operations and the assessment and development of general support for marine operations and tactical-level amphibious operations. To carry out the duties and functions at the Kodiklatal, there are personnel who carry out these functions consisting of Indonesian National Army personnel and Civil Servants. The real strength of Civil Servants is 352 personnel (Report on the Strength of Kodiklatal Personnel, 2019). The data source from Persip Kodiklatal in 2021 the number of Civil Servants in structural positions is 338 personnel, in functional positions 14 personnel.

To ensure the certainty of the flow of development for the Navy Civil Servants, especially in the appointment, transfer and dismissal in the careers of the Navy Civil Servants, which shows the relationship between position, rank and education and training as well as the term of office from the first appointment in a certain position until retirement. The procurement of Civil Servants is carried out to fill the vacant

formations, sourced from the community by prioritizing the quality and a pancasialist mentality based on the needs of the TNI units to achieve the strength of Civil Servant personnel in accordance with the TNI's strategic plan. Education and training of TNI Civil Servants is carried out for the development of skills and competencies, both education applicable to Civil Servants in general and other technical and functional education within the TNI.

The development of Civil Servants can be done through 2 channels, namely through education and training and through non-training.

RESEARCH METHOD

This research is included in the type of qualitative research with a phenomenological approach. Phenomenological research describes the meaning of the subject's experience of the experience being studied. Research that uses a phenomenological approach seeks to understand the meaning of events and interactions with ordinary people in certain situations. (Subadi Tjipto, 2009) agrees with Berger's phenomenology and offers a phenomenological approach with a first order understanding data collection technique (asking the researcher to ask the research party to get the correct explanation), and then proceed with the second order understanding data analysis technique (in terms of In this research, the researcher provides explanations and interpretations of these interpretations to obtain a new and correct meaning.

Moleong (2002), data analysis as a detailed process of formal efforts to find themes and formulate hypotheses as suggested by the data in an attempt to provide assistance to these themes and hypotheses. (Moleong, 2002). Data analysis is the processing of data obtained by using existing formulas or rules in accordance with the research approach or design taken. Related to this, it is necessary to have data analysis techniques. There are 4 interactive models in qualitative analysis, namely data collection, data condensation, data presentation and conclusion drawing (Miles and Huberman 2014). The interactive models are as follows: 1. Data collection (Data Collection), 2. Data condensation (Data Condensation), 3. Presentation of data (Data display). 4. Drawing conclusions (Conclusion, drawing/verifying).

RESULTS AND DISCUSSION

One model of policy implementation was proposed by Daniel A. Mazmanian and Paul A. Sabatier. According to Mazmanian and Sabatier (1983), there are three groups of variables that influence the success of policy implementation, including: (1) problem characteristics variable "characteristic of the problems); (2) policy characteristics (ability of statute to structure implementation); (3) policy environment variables (non-statutory variables affecting implementations). In general, the 3 aspects are explained in variables namely Regulatory Carrying Capacity and Non-Regulatory Carrying Capacity. Regulatory carrying capacity consists of several 'indicators' including (1) Clarity and consistency of targets, (2) adequate causal theory, (3) adequate sources of funds, (4) integration of implementing organizations, (5) discretion of implementers, (6) recruitment of implementing officials, (7) formal access to implementers, while the non-regulatory variables consists of several 'indicators', among others; (1) socio-economic and technological conditions; (2) press attention to problems; (3) public support; (4) attitudes and sources power ; (5) Main target groups; 6. Support the commitment and ability of the implementing authority.

Regulatory Support

Personnel development is something that is very important for the sustainability of organizations, both government and private organizations. Personnel development is the totality of activities that include planning, regulating and using employees so that they become employees who are able to carry out tasks according to their respective fields, in order to achieve effective and efficient work performance. Coaching can also be interpreted as an action, process, result or statement that is better. In the Military Guidance Book of the Ministry of Defense and Security it is stated that coaching is: "Coaching is a process of using humans, tools, money, time, methods and systems based on certain principles to achieve predetermined goals with maximum power and results." (Musaneff, 1991).

Personnel development is also an important part of the organization of the Surabaya Education and Training Doctrine Development Command (Kodiklatal). The personnel in the Kodiklatal consist of elements of the Indonesian Navy (TNI AL) and Civil Servants (PNS). This thesis discusses the development of civil servant personnel at the Surabaya Kodiklatal which refers to the TNI Commander Regulation (Perpang TNI).

Whereas the implementation or implementation in the Career Development of the TNI - AL Civil Servants (PNS) at the Surabaya Kodiklatal still uses the Panglima Regulation (Perpang) No. 161/XII/2011. Where in the regulation many things are regulated, including in the development and career development of civil servants including, procurement of personnel, especially civilians or civil servants, education and training, especially for civil servants as well as awards and promotions or even dismissal/punishment.

Clarity and Consistency of Goals

The researcher analyzes the implementation or implementation in the field in the development of TNI - AL Civil Servants (PNS) personnel who use the policy of Panglima Regulation (Perpang) No. 161/XII/2011 concerning Administrative Guidelines for the Development of TNI Civil Servant Personnel. According to Van Meter and Van Horn quoted by Fadillah stating that implementation (policy) is: "Implementation and controlling the direction of policy actions until policy outcomes are achieved". Then formulate the policy implementation process as: "Policy implementation includes those actions by public or private individuals (or groups) that are directed at the achievement of objectives set forth in prior policy decisions" carried out by both individuals, and government and private groups directed at achieving goals and objectives, which are priorities in policy decisions) (Fadillah, 2001).

From the explanation above, it can be interpreted that in successfully achieving the objectives of the Panglima Regulation (Perpang) No. 161/XII/2011 it is necessary to have support in the form of policies or decisions that further direct and clarify the war regulations. In the development and career development of TNI-AL Civil Servants (PNS) at the Surabaya Kodiklatal this is clearly illustrated.

The clarity of a procedure or flow in career development is very important. This is clarity on how employees or employees can improve their performance in helping a company or agency achieve its goals and professionalism. In the implementation of career development and career development for TNI-AL Civil Servants (PNS) at the Surabaya Kodiklatal, it has actually been clearly stated in the Regulation of the Commander-in-Chief (Perpang) No. 161/XII/2011 concerning Administrative Guidelines for the Development of TNI Civil Servant Personnel. Panglima Regulation (Perpang) No. 161/XII/2011 concerning Administrative Instructions for the Development of Civil Servant Personnel of the TNI has covered all aspects, including the development and career development of Civil Servants (PNS).

Education and training consists of four (4) types, namely: Education and training Diklatsarnil; Pre-service education and training; Provision of group transfer for TNI PNS; and In-service education and training. In pre-service education and training where this education is shown to CPNS TNI and must be followed. Where the purpose of this education is to provide knowledge in the context of forming national insight, personality and ethics of TNI Civil Servants in addition to basic knowledge of the state administration system, areas of duty and organizational culture in order to be able to carry out tasks within the TNI organization. Not only that, the regulation also discusses the issue of the education curriculum where the curriculum is determined by the RI State Administration, but in substance lessons it is adjusted to the needs of each TNI organization.

Panglima Regulation (Perpang) No. 161/XII/2011 concerning the Administrative Guidelines for the Development of TNI Civil Servant Personnel in Chapter V regarding use also regulates the career patterns of TNI civil servants. Where is the Career Pattern for Civil Servants TNI. To ensure the certainty of the flow of development for TNI Civil Servants, especially in the appointment, transfer, and dismissal in the careers of TNI Civil Servants which shows the relationship between position, rank, education and training as well as the term of office from the first appointment in a certain position until retirement. The career pattern regulated in the regulation is based on the level of education to get the specified rank and education.

Implementing Organization Integration

Implementing organizations or commonly referred to as good bureaucracies can have a positive, effective influence, and facilitate the implementation of an implementation in the development and coaching of employees, where it is intended to be able to provide guarantees and provide work motivation to improve performance. As revealed by Gibson et al (2008) said, organizational arrangement or arrangement is concerned with actions to increase organizational effectiveness by making changes in the formal structure of the task and authority relationship. Robbins (2006) concluded that "a good structure for an organization is one that supports effective performance efforts and which minimizes complexity". Robbins (2007) defines

organizational structure as determining how work is divided, divided, and formally grouped. While the organization is a social unit that is consciously coordinated, consists of two or more people, and functions on a relatively continuous basis to achieve a set of common goals. From the explanation above, it is concluded that a bureaucratic structure is very important for an implementation such as coaching and career development, this is an effort to support effective performance and which minimizes complexity and facilitates coordination, clarity of who is in charge of a bureaucratic structure is very important for employees to know. or employees. This serves as the basis for helping them coordinate the effectiveness of their career development efforts at work. Robbins (2006) concluded that "a good structure for an organization is one that supports effective performance efforts and which minimizes complexity"

Non-Regulatory Carrying Capacity

Non-regulatory carrying capacity is the efforts owned and implemented by the organization to carry out the process of organizational dynamics. The dynamic process is closely related to the situation and environmental conditions that exist in the organization. It is undeniable, most people work to earn money. Very few people work simply to fill their spare time or to pursue a hobby. In choosing a job, currently salary is still one of the main determinants of whether an employee wants or does not want to work in a company. Even so, sometimes salary is the second, third, or tenth consideration for someone at work.

Currently, there are many companies that are willing to provide more treatment for their employees. For these companies, investment in human resources is important because it will have a significant impact on the progress of their company. Indeed, human resources is something that companies need to work on seriously. Human resources in the company can give birth to the potential for business benefits that were never expected before. According to Nawawi in Gaol (2014), Human Resources are people who work and function as organizational/company assets that can be counted (quantitatively), and HR is the potential that drives the organization. According to Sutrisno (2014), human resources are the only resources that have feelings, desires, skills, knowledge, encouragement, power, and work (ratio, taste, and intention). achieving goals.

Attitudes and Resources

The definition of attitude put forward by Mar'at (2000) attitude is the level of affection (feeling), both positive and negative in relation to psychological objects. Thus the feeling in responding to an object can be positive, namely feelings of pleasure, acceptance, openness, etc. This is in line with the opinion of Rakhmat (2004:52) who stated that attitude is a tendency to act, perceive, think and feel in objects, ideas, situations or values. Attitude is not behavior but is a tendency to behave in certain ways towards the object of attitude. According to Sarwono (2009) attitude is a term that reflects a person's feeling of pleasure, displeasure, or mediocrity (neutral) towards something. Something that can be objects, events, situations, people or groups, if something that arises is a feeling of pleasure, then it is called a positive attitude. While feeling unhappy is called a negative attitude. If there are no feelings, it means that his attitude is neutral. Attitude according to Djaali (2008:114) is a tendency to act with respect to certain objects. W.J Thomas in Ahmadi (2003) provides a limitation of attitude as an act of positive or negative tendencies related to psychological objects. The objects of psychology here include: symbols, words, slogans, people, institutions, ideas and so on. According to Sarnoff in Sarwono (2009) identifies attitude as a willingness to react (disposition to react) positively (favorably), namely attitudes in the form of good actions or negatively (unfavorably), namely bad attitudes that are reflected towards certain objects. D.Krech and R.S Crutchfield in Sarwono (2009) argue that attitude as an organization that is permanent in nature from motivational, emotional, perceptual and cognitive processes regarding aspects of the individual world.

Human Resources occupy an important position in a company/organization because every organization is formed by people, using their services, developing their skills, encouraging them to perform high, and ensuring them to continue to maintain commitment to the organization is a very important factor in achieving organizational goals (De Cenzo & Robbin, 1999: 8). According to Barney (Bagasatwa, (ed), 2006:12) Human Resources system can support competitive advantage continuously through the development of HR competencies in organizations. Therefore, education is an important thing to empower human resources in achieving the targets or goals of the organization. In this case, the researcher also wants to know in the development and career development efforts for Civil Servants (PNS) TNI – AL, the KODIKLATAL. In the second indicator (2) in the sub-indicator of clarity of procedures/flow development

and guidance it has been briefly explained where in table 15 above, it can be seen in the Panglima Regulation (Perpang) No. 161/XII/2011 concerning Administrative Instructions for the Development of TNI Civil Servant Personnel has been described and accommodated in the regulation. But how the implementers or implementers can implement and implement in the field. Career development and development cannot be separated from education and training. In Panglima Regulation (Perpang) No. 161/XII/2011 concerning the Administrative Guidelines for the Development of TNI Civil Servant Personnel have actually been regulated and elaborated.

In Panglima Regulation (Perpang) No. 161/XII/2011 concerning Administrative Guidelines for the Development of TNI Civil Servant Personnel Chapter IV, in general, education and training are needed by TNI civil servants as a complement to the TNI organization. Therefore, education and training of TNI Civil Servants is a means to establish and improve professionalism, attitude of devotion and loyalty to the nation and state, the spirit of unity and integrity as well as the development of insight into TNI Civil Servants. Not only the definition of education and training is mentioned in the regulation, but also the goals and objectives of the education and training are also explained. The target of this education is the realization of TNI civil servants who have competencies that are in accordance with the requirements of their respective positions/tasks. While the objectives of the education and training are, a. To increase knowledge, expertise, skills, and attitudes to be able to carry out professional duties based on personality and ethics in accordance with agency needs. b. Creating an apparatus capable of acting as a reformer and glue of national unity and integrity. c. Strengthen the attitude and spirit of service-oriented service and community protection. d. Creating a common vision and dynamics of mindset in carrying out general government and development tasks for the realization of good governance.

Personnel Attention To Problem

Maintaining and increasing the productivity of an organization, the role of human resource management is very important in terms of trying to make the workforce willing and able to provide the best possible work performance. In this case, the company is obliged to pay attention to the needs of its employees, both material and non-material. The form of attention, effort and encouragement that can be done by the company towards its employees, one of which is by carrying out objective and fair promotions and appropriate placements. The implementation of promotions is intended to increase employee work motivation so that they want to work with good work behavior in accordance with what is desired by the company in order to increase the company's work productivity and ensure the company's success in achieving its goals. The following is an opinion on promotion according to Hasibuan (2002: 108) that "Position promotion means a transfer that enlarges authority and responsibility to a higher position in an organization which is followed by greater obligations, rights, status, and income."

Meanwhile, according to Manullang (2004: 153), namely: "Position promotion means an increase in position, namely accepting greater power and responsibility than previous powers and responsibilities." From the statements above, it can be concluded that promotion is marked by a change in position to a higher level. The existence of these changes resulted in increased responsibilities, rights, status, and authority, as well as greater status and greater income accompanied by an increase in other facilities. In the implementation of the development of the Indonesian Navy's Civil Servant (PNS) personnel at the Surabaya Kodiklatal, the promotion of this position has been regulated in Panglima Regulation (Perpang) No. 161/XII/2011, where this regulation is a regulation that is referred to in the implementation of the development and career development of Civil Servants (PNS) TNI – AL.

In Panglima Regulation (Perpang) No. 161/XII/2011, in fact it has been arranged regarding the promotion of the position. In Chapter V regarding use, page 81, there is substance regarding the assessment of the implementation of the work of TNI PNS. The substance is about the assessment of TNI PNS which is used as a reference for obtaining promotions. In this substance it is explained that the Assessment of the work of Civil Servants is a means to participate in the professional development of TNI Civil Servants in the form of the Employment Implementation Assessment List (DP-3), intended to obtain objective considerations in the development of TNI Civil Servants'.

Likewise with the implementation of employee transfers which provide many benefits and goals that greatly affect the ability and willingness of employees to work which results in an advantage for the company itself. This employee transfer is one of the methods in the management development program that

serves to increase the overall effectiveness of managers in their jobs and positions by expanding their experience. In society, it is often understood that transfer is a form of punishment in the field of employment. This opinion mainly comes from employees who feel incapable, incompetent or less successful in carrying out their duties and employees who feel they have made a mistake. This assumption, of course, is not always true. Regardless of the actual causes, holding a transfer is not a job punishment. Mutation is a natural thing in every organization or agency, both government and private. Panglima Regulation (Perpang) No. 161/XII/2011 concerning Administrative Instructions for the Development of Civil Servant Personnel of the TNI, has also regulated the substance of transfers/mutations at work. This can be seen in Chapter V of use, where in that chapter there is a transfer/assigned/researched substance. Where the definition of the meaning of the substance is that it is possible for TNI Civil Servants to be moved/assisted/employed either between Forces/Ministries/Non-Ministerial Government Agencies, in the context of efforts to spread and utilize expert/skilled personnel or because of organizational simplification. The regulation also explains that the transfer / mutation is divided into two (2) namely: 1). Transfers between TNI forces/organizational units where the TNI organizational unit/force that requires a Civil Servant contacts the leadership at the relevant Civil Servant agency to seek approval or the leadership in the relevant Civil Servant agency is working to seek approval from the Head of the intended organizational unit. 2). Transfers / mutations between ministries / non-ministerial government agencies. In the rules it is very clear where the rules, procedures for moving have been explained.

Support Commitment and Capability of Implementing Officers

Support Commitment from organizational officials is important for the success of the organization's wheels. Commitment support can be in the form of rewards or awards. Reward comes from English which means gift, reward, award or reward. Reward as an educational tool is given when students do something good. According to Djamarah (2008), reward is giving something to someone else as an award or memento/souvenir. Gifts are given to others in the form of anything, depending on the wishes of the giver. Other forms of reward can also be adjusted to the achievements achieved by someone. Everyone has the right to receive gifts from someone with certain motives. According to Slameto (2010), Reward is an award given by the teacher to students as a gift because the student has behaved well and has successfully carried out the tasks given by the teacher well. Purwanto (2011) says reward is a tool to educate children so that children feel happy because their actions or work get an award.

In line with that, Hamalik (2009: 184) says that rewards have a purpose to generate or carry interest, this reward is only a tool to generate interest, not as a goal. The purpose of giving rewards in learning is that someone will receive an award after learning well and will do his own learning outside the classroom. Reward can also be said as the motivation given by the teacher to his students (Sardiman, 2007). Based on some of the opinions above, it can be concluded that a reward is everything in the form of an award that pleases the feelings given to students because they have behaved well, got results or have succeeded in carrying out the tasks given by the teacher well so that students are always motivated to repeat their actions again. Giving the reward arises from the desire of the children to be more enthusiastic about learning that grows from within the students themselves.

In the implementation of the development of career personnel for TNI Civil Servants (PNS) at the Surabaya Kodiklatal, awards or rewards are very important. According to Prof. Dr. FX. Suwanto, M.S. (2011) stated that rewards are rewards that come from work, where the rewards can be in the form of, among others:

- Financial rewards: Fringe Benefits are the main extrinsic reward, and it is generally recognized that money is the main driver, but if employees don't see a relationship between achievement and a deserved raise, money will not be a strong motivator and it needs to be created. a clear performance appraisal system.
- The main benefits of most organizations are pension plans, hospitalization fees, and so on.
- Status is an interpersonal reward (interpersonal reward) by assigning an individual to an authoritative job.
- Respect/recognition is the managerial use of recognition or rewards involving the manager's knowledge of good job performance
- Promotion is the transfer of an employee from one place/position to another higher position/position.

Implementation of the development and career development of Civil Servants (PNS) Kodiklatal Surabaya is very concerned about the welfare of its employees, this can be seen in the Panglima Regulation (Perpang) No. 161/XII/2011 concerning Administrative Instructions for the Development of TNI Civil Servant Personnel, in the maintenance chapter on the substance of the honors, it discusses how these TNI PNS are very concerned in their dedication and dedication in their work. One of the rewards or awards is in the form of a sign of honor, namely Satyalancana Karya Satya where the award is given to Indonesian Navy civil servants who have served and been loyal to the agency for ten years (10), twenty years (20), thirty years (30). The requirements for Satyalancana Karya Satya are given to TNI Civil Servants who have worked with full loyalty to Pancasila, the 1945 Constitution of the Republic of Indonesia, the state and government and with continuous dedication, honesty, skill and discipline.

Supporting and Inhibiting Factors in the Implementation of Policies for the Development of TNI Civil Servant Personnel (PNS) at KODIKLATAL Surabaya

1. Supporting Factors for the Implementation of Policies for the Development of TNI Civil Servant Personnel (PNS) at the Surabaya Regional Military Command

In the implementation of the development of Civil Servant Personnel (PNS) TNI – AL KODIKLATAL Surabaya, the roles of the commanders are very important, this can affect the policies that will be made as a form of implementation of Panglima (Perpang) No. 161/XII/2011 concerning Administrative Guidelines for the Development of TNI Civil Servant Personnel. At least a good role is a decision in policy that can accommodate the interests of its employees. That there is support provided by the leaders for TNI-AL civil servants who want or will take further undergraduate education as an effort to increase the skills of these civil servants and also efforts to be able to occupy other positions. The Navy civil servants were given permission to take further education to increase their skills and they were also given motivation from the leaders. But it is only non-material, for the material itself in terms of school funding they still use personal costs to take the education.

2. Inhibiting Factors in the Implementation of Policies for the Development of TNI Civil Servants (PNS) at the Surabaya Kodiklatal

In the implementation of policies there are various obstacles that can hinder. Gow and Morss (in Pasolong, 2007: 59) reveal that the obstacles in implementing policies are as follows: (1) Political, economic and environmental barriers; (2) Weaknesses of the institution; (3) the inability of human resources (HR) in the technical and administrative fields; (4) Lack of technical assistance; (5) Lack of decentralization and participation; (6) Timing (timing); (6) The information system is not supportive; (7) Differences in the agenda of goals and actors; (8) Continuous support.

In the implementation or implementation of the Commander Regulation (Perpang) No. 161/XII/2011 in the Development and Career Guidance of Civil Servants (PNS) TNI-AL at KODIKLATAL Surabaya is still lacking. In terms of technical implementation or implementation, the procedure is very appropriate, starting with regulations that regulate completely and clearly, a clear bureaucratic structure as well as the responsibilities and duties of each. But there are a few problems that occur in the implementation, namely there are still differences in accommodating personnel development between TNI-AL civil servants and TNI-AL members / soldiers. If you look at the two (2) data, it can be clearly seen that there is still no success in the Development and Career Development of the TNI-AL Civil Servants (PNS) at the Surabaya Kodiklatal. Apart from the lack of support in the form of material provided by the leaders to the TNI - AL civil servants. It turns out that there are factors within the TNI-AL civil servants who are still stuck with the old employee paradigm.

CONCLUSION

This study aims to determine how the policy implementation of the development of the TNI Civil Servant (PNS) personnel at the Education and Training Doctrine Development Command (KODIKLATAL) Surabaya. In the organization of the Navy, in addition to using Navy Soldiers, TNI Civil Servants are also assigned to the Navy in a large number of organizations, therefore Civil Servants and Navy Soldiers are an integrated unit together. responsible for the implementation of the main tasks of the Navy. The results

showed that the variable carrying capacity of regulations and carrying capacity of non-regulations influenced the implementation of policies for the development of personnel for Civil Servants (PNS) at the Education and Training Doctrine Development Command (Kodiklatal) Surabaya. which supports the successful implementation of the policy of developing Civil Servant (PNS) personnel at the Surabaya Kodiklatal. Meanwhile, in the Non-Regulatory variables, there are attitudes and resources, personnel attention to problems and support for the commitment and ability of implementing officials who support the implementation of the policy of developing Civil Servant (PNS) personnel at the Surabaya Kodiklatal. Clarity and consistency of leadership support targets in efforts to develop Civil Servant (PNS) personnel at the Surabaya Kodiklatal. Meanwhile, the factors that hinder the implementation of the policy of developing Civil Servant (PNS) personnel at the Surabaya Kodiklatal are the lack of financial support for personnel development so that the Civil Servant (PNS) personnel at the Kodiklatal work better.

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