

Evaluation of the Implementation of Air Force Staffing Programme at the Air Force Personnel Administration Service

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Abstract: This study aims to evaluate the process of implementing the TNI AAU recruitment program at Mabesau Disminpersau Cilangkap Jakarta. The method used is the evaluation study method with the CIPP model. The results of the study show; (1) technical guidelines which become the reference for implementation have not been standardized, the objectives and targets of the program can be fulfilled in terms of quality and quantity; (2) some committees lack integrity, are not transparent and collusion. In addition, the lack of a CAT computer lab during the test, the unevenness of the facilities and infrastructure in the area and the implementation of tests manually; (3) there are several causes for prospective cadets not to pass, among others; administrative mismanagement, past the age limit, below average intelligence, low endurance, not stress resistant, easily affected, lacking in terms of health checks, color blindness, lung disease, unable to swim, having pierced ears, lacking loyalist towards Pancasila, NKRI, UUD 1945, radical, free sex, and vigilante; (4) the achievement of graduates based on the final grade score (NA) of graduation and after being appointed as cadets of the Indonesian Air Force can be placed in all TNI AU Corps. But in terms of quality there are still a number of cadets who cannot fly the TNI AU aircraft so that they are placed in other specialties.

1 INTRODUCTION

The Administrative Service of the Indonesian Air Force personnel, abbreviated as Disminpersau, is the central executing body at the Mabesau level which is directly under the Kasau which is in charge of fostering and controlling personnel administration covering a part of the function of personnel development consisting of recruitment / procurement, education and preparation of the distribution of Indonesian Air Force personnel as well as fostering special administrative and service professional fields.

There are several problems in the implementation of the TNI AU cadet recruitment program at Disminpersau Cilangkap Jakarta including: (1) planning a recruitment program that is less complete and focused, and implementation that has not been fully consistent; (2) the preparation and recruitment activities of the central and regional committees are not optimal; (3) the function of monitoring and evaluation is not optimal as a

component of quality control; (4) selection processes such as psychological examinations, health examinations, physical and postnatal health examinations, screening for Pomau screening, personnel research and academic selection are not optimal; (5) the needs of the number of TNI AU cadets that have not been fulfilled are needed to guard the organization; and (6) there are still some complaints from user agencies and guidance of cadets on performance.

This is because there are graduates from Taruna / Taruni candidates who have been selected, but when they are at the central level selection, when they are tested using the same test there are still candidates for cadets who do not pass, even though the graduates from the regional selection has been declared passed by the regional committee. This means that there are problems that occur in the process of selection of cadets at the regional level. Based on this background, it is necessary to have a study evaluating the prospective recruitment program for TNI AAU cadets at Mabesau Disminpersau Cilangkap Jakarta.

2 THEORETICAL FRAMEWORK

Concept of Program Evaluation

Program evaluation is the first step in supervision, which is collecting the right data so that it can be continued with the provision of appropriate guidance. Program evaluation is very useful especially for decision makers, because by inputting the results of the program evaluation the decision makers will determine the follow-up of the program that is being or has been implemented. Carpenter et al. (Carpenter, Corbin, & Luke, 2015) defines that program evaluation is an effort to conduct analysis, collect data in the field, and search for various information in the field.

McDavid, Husse and Hawthorn (McDavid, Huse, & Hawthorn, 2013) say that program evaluation is a systematic process of assessing a program or policy based on absolute criteria (merit-based) or relative (worth-based). (Goodier, Field, & Goodman, 2018) that program evaluation is done to see the level of efficiency, implementation, results and costs of a program. In line with this understanding, (Topper & Lancaster, 2016) says that program evaluation is needed to test the evaluation model or approach to determine the most appropriate planning model to be applied.

Recruitment

There are several definitions of recruitment including; according to (Greenhaus & Callanan, 2006) that recruitment is usually defined as activities in the field of organizations with the aim of attracting potential. The same thing was expressed by (Armstrong, 2010) that recruitment was related to the addition of the number and type needed. According to (Noe, 2010) that recruitment is the process of finding potential jobs. Whereas according to Noe & Weight (Baran, Filipkowski, & Stockwell, 2018) recruitment is any activity carried out by the organization with the main goal of identifying and attracting potential employees.

Selection

Selection is an important function because the various skills needed by the organization to achieve its objectives are obtained through selection. According to Goldstein (Goldstein, Pulakos, Passmore, & Semedo, 2017) that selection is the process of choosing which new members together achieve organizational goals. According to (Colquitt, LePine, & Wesson, 2015) that the employee selection process is one of the most important parts of a human resource management process. The selection process starts from accepting the application and ends with a decision on the

application. According to (Robbins & Coulter, 2016) that there are steps between processes starting with the ending process is an effort to link the interests of prospective employees with organizational interests. According to (Cheaitou, Larbi, & Al Housani, 2018) that selection criteria can include: past performance, and past experience. Likewise according to Russell and Brannan (Russell & Brannan, 2016) that selection is related to prospective human resources selected based on the ability to show behaviors and attitudes that coincide with value-based organizations.

Human Resources

The existence of qualified and competent human resources (HR) is absolutely necessary because in turn it will have implications for improving the Air Force's defense. Therefore, strategic steps are needed to be taken immediately to overcome the problem of recruiting the Indonesian Air Force in Indonesia. So in this knowledge-based era what happens is competition between the level of knowledge and the level of knowledge possessed by human resources from each country. According to (Boxall, Purcell, & Wright, 2007) say that; there are several parts of human resources including; organizational culture, management style, involvement / influence, remuneration, training / development, recruitment / selection and job security. With the availability of quality human resources by mastering science and technology this greatly determines the ability of the nation to enter global competition that demands high competitiveness.

In line with the statement, (Brewer & Brewer, 2010) said that one form of human resource planning is to recruit, and choose activities that involve orientation, socialization, training, and development, as well as performance appraisals that lead to increased knowledge of members.

The Concept of Provision of Cadets of the Indonesian Air Force

Based on the Renlakglat Provision of Air Force Officers Number B / 401 1-08 / 02/19 / Disminpersau that the provision of officers is part of fostering TNI personnel, especially the Air Force, which in essence is an activity to get prospective officers in line with the quality and quantity needed to meet the needs of the organization in order to carry out the basic tasks of the Indonesian Air Force. One of the activities to receive candidates for the TNI AU is through the provision of cadets.

The Indonesian National Army Air Force (TNI AU) as an integral part of the TNI is a state defense tool in the air, in carrying out its functions is strongly influenced by the types of defense

equipment and humans who guard it. In order to guard the organization, it is necessary to foster human resources as a very important effort in fostering the Indonesian Air Force officers as a whole, one of which is the provision of officers.

Likewise, according to the Plan of Implementation of Provision of Cadets and Students of the Air Force Academy it is said that the provision of officers as part of a system of personnel development in addition to education, use, care, and separation of personnel is essentially an effort, activity and work to get an Air Force officer with quality and quantity that has been determined to meet the organization's escort needs. Activities in the provision of officers will be achieved according to needs.

3 METHODOLOGY

The method chosen in this study was a program / policy evaluation research method. The components evaluated by the CIPP model approach began to be developed in the late 1960s by (Stufflebeam & Coryn, 2004). CIPP is based on four stages including context evaluation (context), input (input), process (process), and evaluation of results (product). The main data sources (key informants) in this study were Assistant Kasau Personnel, Air Force Academy Governor, Head of the Indonesian Air Force Administration Agency, Recruitment Committee, and Indonesian Air Force Cadets. From this information source, there will be several methods of data collection such as interviews, documentation and observations to get as much information as possible about the recruitment of Indonesian Air Force cadets at Mabesau Disminpersau Cilangkap.

4 RESULT AND DISCUSSION

Context Evaluation (context)

The implementation of the Disminpersau Mabesau TNI AU cadet provision program has been in accordance with the legal basis and made technical guidelines as a reference in the implementation. Although the technical guidelines used are not standardized. Furthermore, the aim of the program is to fulfill the program objectives in guarding and enhancing the capabilities of the Indonesian Air Force. Furthermore, the program target has been fulfilled in terms of the quantity already in

accordance with the acceptance quota, which is 100 cadets consisting of 90 cadets and 10 Taruni while the quality aspect is capable of being a pilot, although there are some cadets who cannot become pilots. However, it can be directed to other specialties according to their interests and talents to continue to jointly support the main tasks of the TNI.

One of the objectives of organizing cadets / cadets in the Indonesian Air Force is to produce graduates who have competent and quality human resources. This is in line with the opinion of (Baran et al., 2018) that human resources (HR) function and play an important role in changing an organization. In particular, the function of human resources has the ability to implement specific practices that increase commitment to change.

Based on the evaluation of aspects of context evaluation, it can be explained that it is appropriate and running well.

Input Evaluation (input)

Taruna has resources that suit the needs of the TNI AU because they are very tightly selected such as having above-average intelligence, strong immune system, stress resistance, not easily affected, having excellent health, loyalists towards Pancasila, NKRI, 1945 Constitution. regarding the committee's resources, it can be concluded that not all committees and selectors have integrity and transparency and collusion. The scoring system carried out is still manual so the value or score can be changed. Of course it will be different if the test uses a computerized system, so the causes of fraud can be minimized.

On the aspect of the availability of facilities and infrastructure the selection process still lacks the unavailability of CAT computer labs and the lack of facilities and infrastructure in remote areas so that they must be able to cooperate with relevant agencies and the uneven distribution of facilities and infrastructure between regions. While the financing aspect has not met the program needs in the implementation of the provision of cadets of the Indonesian Air Force. In general, the recruitment process must be able to choose the best cadets. This is in accordance with the opinion of (Bailey & MacMahon, 2018) that in making decisions on the recruitment process it is necessary to identify talents, identify individual abilities, identify specific skills for prospective members.

Based on the evaluation of the input evaluation aspects, it can be explained that it has not gone well.

Process Evaluation (process)

In the implementation of the administrative examination is divided into two parts, namely the central level tests and regional level tests. The process of carrying out administrative checks still causes several candidates for cadets who do not pass due to age exceeding the provisions, there are still errors in administrative completeness such as improper filing, legalization of no number and date of agenda, missing diploma files not accompanied by a missing certificate from the police, using a guardian even though his parents are still alive, the letter is not collusion and parental consent is signed by himself, and the application letter, mother's name on the certificate, KK is not the same.

From several stages of psychological testing, there are several causes of cadets not graduating due to problems that occur in prospective cadets including: below average intelligence, low durability, stress resistance, slow work and easily affected. In the aspect of health checks, prospective cadets do not graduate because they have deficiencies in terms of ENT, color blindness, and have lung disease. While the aspects of physical fitness and posture examination found several causes not passed because prospective cadets cannot swim and have extreme posture abnormalities. Furthermore, regarding the reasons for not passing the Pomau screening examination due to having pierced in the ears, there were still differences in diplomas between elementary, middle and high school and had two families. While the cause of not passing the personnel research test is because prospective cadets are less loyalistic towards Pancasila, NKRI, 1945 Constitution, Government, radicals, free sex, and vigilante. According to (Russell & Brannan, 2016) that the recruitment process is related to prospective human resources selected based on the ability to show behaviors and attitudes that coincide with value-based organizations.

Based on the evaluation of aspects of process evaluation, it can be explained that it is appropriate and running well.

Results Evaluation (product)

From the aspect of program graduation achievement there are differences in the results of regional level graduation and central level tests even though the tests used are the same. This is because there are some individual committees who are collusion, not transparent, have no integrity, there is no independent supervision, facilities in the regions are

still manual while at the central level some have been computerized, and there is no standard in conducting selection. While on the quality aspect, the quality of TNI cadets is in accordance with the standards, namely responsive (able to think quickly and precisely to provide solutions to problem problems), responsiveness (good personality and role model for members) and trengginas (having good security to carry out every workload who was held as cadets / TNI cadets). According to Blaga and Jozsef (Aized, 2012) that work resources have limited qualitative-quantitative potential. Quality is unlimited potential.

Based on the evaluation of aspects of product evaluation, it can be explained that it is appropriate and running well.

5 CONCLUSION

Based on the research findings, it can be concluded that the lack of CAT computer labs at the time of the tests, the unevenness of the facilities and infrastructure in the area and the manual implementation of the tests affected the assessment process for cadets. While on the quality aspect, the quality of TNI cadets is in accordance with the standards, namely responsive (able to think quickly and precisely to provide solutions to problem problems), responsiveness (good personality and role model for members) and trengginas (having good security to carry out every workload who was held as cadets / TNI cadets). In general, the results of the evaluation of TNI AU cadet recruitment have gone well. Although it still requires some improvements such as the completeness of facilities and infrastructure.

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